



Agenda

Meeting Executive

To: Councillors Carl Les (Chairman), Mark Crane, Gareth Dadd, Richard Foster, Michael Harrison, Simon Myers, Heather Phillips, Janet Sanderson, Malcolm Taylor and Annabel Wilkinson.

Date: Tuesday, 21 April 2026

Time: 11.00 am

Venue: Ripon Town Hall, Ripon

This meeting is being live broadcast and recorded and will be available to view [via our website](#) and uploaded to [our Youtube channel](#).

Business

1. Apologies for Absence

2. Minutes of the Meeting held on 31 March 2026 (Pages 7 - 10)

3. Declarations of Interest

4. Exclusion of the Public

Members are recommended to exclude the public from the meeting during consideration of each of the items of business listed in Column 1 of the following table on the grounds that they each involve the likely disclosure of exempt information as defined in the paragraph(s) specified in column 2 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to information)(Variation) Order 2006:

Item number on the agenda	Paragraph numbers
8	1 and 3
11	3

5. Public Questions and Statements

Members of the public may ask questions or make statements at this meeting if they have given notice to Elizabeth Jackson, Principal Democratic Services Officer democraticservices.central@northyorks.gov.uk and supplied the text by midday on Thursday 16 April, 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 Leader who will instruct anyone who may be taking a recording to cease while you speak.

**6. Transfer of Ripon Town Hall to Ripon City Council (Pages 11 - 22)
Recommendation**

That the Executive approve in principle the transfer of the site at undervalue to Ripon City Council on terms to be agreed with the Corporate Director of Resources in consultation with the Assistant Chief Executive of Legal and Democratic Services and Executive Member for Finance and Property if appropriate conditions are met.

**7. Review of the Public Convenience Service (Pages 23 - 46)
Recommendations**

1. That Executive note each of the 'findings' put forward by TEEE O&S committee.
2. For each finding, and paying particular regard to the Risk & Implications (section 6) and Financial Implications (section 7) sections of this report, Executive is asked to:
 - Agree the finding as written.
 - Agree the finding with amendments as requested by Executive; or
 - Reject the finding.
3. A capital allocation of £177,000 is set aside, funded from the Strategic Capacity Reserve, to deliver the findings should they be approved.

**8. North Yorkshire Council (NYC)/NY Highways (NYH) - Highway Officer Integration and Transfer of >7.5t Mechanical Sweeping responsibility to NY Highways (Pages 47 - 74)
Recommendations**

1. The Executive approves the transfer of staff and functions from NYC to NY Highways with effect by the 01 July 2026 for street sweeping and Highway Operations
2. The Executive approves the Council disposing of the street sweeper vehicles and highway maintenance vehicles as detailed in the report and delegate negotiation and agreement of the final price of the vehicles and terms of the asset transfer agreement to the Assistant Director, Environment and Transport.
3. The Executive delegate any other necessary steps to implement this decision including but not limited to entering contracts detailed in this report (excluding the asset transfer) to the Assistant Director – Highways & Infrastructure, Environment Directorate.
4. To amend the Environment Directorate organisational structure and move the responsibility for those functions outlined earlier, to sit within NY Highways. This will include some Business Support functions yet to be confirmed.
5. Subject to Member approval of the above, Executive are asked to approve the following on behalf of NYC in its capacity as Shareholder of NY Highways:

- i. The acquisition by NY Highways of all the vehicles detailed in this report from NYC.
- ii. To open the LGPS pension scheme via a variation to the Deed of Accession for NY Highways to allow pension continuation for all transferring NYC staff to NY Highways.
- iii. To agree the matters referred by the Board of Directors as detailed in confidential Appendix A; and
- iv. To delegate any other shareholder decisions necessary to facilitate the transfer from NYC to NY Highways to the Chief Executive as Shareholder Representative.

9. Council Plan 2026-2030

(Pages 75 - 132)

Recommendations

That the Executive approves the Council Plan and recommends it to the Council for approval.

10. Crisis and Resilience Fund (CRF) Proposed Approach, Housing Payments Policy Approval and Transition Arrangements 2026/27 Recommendations

(Pages 133 - 166)

- i. That Executive notes the Crisis & Resilience Fund (CRF) allocation confirmed by Government for North Yorkshire Council for the 2026/27 financial year of £6,644,811.48, and the national transition from existing discretionary support arrangements to the new CRF framework.
- ii. That Executive notes and approves the inclusion, within the overall CRF allocation, of targeted discretionary fuel related support to assist low income households experiencing financial hardship and rising living costs, including those living in off gas properties reliant on LPG, heating oil or other alternative fuels. This includes additional one off Government funding of £1,061,623 for 2026/27, to be delivered through the Crisis & Resilience Fund in line with national guidance.
- iii. That Executive approves North Yorkshire Council's approach to implementing the Crisis & Resilience Fund (CRF) from 1 April 2026, including the use of interim delivery arrangements to ensure continuity of crisis and housing support for residents while a longer term No Wrong Door / One Front Door operating model is finalised, in line with CRF guidance which anticipates a phased implementation approach and requires the Council's CRF Delivery Plan to be submitted to the Department for Work and Pensions by 1 July 2026.
- iv. That Executive approves the Housing Payments (Crisis & Resilience Fund) Policy (Appendix A), which formally replaces the Council's Discretionary Housing Payments (DHP) policy with effect from 1 April 2026, consistent with national arrangements and CRF grant conditions.
- v. That Executive approves and delegates authority to the Corporate Director – Resources (Section 151 Officer), in consultation with the relevant Executive Member, to operate and apply the approved CRF framework and Housing Payments Policy, including:
 - a) administering individual CRF awards (including Housing Payments and fuel related support);
 - b) managing and monitoring expenditure across CRF strands to ensure compliance with grant conditions and value for money; and

- c) making minor operational amendments required during the interim period, reporting back to Members as appropriate.

- 11. Bidding for Homes England funding from the Social and Affordable Homes Programme for specific schemes Recommendations** **(Pages 167 - 180)**
- i) To approve the principle of an acquisition programme of up to 30 affordable homes to take into the Housing Revenue Account subject to individual business cases and approvals in line with the Council's constitution
 - ii) To approve the submission of an application for grant funding to Homes England as set out in the confidential Appendix A to support the acquisition of these homes.
- 12. Health and Adult Services Provision in Ryedale Recommendations** **(Pages 181 - 216)**
- i) That Executive notes the opportunities for a new extra care scheme to be developed in Malton.
 - ii) That Executive notes the strategic market development plans for community-based care and support for adults to meet emerging and changing needs of people.
 - iii) That Executive notes the sustainability issues at Cauwood Day Service in Malton impacting on the ability of the service to support the care and support needs of the local community.
 - iv) That Executive approves the intention to close Cauwood Day Service in Malton in order to re-provide in local alternative community-based solutions for people in Ryedale and surrounding areas, and free up the site for a potential Extra Care Scheme.
- 13. Library Strategy Mid-Term Review and National Year of Reading Recommendations** **(Pages 217 - 240)**
- i. To progress the Mid Term Review of the Library Strategy to Full Council for publication on the North Yorkshire Council website
 - ii. To agree the wording for the National Year of Reading Pledge.
- 14. Appointments to Committees and Outside Bodies** **(Pages 241 - 242)**
- Recommended**
- That the Executive appoints Parish Councillor Catherine Leng to the vacant seat on the Ouse and Derwent Internal Drainage Board.
- 15. Forward Plan** **(Pages 243 - 260)**
- 16. Any Other Items**
Any other items which the Leader agrees should be considered as a matter of urgency because of special circumstances
- 17. Date of Next Meeting - 12 May 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.

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

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

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

Contact Details

For enquiries relating to this agenda and meeting please contact:

Elizabeth Jackson, Principal Democratic Services Officer

E-mail: elizabeth.jackson@northyorks.gov.uk

E-mail: democraticservices.central@northyorks.gov.uk

Tel: 01423 556409

Website: www.northyorks.gov.uk

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

Monday, 13 April 2026

This page is intentionally left blank

North Yorkshire Council

Executive

Minutes of the meeting held on Tuesday 31 March 2026 commencing at 11.00 am.

Councillor Carl Les in the Chair. Councillors Gareth Dadd, Richard Foster, Michael Harrison, Simon Myers, Heather Phillips, Janet Sanderson, Malcolm Taylor and Annabel Wilkinson.

In attendance: Councillor Paul Haslam (R)

Officers present: Richard Flinton, Karl Battersby, Gary Fielding, Barry Khan, Abigail Barron, Gill Kelly, Andrew Rowe, Daniel Harry, Elizabeth Jackson and Stewart Rowe (R)

Copies of all documents considered are in the Minute Book

874 Apologies for Absence

An apology for absence had been received from Councillor Mark Crane.

875 Minutes of the Meeting held on 17 March 2026

Resolved

That the public Minutes of the meeting held on 17 March 2026, having been printed and circulated, be taken as read and confirmed by the Chair as a correct record.

876 Declarations of Interest

There were no declarations of interest.

877 Public Questions and Statements

There were no public questions or statements.

878 Consideration of the acceptance of the delegation of certain transport functions from York and North Yorkshire Combined Authority to North Yorkshire Council, for recommendation to the Chief Executive Officer for approval

Considered – A report of the Corporate Director Environment regarding arrangements for the future delegation of Local Transport Functions from the York and North Yorkshire Combined Authority (YNYCA). Executive were requested to make recommendations to the Council's Chief Executive Officer as to the acceptance of any delegation of Local Transport Powers

Attached as an appendix to the report was a report of the YNYCA Director of Transport considering the delegation which was considered by YNYCA at its meeting on 27 March 2026, for members to note. At that meeting it was resolved that the Mayor's devolved powers relating to the provision of bus services be delegated to NYC and CYC from 1

April 2026 to 31 March 2027, subject to constituent councils' acceptance.

In introducing the report the Executive Member for Highways and Transportation, Councillor Malcolm Taylor, emphasised the importance of ensuring the continuation of bus services for the public. The Corporate Director Environment, Karl Battersby, confirmed that services had previously been funded through Network North funding, then last year through Combined Authority funding with £1.7m made available last year. A 2 year funding package was currently proposed, however there remained a £200k pa funding shortfall, with services currently being subsidised by NYC.

There followed a discussion in which the following points were made:

- It was noted that the Mayor had indicated that he wished to take control of the bus network, however this issue was still unresolved and there remained unanswered questions about funding, subsidies and service continuity
- Members felt strongly that NYC should accept the proposed arrangements in principle, but further clarity on funding was needed. Bus services currently subsidised by NYC would need to be funded by the Mayor once responsibility transferred.
- Members considered issues of access to bus services, particularly in rural communities, and the need for investment in bus station infrastructure.

Members supported a recommendation that NYC continue to operationally manage bus services as previously, but that confirmation on terms and conditions would be required before there could be a formal agreement on a 12 month delegation of powers.

The Assistant Chief Executive Legal and Democratic Services, Barry Khan, advised that the acceptance of the delegation would be a Council decision. Given the urgency to make a decision by 31 March 2026 it was recommended that Executive make comments for the Chief Executive to consider prior to him making the decision under urgency powers.

Following the vote on the matter the Chief Executive confirmed that he would consider the recommendation made by Executive and the view that further information should be sought from the Combined Authority particularly around those terms and conditions moving forward.

Resolved (unanimously)

That Executive

- 1) note the contents of the YNYCA report
- 2) note that agreement to accept the delegation is a Council decision, which would be taken by the Chief Executive under urgency powers in consultation with the Leader, Deputy Leader, and Corporate Director of Resources
- 3) recommend to the Chief Executive Officer that North Yorkshire Council resolve to manage the buses as previously but defer the decision to accept the Mayor's devolved powers relating to the provision of bus services until 31 March 2027 until further clarification about budget (including terms and conditions of grant funding) and decision making are received from the Combined Authority

879 North East Regional Coastal Monitoring Programme 2027-2033

Considered – A report of the Corporate Director Environment in which approval was sought to apply for grant funding from Flood Defence Grant in Aid (FDGiA) administered by the Environment Agency to continue the North East Regional Coastal Monitoring

Programme (NERCMP). The grant application formed part of a joint national funding business case developed on behalf of the Coastal Groups of England and undertaken by the lead partners of the National Network of Regional Coastal Monitoring Programmes of England, one which NYC was one.

The Executive Member for Highways and Transportation stated that NYC was the lead local authority for NERCMP and the funding covered 100% of all costs, which included data collection and analysis. The Corporate Director, Karl Battersby, confirmed that this was the 4th phase of the programme and NYC was responsible for the co-ordination of assessment and monitoring of the coastal environment.

Resolved (unanimously)

That Executive:

- i. agrees to the Council submitting a bid for £7,147,000 + 10% contingency of £714,000 for Flood Defence Grant in Aid (FDGiA) administered by the Environment Agency to continue the delivery of the North East Regional Coastal Monitoring Programme into its 4th phase through the North East Coastal Observatory
- ii. delegate acceptance of the grant if awarded, subject to acceptable terms and conditions, to the Corporate Director Resources in consultation with the Corporate Director - Environment, Executive Member for Finance (Deputy Leader) and the Executive Member for Highways and Transportation.

Reasons for recommendations

As a Risk Management Authority, North Yorkshire Council, under the Flood and Water Management Act 2010, is required to act in a manner that is consistent with the National Flood and Coastal Erosion Risk Management Strategy for England and work collaboratively with other RMAs. Undertaking the role of lead Authority for the North East monitoring region allows the Council to do this.

Being the Lead Authority allows the Council to steer and shape the monitoring programme to collect and analyse data that creates the greatest benefits and outcomes to meet local demand both along the North Yorkshire frontage and wider North East region.

The project is 100% grant aid funded and recommended by the adopted Shoreline Management Plan and local coastal strategies. The National Network of Regional Coastal Monitoring Programmes is a long established and is a priority project programme for the funder the Environment Agency, DEFRA and the client, the North East Coastal Group. Should approval be given, and grant awarded, North Yorkshire Council will continue to a leader in its field and a centre of excellence of coastal management and monitoring both nationally and internationally.

Alternative options considered

There are no feasible alternative options to consider other than to apply for the 100% grant funding or not as the lead partner for the NE Region. This is nationally strategic and important priority project that will be delivered with or without NYC involvement, subject to funding.

North Yorkshire Council is the current lead Authority for the delivery of the North East Regional Coastal Monitoring Programme through the inhouse North East Coastal Observatory. Due to the specialised skills, knowledge and understanding of the North East Coastal Observatory team, NYC remains the lead Authority within the new National Monitoring Programme business case. Being the lead Authority allows us to shape and

steer the monitoring programme to deliver the data required by local and regional coastal managers, responsible bodies and our communities.

880 Forward Plan

Considered – The Forward Plan for the period 20 March 2026 to 31 March 2027 was presented.

Resolved

That the Forward Plan be noted.

881 Date of Next Meeting - 21 April 2026 (Ripon Town Hall)

The meeting concluded at 11.25 am.

North Yorkshire Council

Executive

21 April 2026

Transfer of Ripon Town Hall to Ripon City Council

Report of the Corporate Director of Resources

1.0 PURPOSE OF REPORT

- 1.1 To approve in principle the transfer of Ripon Town Hall as shown on the attached plan to Ripon City Council (RCC) and to delegate the final decision to the Corporate Director of Resources in consultation with the Assistant Chief Executive of Legal and Democratic Services and Exec Member for Finance & Property if appropriate conditions are met.

2.0 BACKGROUND

- 2.1 Ripon Town Hall is owned by the Council and is located in the centre of Ripon, to the middle of Market Place South, overlooking the Market Place. A site plan is attached as [Appendix 1](#) and a photo below for context.



- 2.2 The property is Grade II Listed and comprises a mid-terrace, two storeys plus attic and basement building.
- 2.3 Dating from 1799 the building was originally gifted to Ripon in the 1890s by the Marquess of Granby, having previously been private assembly rooms.

- 2.4 The building provides traditional office accommodation at ground and first floor levels, with a Council Chamber on the first floor.
- 2.5 The attic/second floor provides smaller accommodation, as the Chamber below has a higher ceiling. The second-floor accommodation effectively provides two disused offices, but we understand that due to the lack of an adequate means of fire escape, these are better suited to storage.
- 2.6 The basement provides basic storerooms.
- 2.7 To the rear of the building is a small garden area including a below ground bunker.
- 2.8 Also to the rear of the building is a sloping tarmac surfaced driveway leading to a small, third party owned car park.
- 2.9 The property does not have any on site car parking, apart from a small area of grass that is let out to a house at the rear, for them to use as one parking space.
- 2.10 RCC already leases most of the ground floor and has use of the Council Chamber. Other tenants comprise Ripon and District Amateur Radio Society who use a bunker to the rear and a private individual that rents the single car parking space to the rear.
- 2.11 RCC submitted a Double Devolution proposal following a call for proposals to be considered by the new North Yorkshire Council (NYC). The closing date for submissions was 31 March 2023. RCC proposal was “the management of Ripon Town Hall, Market Place and Car Park, public toilets within the city and Wakeman’s House (listed building)”. Aspirations for Ripon Town Hall as detailed in the report can be found below:
- 2.12 “Town Hall – Ripon Town Hall lies at the centre of the market square. A listed building, occupancy of it has fallen dramatically in recent years with the departure of HMRC, Harrogate Borough Council’s (HBC) own Customer Service Centre and Tourist Information Office. Once a thriving community hub, only one office in the building is occupied by RCC. RCC’s corporate vision for the Town Hall (and the central marketplace) is that it once again becomes the focus point for the city’s residents and tourists alike and is developed as a thriving space with access for all. In addition to the office space available, the first floor includes an impressive ‘Council Chamber’, elaborately decorated with original works of art and Robert Adams fireplaces it is extremely underused. RCC’s plan include marketing the space available (the space is not currently marketed at all) and reinstating the marriage venue licence with a view to it being used for both wedding ceremonies and receptions (there is an unused catering kitchen on the same floor as the Council Chamber).”
- 2.13 When the successful Expression of Interests (EOI) were agreed in October 2023, the EOI from RCC was considered to be showing the level of ambition envisaged for the Double Devolution project, however the evaluation criteria was not sophisticated enough to manage a wide range of services within its scoring mechanisms. It was therefore agreed that individual project teams were set up to work with RCC to bring forward double devolution proposals to be considered by the Executive recognising that these may require more support.
- 2.14 Due to the complexity of the proposals it was agreed that rather than consider the proposal and assets as a whole to now consider each asset individually via a community asset transfer, the first being Ripon Town Hall. This approach was agreed by RCC and at a meeting of Full Council on 7 July 2025. RCC agreed to appoint legal representatives to negotiate the lease. Final lease and terms to be bought back to Ripon City Council to consider. Min: 110/25.

3.0 PROPOSAL

- 3.1 The proposal is to grant RCC a 99-year lease of the whole building, with option to renew subject to the existing tenancies, at a rent of £1 pa and with a tenant's break option on 12 months' notice. A draft head of terms has been endorsed by RCC at a meeting of Full Council on 9 February 2026 Minute ref: 32/26.
- 3.2 As part of the terms RCC is responsible for internal and external maintenance and must keep the property in no worse condition than at the commencement of the lease, as documented by the Schedule of Condition.
- 3.3 RCC can request the freehold of the property at any time, however this will supersede the lease arrangements, and any transfer of the freehold will be at nil value.
- 3.4 An NYC employee in the Workplace and Facilities team spends 20/30 contracted hours as a caretaker for both Ripon Town Hall and Hugh Ripley Hall. Hugh Ripley Hall will also be considered as a community asset transfer to RCC and TUPE implications may need to be considered as part of the proposed asset transfer. Further information is given later in the legal implications section of this report.
- 3.5 NYC would reserve some rights in the lease, for instance, to use a section of the building rent free, for Tourist Information Office. We would also need to retain an existing server in the building, some CCTV equipment, etc, and would retain the ability to grant rights over the rear driveway.

4.0 DETAILED PRESENTATION OF THE SUBSTANTIVE ISSUE

- 4.1 RCC has expressed an interest in taking over control of the Town Hall, so that it can invest time and money into this to create a central hub for both the local community and visitors contributing to the revitalisation of the city centre. The proposals would also help preserve and regenerate a heritage asset to bring it back into a better condition and use for the benefit of the local community.
- 4.2 RCC intend to conduct feasibility work including an options appraisal on the Town Hall. Following the receipt of the options appraisal, further consideration will be given by NYC as to how we could potentially support the redevelopment proposals.
- 4.3 Incentives NYC will also provide:
- £55k broken down between, one off monies from a grant of rights once received, and funding from the localities reserve.
 - Support to access other appropriate funding sources.
 - NYC will continue to pay the business rates on Ripon Town Hall for 2026/27 until an options appraisal for the Town Hall is expected that explores options for RCC.

5.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 5.1 The proposed transfer is in line with NYC's aspirations for the building and has been developed to be in line with NYC's Double Devolution approach. Whilst this letting does not follow NYC's current Community Asset Transfer Policy – currently being reviewed – officers have had regard to the Policy and are content that the proposal would be acceptable.

6.0 ALTERNATIVE OPTIONS CONSIDERED

- 6.1 No other options are currently being pursued in relation to this property at this stage. Should the letting to RCC not proceed then NYC will continue to hold the asset.

7.0 FINANCIAL IMPLICATIONS

- 7.1 The market value of the property has been assessed at £652,000 on the assumption that the upper and basement floors could be converted to residential, with a commercial use on the ground floor. On the basis of a refurbishment and use as offices the value was assessed at £440,000. The annual rental value of the property for a hypothetical short term lease and the landlord retaining responsibility for external and structural repairs has been assessed at approx. £39,500 per annum, assuming vacant possession and that some initial works would be required.
- 7.2 The value of the property for National Non-Domestic Rating purposes, as identified on the Valuation Office Agency website, is the sum of £24,750 (effective 1st April 2023). The total floor area of the building adopted for rating purposes, excluding toilets and circulation space, is 662.55 square metres.
- 7.3 Once the lease of the site has taken place the Council will benefit from annual revenue savings associated holding and managing the property e.g. insurance, maintenance and utilities. Savings on the business rates may be realised once the options appraisal has been completed.

8.0 LEGAL IMPLICATIONS

- 8.1 Section 123 of the Local Government Act provides the general rule that councils must not dispose of land for consideration less than the best that can be reasonably be obtained, unless they have obtained consent from the Secretary of State. However, the General Disposal Consent 2003 gives specific consent to a local authority to dispose of land without needing specific consent from the Secretary of State if it is of the opinion that the disposal will contribute to the promotion or improvement of the economic, social or environmental wellbeing of the area and the undervalue is not above £2m.
- 8.2 Based on the valuation report (figures referred to above) the lease and then subsequent transfer of the property is likely to be at an undervalue. The report identifies that the potential disposal will contribute to the improvement of the economic and social wellbeing of the area by allowing RCC to access additional funding and is therefore permissible under the General Disposal Consent 2003. The proposal is one which seeks to preserve a heritage asset and support the growth of the local economy by providing a new central hub for the city. The Executive has authority under the Council's constitution at paragraph 6.9 of the Property Procedure Rules to approve an undervalue transaction of up to £2m.
- 8.3 The Council must also consider the requirements of the Subsidy Control Act 2022 before making awards of financial assistance, including the transfer of assets of nil consideration. The proposed letting constitutes a below market value asset transfer to an organisation that plan to generate income from the asset in due course, and therefore the transfer should be treated as a subsidy
- 8.4 The Subsidy Control Act 2022 requires that any subsidy granted must comply with the control principles outlined in Schedule 1 of the Act. These provide seven broad principles which the subsidy must be demonstrated to meet in order to be lawfully awarded, namely:
- a. Subsidies should pursue a specific public policy objective in order to (a) remedy an identified market failure or (b) to address an equity rationale such as regional disadvantage, social difficulties or distributional concerns.
 - b. Subsidies should be proportionate to their specific public policy objective and limited to what is necessary to achieve it.
 - c. Subsidies should be designed to bring about a change of economic behaviour of the beneficiary. That change, in relation to a subsidy, should be (a) conducive to achieving

its specific public policy objective, and (b) something that would not happen without the subsidy.

- d. Subsidies should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.
- e. Subsidies should be an appropriate policy instrument for achieving their specific public policy objective and that objective cannot be achieved through other, less distortive, means.
- f. Subsidies should be designed to achieve their specific policy objective while minimising any negative effects on competition or investment within the United Kingdom.
- g. Subsidies' beneficial effects (in terms of achieving their public policy objective) should outweigh any negative effects, including in particular negative effects on (a) competition or investment within the United Kingdom; (b) international trade or investment.

Transparency obligations apply for all individual awards based on Principles.

8.5 Officers are working with RCC to obtain a suitable subsidy control assessment to ensure that the proposal complies with the above-mentioned common principles. Members are asked to give their approval in principle to the disposal and delegate the final decision to ensure that a full Subsidy Control Assessment can be made and there is evidence to show that the common principles have been met, particularly to show that the subsidy is proportionate to the policy objective. The proposed delegation to proceed with the transfer would only take place if the appropriate assessment has been completed.

8.6 A member of NYC staff (as part of a wider role) is currently delivering services under lease arrangements originally established with Harrogate Borough Council. Considering the proposed changes, it is anticipated that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) may apply. Further HR and Legal advice would need to be sought with regard to this issue.

9.0 EQUALITIES IMPLICATIONS

9.1 The proposal will ultimately benefit the local community and there is the intention to make the building fully accessible. An Equalities Impact Screening is attached as [Appendix 2](#).

10.0 CLIMATE CHANGE IMPLICATIONS

10.1 The matters subject to this decision, being a property transfer, do not give rise to Climate Change implications.

10.2 The re-development of the site by RCC may give rise to climate change implications, however, this will be assessed through the Planning process and addressed in accordance with the Planning Policy that is in place. Climate Change Impact Assessment attached as [Appendix 3](#).

11.0 REASONS FOR RECOMMENDATIONS

11.1 To utilise a prominent Grade II listed building to provide the community benefits as described in the report.

12.0 RECOMMENDATION

- a) That the Executive approve in principle the transfer of the site at undervalue to Ripon City Council on terms to be agreed with the Corporate Director of Resources in consultation with the Assistant Chief Executive of Legal and Democratic Services and Executive Member for Finance and Property if appropriate conditions are met.

Rachel Joyce
Assistant Chief Executive – Local Engagement

Report authors/Presenters of report – Andrew Whelan, Sharon Hudson and Wendy Cordery

Appendices

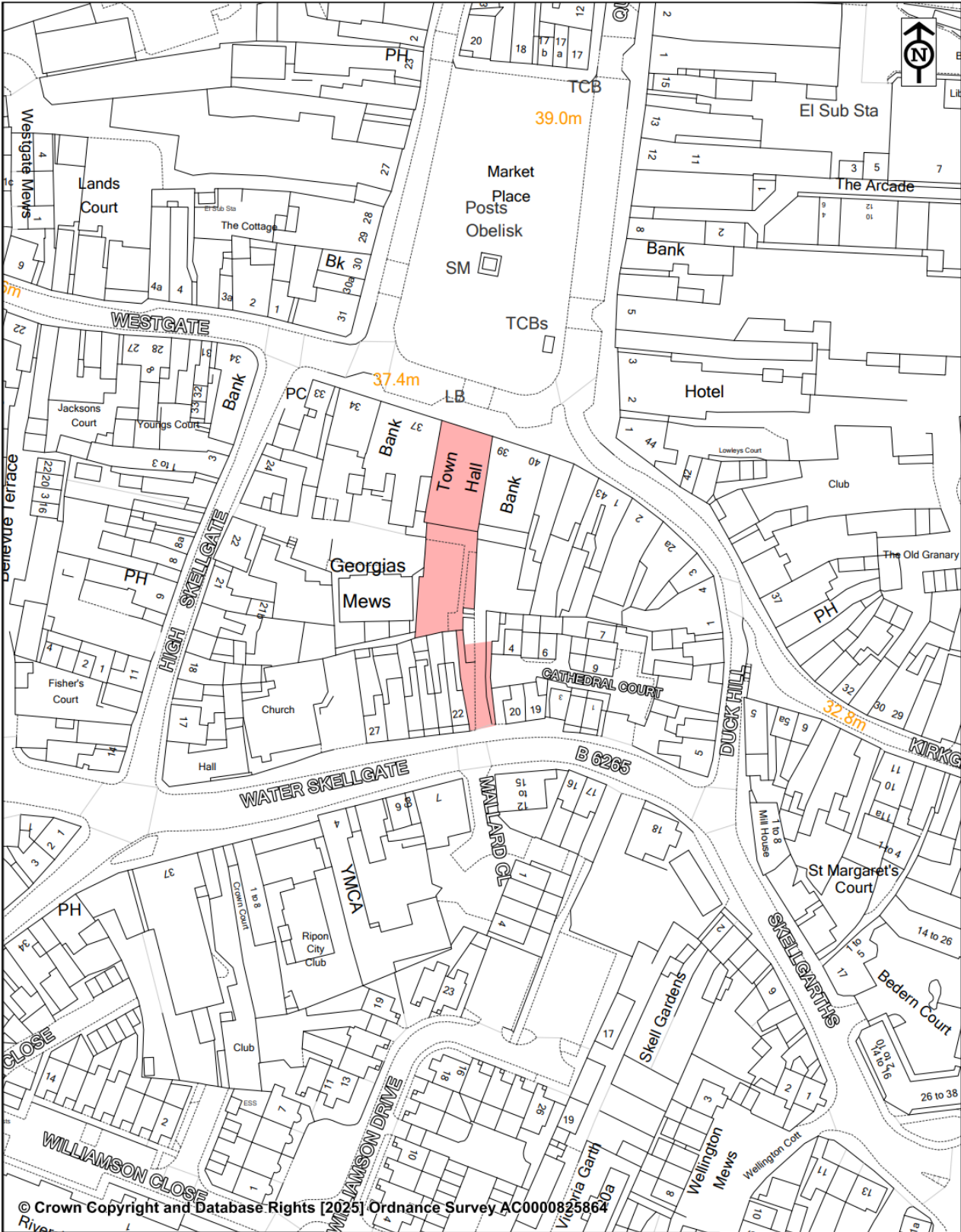
[Appendix 1](#) – Ripon Town Hall – site plan

[Appendix 2](#) – Equalities Impact Screening

[Appendix 3](#) – Climate Change Impact Assessment

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

Ripon Town Hall – Site Plan



© Crown Copyright and Database Rights [2025] Ordnance Survey AC0000825864



Ripon Town Hall Lease Plan

Scale: 1:1250
 Drawn: AS
 Date: March 2026
 Dwg No: 10009
 OS Grid: 431210 471224

Initial equality impact assessment screening form This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.			
Directorate	Resources and Central Services		
Service area	Property and Local Engagement		
Proposal being screened	Transfer of Ripon Town Hall		
Officer(s) carrying out screening	Sharon Hudson		
What are you proposing to do?	Transfer the asset to Ripon City Council at under value		
Why are you proposing this? What are the desired outcomes?	To preserve a heritage (Grade 2 listed) asset, which has been under-used for a number of years and provide a community facility for Ripon		
Does the proposal involve a significant commitment or removal of resources? Please give details.	Asset is valued at £652k		
Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYC's additional agreed characteristics. As part of this assessment, please consider the following questions:			
<ul style="list-style-type: none"> To what extent is this service used by particular groups of people with protected characteristics? Does the proposal relate to functions that previous consultation has identified as important? Do different groups have different needs or experiences in the area the proposal relates to? 			
If for any characteristic it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your directorate representative for advice if you are in any doubt.			
Protected characteristic	Potential for adverse impact		Don't know/No info available
	Yes	No	
Age		✓	
Disability		✓	
Sex		✓	
Race		✓	
Sexual orientation		✓	
Gender reassignment		✓	
Religion or belief		✓	
Pregnancy or maternity		✓	
Marriage or civil partnership		✓	
People in rural areas		✓	
People on a low income		✓	
Carer (unpaid family or friend)		✓	
Are from the Armed Forces Community		✓	
Does the proposal relate to an area where there are known inequalities/probable impacts (for example, disabled people's access to public transport)? Please give details.	No, the asset is in a town centre location with parking available adjacent to the building including disabled parking.		

<p>Will the proposal have a significant effect on how other organisations operate? (for example, partners, funding criteria, etc.). Do any of these organisations support people with protected characteristics? Please explain why you have reached this conclusion.</p>	<p>No, the provision will be complementary to existing facilities.</p>			
<p>Decision (Please tick one option)</p>	<p>EIA not relevant or proportionate:</p>	<p>✓</p>	<p>Continue to full EIA:</p>	
<p>Reason for decision</p>	<p>No adverse impacts identified.</p>			
<p>Signed (Assistant Director or equivalent)</p>	<p>Rachel Joyce</p>			
<p>Date</p>	<p>07/08/25</p>			

Initial Climate Change Impact Assessment

The intention of this document is to help the council to gain an initial understanding of the impact of a project or decision on the environment. This document should be completed in consultation with the supporting guidance. Dependent on this initial assessment you may need to go on to complete a full Climate Change Impact Assessment. The final document will be published as part of the decision-making process.

If you have any additional queries, which are not covered by the guidance please email climatechange@northyorks.gov.uk

Title of proposal	Transfer of Ripon Town Hall to Ripon City Council
Brief description of proposal	NYC will be transferring the building to Ripon City Council, subject to Executive Approval, to be used as a community facility in order to preserve the building.
Directorate	Resources
Service area	Property Service
Lead officer	Jonathan Dunk
Names and roles of other people involved in carrying out the impact assessment	Sharon Hudson

The chart below contains the main environmental factors to consider in your initial assessment – choose the appropriate option from the drop-down list for each one.

Remember to think about the following;

- Travel
- Construction
- Data storage
- Use of buildings
- Change of land use
- Opportunities for recycling and reuse

Environmental factor to consider	For the Council	For the county	Overall
Greenhouse gas emissions	Decreases emissions	No Effect on emissions	No effect on emissions
Waste	No effect on waste	No effect on waste	No effect on waste

Environmental factor to consider	For the Council	For the county	Overall
Water use	No effect on water usage	No effect on water usage	No effect on water usage
Pollution (air, land, water, noise, light)	No effect on pollution	No effect on pollution	No effect on pollution
Resilience to adverse weather/climate events (flooding, drought etc)	No effect on resilience	No effect on resilience	No effect on resilience
Ecological effects (biodiversity, loss of habitat etc)	No effect on ecology	No effect on ecology	No effect on ecology
Heritage and landscape	No effect on heritage and landscape	Increases protection of heritage and landscape	Increases protection of heritage and landscape

If any of these factors are likely to result in a negative or positive environmental impact, then a full climate change impact assessment will be required. It is important that we capture information about both positive and negative impacts to aid the council in calculating its carbon footprint and environmental impact.

Decision (Please tick one option)	Full CCIA not relevant or proportionate:	✓	Continue to full CCIA:
Reason for decision	<p>This proposal is simply to transfer an asset out of NYC's portfolio to Ripon City Council to be used as a community facility.</p> <p>It is considered that the proposal will have a positive effect on NYC's Greenhouse Gas emissions and the local heritage and landscape, but only because the responsibility will transfer over to Ripon City Council.</p> <p>The proposed transaction itself will have no overall impact from the point of view of the County. However, once improvement works are implemented the building becomes operational there may be some efficiencies that benefit the wider County due to the investment from Ripon City Council These are not yet known and cannot be quantified for the purpose of this assessment.</p>		
Signed (Assistant Director or equivalent)	Rachel Joyce, Assistant Chief Executive – Local Engagement		
Date	23/03/2026		

This page is intentionally left blank

North Yorkshire Council

Executive

21 April 2026

Review of the Public Convenience Service

Report of the Corporate Director Environment

1.0 Purpose of the Report

- 1.1 A Task and Finish Group of the Transport, Economy, Environment & Enterprise Overview and Scrutiny Committee has met throughout Autumn, to review the challenges facing the public convenience service.
- 1.2 Following its deliberations, the group has developed a set of guiding principles and associated 'findings' for future service delivery. This report presents these proposals for consideration by the Executive.

2.0 SUMMARY

- 2.1 Over five meetings the Task and Finish Group explored the service pressures and potential solutions for the NYC public convenience network, the largest of its kind in the UK. The group focused on four key areas:
- Service budget and expenditure since Local Government Reorganisation [LGR]
 - Income opportunities, including direct revenue and alternative funding streams
 - Condition of facilities, estimated footfall, and proximity of sites to one another
 - Accessibility across the network

3.0 BACKGROUND

- 3.1 The provision of public toilets is a non-statutory function, yet it represents an important social amenity. Public conveniences contribute significantly to the quality of public spaces, and their absence can create barriers for residents and visitors - particularly for those with greater needs.
- 3.2 Since LGR, the service has faced a substantial and ongoing overspend. While efforts to reduce this have achieved some success, it is clear that a new strategic approach is required to ensure the service operates within the available budget.
- 3.3 TEEEOOSC considered a report in September 2025 which summarised the public convenience service and the committee agreed to form a small task and finish group to consider the issues with a view to identifying potential solutions.
- 3.4 This work has now concluded and the findings they have devised are presented for consideration.

4.0 FINDINGS OF THE GROUP

- 4.1 The group's report is attached as Appendix A, it identifies five principles designed to guide service delivery over the coming years. The principles have been designed to balance service quality with operational efficiency, ensuring that facilities meet the needs of all users while remaining financially viable. By establishing strategic principles, the aim is to create a robust framework that will guide the Service's operations, effectively for years to come.

Principle 1 - Support for Alternative Delivery Models

The Service is committed to enabling alternative models for the management of public conveniences. To assist organisations interested in operating these facilities to make informed decisions, we will provide a comprehensive information pack, this will include:

- Utility and maintenance considerations
- Cleaning and consumable costs
- Income generation opportunities
- Any available grants and funding options
- Examples of good practice
- Cost-reduction strategies
- A clear and consistent financial framework for one-off support

Principle 2 - Consistent Entry Fee Policy

- i) To ensure the network operates on a sound and sustainable financial basis, a standard entry fee will be introduced at all sites, where it is practical and effective.
- ii) Where such infrastructure cannot be implemented, alternative solutions such as physical or digital 'honesty boxes' will be considered.

Principle 3 - Rationalisation of Underperforming Sites

- i) Where facilities are in poor condition, have low usage, or are located near alternative conveniences, rationalisation will be considered.
- ii) This process will involve:
 - Consultation with Town/Parish/City Councils, Area Committees, Division Members, and the Executive
 - Quantifying usage and condition
 - Offering Parish/Town Councils the opportunity to operate the site under an enhanced support package. If all alternative options are exhausted, the site will be closed and disposed of.
 - Any capital receipts will be ring-fenced and reinvested into improving the remaining network.

Principle 4 - Integration with Car Park Operations

Public conveniences are an essential part of North Yorkshire's visitor experience, with many located within or close to chargeable car parks. High-quality toilet facilities are an essential component of the service provided to car park users. Consequently, the associated cleaning and consumable costs should be fully accounted for as part of the overall car park operating cost. As part of the next tariff review, all revenue costs for these facilities - along with a contribution towards a capital modernisation programme - should be funded through the overall car park tariff income, supplemented by any pay-on-entry revenue where applicable.

Principle 5 - Capital Improvement Programme

All sites across the network will go through a clear and consistent condition assessment, to identify areas for improvement and compliance with best practice. The Service will then work collaboratively to seek to deliver a capital improvement programme aimed at ensuring all sites achieve a 'good' or 'excellent' condition rating by 2030.

Enhancements will aim to include:

- Water bottle refill stations
- Baby changing facilities and Sanitary waste disposal options in both male and female spaces
- Improve signage within and externally to promote network visibility, responsible use of the space and relevant contact details.
- Environmental initiatives such as greywater recycling, renewable energy generation, and efficient energy use that support the council's ambition to achieve net-zero carbon neutrality by 2030.

Therefore, to summarise The TEEE O&S committee set the following 10 findings for Executive to consider.

- 1) As a priority collaborate with others, including the Combined Authority, to identify opportunities for financial support in operating tourist infrastructure and to actively pursue external funding to enhance and sustain the service.
- 2) To set a consistent entry fee, the Group recommends the entry fee for 2026-27 to be set at either 40p or 50p per user, with the final value decided by Executive.
- 3) To endorse a capital allocation to expand the locations where a charge is levied.
- 4) To endorse a capital allocation to enable officers to explore alternative funding streams, including honesty boxes, app-based donations, advertising, sponsorship, and community partnerships.
- 5) To continue to offer free access for disabled users, through the National RADAR key scheme.
- 6) To maintain and seek to expand Changing Places provision to meet the needs of people with profound disabilities, supported by external funding.
- 7) To implement as part of the next car park tariff review, an increase to the per ticket price across all off-street parking to fund all revenue costs for toilets within the immediate vicinity of any NYC car park. In addition to the revenue costs, the uplift in the tariff should include a contribution towards a capital modernisation programme - should be funded through the overall car park tariff income.
If this is approved, the group would like consideration to be given to how this could also support ongoing revenue contributions to Parish and Town councils interested in devolution of any public conveniences.
- 8) Consider closure of sites which are in a poor condition, have low footfall and/or are in close proximity to other sites, subject to consultation with Parish/Town Councils, Division Members, Area Committee, Executive and with the final decision to be taken by the Executive Member for Managing Our Environment.
- 9) To ring-fence proceeds from the disposal of any public conveniences for reinvestment into the wider toilet network.
- 10) To commit to a capital improvement programme to ensure that by 2030 all sites are in a good or excellent condition. Enhancements will aim to include:
 - Water bottle refill stations
 - Baby changing facilities and Sanitary waste disposal options in both male and female spaces
 - Improve signage within and externally to promote network visibility, responsible use of the space and relevant contact details.
 - Environmental initiatives such as greywater recycling, renewable energy generation, and efficient energy use that support the council's ambition to achieve net-zero carbon neutrality by 2030.

5.0 CONTRIBUTION TO COUNCIL PRIORITIES

5.1 The public convenience service supports a number of the Council themes.

- Support thriving places and empowered communities that live, work, visit and do business in North Yorkshire
- Ensure the people of North Yorkshire are safe, healthy and living well

5.2 The work to align and harmonise the Service also supports the ambition: One Council with strong, local and customer-led services alongside supporting and enhancing the four pillars of locality working; local services and access, local accountability, local action and local empowerment.

6.0 RISKS AND IMPLICATIONS

- 6.1 Adopting Principle 1 will require financial support to encourage alternative delivery models that provide long-term savings. By working closely with others where there is interest to operate/manage parts of the network, long-term savings can be achieved whilst maintaining network availability. Work is continuing to improve the data held across different legacy systems to provide an accurate set of cost information for the full estate.
- 6.2 Principle 2 seeks to reduce income-related pressures. Currently, the service's income target rises annually in line with inflation. Without securing capital to introduce new chargeable sites or revising entry fees, additional financial strain will occur from April 2026. Nearly 90% of income is generated from sites where fees have remained unchanged for 17 years. While adjusting entry fees may influence public behaviour - an outcome that is difficult to predict - this risk can be mitigated by setting charges within the recommended range. To explore potential to generate income from sites where traditional pay-on-entry technology would be cost prohibitive, it is proposed to trial alternative mechanisms such as digital or physical honesty boxes, at a cost of £2,000 at a small number of sites initially.
- 6.3 Any network rationalisation under Principle 3 is likely to generate significant local concern. However, the proposed approach - identifying sites through a transparent, consistent process supported by robust evidence, extensive stakeholder engagement, and assistance for alternative operators - should help to mitigate, though not entirely eliminate, these concerns.
- 6.4 One of the opportunities afforded to NYC following LGR was to deliver a programme of estate rationalisation, which includes the disposal of certain assets. This approach is intended to reduce ongoing maintenance liabilities and generate capital receipts to support the Council's financial sustainability and strategic priorities. Asset disposal is ordinarily a key source of income for the Council's capital account. However, Principle 3 prevents any benefit from rationalisation of the toilet estate contributing to the fund, which is a variation of normal process. Ringfencing limits NYC's ability to allocate resources where they are most needed, a corporate approach ensures that capital receipts can be directed to projects that deliver the greatest strategic benefit, rather than being restricted to a single service area. A corporate allocation model ensures fairness by distributing resources based on need and strategic impact, establishing ringfencing as a precedent could constrain future decision-making and reduce flexibility in managing the Council's estate and finances
- 6.5 It is not feasible to meet all ongoing capital requirements for the service solely through capital receipts from asset disposals. If Principle 4 is adopted, a revenue contribution for capital works would be drawn from car park tariff income; however, this would only apply to sites directly associated with car parks. Achieving the desired improvement in standards across the entire network will therefore require additional support from the corporate capital fund.
- 6.6 The new alternative funding model set out in Principle 4 whereby the cost of operating toilets near car parks, is funded through the County-wide car park estate tariff setting process, is not consistent with the current operating model for the car parking service. If agreed, time will be needed to adequately cost up in detail a capital improvement programme to form part of the tariff uplift, alongside the most up to date revenue costs for these sites. There is an associated risk that the principle will be deemed unfair by users of car park who do not make use of the public toilet, in effect paying for a service they are not using.

- 6.7 Principle 4 is lawful under section 32 (3), section 33 and section 35 Road Traffic Regulation Act 1984 (RTRA), which empower authorities to provide public conveniences as part of parking facilities and to regulate charges accordingly. If this principle is implemented, the Council must evidence that integrating the cost of toilet provision into car park tariffs is consistent with its general duty to balance traffic movement, access, amenity, and environmental considerations. This will not reduce existing obligations set out in the Act, such as separate account for income and expenditure, with conditions set out for the expenditure of any surplus.
- 6.8 The capital investment required to bring the entire network, as it is today, up to a 'Good' or 'Excellent' standard is estimated to exceed £3 million and will continue to grow as other sites deteriorate and detailed condition surveys are completed. Work will continue to identify and secure any external funding, however there is likely still to be a significant ask on the NYC capital programme. If agreed the Service will work with colleagues in the Property Service to draw together a capital improvement programme to be considered for approval, through the normal governance process. Any request for support from the corporate capital fund to deliver this aim, will be assessed in the context of the Council's prevailing financial position and considered alongside competing priorities across both discretionary and statutory services.

7.0 FINANCIAL IMPLICATIONS

- 7.1 The service is currently facing a recurring budget shortfall, which will persist without a change in strategic direction and a capital investment. If all principles are implemented in full, the current overspend is expected to be resolved. However, if the Executive does not wish to take forward all principles, the service may continue to overspend, or the ask on individual principles will need to increase.
- 7.2 The 2025-26 budget for the network within the Environment Directorate is £1.144m with an income target of £220k, the service is forecasting an overspend of circa £260k. The table below summarises the estimated financial impacts of the different proposed principles.

Principle	Element	£ Change est. per yr.	Cost to implement
1	Support for alternative delivery models	This will be site specific and done on a case by case basis	
2	All sites that currently have an entry fee, align on 40p [A]	£25,000 benefit	£0
	All sites that currently have an entry fee, align on 50p [B]	£85,000 benefit	£0
	Expand sites that charge, to those with a <5year payback. Also includes 40p entry fee [A]	£102,000 benefit	£175,000
	Expand sites that charge, to those with a <5year payback. Also includes 50p entry fee [B]	£181,000 benefit	£175,000
3	Rationalise of underperforming sites	This will be site specific and done on a case by case basis, on average each block costs £9,000 per year for cleaning/consumables, in addition to utilities/maintenance.	
4	Implement Alternative funding Model - car park tariff	The earliest this principle could be implemented is April 2027. Prior to this, further work is required to estimate the capital improvement costs and to fully assess the wider implications and benefits.	
5	Ensure all sites are Good/Excellent and become chargeable	£150,000+ benefit	£3m+

- 7.3 The figures in the table do not include any adjustments for sites that sit on Harbour land. As part of the court judgment, all income and expenditure associated with sites on Harbour land are to be ringfenced in a separate account, which includes some public conveniences.
- 7.4 'Finding 9' of the report is "To ring-fence proceeds from the disposal of any public conveniences for reinvestment into the wider toilet network". It is important to set out the financial governance implications of this. The Council has adopted a set of Financial Procedure Rules to provide the framework for the Council's financial management and administration. One of the objectives of the Financial Procedure Rules is to ensure the proper financial management and control of all the Council's activities and the efficient, effective and economic use of its resources.
- 7.5 The Financial Procedure Rules set out that the Chief Finance Officer will determine whether the Council's funds are held as general reserves or in an earmarked or restricted reserve. Earmarked reserves are created for a specific purpose and should only be used for that purpose. Restricted reserves are used for ringfenced funds required for statutory purposes or other specified reasons, for example capital receipts, developer contributions or to support the Housing Revenue Account.
- 7.6 On this basis, if the proceeds from any disposal of public conveniences are held in a ringfenced account, the funds would become a restricted reserve and therefore investment would be restricted to the balance of these funds and any flexibility for investment would be lost. This recommendation is against usual financial practice which would be to retain flexibility of funds as far as possible so appropriate investment can be considered from the wider council funds. In addition, any ringfencing infers that investment would be capped at available receipts in the first place.
- 7.7 For the above reasons it is not recommended that the capital receipt is ringfenced.
- 7.8 £177k of investment will be required to expand the range of sites that levy a charge, and to trail donation points, as set out under principle 2 in the table above. This will be funded from the Council's Strategic Capacity Reserve. As set out in paragraph 6.8, a capital improvement programme will be drawn together to support principle 5 and will be considered for funding in due course in line with the Council's normal governance processes.

8.0 EQUALITIES ASSESSMENT

- 8.1 Equalities – An equality impact assessment has been undertaken (Appendix A). A more detailed EIA will be drafted as part of any future rationalisation proposal.

9.0 CLIMATE IMPACT

- 9.1 Environmental – A Climate Change Impact Assessment has been undertaken in respect of the proposals (Appendix A).

10.0 CONCLUSION

- 10.1 The TEEE O&S committee set the following findings for Executive to consider.
- 1) As a priority collaborate with others, including the Combined Authority, to identify opportunities for financial support in operating tourist infrastructure and to actively pursue external funding to enhance and sustain the service.
 - 2) To set a consistent entry fee, the Group recommends the entry fee for 2026-27 to be set at either 40p or 50p per user, with the final value decided by Executive.
 - 3) To endorse a capital allocation to expand the locations where a charge is levied.

- 4) To endorse a capital allocation to enable officers to explore alternative funding streams, including honesty boxes, app-based donations, advertising, sponsorship, and community partnerships.
- 5) To continue to offer free access for disabled users, through the National RADAR key scheme.
- 6) To maintain and seek to expand Changing Places provision to meet the needs of people with profound disabilities, supported by external funding.
- 7) To implement as part of the next car park tariff review, an increase to the per ticket price across all off-street parking to fund all revenue costs for toilets within the immediate vicinity of any NYC car park. In addition to the revenue costs, the uplift in the tariff should include a contribution towards a capital modernisation programme - should be funded through the overall car park tariff income.
If this is approved, the group would like consideration to be given to how this could also support ongoing revenue contributions to Parish and Town councils interested in devolution of any public conveniences.
- 8) Consider closure of sites which are in a poor condition, have low footfall and/or are in close proximity to other sites, subject to consultation with Parish/Town Councils, Division Members, Area Committee, Executive and with the final decision to be taken by the Executive Member for Managing Our Environment.
- 9) To ring-fence proceeds from the disposal of any public conveniences for reinvestment into the wider toilet network.
- 10) To commit to a capital improvement programme to ensure that by 2030 all sites are in a good or excellent condition. Enhancements will aim to include:
 - Water bottle refill stations
 - Baby changing facilities and Sanitary waste disposal options in both male and female spaces
 - Improve signage within and externally to promote network visibility, responsible use of the space and relevant contact details.
 - Environmental initiatives such as greywater recycling, renewable energy generation, and efficient energy use that support the council's ambition to achieve net-zero carbon neutrality by 2030.

11.0 RECOMMENDATIONS

- 11.1 That Executive note each of the 'findings' put forward by TEEE O&S committee.
- 11.2 For each finding, and paying particular regard to the Risk & Implications (section 6) and Financial Implications (section 7) sections of this report, Executive is asked to:
 - Agree the finding as written.
 - Agree the finding with amendments as requested by Executive; or
 - Reject the finding.
- 11.3 A capital allocation of £177,000 is set aside, funded from the Strategic Capacity Reserve, to deliver the findings should they be approved.

APPENDICES: Appendix A – TEEEOOSC Working Group Finding Report

BACKGROUND DOCUMENTS: None

Karl Battersby
Corporate Director – Environment
County Hall
Northallerton
10 April 2026

Report Author – Harry Briggs, Head of Service Waste and Street Scenes
Presenter of Report – Harry Briggs, Head of Service Waste and Street Scenes

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

North Yorkshire Council

Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee

Review of Public Conveniences Working Group – Final Report

1.0 INTRODUCTION

- 1.1 Public toilet provision is a vital element of local infrastructure, supporting community wellbeing, accessibility, and economic activity across North Yorkshire. Well-maintained public facilities play a vital role in safeguarding public health, promoting tourism, and fostering inclusivity for both residents and visitors. Yet, despite their significance, the provision of public toilets remains a discretionary service rather than a statutory requirement.
- 1.2 North Yorkshire Council operates more toilets than any other Council in the United Kingdom and it is estimated that between 1 and 2 million people visit our facilities each year. The importance of this network to both users and the wider visitor economy is widely recognised, which is why public toilets remain a core element of the Council's service provision across North Yorkshire.
- 1.3 Following the creation of the new North Yorkshire Council in April 2023, the responsibility for operating 85 traditional toilets and eight Changing Places toilets transferred to the Environment Directorate as part of the Waste Operations and Street Scene Service. Changing Place toilets are for users with profound needs and offer additional functionality – an adult changing bench, hoists and height adjustable basins.
- 1.4 In addition to Changing Places facilities there are 76 traditional disabled toilets in the publicly accessible network managed by the Council. North Yorkshire Council also financially supports the provision of two toilets through the Community toilet scheme, whereby the Council provides revenue support for third party operators. The next largest operator within North Yorkshire of public toilets are the two National Park Authorities, which together operate 19 sites.
- 1.5 Most sites operate on a fixed opening and closing schedule with less than 9% operating on a 24/7 basis. While this reduces functionality it is largely driven by experience around an increase in anti-social behaviour into the evening, in some of our blocks. Most of the network is still opened and closed manually, however the roll out of automatic opening and closing technology has been ongoing to reduce this cost pressure. The functionality ensures sites open and close at the same time and are not reliant on teams traveling between sites, allowing more time to focus on cleaning the network.
- 1.6 Of the 93 public toilets across the County, 65 are free of charge to use. The access control technology varies across the County, all are automated with no attended toilets in operation across North Yorkshire. In 2025-26 the entry fees are forecast to raise £220,000 of income which is used to offset the operating costs for the service, 83% of this income is generated by just nine coastal sites.
- 1.7 Historically busy sites operated with attendants, but the high cost of labour saw these sites move to automated systems. It is important to recognise the limitations of these systems – vandalism and tailgating to avoid the fee, it also offers limited opportunity to offer discretionary access for groups.

- 1.8 Overall the service is operating with a recurring budget shortfall, with 2025-26 forecast to be overspent by circa £260k.

2.0 BACKGROUND TO REVIEW

- 2.1 It is against this backdrop and in recognition of the non-statutory status of the Service, that Officers took a report to TEEEOOSC on the 04 September 2025 to set out the issues facing the network and work done to date. Following the discussion, it was agreed to form a working group on public conveniences. Expressions of interest were sought ahead of the meeting, with the membership confirmed as;

- Cllr Staveley [Chair]
- Cllr Bastiman
- Cllr Gostlow
- Cllr Noland
- Cllr Sharma
- Cllr Trumper

- 2.2 This report sets out the findings of the Working Group, including an assessment of the network, financial considerations, and recommendations for a sustainable approach to public toilet provision across the authority. The aim was to balance service quality with operational efficiency, ensuring that facilities meet the needs of all users while remaining financially viable.

3.0 INFORMATION GATHERED

3.1 Context

Considering the financial realities of local authorities across the Country the provision of public conveniences represents an ongoing challenge. The Association of Public Service Excellence's [APSE] Local Authority Public Conveniences Provision Report of 2024 found that 34.15% of Council's report that their provision has decreased or significantly decreased since 2012.

- 3.1.1 Offsetting operating costs with an entry fee is an established principle across the Country, common fees locally and nationally can range from 20p up to £1 per user.

Free	20p	30p	40p	50p	60p	£1
East Riding Council	Durham C. Council	Redcar and Cleveland	East Devon	Plymouth	Bowness & Windermere	Eastbourne
	Richmond locality	Torbay	York City	Weymouth		
			Scarborough locality	Newquay		
				Whitby		
				Llandudno		

- 3.1.2 Across the NYC estate, the entry fee currently varies between 20p in Richmond to 40p along the Coast. These charges have remained static since April 2017 and 2007 respectively, if these charges had risen by inflation, then the entry fee in April 2025 would have been 27p and 67p.

3.2 Task Group Meeting One – 30 September.

In attendance: Councillors David Staveley (Chair), Derek Bastiman, Hannah Gostlow, Subash Sharma, Phil Trumper and David Noland

- 3.2.1 Apologies: None
- 3.2.2 Members discussed the importance of the Service and its' non-statutory nature and how this classification can diminish the contribution to public health, accessibility, and tourism. The Group welcomed the expansion of Changing Places facilities for people with profound disabilities. They also considered the 2024 draft Service Plan and the double devolution proposal, which was initially agreed, but not implemented at Malton.
- 3.2.3 Financial and operational challenges were highlighted, including avoidance, vandalism, and downtime affecting revenue. Charging technology and cash handling remain costly, and while card-only options are being considered, they require reliable connectivity, which is not always available. Consensus that any system needs to be reliable and robust with different payment options for customers.
- 3.2.4 The Working Group discussed charging strategies, ranging from removing all fees—which would create a cost pressure - to increasing the entry fee, which could generate further income. Concerns were raised about affordability and anti-social behaviour in general. Suggestions included standardising fees, ensuring consistent payment methods, and maintaining free access for RADAR key holders.
- 3.2.5 Alternative funding models were explored, such as linking toilet costs to car park tariffs, forming partnerships with town and parish councils, introducing advertising or sponsorship, and considering innovative solutions. The Group also identified information gaps, including the need for a comprehensive site condition survey, proximity data and usage patterns.
- 3.2.6 Next steps include officers providing a detailed network and budget profile, which will then help to develop principles. Regular updates and pre-meeting circulation of data were requested.
- 3.3 Task Group Meeting Two – 16 October
- 3.3.1 Attendees: Cllr Staveley [Chair], Cllrs Derek Bastiman, Hannah Gostlow, Subash Sharma and David Noland
- 3.3.2 Apologies: Councillor Phil Trumper
- 3.3.3 The Working Group began by considering the current challenges facing the public convenience network. Financial pressures continue to place these facilities under scrutiny, with maintenance issues and low footfall at certain sites, adding to the complexity. Charging technology was also highlighted as a concern, given its high installation costs and long payback periods.
- 3.3.4 In terms of charging and funding options, the Group agreed that direct charging for all toilets is not always practical and is unlikely to realistically eliminate the overspend entirely. Instead, a proposal was put forward to incorporate the cost of providing toilets in and around car parks into the overall operating costs of the car park service.
- 3.3.5 Emerging Principles
The discussion led to several emerging principles:
- Maintain and improve toilets located in car parks through a County wide tariff increase.
 - Ring-fence proceeds from disposals for toilet estate improvements.
 - Consider alternative funding mechanisms such as honesty boxes, apps, and advertising.
 - Develop clear closure criteria based on usage, condition, and proximity to alternatives and clear governance process, with appropriate consultation.

3.4 Task Group Meeting Three – 31 October

- 3.4.1 In attendance: Councillors David Staveley (Chair), Derek Bastiman, Subash Sharma, Phil Trumper, David Noland (part)
- 3.4.2 Apologies: Councillor Hannah Gostlow
- 3.4.3 The Working Group considered the significant funding challenges facing the Council and the current public conveniences spend;

Element	24-25 Budget	24-25 Actuals	25-26 Budget	25-26 Forecast Q1	25-26 Forecast Q2
Service Cost	£1.091m	£1.410m	£1.144m	£1.310m	£1.407m
Income	-£213k	-£181k	-£220k	-£194k	-£220k
Overspend	N/A	£351k	N/A	£206k	£262k

- 3.4.4 The group explored how to comprehensively assess sites to include potential strategic importance and agreed this was best done through local consultation with stakeholders. The Group felt it important they do not focus on individual sites, more on principles and the process for consideration.
- 3.4.5 Charging arrangements and technology were also reviewed. With details on the current systems in place; with coin-operated doors and access gates in place at high-footfall coastal sites, alongside card-operated options. However, the installation costs for charging infrastructure can be significant compared to the potential returns.
- 3.4.6 Risks and considerations were acknowledged, including potential public perception issues if parking charges rise. Members felt that clear messaging about service improvements will be essential to mitigate these concerns.
- 3.4.7 The Working Group recommended that receipts from any future public convenience asset disposals should remain ring-fenced for toilet estate improvements.
- 3.4.8 The Working Group agreed that any proposals should avoid the need for repeated Member decisions on closures. The car park levy model was considered the most viable option, subject to legal consideration. Disposal of assets should directly support improvements to the remaining toilet estate, and rationalisation criteria should include condition, usage, and proximity. The overarching aim remains the delivery of a sustainable, well-maintained, and rationalised public convenience network.

3.5 Task Group Meeting Four - 11 November

- 3.5.1 In attendance: Councillors David Staveley (Chair), Derek Bastiman, Hannah Gostlow, David Noland, Subash Sharma and Phil Trumper
- 3.5.2 Initial discussion points raised included the requirement to engage with Town and Parish Councils at an early stage. Officers set out the engagement process to date detailing the written correspondence sent to all Parish and Town Councils previously, but also the follow-up meetings that had been held with those councils who had expressed an interest in delivering public conveniences. There was a desire to engage in a collaborative way and ensure support from North Yorkshire Council is available as part of any devolution process.

- 3.5.3 Furthermore, it was felt there was a need to highlight good examples of the transfer of public conveniences to use as positive case studies, to help support consideration.
- 3.5.4 The proposal for a future capital improvement programme to improve existing facilities was looked at in detail and whether this could be a further draft principle. Working Group members agreed there was an ambition to see improved facilities such as baby changing, sanitary waste and water bottle filling included, along with improved signage to clearly show site opening hours and important contacts.
- 3.5.5 The working group agreed there should be a consistent fee across the board to avoid confusion.

3.6 Task Group Meeting Five – 19 November

- 3.6.1 In attendance: Councillors David Staveley (Chair), Derek Bastiman, Hannah Gostlow, David Noland, Subash Sharma and Phil Trumper
- 3.6.2 The Working Group worked through the revised set of principles and made a number of minor changes to come to a final set to take forward, as detailed at section 6.0 to 10.0.
- 3.6.3 The breakdown of the potential impact of the proposed principles on the service budget was set out and discussed.

4.0 **CONSULTATION**

- 4.1 The Group noted the consultation previously with Members, Business Improvement Districts, National Park Authorities, Disability Action Groups and Parish and Town Councils.

5.0 **REVIEW CONCLUSIONS**

- 5.1 The Working Group recognised the current situation is unsustainable. To address the issues, they considered the challenge and agreed five principles to guide Service delivery and to support the provision of high quality public toilets on a sustainable financial footing;

6.0 **Principle 1 - Support for Alternative Delivery Models**

- 6.1 The Service is committed to enabling alternative models for the operation of public conveniences. To assist organisations interested in managing these facilities to make informed decisions, we will provide a comprehensive information pack, this will include:
- Utility and maintenance considerations
 - Cleaning and consumable costs
 - Income generation opportunities
 - Any available grants and funding options
 - Examples of good practice
 - Cost-reduction strategies
 - A clear and consistent financial framework for one-off support

7.0 **Principle 2 - Consistent Entry Fee Policy**

- 7.1 To ensure the network operates on a sound and sustainable financial basis, a standard entry fee will be introduced at all sites, where it is practical and effective.
- 7.2 Where such infrastructure cannot be implemented, alternative solutions such as physical or digital 'honesty boxes' will be considered.

8.0 Principle 3 - Rationalisation of Underperforming Sites

8.1 Where facilities are in poor condition, have low usage, or are located near alternative conveniences, rationalisation will be considered.

8.2 This process will involve:

- Consultation with Town/Parish/City Councils, Area Committees, Ward Members, and the Executive
- Quantifying usage and condition
- Offering Parish/Town Councils the opportunity to operate the site under an enhanced support package. If all alternative options are exhausted, the site will be closed and disposed of. Any capital receipts will be ring-fenced and reinvested into improving the remaining network.

9.0 Principle 4 - Integration with Car Park Operations

9.1 Public conveniences are an essential part of North Yorkshire's visitor experience, with many located within or close to chargeable car parks. High-quality toilet facilities are an essential component of the service provided to car park users. Consequently, the associated cleaning and consumable costs should be fully accounted for as part of the overall car park operating cost. As part of the next tariff review, all revenue costs for these facilities - along with a contribution towards a capital modernisation programme - should be funded through the overall car park tariff income, supplemented by any pay-on-entry revenue where applicable.

10.0 Principle 5 - Capital Improvement Programme

10.1 All sites across the network will go through a clear and consistent condition assessment, to identify areas for improvement and compliance with best practice. The Service will then work collaboratively to seek to deliver a capital improvement programme aimed at ensuring all sites achieve a 'good' or 'excellent' condition rating by 2030.

10.2 Enhancements will aim to include:

- Water bottle refill stations
- Baby changing facilities and Sanitary waste disposal options in both male and female spaces
- Improve signage within and externally to promote network visibility, responsible use of the space and relevant contact details.
- Environmental initiatives such as greywater recycling, renewable energy generation, and efficient energy use that support the council's ambition to achieve net-zero carbon neutrality by 2030.

11.0 CONTRIBUTION TO COUNCIL PRIORITIES

11.1 The public convenience service supports a number of the Council themes.

- Support thriving places and empowered communities that live, work, visit and do business in North Yorkshire
- Ensure the people of North Yorkshire are safe, healthy and living well

11.2 The work to align and harmonise the Service also supports the ambition: One Council with strong, local and customer-led services alongside supporting and enhancing the four pillars of locality working; local services and access, local accountability, local action and local empowerment.

12.0 RISKS AND IMPLICATIONS

- 12.1 Financial Implications – The service is currently facing a recurring budget shortfall, which will persist without a change in strategic direction and a capital investment. If all principles are implemented in full, the current overspend is expected to be resolved. However, if the Executive does not wish to take forward all principles, the service is likely to continue to overspend, or the ask on individual principles will need to increase.
- 12.1.1 Currently, the service's income target increases annually in line with inflation. Without introducing new chargeable sites or revising entry fees, additional financial pressure will arise from April 2026. Nearly 90% of the service's income comes from sites where the fee level has remained unchanged for 17 years. While any adjustment to entry fees may influence public behaviour - an outcome that is difficult to predict - this risk can be mitigated by setting fees within the recommended range.
- 12.1.2 The capital investment required to bring the entire network up to a 'Good' or 'Excellent' standard is estimated to exceed £3 million and will continue to grow as other sites deteriorate. The proposed funding model, combined with requests through the standard capital governance process, may not be sufficient to achieve this aspiration. Executive commitment to the service and the principles developed by the Group will be critical to delivering a high-quality network. This also affects the proposal to expand pay-on-entry technology across the network, which will require capital investment on an invest-to-save basis and must be considered alongside other Council priorities.
- 12.1.3 Financial support will also be needed to encourage alternative delivery models that provide long-term savings. This will require a short-term invest-to-save business case and associated funding allocation.
- 12.1.4 It is not feasible to meet all ongoing capital requirements for the service solely through capital receipts from asset disposals. If Principle 4 is adopted, a revenue contribution for capital works would be drawn from car park tariff income; however, this would only apply to sites directly associated with car parks. Achieving the desired improvement in standards across the entire network will therefore require additional support from the corporate capital fund.
- 12.1.5 Asset disposal is ordinarily a key source of income for the Council's capital account. However, Principle 3 prevents any benefit from rationalisation of the toilet estate contributing to the fund. If all services operated under similar restrictions, the capital fund would face additional pressure.
- 12.1.6 Despite these constraints, the Group believes the service's importance to users and its current condition provide strong justification for revising this approach.
- 12.2 Legal Implications
- 12.2.1 The new funding model of recognising the cost of operating toilets near car parks, across the whole car park estate tariff setting process, is not consistent with the current operating model for the car parking service.
- 12.2.2 However the proposal is lawful under section 32 (3), section 33 and section 35 Road Traffic Regulation Act 1984 (RTRA), which empower authorities to provide public conveniences as part of parking facilities and to regulate charges accordingly. If this principle is implemented, the Council must evidence that integrating the cost of toilet provision into car park tariffs is consistent with its general duty to balance traffic movement, access, amenity, and environmental considerations. This will not reduce existing obligations set out in the Act, such as separate account for income and expenditure, with conditions set out for the expenditure of any surplus.

- 12.3 Equalities – An equality impact assessment has been undertaken (Appendix 2).
- 12.4 Environmental – A Climate Change Impact Assessment has been undertaken in respect of the proposals (Appendix 2).

13.0 REPORT RECOMMENDATIONS

- 13.1 The Working Group asks the Committee to recommend to the Executive the following findings:
- 1) As a priority collaborate with others, including the Combined Authority, to identify opportunities for financial support in operating tourist infrastructure and to actively pursue external funding to enhance and sustain the service.
 - 2) To set a consistent entry fee, the Group recommends the entry fee for 2026-27 to be set at either 40p or 50p per user, with the final value decided by Executive.
 - 3) To endorse a capital allocation to expand the locations where a charge is levied.
 - 4) To endorse a capital allocation to enable officers to explore alternative funding streams, including honesty boxes, app-based donations, advertising, sponsorship, and community partnerships.
 - 5) To continue to offer free access for disabled users, through the National RADAR key scheme.
 - 6) To maintain and seek to expand Changing Places provision to meet the needs of people with profound disabilities, supported by external funding.
 - 7) To implement as part of the next car park tariff review, an increase to the per ticket price across all off-street parking to fund all revenue costs for toilets within the immediate vicinity of any NYC car park. In addition to the revenue costs, the uplift in the tariff should include a contribution towards a capital modernisation programme - should be funded through the overall car park tariff income.
If this is approved, the group would like consideration to be given to how this could also support ongoing revenue contributions to Parish and Town councils interested in devolution of any public conveniences.
 - 8) Consider closure of sites which are in a poor condition, have low footfall and/or are in close proximity to other sites, subject to consultation with Parish/Town Councils, Division Members, Area Committee, Executive and with the final decision to be taken by the Executive Member for Managing Our Environment.
 - 9) To ring-fence proceeds from the disposal of any public conveniences for reinvestment into the wider toilet network.
 - 10) To commit to a capital improvement programme to ensure that by 2030 all sites are in a good or excellent condition. Enhancements will aim to include:
 - Water bottle refill stations
 - Baby changing facilities and Sanitary waste disposal options in both male and female spaces
 - Improve signage within and externally to promote network visibility, responsible use of the space and relevant contact details.
- 13.2 Environmental initiatives such as greywater recycling, renewable energy generation, and efficient energy use that support the council's ambition to achieve net-zero carbon neutrality by 2030.

Appendices:

Appendix 1: Equalities Impact Assessment

Appendix 2: Climate Change Impact Assessment

Background Papers: None

Report of; Cllr David Staveley – Chair of Public Conveniences Working Group and Members of the Group; Cllr Bastiman, Cllr Gostlow, Cllr Noland, Cllr Sharma and Cllr Trumper.

Report Author: Harry Briggs – Head of Service – Waste Operations and Street Scene

Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated October 2023)

Draft Public Conveniences Service Plan

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

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔



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

Name of Directorate and Service Area	Environment – Waste Operations and Street Scene
Lead Officer and contact details	Steven Goddard < Steven.Goddard@northyorks.gov.uk >
Names and roles of other people involved in carrying out the EIA	Steven Goddard
How will you pay due regard? e.g. working group, individual officer	Service users
When did the due regard process start?	Ongoing process

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

A working group of the Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee has been convened to look at the challenges facing the public convenience service. They have identified several principles and 10 findings they are recommending Executive to incorporate.

These concern entry fees, the network, the operating model and improvements to the customer experience.

This EIA is to identify any potential impacts from these new strategic principles, if approved.

Section 2. Why is this being proposed? What are the aims? What does the authority hope to achieve by it? (e.g. to save money, meet increased demand, do things in a better way.)

The principles as set out by the Group aim to make the Public Convenience Service financially sustainable. This will be done through a review of the network, a new funding model and standardisation of entry fees. The changes also aim to improve efficiency, reflect seasonal demand, and explore local delivery models through partnerships with Parish and Town Councils.

The goal is to continue providing essential facilities in a more affordable way.

Ensure sustainable, high-quality public convenience provision across North Yorkshire..

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

The review of the network may result in;

- Consistent entry fee policy across all sites and potential for honesty boxes/apps
- Continued free access for disabled users via RADAR key scheme.
- Expansion of Changing Places facilities for users with profound needs.
- Potential for asset transfers of NYC facilities.
- A new governance process to consider rationalisation of the network.
- Recognition of the costs of operating toilets within the immediate vicinity of car parks as part of the car park tariff, to fund revenue and capital costs.
- Ring-fencing proceeds from asset disposals for reinvestment.

Section 4. Involvement and consultation (What involvement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)

The draft report is to be considered by the TEEEOC, Council's Management Board and Executive.

Section 5. What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

The service is currently running at a sustained overspend position, these principles are designed to address this.

Section 6. How will this proposal affect people with protected characteristics?	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
Age	X			No changes to the network are set out within this report. Instead it is creating a framework for consideration for future rationalisation.
Disability	X			The proposal is to retain free access via the National disabled Radar scheme.
Sex		X		Improved baby changing facilities will support parents and carers
Race	X			No impact
Gender reassignment	X			No impact
Sexual orientation	X			No impact
Religion or belief	X			No impact
Pregnancy or maternity	X			No changes to the network are set out within this report. Instead it is creating a framework for consideration for future rationalisation.
Marriage or civil partnership	X			No impact

Section 7. How will this proposal affect people who...	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
..live in a rural area?	X			No changes to the network are set out within this report. Instead it is creating a framework for consideration for future rationalisation.
...have a low income?	X			The proposed standardised entry fee could act as a barrier to those on low incomes. However great care was given to tempering any increase in the fee.
...are carers (unpaid family or friend)?		X		Carers will benefit from improved facilities, including Changing Places and baby changing areas.
..... are from the Armed Forces Community	X			

Section 8. Geographic impact – Please detail where the impact will be (please tick all that apply)	
North Yorkshire wide	X
Craven	
Hambleton	
Harrogate	
Richmondshire	
Ryedale	
Scarborough	
Selby	
If you have ticked one or more areas, will specific town(s)/village(s) be particularly impacted? If so, please specify below.	
Public conveniences are spread throughout North Yorkshire, with most sites being within the former Scarborough Borough Council and Harrogate Borough Council localities.	

Section 9. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men) State what you think the effect may be and why, providing evidence from engagement, consultation and/or service user data or demographic information etc.
No

Section 10. Next steps to address the anticipated impact. Select one of the following options and explain why this has been chosen. (Remember: we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us)	Tick option chosen
1. No adverse impact - no major change needed to the proposal. There is no potential for discrimination or adverse impact identified.	X
2. Adverse impact - adjust the proposal - The EIA identifies potential problems or missed opportunities. We will change our proposal to reduce or remove these adverse impacts, or we will achieve our aim in another way which will not make things worse for people.	
3. Adverse impact - continue the proposal - The EIA identifies potential problems or missed opportunities. We cannot change our proposal to reduce or remove these adverse impacts, nor can we achieve our aim in another way which will not make things worse for people. (There must be compelling reasons for continuing with proposals which will have the most adverse impacts. Get advice from Legal Services)	
4. Actual or potential unlawful discrimination - stop and remove the proposal – The EIA identifies actual or potential unlawful discrimination. It must be stopped.	
Explanation of why option has been chosen. (Include any advice given by Legal Services.)	
No changes to the network are set out within this report. Instead it is creating a framework for consideration for future rationalisation.	
Any future rationalisation will be accompanied by a separate more detailed EIA for each site, to be considered as part of the governance process.	

Section 11. If the proposal is to be implemented, how will you find out how it is really affecting people? (How will you monitor and review the changes?)

The service will be monitored through regular user and stakeholder feedback, Member engagement, site inspections, usage data, and financial reports.

Section 12. Action plan. List any actions you need to take which have been identified in this EIA, including post implementation review to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics.

Action	Lead	By when	Progress	Monitoring arrangements

Section 13. Summary Summarise the findings of your EIA, including impacts, recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

This Equality Impact Assessment reflects the proposed Public Conveniences principles and financial context. The approach aims to deliver sustainable provision through harmonised entry fees, integration with car park tariffs. Mitigation measures include free RADAR access for disabled users and potential expansion of Changing Places facilities. Consultation has been extensive, involving Members, BID groups, National Parks, Disability Action Groups, and Parish/Town Councils.

Section 14. Sign off section

This full EIA was completed by:

Name: Steven Goddard
Job title: Public Conveniences Manager
Directorate: Environment
Signature:

Completion date: 25/11/2025

Authorised by relevant Assistant Director (signature): Michael Leah

Date: 16/01/2026

Initial Climate Change Impact Assessment (Form created August 2021)

The intention of this document is to help the council to gain an initial understanding of the impact of a project or decision on the environment. This document should be completed in consultation with the supporting guidance. Dependent on this initial assessment you may need to go on to complete a full Climate Change Impact Assessment. The final document will be published as part of the decision-making process.

If you have any additional queries, which are not covered by the guidance please email climatechange@northyorks.gov.uk

Title of proposal	Plan for the Provision of Public Conveniences
Brief description of proposal	A working group of the Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee has been convened to look at the challenges facing the public convenience service. They have identified several principles they are recommending Executive to incorporate. These concern entry fees, the network, the operating model and improvements to the customer experience.
Directorate	Environment
Service area	Waste Operations and Street Scene
Lead officer	Harry Briggs/Steve Goddard
Names and roles of other people involved in carrying out the impact assessment	

The chart below contains the main environmental factors to consider in your initial assessment – choose the appropriate option from the drop-down list for each one.

Remember to think about the following;

- Travel
- Construction
- Data storage
- Use of buildings
- Change of land use
- Opportunities for recycling and reuse
-

Page 46

Environmental factor to consider	For the council	For the county	Overall
Greenhouse gas emissions	No effect on emissions	No Effect on emissions	No effect on emissions
Waste	No effect on waste	No effect on waste	No effect on waste
Water use	No effect on water usage	No effect on water usage	No effect on water usage
Pollution (air, land, water, noise, light)	No effect on pollution	No effect on pollution	No effect on pollution
Resilience to adverse weather/climate events (flooding, drought etc)	No effect on resilience	No effect on resilience	No effect on resilience
Ecological effects (biodiversity, loss of habitat etc)	No effect on ecology	No effect on ecology	No effect on ecology
Heritage and landscape	No effect on heritage and landscape	No effect on heritage and landscape	No effect on heritage and landscape

If any of these factors are likely to result in a negative or positive environmental impact then a full climate change impact assessment will be required. It is important that we capture information about both positive and negative impacts to aid the council in calculating its carbon footprint and environmental impact.

Decision (Please tick one option)	Full CCIA not relevant or proportionate:	X	Continue to full CCIA:	
Reason for decision	The proposals are modest and do not significantly alter emissions or other environmental impacts.			
Signed (Assistant Director or equivalent)	Michael Leah			
Date	16/01/2026			

North Yorkshire Council

Executive

21 April 2026

North Yorkshire Council (NYC)/NY Highways (NYH) - Highway Officer Integration and Transfer of >7.5t Mechanical Sweeping responsibility to NY Highways

This report contains information in Appendix A which is exempt under paragraph 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). The public interest in maintaining the exemption outweighs the public interest in disclosing the information

Report of the Assistant Director – Highways & Infrastructure

1.0 PURPOSE OF REPORT

- 1.1 To provide a detailed update on work relating to:
 - i. the future operating model for mechanical sweeping; and
 - ii. the proposed alternative operating model for duties currently undertaken by Highway Officers, Assistant Highway Officers and some Maintenance Managers in North Yorkshire Council's (NYC's) Highway Operations Area teams
- 1.2 To seek approval for the implementation of a new way of delivering the above services via NY Highways (NYH)
- 1.3 To consider the Shareholder decisions required for NY Highways to deliver the above services for NYC

2.0 SUMMARY

- 2.1 Following the successful preparatory work leading up to, and 'go live' in June 2021, NY Highways, one of the Council's Brierley Group of 'teckal' companies has since grown in terms of size, capability, performance, and the range of services delivered.
- 2.2 As part of this evolution, and through a culture of collaboration, regular review, and an ongoing challenge to ensure effective and efficient delivery, processes and procedures are under constant review.
- 2.3 NY Highways is now at a level of maturity where, alongside undertaking external works, taking on the challenge of property services, alternatives to the current delivery model of functions currently undertaken within NYC can also be explored and evolved.
- 2.4 The changes proposed in this paper would see all Highway Officers (HOs), all Assistant Highway Officers (AHOs) and some Maintenance Managers (MMs) move to NY Highways, whilst ensuring that current levels of service, local engagement with communities and performance targets are not adversely affected. In addition, NYH will take on the responsibility for mechanically cleansing the highway, from NYC's Waste and Street Scene service, this will involve the TUPE transfer of ten posts [4 vacant] and nine vehicle assets.

- 2.5 These proposals have been put forward as it is felt that the alternative methods of service delivery will be even more effective and efficient than the current model, with a further increase in collaborative working between NYC and NYH. These proposals will also bring about a significant Revenue cost saving for NYC, which will assist in contributing to the overall and ongoing Transformation Savings challenge the Council currently faces with regard to its Revenue Budget.
- 2.6 Certain decisions of NY Highways are reserved matters for the Shareholder (being NYC). This report seeks to obtain Shareholder approvals necessary to enable NY Highways to receive the transfer of the services from NYC, subject to Members first approving the transfer from NYC to NY Highways.

3.0 BACKGROUND

3.1 General

- 3.1.1 The services in-scope are delivered via a hybrid working model from a series of locally based area offices and seven operational depots spread across the county. This comprises seven area highways teams (the Selby Area Office includes the Selby Bridges team), an Electrical Engineering team based at Leeming Bar but covering all of North Yorkshire and the Bridges team who again cover the whole of the county and predominantly work remotely (but convene at County Hall for Team days & meetings). The mechanical sweeping fleet are currently located in the historical former district/borough Council depots but will move to be operated from the NYH estate as part of this change.
- 3.2 Highway Officer, Assistant Highway Officer and (some) Maintenance Manager Integration.
- 3.2.1 With regard to Highway Officer (HO), Assistant Highway Officer (AHO) and some Maintenance Manager (MM) integration, for highway functions and where those physical depots exist, area-based teams are co-located with NY Highways who deliver works on the ground. The Service also has close links to Align Property Services (APS) who provide a design consultancy top-up service as well as a close interface with other service units in NYC, both within and beyond the Highways & Infrastructure service unit. This creates a strong collaborative 'one team' platform from which to deliver our service functions (outlined further below).
- 3.2.2 The focus of the HO/AHO and MM integration is the Area 1-7 Highways Teams, whose structures are broadly the same, with only subtle differences. For example, the number of staff based in those offices is broadly related to quantum of workload, proportion of highway network in that area and the number of Elected Members. This is why Area 6 has an Area Manager dedicated solely to that patch, for example. Areas are based on former district / borough council boundaries, with recent reviews and discussion confirming this is still the optimum model for colocation with NY Highways and service delivery using a 'form follows function' approach based on response times and optimising coverage of the geography of the county by those gangs engaged in routine maintenance, emergency and winter service activities.
- 3.2.3 Figure 1 shows the overall Highway Operations structure in the top graphic, with the bottom graphic showing the indicative structure in the Area 1 – 7 Highway offices, which is the focus of this paper (Electrical Engineering and Bridges teams are unaffected by these proposals). Business Support for administrative functions is provided to Highway Operations by Central Services, enabling Highway Operations staff to maximise their focus on technical and engineering matters.

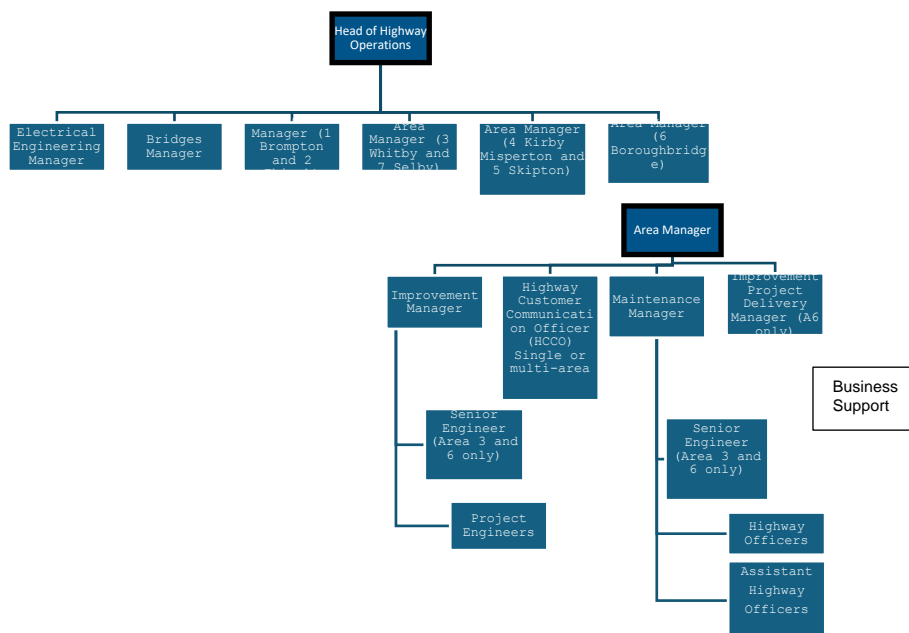


Figure 1 – Highway Operations Management and Area 1-7 highways team structure

3.2.4 Highway Officers (HOs), Assistant Highway Officers (AHOs) report to Maintenance Managers (MMs) in each of the area offices. The total number of Highway Officers, Assistant Highway Officers and Maintenance Managers, by Area, is shown in Table 1 below.

Area Office	Number of HOs (FTE)	Number of AHOs (FTE)	Number of MMs (FTE)	TOTAL FTE
1 - Brompton on Swale	4		1	5
2 - Thirsk	5		1	6
3 - Whitby	6	2 Note 1	1	9
4 - Kirby Misperton	4		1	5
5 - Skipton	3.6		1	4.6
6 - Boroughbridge	8		1	9
7 - Selby	3.8		1	4.8
TOTALS BY ROLE	34.4	2	7	43.4
TOTAL FTE (check)	34.4	2	7	43.4

Table 1 - Highway Officers, Assistant Highway Officers & Maintenance Managers, by Area

Note 1 – There are 2.0FTE AHO posts for the whole county – successful candidates are assigned to the Area Office closest to where they live in order to minimise their home to work travel costs

3.2.5 As outlined earlier, the Highways Service is delivered ‘on the ground’ by the council’s teckal company NY Highways (NYH). The journey to create NY Highways began in 2019, with the development of a five-year plan to create the new company by 2021, then monitor service delivery progress through a series of annual reports and explore efficiencies that could be achieved through the greater control and flexibility that exists through the teckal arrangement and underpinned by the four core values of:

- A 'one team' approach
- Customer focus
- Right first time
- Continuous improvement

- 3.2.6 The teckal model allows the ever-increasing challenge of ensuring budgets are spent wisely, allowing that challenge (part of the wider challenge on the council as a whole in the current financial climate and facing all local authorities) to be met through:
- Teamwork
 - Avoiding commercially aggressive practices
 - Focusing on delivery
 - Being flexible with change
 - Innovation without increased cost
 - Increased social value through use of local supply chain
- 3.2.7 There is also an ongoing challenge to ensure all elements of the highways service are delivered in the most effective and efficient way possible and this ties in with the one team approach, continuous improvement, teamwork and being flexible with change elements outlined above. NY Highways is now in its seventh year (including development years) of the overall journey and in June 2026 will have its 'fifth birthday' of operating, having been launched in June 2021.
- 3.2.8 Regular reports have been submitted to the Council's Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee (TEEEOSC) since the NY Highways went live to report on progress and performance of the teckal. Year-on-year improvements have been communicated, and it has been acknowledged that the company has reached a stage of maturity that enables other service delivery arrangements between NYC and NYH to be reviewed in addition to existing year-on-year improvements to service delivery and working practices that have already been made over the past five years.
- 3.2.9 Transformation savings have already been achieved through the increasingly closer interface between NYC and NYH. For example, savings being declared as part of the Highways and Transportation (HAT) 'HAT 01'. This NYC/NYH jointly delivered element of the council's wider savings plan saw an initial £500k achieved, then a further £300k in 2025/26 and another £300k for 2026/27 (i.e. totalling £1.1m). This is alongside other efficiency savings such as gully emptying and winter service (where 'unit rate costs' have reduced) that have also been returned to the Council. Other 'HAT' projects are also underway, including 'HAT03' - grass / gullies / weeds and street sweeping.
- 3.2.10 During the 2025/26 financial year, detailed discussion commenced as to whether the current interface between NYC and NYH could be revised to introduce even-closer working between the two teams, particularly around Highway Officers and the end-to-end processes relating to their functions. Initially, it was felt that a measured approach should be taken, with the proposal to move a proportion of HOs to NYH and a focus solely on Highway (carriageway and footway) inspections. It was estimated that approximately a third of the HOs' time was spent on this part of their overall duties, therefore it was initially proposed that around 11 HOs would transfer into NYH, with perhaps one Maintenance Manager, as management and oversight of that particular function was significantly less than a third of MMs' time.
- 3.2.11 This first phase / measured approach was proposed in order to evaluate how the closer working arrangement might operate without the potential risk of a wholesale transfer of all HOs and all their duties into NYH. However, a series of engagement sessions with HOs and MMs revealed concerns over dilution of roles, potential demoralisation of HOs with too much time spent on fewer tasks and activities, a loss of job satisfaction and overall concern that the proposed model would not work as efficiently as would a wholesale transfer of staff. Given the high level of buy-in from HOs for a transfer of all functions into NYH, the

original proposal was reviewed, and it was agreed all HO functions could transfer to NYH (along with the two AHO posts) from Highway Operations. Discussion followed around the Maintenance Managers, as there was still a need to retain overall control and management of some elements of service functions in NYC, such as Recharges, Third Party Claims, more-complex Customer Service requests and also engagement with Elected Members, MPs etc. It was concluded that a proportion of Maintenance Managers would transfer to NYH (see later for more detail).

- 3.2.12 As part of the desire to maximise the opportunity for further savings, it was confirmed, following the most recent staff engagement session on 4 December 2025 in the Council Chamber, that all Highway Officer (and Assistant HO) duties would transfer to NY Highways. A working date of 1 June 2026 (now revised to 1 July 2026) for this transfer to commence was communicated to staff, mindful that approvals would need to be sought from a governance perspective as well as a formal 30-day consultation exercise with staff impacted by this proposal. As mentioned earlier, a proportion of Maintenance Managers would also transfer to NY Highways in order to manage certain functions and a wider matrix management arrangement would be in place to ensure effective service delivery / continuity, too. Work has been undertaken to explore the benefits of greater integration, with no barriers to open and effective communication between the NYC and NYH. This would bring savings in addition to those HAT01 savings already achieved / in the pipeline. As mentioned earlier, HAT01 is on target to achieve £1.1m in savings; initially, savings from a partial transfer of HOs and some MMs to NYH was estimated to be in the region of £330k, although that figure was likely to be revised down as vacancy factors had not been included in those calculations (so the figure was likely to be closer to £250k). However, the wholesale transfer of all HOs, all AHOs and some MMs to NYH under this revised proposal will realise a saving well in excess of the current £330k target – this is covered in more detail in the Finance Section of this report.
- 3.2.13 Work is underway regarding the transfer of staff, the vehicles that would move across to NYH as well as any associated budget transfers. It should be noted that there will also be a change in how some elements of administrative support from Business Support, will be delivered, too. Currently this is all provided to Highway Operations by NYC Business Support teams, however there will be a need to adjust existing arrangements, since in future some of this support function will be delivered by NYC staff working under the Business Support Service Level Agreement (SLA) to NY Highways.
- 3.2.14 This proposal sees a shift of all the HO / AHO (plus some MM) functions and duties to NYH; strategic management and oversight of will be retained in NYC. NYH functions and duties will be covered either via a Service Level Agreement (SLA) or variation to the NY Highways Highway Maintenance Contract 2021 (the content of which is currently being drafted). Those strategic responsibilities will be retained via the Maintenance Managers remaining in NYC, overseen by the NYC Area Managers and ultimately NYC's Head of Highway Operations. Such strategic activities will include overall budget management & oversight, and assessing performance through prescribed Key Performance Indicators (KPIs), for example.
- 3.2.15 Ultimately, accountability for delivering the service will still rest with NYC, as the Council cannot discharge its Statutory Duties onto others; such duties include
- Section 41 / 41a of the Highways Act 1980 – Duty to Maintain highways maintainable at the public expense / Duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice
 - mounting our defence against third party claims under S58 of the Highways Act 1980.
- 3.2.16 Overall management of some other key elements of the service currently delivered by Highway Operations (HOps), such as pursuing recharge costs for highway works from Third Parties or defending claims against the Council from Third Parties will also remain in NYC.

- 3.2.17 The proposed method of working will comprise strong collaboration and elements of matrix management, the detail of which will be outlined in the SLA or Variation to the Highway Maintenance Contract 2021 currently being prepared, which will also contain detail on governance and those management arrangements.
- 3.2.18 It is anticipated that once implemented, alongside any existing governance arrangements, (such as daily / weekly / monthly monitoring and management, regular performance management review etc.), that three- and six-month post 'go live' reviews will be undertaken. Dialogue has commenced between NYC's Head of Highway Operations and Assistant Director, Highways & Infrastructure (HoHO and AD H&I) in this regard and it is highly likely we will engage Veritau, the Council's internal audit service, to undertake such reviews alongside NYC and NYH management.

3.3 Mechanical Sweeping

- 3.3.1 Part of the Council's Street cleansing activity involves the deployment of mechanical sweepers across the public realm and the highways network. The assets largely fall into two categories; those smaller than 7.5t in weight and those greater. The smaller fleet are generally associated with pavements, pedestrianised precincts and the network within the immediate vicinity of the operating centres. All other mechanical sweeping tasks are undertaken by vehicles with the greatest capacity and functionality, which are over 7.5t in weight. While the Service is operationally delivered by Waste and Street Scene, the fleet assets are managed and maintained by Fleet. The Central Waste team arranges and funds the disposal of the sweepings.
- 3.3.2 As part of the desire to maximise the opportunity to integrate former district/borough functions with those of the former County Council, work has been undertaken to explore the benefits of greater integration between the respective Service areas under the HAT03 transformation programme – Parks & Countryside, Highways Operations, Network Strategy and Street Cleansing. So far, savings of £220,000 have been delivered, of which £50,000 has been delivered from the street cleansing service. As part of this work, opportunities for financial efficiencies and operational improvements have been identified from transferring the 7.5t and greater vehicles and drivers across to NYH. By co-delivering mechanical sweeping activity and gully cleansing alongside the wider Highways Service, it will deliver financial and operational efficiencies and require less contracted mechanical sweeping on highways infrastructure schemes.
- 3.3.3 Work has taken place to identify the staff within scope of a transfer, the vehicles that would move across to NYH and the budget transfer to Highway Operations.
- 3.3.4 To safely cleanse much of the rural road network requires planned traffic management, there is currently no available budget in Waste Operations, meaning there has been an ongoing deterioration in standards across the County.

4.0 **DETAIL OF KEY ISSUES AND CONSIDERATIONS**

4.1 Human Resources

- 4.1.1 There are 49.4 FTE posts that would be within scope of a transfer to NYH - see Table 2. At the time of writing this report, vacancies were as also shown in the table.
- 4.1.2 Engagement has taken place with affected staff involving NYC / NYH management & HR colleagues and Unison; this has been as a group, and individually, and continues.
- 4.1.3 These engagement sessions initially proposed transfer dates of 1 April 2026 for mechanical sweeping and then 1 June for HOs, AHOs & (some) MMs – this has now been revised to 1 July 2026 for all of these transfers.

4.1.4 Following the engagement sessions, Frequently Asked Questions (FAQs) and responses were compiled and shared, so responses to the issues raised could be viewed and considered.

4.1.5 The breakdown of staff by area, and the proposed numbers to transfer to NYH is as shown below in Table 2, below

Area Office	Total Number of FTE HOs (current vacancies in brackets)	Number of HOs (FTE) proposed to transfer to NY Highways	Number of AHOs (FTE)	Number of AHOs proposed (FTE) to transfer to NY Highways	Number of MMs (FTE) (current vacancies in brackets)	Number of MMs (FTE) proposed to transfer to NY Highways	Total FTE
1 - Brompton on Swale	1.0 (0)	4.0			1.0 (1.0)		
2 - Thirsk	5.0 (0)	5.0			1.0		
3 - Whitby	6.0 (0)	6.0	2.0	2.0	1.0		
4 - Kirby Misperton	4.0 (0)	4.0			1.0		
5 - Skipton	3.6 (1.0)	3.6			1.0 (1.0)		
6 - Boroughbridge	8.0 (0)	8.0			1.0		
7 - Selby	3.8 (1.0)	3.8			1.0 (1.0)		
TOTAL FTE	34.4		2.0		7.0		43.4
TO NYH		34.4		2		3 <small>Note 1</small>	39.4
	FTE						Total FTE
Mechanical Sweeper Drivers	10(4)						49.4

Table 2 - Highway Officers, Assistant Highway Officers & Maintenance Managers, Proposed Transfer to NY Highways, by area and Mechanical Sweeper Drivers.

Note 1: See later text for narrative on Maintenance Manager transfer to NY Highways; it has been established that 3.0FTE MM posts will transfer to NYH, with the other 4.0FTE MM posts remaining in NYC.

4.1.6 The Transferee [NYH] will be required to establish a pension scheme that meets the statutory criterion of being broadly comparable to the transferring employees' current pension arrangements. It is proposed that this would be the Local Government Pension Scheme. Appendix A contains further detail.

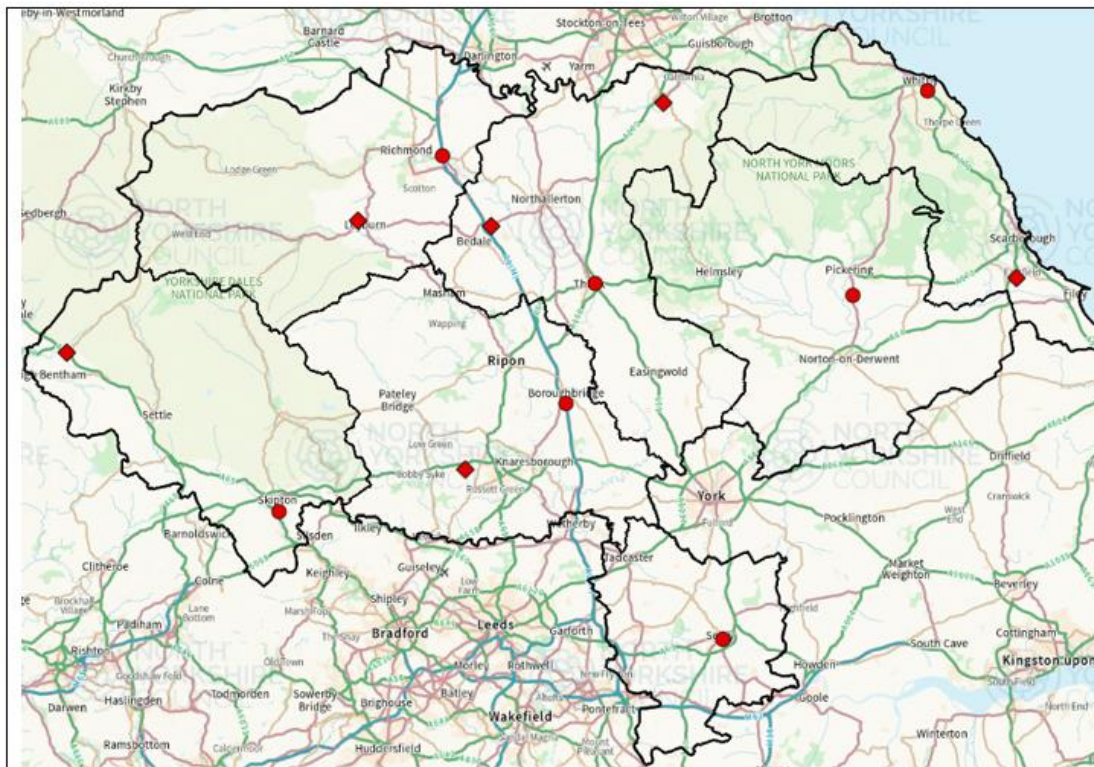
4.2 Operational Base

4.2.1 Under the proposed new operating models, the intention is that operational bases for colleagues will be as outlined below:

- Highway Officers – no change. HOs will continue to work from their current bases (numbers as per Table 2 above); this is achievable as HOs are currently co-located with NYH in the 'main' highways' depots around the county and this acts as a pragmatic base for their highway inspection areas
- Assistant Highway Officers – no change. Where AHOs are concerned, the rationale always applied is that the AHOs' base is the Area Office closest to where they live in order to minimise their travel costs given the comparatively lower grade they are on compared to Highway Officers. Presently both AHO postholders reside in Area 3; whilst this can change with new incumbents, the principle outlined above would be applied

- Maintenance Managers – some change to 3.0FTE MMs covering 7 areas. Each of the seven MMs posts is currently assigned to one of the seven area highway areas, so this will see some change and the exact split of areas for MMs is currently being finalised with NY Highways. All NYH MMs (and most NYC MMs) will cover more than one area if these proposals are implemented.
- Mechanical sweeper drivers will move from their existing work bases to the nearest NYH operational bases.

4.2.2 Map 1 shows the ‘main’ highways area offices/depts (red circles) and ‘satellite’ depots (red diamonds). The reader should note the map includes Leeming Bar Street Lighting depot, as officers can hot desk at that location.



Map 1: ‘main’ highways area offices/depts (red circles) and ‘satellite’ depots (red diamonds)

4.2.3 As part of this proposed change, the proportion of ‘rent’ NYH pay for floorspace in highways depots will also need to be adjusted in due course.

4.3 Fleet

4.3.1 This comprises 50 vehicles, currently made up of 47 owned vehicles and 3 leased vehicles. Owned vehicles are scheduled to transfer to NY Highways the assessment of market values of these vehicles is ongoing, and it is currently being explored whether those aforementioned three leased vehicles can be transferred. The replacement budget for all 50 vehicles is estimated to be in between £2,940,000 and £3,140,000 (subject to confirmation), with a current estimated annual cost of £369,000. At the time of the transfer, NYH will need to have sufficient funding to purchase these assets from NYC, or engage in a leaseback arrangement, based on the agreed market values, expected to be between £450,000 to £550,000. The current annual maintenance budget for fuel and maintenance is £289,000.

4.3.2 At the time of transfer NYC will ensure all vehicles are fully operational and all NYC peripherals are removed. Once the fleet transfers to NYH, all maintenance arrangements and liabilities become the sole responsibility of NYH alongside fuel and other consumables.

4.3.3 NYH will be responsible for the fleet asset life cycle going forward, this will be reviewed and managed in line with the existing NYH fleet. Recovery of fleet asset costs (either annual depreciation or hire/lease charges) will be included in the prelim costs or included in the charges as part of the recharge for services to NYC.

4.4 Service Design

4.4.1 NY Highways will deliver frontline highway service functions, those overarching HO duties (supported by AHOs) include, but are not limited to the following, which will not change on transfer to NY Highways:

- Footway and carriageway inspections
- Winter service duties
- Customer Service Requests (CSRs)
- Input to small drainage schemes and capital projects based on their local knowledge
- Find and fix / stewardship of their assigned areas
- Assisting with / responding to emergencies (including weather events) and other unplanned works

4.4.2 Outside of undertaking winter service duties and/or dealing with weather events, typically the vast majority (almost 90%) of a HO's day is spent on Inspections and CSRs. Day to day engagement with the local community will continue to remain an integral part of the Highway Officer duties as is currently the case, with a strong focus on 'Customer' being both an essential and integral part of the culture in both NYH and NYC.

4.4.3 It has been established that 3.0FTE of the 7.0FTE Maintenance Manager posts will move from NYC to NYH. This figure has been arrived at based on the proportion of time MMs spend on managing the various key function of their role, which include (but again are not limited to):

- Team management
- Budget management
- Oversight / management of planned cyclic inspections
- Third Party Claims Management
- Recharges
- Winter Service Duties
- Customer Service Requests
- Drainage and Capital Schemes
- Stewardship and Customer engagement, including Parish/Town Councils, Members, MPs – here the focus is very much on the Highway Officers continuing to have, and enhancing a 'pride in their Patch' approach
- Managing / responding to emergencies (including weather events) and other unplanned works

4.4.4 The exact arrangements relating to the interface between NYH MMs, HOs, AHOs and those MMs remaining in NYC will be fully developed in the SLA / variation to the Highway Maintenance Contract 2021 that is currently being prepared. This will include detail of how matrix management and other communication interfaces will operate, however the underlying principle behind this is no additional layers of bureaucracy and open access / dialogue between NYC and NYH staff in order to ensure a seamless, cohesive and collaborative working environment exists.

4.4.5 With regard to mechanical sweeping activity, Highway Operations will manage the budget for this area of service delivery in partnership with NYH. The service is being designed to provide an effective mechanical sweeping function within the available budget. All relevant service information has been consolidated to enable the NYC Network Strategy team to support the NYC Highway Operations teams in developing a new specification and standard for NYH. This work will be completed prior to the transfer. NYH will be responsible for the disposal of all arisings produced in the operation of their mechanical sweeping fleet.

5.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 5.1 The services referenced in this report play an essential role in achieving the council's ambitions of developing more sustainable and connected places, whilst retaining / delivering strong, local and customer led services. The proposed changes to how these functions are delivered and the resultant revenue budget savings it realises, assists in achieving the objective of ensuring the council is financially sustainable through effective management of our resources and responsible budget management.

6.0 ALTERNATIVE OPTIONS CONSIDERED

- 6.1 A number of options have been considered:
- 6.1.1 Do nothing – retaining the status quo would not make use of the opportunities for closer working / further integration with NY Highways, nor would it assist in the realisation of savings from the Council's Revenue Budget
- 6.1.2 Transfer only part of the HO / AHO / MM function to NYH – this has been discussed at length in the engagement sessions. Highway Officers in particular were not supportive of this option as they felt it would remove variety from their role but also might see one HO passing another to undertake different functions in the same geographical areas, resulting in inefficient practices.
- 6.1.3 Transfer all HO / AHO and some MM functions to NYH – this has been deemed the most viable and efficient option. Maintenance Manager functions can be more easily undertaken remotely in many cases and given the necessary interface between NYH and NYC to ensure the HOs' / AHOs' duties are being discharged effectively. Whilst there will be a different focus/emphasis on NYH MM duties and NYC MM duties, there will inevitably be ongoing dialogue alongside a matrix management arrangement between NYC and NYH outlined in the overarching SLA or variation to NYH 2021 Highway Maintenance Contract.
- 6.1.4 The entire mechanical sweeping fleet, including assets associated with pavements and pedestrianised areas, could move across to NYH; this could be considered as a second phase and moving the largest fleet first does not impact the viability of any future changes.

7.0 FINANCIAL IMPLICATIONS

- 7.1 Highway Operations will be charged by NY Highways in a similar manner to other services NYH currently deliver to the council and underpinned by either a Service Level Agreement (SLA) or a variation to the Highway Maintenance Contract 2021. To align with the wider operating model for NYH, it is proposed that they will deliver against a programme of works and ensure KPIs are achieved. The current budget for delivering the service under the existing arrangement (i.e. within NYC) is £2,337k, this includes a 6% vacancy factor. Excluding any changes in Business Support arrangements, once the proposed transfer of the 49.4 FTE to NYH (34.4 HOs, 2.0 AHOs and 3.0 MMs, 6 Cleansing Drivers), the estimated staff cost of delivering the service in NYH is in the region of £2,495,000 (assuming no vacancies, 37 hour contract and without assuming anything for pay award, but taking account of staff getting an increment next year and also difference in the pension charge between NYC & NYH). This cost also includes provision for NYH to manage this element of their service delivery but would not be a transfer from NYC. This can be accommodated, including those additional costs to NY Highways highlighted in Appendix A.
- 7.2 As part of the charging mechanism between NYH and NYC, the value of works order claims are used to apportion the cost of prelims/overhead charges between Revenue and Capital budgets, this allows NYC to realise a Revenue budget saving as part of this exercise. The estimated reduction in cost charged to revenue is expected to achieve in excess of the original saving estimate of £330k, this will be known once transfer has taken place.

- 7.3 As part of the HAT01 savings programme there is an assigned £330k efficiency from this service area under the heading 'ENV13– Transfer planned inspections to NYH'; As mentioned earlier, that £330k saving will now be exceeded given the proposed wholesale transfer of all HOs, all AHOs and three MMs to NYH. Future years (2027/28 and beyond) will see the full HAT01/ENV13 saving continue to be achieved, so any savings realised as part of this proposal are in addition to existing savings already being realised via NYH.
- 7.4 To facilitate / reflect the new operating model, the following budget transfers from Highway Operations and NYC Fleet budgets into the NY Highways prelims budgets are proposed:

Element	Value £k
Highway Operations [Labour]	1,950
Removal of capital recharge budget	(398)
Fleet maintenance and Fuel	104
Fleet Annual Asset Value	127
Current MTFS Savings	(330)
Total Revenue Budget	2,113

- 7.5 To enable the mechanical sweeping change to take place, the following budget transfers to Highway Operations are proposed:

Element	Value £k
Waste Operations [Labour]	387
Central Waste disposal	333
Fleet maintenance	72
Fleet Annual Asset Value (Based on Replacement Value of £1.94m and 8 year Replacement Cycle)	242
Fuel	113
£50k saving commitment	(50)
Total transfer to Highway Operations	1,097

- 7.6 The current market value of the vehicles (along with lease arrangements for three vehicles) is being confirmed and agreed between NYC and NYH but is estimated to be £450,000 to £550,000. If ownership is transferred to NYHighways, funding options will need to be considered, including the availability of the loan facility between NYC and NY Highways Ltd. The loan facility for NYC is already partially drawn upon but there is sufficient facility headroom available to enable the purchase of the vehicles at market value set out above.
- 7.7 Once Business Support Service (BSS) requirements are understood, any additional charges incurred under the BSS SLA to NYHighways would require an equal budget transfer from the NYC Business Support budget into Highways prelims budget.
- 7.8 More details of financial risks and potential costs and mitigations are set out in the confidential appendix (Appendix A) to this report.

8.0 LEGAL IMPLICATIONS

- 8.1 NY Highways Limited was established as a 'Teckal' compliant company under the Public Contracts Regulation 2015 (now a 'Vertical Arrangement' under the Procurement Act 2023) enabling the Council to directly award contracts to NYHighways without the need to go through a procurement exercise.

- 8.2 NYH continues to comply with the Vertical Arrangement exemption (also known as the Teckal exemption) set out within Schedule 2 of the Procurement Act 2023. Paragraph 2 of Schedule 2 enables a contracting authority to directly awards contracts to a company it owns without undertaking a procurement exercise where the following criteria are satisfied:
- i. the contracting authority is a 'parent undertaking' of the company; and
 - ii. no person other than the contracting authority exerts a decisive influence on the activities of the company (either directly or indirectly); and
 - iii. more than 80% of the activities carried out by the company are carried out for or on behalf of the contracting authority or another person that is controlled by the contracting authority; and
 - iv. no person that is not a contracting authority holds shares in the company.
- 8.3 NYH continues to operate in a way which satisfies all four criteria above; 95% of its revenue comes from the Council and the Council controls the board and key decisions through Reserved Matters.
- 8.4 The proposed functions can be delivered by NYH under the scope of the existing 2021 Highways Maintenance contract. A variation agreement may be required to the HMC 2021 contract, and an SLA for additional back-office services such as business support provided by the Council to NY Highways necessary to facilitate this transfer.
- 8.5 An asset transfer agreement will be entered into between NYC and NY Highways to transfer vehicles from NYC to NY Highways. The vehicles are being valued and shall be transferred at market rate to ensure compliance with the Subsidy Control Act 2022.
- 8.6 The Council currently has a lease agreement with NY Highways in respect of the highway depots. As a result of the transfer, the lease agreement will be reviewed, and a variation is likely to be necessary to reflect the transfer of the highways maintenance service and staff. NY Highways shall pay the market rate for the lease of the Council buildings to ensure compliance with Subsidy Control.
- 8.7 Further Legal implications are set out in the confidential Appendix (Appendix A).

9.0 EQUALITIES IMPLICATIONS

- 9.1 An initial equalities impact assessment form was completed and is included as (Appendix B). The assessment of this report concluded that there is no impact on people with protected characteristics.

10.0 CLIMATE CHANGE IMPLICATIONS

- 10.1 A Climate Change Impact Assessment has been undertaken and is included (Appendix C).
- 10.2 NYH calculates its Scope 1 and Scope 2 carbon emissions – currently 0.35kg of carbon per £1 of turnover - this positively contributes towards the reduction in carbon used when delivering the highways services. There is no overall anticipated change in transferring some of the functions currently undertaken by NYC to NYH. Any increase in travel is likely to be incurred by Maintenance Managers working across more than one operational base; however, they can also still work in a hybrid manner. Additionally, any increase in MM travel is likely to be offset by more efficient working practices between the Highway Officers and other colleagues in NY Highways through closer, more collaborative working.

11.0 CONCLUSIONS

- 11.1 Analysis of the alternative means through which a more efficient operating model could work has led to the conclusion that further integrating Highway Officers, Assistant Highway Officers and some Maintenance Managers alongside highway street cleansing (sweeping) into NY Highways will bring benefit.

12.0 REASONS FOR RECOMMENDATIONS

12.1 The recommendations contained in this report are to enable this proposed change in service delivery model to be advanced and realise savings under the revised delivery model.

13.0 RECOMMENDATIONS

13.1 The Executive approves the transfer of staff and functions from NYC to NY Highways with effect by the 01 July 2026 for street sweeping and Highway Operations

13.2 The Executive approves the Council disposing of the street sweeper vehicles and highway maintenance vehicles as detailed in the report and delegate negotiation and agreement of the final price of the vehicles and terms of the asset transfer agreement to the Assistant Director, Environment and Transport.

13.3 The Executive delegate any other necessary steps to implement this decision including but not limited to entering contracts detailed in this report (excluding the asset transfer) to the Assistant Director – Highways & Infrastructure, Environment Directorate.

13.4 To amend the Environment Directorate organisational structure and move the responsibility for those functions outlined earlier, to sit within NY Highways. This will include some Business Support functions yet to be confirmed.

13.5 Subject to Member approval of the above, Executive are asked to approve the following on behalf of NYC in its capacity as Shareholder of NY Highways:

- i. The acquisition by NY Highways of all the vehicles detailed in this report from NYC.
- ii. To open the LGPS pension scheme via a variation to the Deed of Accession for NY Highways to allow pension continuation for all transferring NYC staff to NY Highways.
- iii. To agree the matters referred by the Board of Directors as detailed in confidential Appendix A; and
- iv. To delegate any other shareholder decisions necessary to facilitate the transfer from NYC to NY Highways to the Chief Executive as Shareholder Representative.

APPENDICES

Appendix A – NOT FOR PUBLICATION – Confidential Section

Appendix B – Equalities Impact Screening Form

Appendix C – Climate Change Impact Assessment

BACKGROUND DOCUMENTS: None

Barrie Mason

Assistant Director – Highways & Infrastructure, Environment Directorate

County Hall, Northallerton

02 April 2026

Report Author – Nigel Smith, Head of Highway Operations

Report Contributors:

- Harry Briggs, Head of Waste & Street Scene
- Sarah MacLeod, Senior Solicitor Contracts
- Mark Hards, Senior Solicitor EEL
- Abby Barker, Head of Finance
- Sarah Ridley, Head of HR
- Trudy Forster, Assistant Chief Executive Business Support and HR
- Barry Khan, Assistant Chief Executive Legal and Democratic Services

Presenters of Report - Nigel Smith, Head of Highway Operations & Sarah Ridley Head of HR

For further information please contact the author of the report

This page is intentionally left blank

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Initial equality impact assessment screening form	
This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.	
Directorate	Environment
Service area	Highways and Infrastructure – Highway Operations & environment and Transport – Waste Operations & Street Scene
Proposal being screened	North Yorkshire Council (NYC) / NY Highways (NYH) – Highway Officer Integration and Transfer of >7.5t Mechanical Sweeping responsibility to NY Highways
Officer(s) carrying out screening	Nigel Smith –Head of Highway Operations NYC Harry Briggs – Head of Waste Operations and Street Scene NYC
What are you proposing to do?	To transfer Highway Officers, Assistant Highway Officers and some Maintenance Managers from North Yorkshire Council's (NYC's) Highway Operations Area teams to NY Highways (NYH). To move the operational responsibility for road cleansing using our larger mechanical sweeper fleet from NYC to NYH.
Why are you proposing this? What are the desired outcomes?	To authorise the transfer and vehicle disposal arrangements necessary to allow NYH to undertake this responsibility across North Yorkshire from 1 July 2026 re street sweepers and Highway Officer / Asst. Highway Officer and some Maintenance Managers
Does the proposal involve a significant commitment or removal of resources? Please give details.	No, however it does comprise a transfer of people and resources from North Yorkshire Council to NY Highways
<p>Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYCC's additional agreed characteristics.</p> <p>As part of this assessment, please consider the following questions:</p> <ul style="list-style-type: none"> • To what extent is this service used by particular groups of people with protected characteristics? • Does the proposal relate to functions that previous consultation has identified as important? • Do different groups have different needs or experiences in the area the proposal relates to? <p>If for any characteristic it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your Equality rep for advice if you are in any doubt.</p> <p>There will be no detrimental impact on service delivery which would impact any people with protected characteristics.</p>	

In terms of staff transferring the staff group includes men and women of varying ages, but all transferring terms and conditions will be protected under TUPE legislation and so there will be no additional detrimental impact on any protected characteristic at the point of transfer.			
Protected characteristic	Potential for adverse impact		Don't know/No info available
	Yes	No	
Age		✓	
Disability		✓	
Sex		✓	
Race		✓	
Sexual orientation		✓	
Gender reassignment		✓	
Religion or belief		✓	
Pregnancy or maternity		✓	
Marriage or civil partnership		✓	
NYCC additional characteristics			
People in rural areas		✓	
People on a low income		✓	
Carer (unpaid family or friend)		✓	
Does the proposal relate to an area where there are known inequalities/probable impacts (e.g. disabled people's access to public transport)? Please give details.	There are no proposals to reduce service provision that would impact on people with protected characteristics.		
Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Do any of these organisations support people with protected characteristics? Please explain why you have reached this conclusion.	No		
Decision (Please tick one option)	EIA not relevant or proportionate:	<input type="checkbox"/> Yes	Continue to full EIA: No
Reason for decision	There are no adverse impacts on any of the protected characteristics.		
Signed (Assistant Director or equivalent)	Barrie Mason		
Date	2 April 2026		

Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects. This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision-making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance please email climatechange@northyorks.gov.uk

Version 2: amended 11 August 2021

Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:

Planning Permission
Environmental Impact Assessment
Strategic Environmental Assessment

However, you will still need to summarise your findings in the summary section of the form below.

Please contact climatechange@northyorks.gov.uk for advice.

Title of proposal	North Yorkshire Council (NYC) / NY Highways (NYH) – Highway Officer Integration
Brief description of proposal	To provide a detailed update on work relating to the proposed alternative operating model for duties currently undertaken by Highway Officers, Assistant Highway Officers and some Maintenance Managers in North Yorkshire Council's (NYC's) Highway Operations Area teams and to seek authorisation for implementation of a new way of delivering that element of the service via NY Highways (NYH). To move the operational responsibility for road cleansing using our larger mechanical sweeper fleet from NYC to NYH.
Directorate	Environment
Service area	Highways and Infrastructure – Highway Operations Environment and Transport Waste Operations and Street Scene
Lead officer	Nigel Smith - Head of Highway Operations NYC
Names and roles of other people involved in carrying out the impact assessment	Harry Briggs – Head of Waste Operations and Street Scene
Date impact assessment started	2 April 2026

Options appraisal

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

A number of options have been considered:

- a. Do nothing – retaining the status quo would not make use of the opportunities for closer working / further integration with NY Highways, nor would it assist in the realisation of savings from the council's Revenue Budget
- b. Transfer only part of the HO / AHO / MM function to NYH – this has been discussed at length in the engagement sessions. Highway Officers in particular were not supportive of this option as they felt it would remove variety from their role, but also might see one HO passing another to undertake different functions in the same geographical areas, resulting in inefficient practices.
- c. Transfer all HO / AHO and some MM functions to NYH – this has been deemed the most viable and efficient option. Maintenance Manager functions can be more easily undertaken remotely in many cases and given the necessary interface between NYH and NYC to ensure the HOs' / AHOs' duties are being discharged effectively. Whilst there will be a different focus on NYH MM duties and NYC MM duties, there will inevitably be ongoing dialogue alongside a matrix management arrangement between NYC and NYH.
- d. The entire mechanical sweeping fleet, including assets associated with pavements and pedestrianised areas, could move across to NYH, this could be considered as a second phase and moving the largest fleet first does not impact the viability of any future changes.

The teckal delivery model was approved as the preferred way forward for delivery of some Council functions, therefore it makes sense to explore how that can be further utilised to maximise efficiency in service delivery

What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result, detailing estimated savings or costs where this is possible.

As part of this preferred delivery model, it is anticipated that in year 1 of operation, it was anticipated this would provide greater flexibility for the (then) NYCC and any successor authority. Innovation and efficiency, alongside an ongoing challenge to reduce unit cost and deliver as much for the same budget or the same for less budget are an integral part of the operating model. Efficiencies and savings have been realised in each year of operation and it is hoped that ethos will now translate into this latest proposal, exceeding the £330k assigned to this element of the Transformation Savings agenda.

For completeness, NYH operates on a cost plus Zero basis.

The transfer of the mechanical sweeping responsibility will realise a £50k saving in operational efficiencies.

How will this proposal impact on the environment? N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.		Positive impact (Place a X in the box below where relevant)	No impact (Place a X in the box below where relevant)	Negative impact (Place a X in the box below where relevant)	Explain why will it have this effect and over what timescale? Where possible/relevant please include: <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	Explain how you plan to mitigate any negative impacts.	Explain how you plan to improve any positive outcomes as far as possible.
Minimise greenhouse gas emissions e.g. reducing emissions from travel, increasing energy efficiencies etc.	Emissions from travel		√		Should be net zero – any increase in Maintenance Manager travel between more than one base will be offset by NYH looking to ensure Highway Officer routes and travel are optimised	Ongoing procurement and replacement of fleet will also assist in minimising emissions	Sharing best practice across NY Highways and NYC
	Emissions from construction		√		Not applicable		
	Emissions from running of buildings				N/A		
	Emissions from data storage				N/A		
	Other		√				

Minimise waste : Reduce, reuse, recycle and compost e.g. reducing use of single use plastic	√				meetings to reduce / reuse / recycle will assist alongside working to NYC carbon reduction ambition	
Reduce water consumption				N/A		
Minimise pollution (including air, land, water, light and noise)	√			More efficient scheduling of the working day should reduce overall miles travelled on highway network and therefore minimise air and noise pollution emanating from travelling vehicles		
Ensure resilience to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers				N/A		
Enhance conservation and wildlife				N/A		
Safeguard the distinctive characteristics, features and special qualities of North Yorkshire's landscape				N/A		
Other (please state below)				N/A		

Are there any recognised good practice environmental standards in relation to this proposal? If so, please detail how this proposal meets those standards.

NY Highways maintains accreditation to ISO 14000, the internationally recognised standard for environmental compliance. NYH also continues to engage with the Council on its Net Zero agenda. Robust performance management and challenging KPIs should result in more efficient practices and reduced travel distances thus reducing emissions overall.

Close working across the delivery partnership from scheme inception stage also allows access to good practice.

Summary Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The proposed method of delivery going forward should add value by reducing emissions; Continual review and challenge will be key to success but ensuring that climate change remains at the forefront of people's thoughts is essential and this will include any consideration of, response to or adjustment in working practices as seasonal trends change and whether that has an impact on how the service is delivered, particularly with regard to not just winter, but also other weather events.

Sign off section

This climate change impact assessment was completed by:

Name	Nigel Smith
Job title	Nigel Smith – Head of Highway Operations NYC
Service area	Highways and Transportation, Parking Services, Street Scene Parks and Grounds – Highway Operations
Directorate	Environment
Signature	
Completion date	2 April 2026

Authorised by relevant Assistant Director (signature): Barrie Mason

Date: 02/04/2026

This page is intentionally left blank

North Yorkshire Council

Executive

21 April 2026

Council Plan 2026-30

Report of Assistant Chief Executive – Local Engagement

1.0 PURPOSE OF REPORT

- 1.1 To seek agreement of the Executive to submit the Council Plan 2026-2030 to the Council for adoption.

2.0 BACKGROUND

- 2.1 The Council Plan is a key component of North Yorkshire Council's (NYC) policy framework, setting out the Council's objectives and how its resources are to be used to deliver those objectives. Ensuring the Plan is developed in a timely and robust manner is essential in order to drive forward the business of the Council and improve performance.
- 2.2 The Council Plan is intended to be the public expression of NYC's vision and a strategic document designed to plot the Council's course over the next four years. It will also be used by staff to understand the Council's priorities and how they fit within them.
- 2.3 The Council Plan is a four-year plan. The plan has been developed under five key ambitions:
- Support **thriving places and empowered communities** where people live, work, visit and do business across North Yorkshire
 - Develop more **sustainable and connected places** across North Yorkshire
 - Ensure the people of North Yorkshire are **safe, healthy and living well**
 - **Maximise the potential** of North Yorkshire's people and communities
 - **Strong Innovative Council**, with local customer-led services
- 2.4 The Council Plan also includes how we will deliver services locally, key statistics and information about North Yorkshire, the Council's finances and performance reporting. The list of Key Performance Indicators included in the plan have been reviewed to ensure indicators are appropriate, well defined and avoid duplication.

3.0 DEVELOPMENT OF THE COUNCIL PLAN

- 3.1 The Council Plan has been developed with input from all directorates to ensure the language and priorities that sit within the plan are consistent with their direction of travel. The draft has been reviewed and agreed by Management Board.
- 3.2 The Council Plan has a number of audiences including elected members, officers, partners, the public, and the Ministry for Housing and Communities and Local Government. Efforts have been made to ensure that, as far as possible, the Council Plan is accessible, and of use, to all these audiences.

3.3 The Council Plan is the external and internal facing summary corporate strategy. However, a document the size of the Council Plan cannot detail all that the Council does. Further information about the Council's detailed strategies and plans is published in other documents available on the Council's website. The view has been taken that there is little merit in merely replicating elements of these strategies and plans.

4.0 STRUCTURE AND PUBLICATION OF THE COUNCIL PLAN

4.1 The Council Plan aims to be an easy to read, concise document. In addition to being the public expression of the Council's vision and ambitions, it sets priorities for the period up to 2030.

4.2 The Council Plan will be published on the NYC website.

4.3 On publication, the Council Plan will be promoted internally, in particular in relation to its central place in the service planning process and developing a sense of common purpose with staff and managers.

5.0 COUNCIL PLAN

5.1 The Council Plan 2026-30, as at 09 April 2026, is attached at [Appendix A](#).

6.0 FINANCIAL IMPLICATIONS

6.1 The Council Plan will have significant financial implications as it outlines the key programmes of work that will be carried out, all of which have been set out in the budget report.

7.0 LEGAL IMPLICATIONS

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

8.0 EQUALITIES IMPLICATIONS

8.1 An Equality Impact Assessment (EIA) has been carried out of the overall Council Plan 2026-2030, and this is attached at [Appendix B](#). However, the plan does refer to specific projects which will have an impact on certain areas in North Yorkshire, where this is the case detailed EIAs will be undertaken on these specific projects.

8.2 An overall EIA for the 2026/27 budget has also been carried out and was included in the budget report which went to full council in February. The Council Plan has been developed in the context of public sector financial restraint, and unprecedented service demand pressures. Funding provided by central government to local authorities to deliver services has been reduced significantly in recent years.

8.3 The anticipated impacts of our ambitions are positive ones. Due regard to equalities will be paid when making decisions on actions to realise these ambitions and, where appropriate, these will be subject to full EIAs.

9.0 CLIMATE CHANGE IMPLICATIONS

9.1 A Climate Change Impact Assessment has been carried out for the Council Plan and this is attached in [Appendix C](#).

- 9.2 The Council Plan is a high-level strategic document that sets the direction for the Council. As such, the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.
- 9.3 The 'sustainable and connected places' ambition and associated priorities set our goals and vision for tackling climate change and aim to have a positive impact on the environment. We as a Council aspire to become more environmentally sustainable, further reduce carbon emissions and increase the resilience of the county to climate change.

10.0 REASONS FOR RECOMMENDATIONS

- 10.1 To allow for the Council Plan to be approved in line with constitutional arrangements.

11.0 RECOMMENDATIONS

- i) That the Executive approves the Council Plan and recommends it to the Council for approval.

APPENDICES:

[Appendix A](#) – Council Plan 2026-30

[Appendix B](#) – EIA for Council Plan 2026-30

[Appendix C](#) – Climate Change Impact Assessment for Council Plan 2026-30

Rachel Joyce

Assistant Chief Executive – Local Engagement

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

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



Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated October 2025)

Council Plan 2026-30

An Equality Impact Assessment (EIA) form is a document that proves paying due regard by considering protected characteristics. EIAs that accompany reports presented to Councillors for decision-making are published with the committee papers on our website and are also available in hard copy at the relevant meetings.

Section 1: Initial Equality Impact Assessment Screening

This section documents the equality screening process of actual or potential impacts of the proposed activity on a specific protected characteristic, along with NYC's additional agreed-upon characteristics, to determine whether a full Equality Impact Assessment (EIA) is necessary or appropriate.

Basic Details	
Directorate	Central Services – Local Engagement
Service area	Strategy and Performance
Proposal being screened	Council Plan 2026-30
Officer(s) carrying out screening	Alaina Kitching
Lead Officer and contact details	
Date of the assessment	October 2025
Please describe briefly what this EIA is about. (e.g. are you starting a new service, changing how you do something, or stopping doing something?)	<p>The Council Plan is the Council's overall high-level strategic plan. It is the public facing document expressing the Council's vision and priorities for the next four years.</p> <p>The Council Plan is also the key strategic document which sets the performance framework for all Council services. As such the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.</p> <p>Individual elements of the Plan are also subject to specific and separate impact assessments as part of the budget decision-making process. Members in agreeing the budget, will also take into account compounding factors, such as the rural nature of the county.</p>

Basic Details	
<p>What does the authority hope to achieve by it? (E.g. to save money, meet increased demand, do things in a better way.)</p>	<p>The purpose of the Plan is to inform stakeholders including elected members, officers, partners, the public, and the Ministry of Housing, Communities and Local Government about the Council’s vision, how the Council sees its role going forward and the priorities for the organisation over the next four years.</p> <p>This Plan has been developed in the context of public sector financial restraint, and unprecedented service demand pressures. Funding provided by central government to local authorities to deliver services has been reduced significantly in recent years.</p> <p>The current Medium-Term Financial Strategy requires £17m of reserves to balance the budget in 2026/27 and this could rise to £25m by the end of 2028/29 should no further savings be forthcoming. This is based on the Council delivering over £54m worth of savings over the next three years.</p> <p>Over the next four years, the Council will be looking ahead at how we can maximise the full potential of the organisation and optimise the way services are delivered. There are opportunities to deliver services in new ways and harness technological advances, such as AI, to automate routine tasks and better predict future customer need. Transformation projects are currently underway to support the delivery of our priorities and maximise the benefits of transformation.</p> <p>The Plan gives performance information, plans for the coming year and the budget position.</p>
Further details	
<p>1.1 How have stakeholders been involved in this policy/ decision/ proposal? (e.g. a consultation exercise)</p>	<p>All directorates were engaged with and had the opportunity to influence the ambitions and priority actions included in the Plan. Councillors were also engaged with during the development of the Plan.</p> <p>Findings from ‘Let’s Talk Money’ budget consultation were also used to inform the Plan.</p>
<p>1.2 Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Please explain briefly</p>	<p>The Council Plan will not have a significant effect on how other organisations operate.</p>
<p>1.3 Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYC’s additional agreed characteristics</p> <p>As part of this assessment, please consider the following questions:</p> <ul style="list-style-type: none"> • To what extent is this service used by particular groups of people with protected characteristics? • Does the proposal relate to functions that previous consultation has identified as important? • Do different groups have different needs or experiences in the area the proposal relates to? <p>If for any characteristic, it is considered that there is likely to be an adverse impact or you have ticked ‘Don’t know/no info available’, then a full EIA should be carried out where this is proportionate. You are advised to speak to your directorate representative for advice if you are in any doubt.</p>	

Basic Details

Tick and indicate which protected characteristics are identified as relevant to the proposal (positive, negative, neutral or don't know).

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
Age	✓				<p>North Yorkshire has a lower proportion of young people than the national average- 24.5% under 25 compared to 29.2% nationally.¹</p> <p>In 2020 11.4% of 16 - 17-year-olds were identified as Not in Employment, Education or Training against an England value of 5.5%.² Nationally the unemployment rate for 16 - 24-year-olds is high. The unemployment rate for people aged 16 and over for the UK was 4.2%, for the period August to October 2021.³</p> <p>In 2021, 25% of the county's adult population was over the age of 65. This is higher than the national percentage of 18.4%.⁴ Every year the population of older people increases, and with it the demand for the care and support which the council provides. By 2035, 32.60% of North Yorkshire's total population will be aged 65+ and 5.97% will be aged 85+. Nationally 23.26% will be 65+ and 4.05% will be 85+ by 2035.</p> <p>Our ambition 'maximise the potential of North Yorkshire's people and communities' sets out that everyone should have the opportunity to reach their maximum potential, with lifelong learning encouraged, enabling people to progress whilst remaining in North Yorkshire. This is critical to ensuring the future workforce have the necessary skills for future.</p> <p>Our ambition 'safe, healthy and living well' includes a priority action on 'Implementing the recommendations from the Director of Public Health Annual</p>

¹ Census 2021

² Office for Health Improvement and Disparities 2020

³ ONS UK labour market statistics 2021

⁴ Census 2021

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
					<p>Report 2023-24 on Healthy Ageing, and the Annual Report 2024-25 on Working Together for North Yorkshire’.</p> <p>There is also a priority action on investing in more extra care housing for older people and new supported accommodation for younger adults.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Disability	✓				<p>North Yorkshire has a lower proportion (19.3%) of people with a disability or long-term limiting illness whose day-to-day activities are limited a lot- against the national average of 23.69%.⁵ However, this will rise to 20.89% of the 65+ population in North Yorkshire, against a national average of 24.86%.</p> <p>The plan sets out our ambition to ‘ensure the people of North Yorkshire are safe, healthy and living well’. This includes supporting people to live independently in their home of choice by preventing, reducing and delaying the need for longer-term social care services. As well as, investing in more extra care housing for older people and new supported accommodation for younger adults.</p> <p>The plan includes a priority action on ‘Improving support to people with complex life circumstances, including mental health, neurodiversity and substance use, through new services and improved practice’.</p> <p>The plan includes a priority action on ‘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’.</p> <p>Our ambition ‘maximise the potential’ covers how the Council, will support</p>

⁵ Poppi 2019

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
					<p>those with SEND and other needs to live life to the best of their abilities. This includes delivering the Local Area SEND Operational Plan and SEND Ofsted Improvement Plans. This section also includes a priority action on preparing children with complex needs for independence and adulthood.</p> <p>There is also a priority on delivering Get Britain Working and Connect to Work to remove health-related barriers and support people into employment.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Sex	✓				<p>The proportion of females is slightly higher (51%) than that of males (49%).⁶</p> <p>There were 13,648 lone parent households in North Yorkshire in 2011⁷, of which 11,958 had a female lone parent (87.6%).</p> <p>The ambition 'safe, healthy and living well' includes a priority action on 'Developing and delivering a North Yorkshire approach to women's health'.</p> <p>The Council Plan outlines the council's Equality Objectives.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Race (including GRTS)			✓		<p>North Yorkshire has a much lower proportion (4.77%) of people who identify with a non-UK identity than the national average (12%).⁸</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p> <p>The Council Plan sets our equality objectives/approach to Equality, Diversity, Inclusion and Access to ensure</p>

⁶ Census 2021

⁷ Census 2011

⁸ Census 2021

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
					we are consistently meeting the needs of our customers.
Gender reassignment					<p>Education Society suggests that across the UK: 1% of employees and service users may be experiencing some degree of gender variance. At some point, about 0.2% may undergo transition (i.e. gender reassignment). Around 0.025% have so far sought medical help and about 0.015% have probably undergone transition. In any year 0.003% may start transition.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p> <p>The Council Plan sets our equality objectives/approach to Equality, Diversity, Inclusion and Access to ensure we are consistently meeting the needs of our customers.</p>
Sexual orientation			✓		<p>The government estimates that 5 - 7% of the population are gay, lesbian or bisexual. We have no evidence to suggest that this is not the case in North Yorkshire.⁹</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p> <p>The Council Plan sets our equality objectives/approach to Equality, Diversity, Inclusion and Access to ensure we are consistently meeting the needs of our customers.</p>
Religion or belief			✓		<p>North Yorkshire has higher levels of Christians (55.6%) than the national average (46.2%), and lower levels of all other religions than the national average. Percentages of those with no religion or not stating their religion are broadly similar to the national average.¹⁰</p> <p>Our ambitions will not have any anticipated impacts on people specifically</p>

⁹ Census 2011

¹⁰ Census 2021

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
					<p>due to them sharing this particular protected characteristic.</p> <p>The Council Plan sets our equality objectives/approach to Equality, Diversity, Inclusion and Access to ensure we are consistently meeting the needs of our customers.</p>
Pregnancy or maternity			✓		<p>In 2021 there were 5133 live births in North Yorkshire.</p> <p>In 2020 the conception rate per 1000 for under 18's was 10.9. This is below the rate for England (13).¹¹</p> <p>In 2020/21 4.2% of deliveries in North Yorkshire were to mothers from ethnic minorities, compared to the England value of 21.6%.¹²</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p> <p>The Council Plan sets our equality objectives/approach to Equality, Diversity, Inclusion and Access to ensure we are consistently meeting the needs of our customers.</p>
Marriage or civil partnership			✓		<p>A higher percentage of North Yorkshire's population is married or in a civil partnership (53.7%) than the national average (46.8%).¹³</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p> <p>The Council Plan sets our equality objectives/approach to Equality, Diversity, Inclusion and Access to ensure we are consistently meeting the needs of our customers.</p>

¹¹ Office for Health Improvement and Disparities 2020

¹² Office for Health Improvement and Disparities 2020

¹³ Census 2011

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
NYC's additional characteristics					
People in rural areas	✓				<p>The population in North Yorkshire is generally sparser than the national average (77 people per square kilometre as opposed to 434 nationally). Distance travelled to access services is further than the national average. The Lower Super Output Area, which covers the Dales ward in Ryedale, is in the 10% most deprived in England for Geographical Barriers to Services.¹⁴</p> <p>Rurality can also mean higher costs for such things as fuel for heating.</p> <p>'Thriving places and empowered communities' sets out the Council's ambition to becoming England's most local large council. We want to work in partnership with our communities and understand their needs, working to provide support earlier. This approach will achieve better outcomes for communities, whilst also reducing resource demand on Council services.</p> <p>One of our ambitions is to develop more sustainable and connected places across North Yorkshire. This includes improving transport and digital connectivity. This is especially important in rural areas where transport and digital connectivity is a challenge. The priority on advancing broadband connectivity focuses on closing coverage gaps.</p> <p>Our ambition Safe, healthy and living well also includes the priority action '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 reprocur the Approved Provider List'. This is particularly important in rural areas where care options can be limited.</p> <p>The plan includes a priority action on libraries providing a comprehensive range of services that meet the needs of</p>

¹⁴ Index of Multiple Deprivation, Indices of Deprivation 2019

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
					<p>local people. This includes a new mobile library to increase access to Council services in rural parts of the county.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
People on a low income	✓				<p>The proportion of households in deprivation in North Yorkshire reduced between 2011 and 2021. In 2011 52.1% of households in North Yorkshire were deprived in at least one of the four dimensions (employment, education, health and disability, housing). By 2021 this had fallen to 46.7%. This 5.4 percentage point reduction in North Yorkshire compared with a 5.9 percentage point reduction across England as a whole, with the proportion of households in deprivation in North Yorkshire remaining below the national average.¹⁵</p> <p>Our ambition to maximise the potential of North Yorkshire's people and communities includes the priority action 'supporting North Yorkshire residents to gain appropriate employment skills and access work'. Improved job opportunities could impact positively on those on a low income.</p> <p>The plan also includes a priority to provide accessible financial inclusion support services that empower residents to improve their financial wellbeing.</p> <p>The Plan includes a priority on working to mitigate the effects of poverty within the school environment, including the number of children accessing free school meals.</p> <p>The Plan includes a priority on how libraries can support communities. '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</p>

¹⁵ Census 2021

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
					<p>digitally connected and being a focal point for communities by providing opportunities for volunteering and partnership working’.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Carer (unpaid family or friend)	✓				<p>Carers’ allowance claimants make up 0.98% of North Yorkshire’s population.¹⁶ This is lower than the average for England (1.42%) but there are variations across the county. It is likely, however, that these figures do not reflect the true number of people carrying out caring roles in the county as many do not claim allowances.</p> <p>One of our ambitions is ensure the people of North Yorkshire and safe, healthy and living well. This includes a priority action on improving support for unpaid carers.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Are from the Armed Forces Community (including veterans)	✓				<p>North Yorkshire has 29,831 Armed Forces Veterans.</p> <p>Richmondshire has the highest proportion of Armed Forces Veterans in North Yorkshire at 9.5% (3,962), which is the third highest nationally.</p> <p>The proportion of veterans in Richmondshire is more than double the national average rate, which is 3.8%.</p> <p>Harrogate has the highest number of Armed Forces Veterans in North Yorkshire with 7,076 (5.2%).</p> <p>Our ‘maximise the potential’ ambition refers to providing accessible financial inclusion support services that empower residents to improve their financial wellbeing.</p>

¹⁶ May 2018, ONS

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
					The Council Plan sets our equality objectives/approach to Equality, Diversity, Inclusion and Access to ensure we are consistently meeting the needs of our customers.

1.4 To which Part(s) of the Public Sector Equality Duties is the Policy/decision/proposal relevant? Tick and briefly describe.

General Duties	Yes	No	Details
Eliminate unlawful discrimination, harassment and victimisation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Advance equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Foster good relations between different groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

1.5 Decision (Please tick one option)

Decision to recommend this policy/ decision for an Equality Impact Assessment?

Yes

No

If the answer is “Yes”, or you indicate a negative impact on any of the characteristics mentioned in the table above, please continue to Section 2 and complete the full Equality Impact Assessment. If the answer is “No”, please give a brief reason here.

Our ambitions in the Council Plan are for better outcomes for all North Yorkshire residents despite a tough fiscal climate and unprecedented service demand pressures. Our transformation programme aims to save money but also to make sure we are doing things more efficiently and effectively by making the best decisions at the right time.

The anticipated impacts of our ambitions are therefore positive ones. Due regard to equalities will be paid when making decisions on actions to realise these ambitions and, where appropriate, these will be subject to full EIAs.

Signed (Assistant Director or equivalent) R JOYCE

Date 26/03/2026

Section 2: Equality Impact Assessment

This section aims to provide a full assessment of the actual or potential impacts on specific protected characteristics, along with NYC's additional characteristics. It will also identify the proper actions to mitigate these impacts, if needed.

2.1 Evidence, Consultation and Data: What data or evidence source(s) has/ have been used to inform this assessment?

2.2 Stakeholder Engagement: What engagement has been done regarding the proposal and what are the results?

- Who has been consulted?
- How were they consulted?
- What feedback was received?

2.3 What positive impact will this proposal have on the council budget, people, community, economic growth and environment, etc? Please explain briefly

2.4 Please briefly describe how will this proposal affect people with protected characteristics? Only those who are identified as relevant to the proposal in section 1.

Protected characteristics	Negative	Don't know	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information, etc.
Age			
Disability			
Sex			
Race (including GRTS)			
Gender reassignment			
Sexual orientation			

Religion or belief			
Pregnancy or maternity			
Marriage or civil partnership			
NYC's additional characteristics			
People in rural areas			
People on a low income			
Carer (unpaid family or friend)			
Are from the Armed Forces Community (including veterans)			

2.5 Geographic impact: Please detail where the impact will be (please tick all that apply)	
North Yorkshire wide	
Craven	
Hambleton	
Harrogate	
Richmondshire	
Ryedale	
Scarborough	
Selby	
If you have ticked one or more areas, will specific town(s)/village(s) be particularly impacted? If so, please specify below.	
2.6 Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men) State what you think the effect may be and why, citing evidence from Q2.1 & Q2.2, e.g. engagement, consultation and/or service user data or demographic information, etc.	

2.7 Mitigation and Actions: List the actions that will be taken to reduce or eliminate any negative impact identified above and how positive impacts will be enhanced. Briefly describe the action you defined.

Actions	Lead	By when

2.8 Monitoring and Review: If the proposal is to be implemented, how will the impact be monitored? Briefly describe the monitoring arrangements/systems that will be put in place to find out how the expected outcomes have been achieved in practice.

2.9 Conclusion: Please summarise the findings of your EIA, including impacts, recommendations in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

2.10 Sign off section

This full EIA was completed by:

Name:

Job title:

Directorate:

Signature:

Completion date:

Authorised by relevant Assistant Director (signature):

Date:

Once this has been signed off, please send it to webteam@northyorks.gov.uk for publication on the appropriate webpage.

Publication:

To help people find completed EIAs, we publish them in the Equality and Diversity section of the NY Council [website](#).

Contact details

If you need further support and guidance about carrying out EIA, please contact your directorate equality representative as listed in Stage 4 on our Intranet: [Paying due regard to equality using equality impact assessments](#)

Or contact North Yorkshire Council's equality team on email Equality@northyorks.gov.uk

Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision-making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance, please email climatechange@northyorks.gov.uk

Version 2: amended 11 August 2021

Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:

- Planning Permission
- Environmental Impact Assessment
- Strategic Environmental Assessment

However, you will still need to summarise your findings in the summary section of the form below.

Please contact climatechange@northyorks.gov.uk for advice.

Page 93

Title of proposal	Council Plan 2026-2030
Brief description of proposal	<p>The Council Plan is the Council’s overall high-level strategic plan. It is the public facing document expressing the Council’s vision for modernising and refocusing the organisation to enable it to achieve the major budget savings which will be required.</p> <p>The Council Plan is also the key strategic document which sets the performance framework for all Council services. As such the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.</p> <p>Individual elements of the Plan are also subject to specific and separate impact assessments.</p>
Directorate	Local Engagement
Service area	Strategy and Performance

Title of proposal	Council Plan 2026-2030
Lead officer	Alaina Kitching, Strategy and Performance Manager
Names and roles of other people involved in carrying out the impact assessment	
Date impact assessment started	October 2025

Options appraisal

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

No other options were considered in trying to achieve the aim of this project. The Council Plan is the council's overall high-level strategic plan for the direction of the Council. This Climate Change Impact Assessment for the Council Plan is a high-level assessment. Individual elements of the Plan will be subject to specific and separate impact assessments were deemed necessary.

What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result, detailing estimated savings or costs where this is possible.

The Council Plan 2026-2030 will have significant financial implications as it outlines the key programmes of work that will be carried out, all of which have been identified during development of the annual budget and Medium-Term Financial Strategy.

This plan has been developed in the context of public sector financial restraint, and unprecedented service demand pressures. Funding provided by central government to local authorities to deliver services has been reduced significantly in recent years. The rise in cost of living have only exacerbated this, and we know that the long-term financial position remains uncertain and difficult.

Over the next four years, the Council will be looking ahead at how we can maximise the full potential of the organisation and optimise the way services are delivered. There are opportunities to deliver services in new ways and harness technological advances, such as AI, to automate routine tasks and better predict future customer need. Transformation projects are currently underway to support the delivery of our priorities and maximise the benefits of transformation.

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Minimise greenhouse gas emissions, e.g. reducing emissions from travel, increasing energy efficiencies, etc</p>	<p>Emissions from travel</p>	<p>✓</p>		<p>The sustainable and connected ambition includes the priority action ‘to work with partners helping to achieve the shared ambition that the region is net zero by 2034 and carbon negative by 2040’ and ‘work towards our council becoming operationally net zero by 2030’. This includes delivering our fleet decarbonisation strategy for all Council vehicles.</p> <p>The sustainable and connected places ambition also covers improving transport connectivity, unlocking active travel improvements and advocating for increased funding for rural transport. This in turn will enable/encourage people to use alternative methods of transport. The plan includes a priority action on ‘supporting the rollout of Electric Vehicle charging infrastructure by securing and delivering government grants’.</p>		
	<p>Emissions from construction</p>			<p>✓</p> <p>The Council Plan refers to a number of projects such as the major highway improvement scheme on the A59 at Kex Gill, the Transforming</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 96</p>					<p>Cities Fund Station Gateway Projects in Harrogate, Selby and Skipton, Pride in Place in Scarborough.</p> <p>This CCIA is a high-level assessment and specific impact assessments will be carried out for projects where necessary.</p>		
	<p>Emissions from running of buildings</p>	<p>✓</p>			<p>The Strong Innovative Council section of the Council Plan has a priority action to develop and deliver a net zero plan for our corporate property. This will help to reduce emissions from the running of our buildings including heating, ventilation, water use, and electricity use for power and lighting.</p> <p>The thriving and empowered communities ambition includes the priority action to 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. As well as, supporting the new retrofit strategy</p>		

How will this proposal impact on the environment?		Positive impact (Place a X in the box below where relevant)	No impact (Place a X in the box below where relevant)	Negative impact (Place a X in the box below where relevant)	Explain why will it have this effect and over what timescale? Where possible/relevant please include: <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	Explain how you plan to mitigate any negative impacts.	Explain how you plan to improve any positive outcomes as far as possible.
Page 97					that is being developed by the York & North Yorkshire Combined Authority.		
	Emissions from data storage		✓		The Council Plan does not directly impact on data storage. This CCIA is a high-level assessment and specific impact assessments on individual projects will be carried out where necessary.		
	Other						
Minimise waste : Reduce, reuse, recycle and compost, e.g. reducing use of single use plastic		✓			The sustainable and connected places ambition includes the priority action to harmonise recycling collections, to be more efficient, better value for money, reduce carbon and contamination. This will be done by implementing a single approach to recycling collections across North Yorkshire.		
Reduce water consumption			✓		The plan does not refer to reducing water consumption. The Council Plan is a high-level strategic plan; further information is included in our Climate Change Strategy.		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Minimise pollution (including air, land, water, light and noise)</p>	<p>✓</p>			<p>The sustainable and connected places ambition includes the priority action 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. As well as work in partnership with protected landscapes and key stakeholders seeking to protect North Yorkshire's natural environment and natural capital assets; supporting our biodiversity, rivers and water bodies.</p> <p>There is also a priority action on working towards our goal of the Council becoming operationally net zero by 2030. This includes the priority to 'deliver our Fleet Decarbonisation Strategy for all council vehicles'.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 10</p>				<p>Working towards these goals will have a positive impact on the environment and reduce air pollution.</p>		
<p>Ensure resilience to the effects of climate change, e.g. reducing flood risk, mitigating effects of drier, hotter summers</p>	<p>✓</p>			<p>The sustainable and connected places ambition sets out the regions shared ambition to be carbon neutral by 2034 and carbon negative by 2040. This includes the priority action to create and deliver a North Yorkshire Adaptation Plan to support services and residents and businesses to prepare for the climate to change.</p> <p>The Plan also recognises challenges posed by extreme weather events and flooding. The Plan includes a priority on delivering our Coastal Erosion Strategy to protect our coastlines and safeguard our communities.</p> <p>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 recover effectively. This includes the priority action to</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Page 100</p>				<p>provide 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.</p>		
<p>Enhance conservation and wildlife</p>	<p>✓</p>			<p>The sustainable and connected places ambition includes priorities around enhancing conservation/preserving the place for future generations including work in partnership with protected national landscapes and key stakeholders to protect North Yorkshire's natural capital, supporting our biodiversity, rivers and water bodies. As well as, to improve the local environment, 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.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Safeguard the distinctive characteristics, features and special qualities of North Yorkshire's Landscape</p> <p>Page 101</p>	<p>✓</p>			<p>At a high level the Council Plan includes our vision for North Yorkshire 'we want to harness North Yorkshire's natural capital, strong local economy, businesses and unique communities, to continuously improve the way our services are delivered and support a good quality of life for all'. To achieve our vision, we need to protect what makes North Yorkshire special, including the special qualities of its landscapes.</p> <p>The sustainable and connected ambition includes the priority action to work in partnership with national parks and key stakeholders to protect North Yorkshire's natural capital, supporting our biodiversity, rivers and water bodies. As well as to protect and, where possible, enhance the local environment and ensure our air, streets, beaches and open spaces are kept clean and attractive.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Page 102</p>				<p>The ambition also covers preserving the landscapes in North Yorkshire, so residents can continue to access and enjoy them.</p> <p>Specific impact assessments will be carried out for projects where necessary.</p>		
<p>Other (please state below)</p>						

Are there any recognised good practice environmental standards in relation to this proposal? If so, please detail how this proposal meets those standards.

No

Summary Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The Council Plan is a high-level strategic document that sets the direction for the council. As such, the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.

Summary Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The 'develop more sustainable and connected places across North Yorkshire' ambition and associated priorities set out our goals and vision for tackling climate change and our aim to have a positive impact on the environment. We as a council aspire to become more environmentally sustainable, further reduce carbon emissions and increase the resilience of the county to climate change.

Further details are set out in our Climate Change Strategy and Climate Change Delivery Pathway.

Sign off section

This climate change impact assessment was completed by:

Name	Alaina Kitching
Job title	Strategy and Performance Manager
Service area	Strategy and Performance
Directorate	Local Engagement
Signature	A Kitching
Completion date	18 March 2026

Authorised by relevant Assistant Director (signature): R JOYCE

Date: 26/03/2026

This page is intentionally left blank

Council Plan 2026–2030

North Yorkshire Council



Contents

- Our North Yorkshire 3
- One County, Many Places 6
- One Council, Many Services 10
- Our Strategic Approach 12
- Our vision and ambitions 13
 - Thriving places and empowered communities 14
 - Sustainable and connected places ... 17
 - Safe, healthy, living well. 19
 - Maximise the potential 21
 - Strong innovative Council, with local customer-led services 23
- Finances 26
- Measuring Performance 28
- Our Equality Objectives 35
- Annex A – Priority Action List 36
- Annex B – Mapping to UN Sustainable Development Goals 44
- Contact Us 45



Our North Yorkshire

As North Yorkshire Council reaches its third anniversary, it's important to begin by reflecting on the considerable work undertaken in just 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. Further loss of almost £20 million 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.

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.



Page 107

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 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.



Councillor Carl Les, Leader of the Council



Richard Flinton, Chief Executive

One County, Many Places



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.



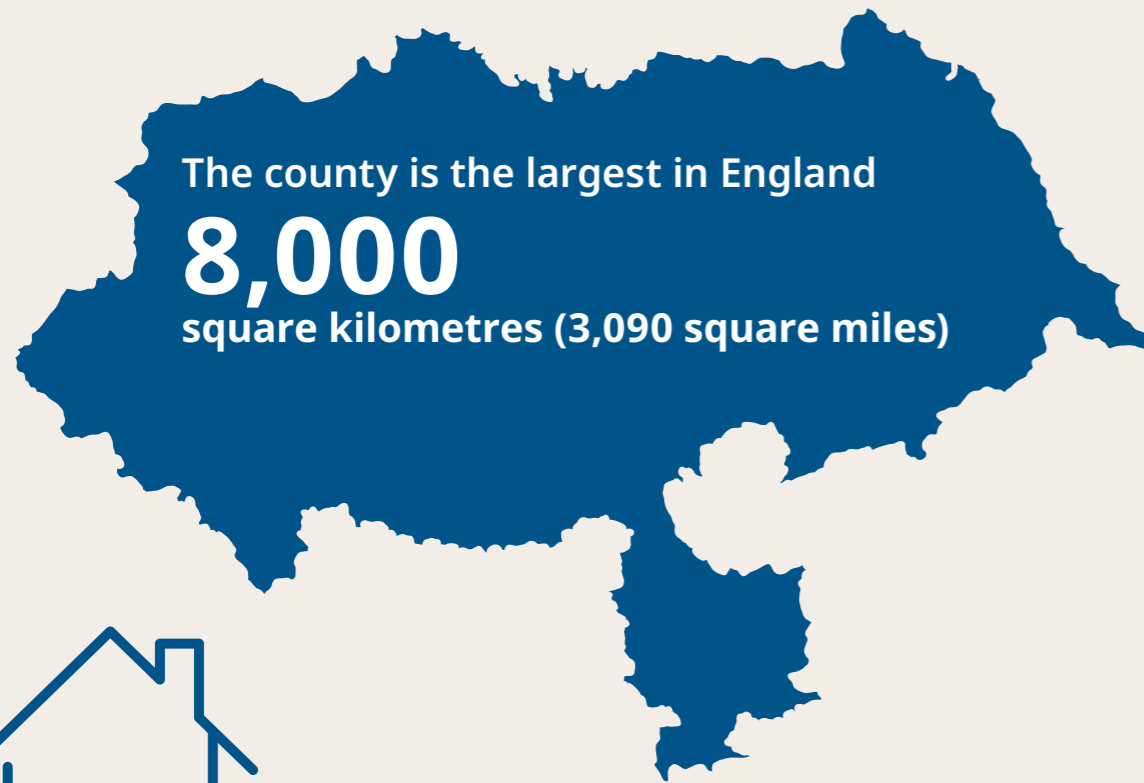
Coastal Communities

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.

Page 108



One County, Many Places



Page 109



Average House Price:

£273,008 (England average = £295,670)

615,490 people (*Census 2021)

16.1% Under 16 (England average = 18.6%)

58.9% aged 16-64 (England average = 63%)

25% aged 65+ (England average = 18.4%)



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.



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

We maintain **83**  parks and woodlands

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

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

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.

Page 112

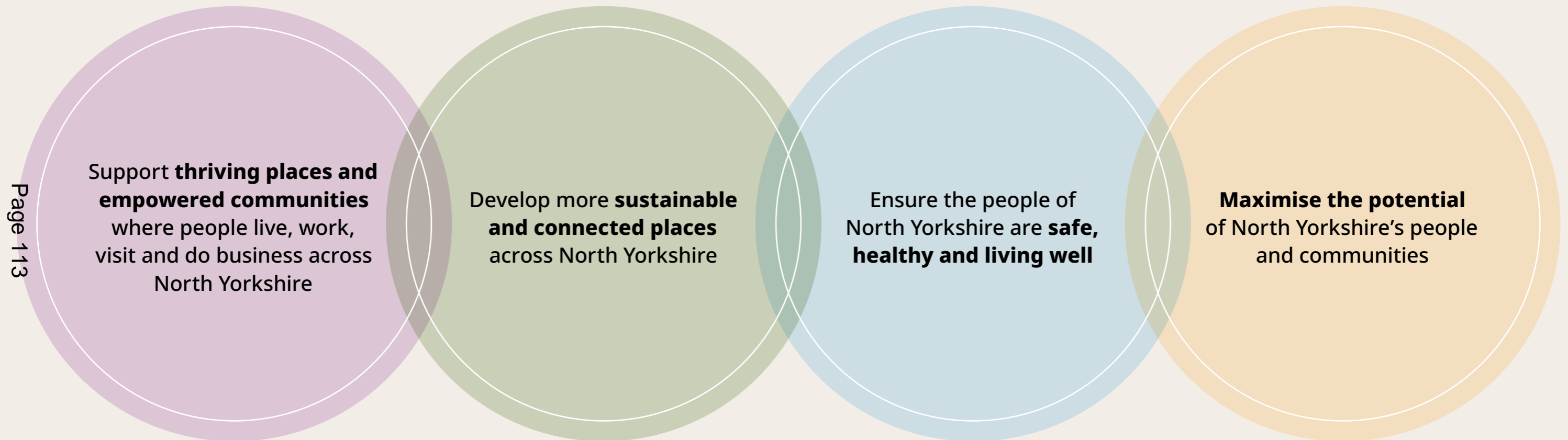


Our vision and ambitions

Our vision:

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:



Page 113

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.

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.
 - 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.



Council housing Scorton



Harrogate Convention Centre

Catterick Garrison transformation project



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 region's 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.
- 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 Collaboration, 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.

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.
- 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



Our Values

We act with kindness and integrity, respecting differences and embedding equality of opportunity

We are citizen and community focused, and adaptable in our approach to delivering excellent services as one local council

We are connected, inventive, continuously learning and look for improvements that deliver value for money

We work collaboratively with colleagues and partners as one team to deliver our shared goals



Our Behaviours

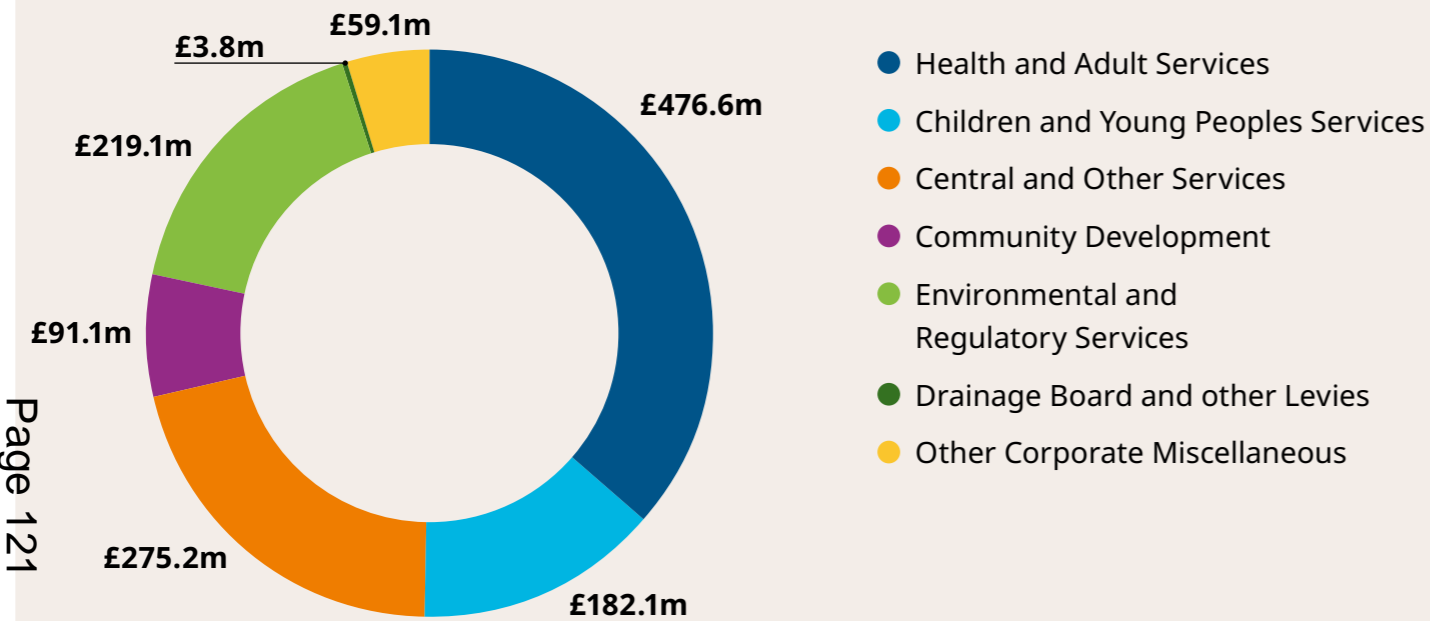
- Be kind and compassionate and treat each other with respect
- Be inclusive, seek the views of others and respond positively even where there are differences
- Celebrate diversity recognising each others contribution
- Be aspirational in our service delivery for our local communities
- Seek opportunities to share ideas and develop our approaches across partners
- Understand how to deliver priorities on a locality basis
- Adapt to a changing environment by listening to others and learning from each other
- Think differently and seek new ways to improve services
- See feedback and shared views as opportunities to learn
- Build on and develop relationships with colleagues and partners
- Deliver excellent customer service through partnership working
- Be visible and accessible within the team and with others to achieve goals together

Finances

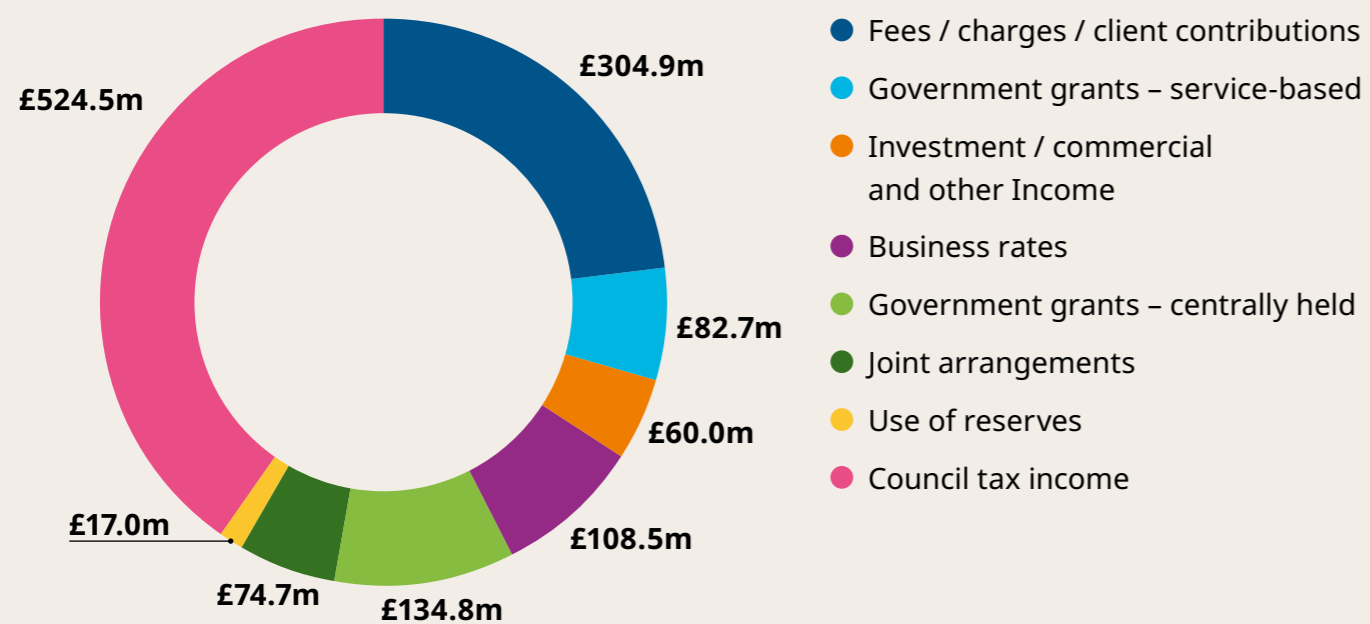
Revenue spending

The total combined cost of services North Yorkshire Council provides will amount to £1,307m in 2026/27. A breakdown into our services and how they are funded is as follows:

2026/27 Cost of Services (£1,307m)



2026/27 Funding (£1,307m)



Council Tax

The North Yorkshire Council council tax charge for 2026/27 for a Band D property is £2,036.32. The actual sum paid, however, depends on which of the eight valuation bands (A to H) the individual properties fall into.

This represents an overall increase of 4.99% against 2025/26 and is made up of 2.99% for general tax and 2% for Adult Social Care.

Savings to be found

The overall funding provided by central government to local authorities to deliver their services has significantly reduced in recent years including the loss of Rural Services Delivery Grant from 2025/26 and the Fair Funding Review from 2026/27 and this has come at a time of increasing demand and significant cost pressures, especially for people-related services. This presents a considerable challenge, and the Council faces difficult decisions on spending and service provision.

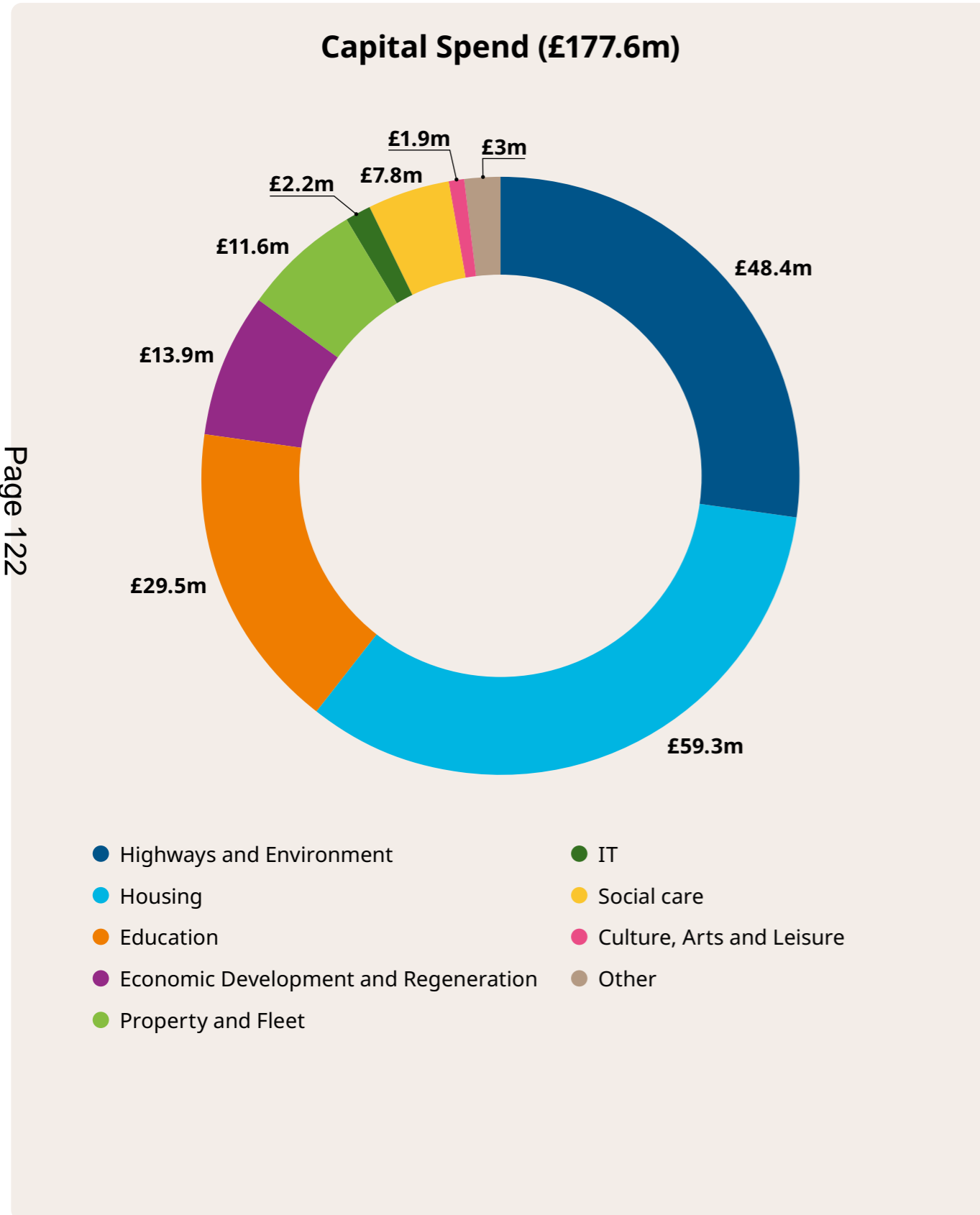
The current medium term financial strategy requires £17m of reserves to balance the budget in 2026/27 and this could rise to £25m by the end of 2028/29 should no further savings be forthcoming. This is based on the council delivering over £54m worth of savings over the next three years.

The savings arising from structural reform are now much reduced and the savings now need to focus on larger, more ambitious and more complex change programmes. There are a number of ambitious key themes that feature as the next iteration of the Transformation Programme, and these include:

- A focus on the customer end-to-end experience should identify areas of poorer performance and opportunities to reduce inefficiency.
- Reviewing how staff work across the Council to deliver services including HR policies and practice, property, technology and the working environment. A key element of this will also be how the Council uses artificial intelligence as part of an intelligent self-serve approach to support services.
- A large financial pressure for the Council relates to demand for people-related services notably children’s services, adults social care, housing and homelessness and SEND. This programme will be looking at further interventions to divert and reduce demand and then to deliver better value solutions to meet need, noting that the best outcomes for people are ones that help to maintain independence and are also better value for money.

Capital Spending

In addition to the revenue budget, the council also plans to spend £177.6m on capital projects in 2026/27. A breakdown into the services is shown below:



Page 122



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	
Page 123	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
	Minerals and waste 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 (tCO2e)
Scope 2 emissions (tCO2e)
Scope 3 emissions (tCO2e)
Contextual Indicators
% of premises with gigabit-capable broadband coverage
% of adults who engaged in active travel at least twice in the last 28 days (DfT)

Safe, Healthy and Living Well

Quarterly Indicators

People waiting for an initial assessment as a % of current service users

Admissions to residential and nursing care homes, per 100,000 population for people aged 18-64

Admissions to residential and nursing care homes, per 100,000 population for people aged 65+

% of hospital discharges to adult social care managed on pathways 0 or 1, i.e. home first

% of short stay care home residents within the 6-week timescale

% of reablement clients not receiving a subsequent package of social care support within 91 days

Reablement packages delivered per 10,000 of adult population (cumulative over the year)

Proportion of people receiving long-term support living in their home or with family

Clients receiving long term support for 12+ months who have received an annual review the last 12 months

Direct payments as a % of community-based long-term support

Average weekly cost for new admissions to residential and nursing beds (18-64)

Average weekly cost for new admissions to residential and nursing beds for older people (65+)

Average weekly cost of community-based package of care (18-64)

Quarterly Indicators

Average weekly cost of a community-based package of care for older people (65+)

% of CQC care home ratings – ‘Good’ or better

Living Well involvements per 100k population

Safeguarding conversion rate – Section 42 enquiries as a % of concerns

% of Section 42 safeguarding enquiries where the identified risks were reduced or removed

Median waiting time (days) for DoLS applications

Number of households open to Early Help

Timeliness of initial assessments (Early Help)

The total number of children subject to a child protection plan (rate per 10,000)

Percentage of child protection plans which were a second or subsequent plan

The total number of children in care

The number of Care Leavers receiving support from the leaving care team

% of Care Leavers in suitable accommodation 17-18 and 19-21 age groups

Number of contacts received by MAST

Number of referrals to CSC

Percentage of C&F assessments completed in 45 working days

Binary re-offending rate

Quarterly Indicators

Total number of visits to a leisure centre (participation in an activity)

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

Successful completions of alcohol treatment

New STI diagnoses (excluding chlamydia aged <25)

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

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

True current arrears at the end of the month (%)

% of stock vacant for any reason

% 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

% of stage one complaints resolved within timescale in month

% of stage two complaints resolved within timescale in month

% of homelessness preventions and reliefs successful

Total number of households in temporary accommodation

Total number of households in Bed and Breakfast and Hotels

Damp and mould: repairs began in time (% begun in five working days)

Overall Satisfaction with the landlord service provided by North Yorkshire Council

Contextual Indicators

House price to workplace-based earnings ratio

Number of affordable homes delivered (gross)

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

Households assessed as threatened with homelessness per 1,000 households

Households assessed as homeless per 1,000 households

Our Equality Objectives

Underpinning this plan is a commitment to recognising the diversity of our communities across North Yorkshire. Paying regard to equality, diversity and inclusion ensures the Council delivers value for money; both by working with all communities to ensure that people can thrive, and identifying communities where specific interventions will have the biggest impact.

The equalities objectives detailed below will help the Council meet its legal and statutory responsibilities in relation to delivering the Public Sector Equality Duty and will be embedded into the way the Council designs and delivers services. This includes impact assessments, engagement and consultation with residents, and strong leadership. The Council's progress towards delivering these objectives will be published annually.

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.

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.
- 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.

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 Pride in Place in Scarborough.
 - 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.
 - 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.
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.
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.
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								

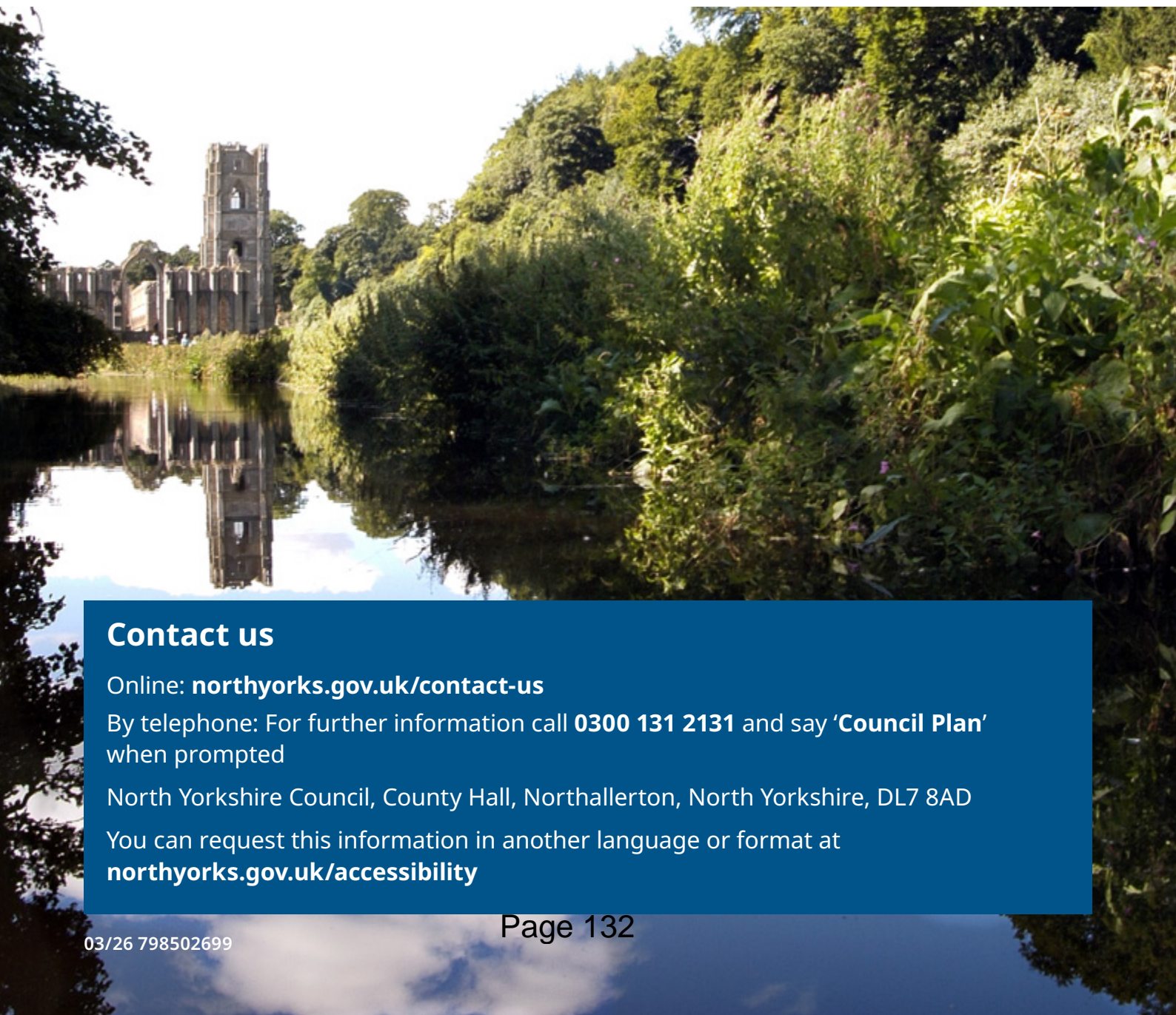
Contact Us

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: northyorks.gov.uk/current-consultations

Be social

Follow us @northyorksc



Contact us

Online: northyorks.gov.uk/contact-us

By telephone: For further information call **0300 131 2131** and 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

**North Yorkshire Council
Executive
21 April 2026**

**Crisis & Resilience Fund (CRF) Proposed Approach, Housing Payments Policy
Approval and Transition Arrangements 2026/27**

Report of the Corporate Director Resources.

1.0 PURPOSE OF REPORT

- 1.1 To note the Crisis & Resilience Fund (CRF) allocation confirmed by Government for North Yorkshire Council for the 2026/27 financial year of £6,644,811.48, and the national transition from existing discretionary support arrangements to the new CRF framework.
- 1.2 To note that, within the overall CRF allocation, Government funding is intended to support low-income households experiencing financial hardship and rising living costs, including those living in off-gas properties reliant on LPG, heating oil or other alternative fuels, and to approve the inclusion of targeted discretionary fuel-related support within the Council's CRF delivery arrangements. This includes additional one-off Government funding of £1,061,623 for 2026/27 to support low-income households reliant on heating oil, reflecting the disproportionate impact on rural, off-gas communities, and delivered through the CRF in line with national guidance.
- 1.3 To seek approval for North Yorkshire Council's approach to implementing the CRF from 1 April 2026, including interim delivery arrangements to ensure continuity of crisis and housing support for residents, while a longer-term No Wrong Door / One Front Door operating model is finalised, in line with CRF guidance which anticipates a phased implementation approach and requires the Council's CRF Delivery Plan to be submitted to the Department for Work and Pensions by 1 July 2026.
- 1.4 To seek approval of the Housing Payments (Crisis & Resilience Fund) Policy (Appendix A), which formally replaces the Council's Discretionary Housing Payments (DHP) policy from 1 April 2026, consistent with national arrangements and CRF grant conditions.
- 1.5 To confirm governance, delegations and monitoring arrangements within the approved policy framework to ensure the Council remains compliant with CRF grant conditions, while enabling timely, flexible and discretionary decision-making and maintaining uninterrupted support for residents during the national transition.

2.0 SUMMARY

- 2.1 This report sets out the Council's proposed approach to establishing a Crisis and Resilience Fund (CRF), bringing together immediate crisis support with a stronger focus on preventing

repeat hardship and supporting longer-term financial resilience. The CRF is designed to support low-income households experiencing financial shocks, while also investing in early help, income maximisation, debt advice and wider resilience activity in partnership with voluntary, community, organisations.

- 2.2 The report outlines how existing funding streams, including Housing Payments (previously Discretionary Housing Payments), will be incorporated into the CRF through a phased transition approach. This ensures continuity of support for residents while enabling the Council to test, learn and refine delivery arrangements over time. Arrangements for 2026/27 form the primary focus of this report.
- 2.3 [CRF government guidance](#) requires local authorities to deliver crisis, housing and resilience support through a “no wrong door” approach, ensuring residents are supported to access the right help through warm referrals, regardless of their initial point of contact with the Council or its partners. This requirement directly aligns with North Yorkshire Council’s Council Plan commitment to providing accessible, joined-up and preventative services, and with the Council’s Customer Experience Strategy, which sets out a One Front Door approach to customer access. The One Front Door model provides a single, consistent route into services, reduces fragmentation, and ensures residents experience a seamless, person-centred journey across council and partner support.

3.0 BACKGROUND

- 3.1 The CRF is a new national funding programme introduced by the Department for Work and Pensions (DWP) and will operate in England from 1 April 2026 to 31 March 2029. It replaces both the discretionary elements of the Household Support Fund (HSF) and Discretionary Housing Payments (DHP), bringing these funding streams together into a single, multi-year framework to provide greater certainty and stability for local authorities.
- 3.2 The CRF marks a deliberate shift in national policy away from short-term, emergency-only support towards a more preventative and resilience-focused approach. While the CRF continues to support households experiencing immediate financial crisis, it also invests in services that help residents stabilise their circumstances, reduce repeat crisis and build longer-term financial resilience. These include income maximisation, debt advice, financial capability support and stronger coordination of local support systems, particularly with voluntary, community and VCSE partners.
- 3.3 Under DWP guidance, the CRF is structured around four core strands:
- **Crisis Payments** – cash-first support for households facing an immediate financial shock
 - **Housing Payments** – support towards housing costs, replacing Discretionary Housing Payments
 - **Resilience Services** – preventative and early-help services that improve financial stability
 - **Community Coordination** – strengthening local referral pathways and join-up between services

3.4 DHPs will be incorporated into the CRF as Housing Payments from April 2026. The Department for Work and Pensions (DWP) has confirmed that for Year 1 (2026/27) and Year 2 (2027/28), Housing Payment allocations will broadly reflect each authority's 2025/26 DHP allocation, providing continuity of support and financial stability during the transition period. For North Yorkshire Council, this equates to a Housing Payments allocation of £854,306 in each of 2026/27 and 2027/28. In Year 3 (2028/29), Housing Payment allocations have been updated using the latest national administrative data on housing cost shortfalls, benefit cap impacts and the removal of the spare room subsidy; North Yorkshire Council's Housing Payments allocation for 2028/29 is £544,565.

3.5 The overall CRF is ring-fenced, but individual strands within the Fund are not formally ring-fenced, giving councils flexibility to respond to local need while maintaining compliance with national expectations. However, in Year 1 (the FYE March 2027) and Year 2 (the FYE March 2028), the guidance provides that authorities are expected to maintain existing levels of spending on Housing Payments, using the FYE March 2026 allocations for DHPs as a guide.

3.6 North Yorkshire Council: CRF Allocations, provisional CRF allocations were published alongside the Local Government Finance Settlement in December 2025, with final figures confirmed in February 2026. These allocations cover the three-year period from 2026/27 to 2028/29 and provide North Yorkshire Council with a stable funding envelope to design and implement a longer-term approach to crisis and resilience support. North Yorkshire's allocation reflects.

- Population data
- Levels of deprivation using the 2025 Index of Multiple Deprivation (IMD)
- Additional national weighting recognising the cost and complexity of delivering support in more rural areas

North Yorkshire Council's core CRF allocation (three-year settlement) is:

- 2026/27: £6,644,811.48
- 2027/28: £6,641,672.82
- 2028/29: £6,328,214.54

3.7 As part of the 2026/27 Local Government Finance Settlement, the Government announced on 16 March 2026 an additional top-up to the CRF to support low-income households reliant on heating oil, recognising the disproportionate impact on rural, off-gas communities. North Yorkshire Council has been allocated £1,061,623 for 2026/27 only. This funding is additional to and separate from the Council's core three-year CRF allocation and will not roll forward into future years.

3.8 Arrangements for 2026/27 are the primary focus for implementation, while indicative allocations for 2027/28 and 2028/29 provide an early planning assumption for future years.

Longer-term agreements or contracts will need to be considered where services span multiple years, and a phased “test and learn” approach is recommended to ensure delivery models remain effective, affordable and responsive to need.

- 3.9 Local authorities are required to deliver the CRF in line with national principles, including accessibility, dignity, cash-first support and equality considerations. These principles are embedded as core design requirements within North Yorkshire Council’s proposed CRF approach, while retaining flexibility to develop local delivery models that reflect community needs and will be set out in detail through the Council’s CRF Delivery Plan and implementation arrangements.

4.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 4.1 The proposed CRF delivery model is closely aligned with the North Yorkshire Council Plan. It supports residents facing cost-of-living pressures, strengthens community and voluntary sector partnerships, promotes early intervention and prevention, and enables a more coordinated and financially sustainable approach to supporting vulnerable households.

- 4.2 The CRF also provide a significant opportunity to align delivery with the Council’s wider customer transformation programme and integration into our new Customer Platform system (Netcall). Over time, this will further strengthen the Council’s ability to deliver a consistent One Front Door experience, improve triage and warm referral between services, and enhance insight and performance management, while ensuring that interim arrangements remain fully operational and compliant from April 2026.

5.0 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 In developing the proposed approach, the following alternative options were considered:
- Delay implementation until the full CRF model is approved. This option was rejected as the CRF replaces both the Household Support Fund and DHP from 1 April 2026. Delaying implementation would risk disruption to crisis and housing support, causing hardship for residents and exposing the Council to financial and reputational risk.
 - Preferred option: The recommended approach is to approve a time-limited interim delivery model, ensuring continuity of support from April 2026 while enabling the proper design of a fully integrated No Wrong Door / One Front Door CRF model to return to Executive in July 2026.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The CRF is a ring-fenced, multi-year grant that can be delivered within existing allocations, with no additional call on the Council’s base budget. The phased transition from existing funding streams provides financial stability, supports preventative investment and enables longer-term planning while maintaining strong financial governance.

7.0 LEGAL IMPLICATIONS

- 7.1 The CRF is provided to the Council as a Section 31 grant and must be administered in accordance with the national guidance and grant determination issued by the DWP. The Council has discretion over local delivery arrangements within this framework, provided schemes are operated lawfully, transparently and consistently, with clear eligibility criteria and decision-making processes.
- 7.2 The Council must have due regard to its Public Sector Equality Duty, ensure compliance with data protection and information governance requirements, follow appropriate procurement and contracting rules where services are delivered through external partners, and ensure that any grant payments to voluntary sector and community organisations to assist in its distribution to individuals in need comply with Subsidy rules.

8.0 EQUALITIES IMPLICATIONS

- 8.1 The proposed CRF will support residents who are more likely to experience financial hardship, including those with protected characteristics. A needs-based and accessible delivery approach will help reduce barriers to access and ensure compliance with the Public Sector Equality Duty. An initial Equality Impact Assessment has been undertaken and will be kept under review (See Appendix B).

9.0 CLIMATE CHANGE IMPLICATIONS

- 9.1 The CRF has limited direct climate impacts. However, by supporting residents to meet essential costs such as heating and housing, and by investing in early intervention and resilience, the Fund may contribute indirectly to reducing crisis-driven behaviours that can have adverse environmental effects. Delivery will be aligned with the Council's broader climate ambitions where practicable, including promoting efficient processes and minimising avoidable administrative activity. An initial Climate Change Impact Assessment has been undertaken and will be kept under review (See Appendix C).

10.0 REASONS FOR RECOMMENDATIONS

- 10.1 The proposed interim delivery option provides a time-limited approach (up to six months) to delivering the CRF from April 2026, while the Council completes the design and approval of the permanent CRF operating model in line with national guidance.
- 10.2 The interim option is required because the CRF is fundamentally different from the previous Household Support Fund (HSF). While HSF focused primarily on short-term emergency support, the CRF brings together crisis payments, housing support and resilience services within a single, joined-up framework, with a stronger emphasis on preventing repeat crisis and building longer-term financial resilience.

This change requires a new service design, focused on a joined-up customer journey rather than separate schemes. The interim option ensures that:

- residents continue to receive timely crisis and housing support from 1 April, with no break in provision.
- the Council remains fully compliant with CRF guidance from day one; and
- sufficient time is available to design and embed a genuine No Wrong Door approach, aligned to the Council's One Front Door customer model. This approach is transitional and does not pre-determine the final CRF design over the three years.

10.3 What "No Wrong Door" means CRF guidance requires local authorities to operate a No Wrong Door approach, meaning residents should be able to seek help through any route and be supported to the right help without being passed between services or asked to repeat their story. In the future for North Yorkshire, this means:

- Residents can access support through multiple routes
 - telephone referrals, web forms or partner referrals
 - the first point of contact takes responsibility for triage and warm referral
 - crisis payments, housing support and resilience services are joined up behind the scenes.
 - The Council's One Front Door approach is how this national requirement is delivered locally.

10.4 What Will Be Delivered During the Interim Period

- During the interim period, the Council will deliver the following elements using existing services, partners and arrangements:
- **Crisis Payments and Immediate Support**
Emergency support for essential living costs, including food, energy and basic household needs, using a cash-first approach where appropriate.
- **Energy and Fuel Support**
Specialist energy and fuel crisis support delivered through existing partners, including targeted support for households using oil or solid fuel.
- **Housing-Related Support**
Continuity of housing-related financial support through existing arrangements as a bridge to CRF Housing Payments, ensuring payments due in early April can be made without disruption.
- **Support for Complex Needs**
Application-based crisis support for residents with complex circumstances, including access to essential household items or in-kind support where appropriate.

10.5 Access Routes

Multiple access routes will remain available during the interim period, including telephone, and partner referral, in line with CRF guidance. Customer Services will provide **initial triage**

only, routing residents to the most appropriate specialist service without duplicating assessments.

10.6 Justification for the Interim Option

Why an Interim Period Is Expected

CRF guidance explicitly recognises that local authorities require an initial period to design and embed local schemes, with a Delivery Plan required by 1 July 2026. This timescale reflects the scale and complexity of CRF, and the need to properly design:

- joined-up customer journeys,
- referral pathways across services and partners,
- resilience services alongside crisis support.
- The interim approach therefore reflects the national CRF timetable, not a lack of readiness. Alignment with the July Delivery Plan

10.7 The Interim Option

Ensures CRF compliance from day one; provides a controlled transition period to scope and design resilience services (such as debt advice, income maximisation and financial capability); enables learning from live delivery to inform the permanent model; and supports the development of a full CRF Delivery Plan, to return to Executive in June/July 2026.

10.8 Why This Option Is Preferred

The interim delivery option is recommended because it: prevents disruption to residents at the point previous schemes end; avoids rushed or fragmented solutions; makes best use of established and trusted delivery partners; and provides a lawful, proportionate and defensible bridge between legacy arrangements and the permanent CRF model.

11.0 RECOMMENDATION(S)

- i. That Executive notes the Crisis & Resilience Fund (CRF) allocation confirmed by Government for North Yorkshire Council for the 2026/27 financial year of £6,644,811.48, and the national transition from existing discretionary support arrangements to the new CRF framework.
- ii. That Executive notes and approves the inclusion, within the overall CRF allocation, of targeted discretionary fuel-related support to assist low-income households experiencing financial hardship and rising living costs, including those living in off-gas properties reliant on LPG, heating oil or other alternative fuels. This includes

additional one-off Government funding of £1,061,623 for 2026/27, to be delivered through the Crisis & Resilience Fund in line with national guidance.

- iii. That Executive approves North Yorkshire Council's approach to implementing the Crisis & Resilience Fund (CRF) from 1 April 2026, including the use of interim delivery arrangements to ensure continuity of crisis and housing support for residents while a longer-term No Wrong Door / One Front Door operating model is finalised, in line with CRF guidance which anticipates a phased implementation approach and requires the Council's CRF Delivery Plan to be submitted to the Department for Work and Pensions by 1 July 2026.
- iv. That Executive approves the Housing Payments (Crisis & Resilience Fund) Policy (Appendix A), which formally replaces the Council's Discretionary Housing Payments (DHP) policy with effect from 1 April 2026, consistent with national arrangements and CRF grant conditions.
- v. That Executive approves and delegates authority to the Corporate Director – Resources (Section 151 Officer), in consultation with the relevant Executive Member, to operate and apply the approved CRF framework and Housing Payments Policy, including:
 - a) administering individual CRF awards (including Housing Payments and fuel-related support);
 - b) managing and monitoring expenditure across CRF strands to ensure compliance with grant conditions and value for money; and
 - c) making minor operational amendments required during the interim period, reporting back to Members as appropriate.

APPENDICES:

Appendix A – North Yorkshire Crisis and Resilience Fund (CRF) - Housing Payments Policy 2026-27

Appendix B – Equality Impact Assessment Form

Appendix C – Climate Change Impact Assessment Form

Gary Fielding

Corporate Director – *Resources*

County Hall

Northallerton

8 April 2026

Report Author – Margaret Wallace, Assistant Director, Customer, Revenue & Benefits

Presenter of Report – Margaret Wallace, Assistant Director, Customer, Revenue & Benefits

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

North Yorkshire Crisis and Resilience Fund (CRF) – Housing Payments Policy 2026 - 2027

Contents

Policy Statement.....	3
Introduction.....	3
General Principles and Regulations.....	3
Purpose of this Policy	4
Statement of objectives	4
Main Features of the CRF Housing Payments scheme	5
What is a housing cost shortfall	5
How to Claim a CRF Housing Payment	6
Commencement of a CRF Housing Payment Award.....	6
Backdating	6
Period of a CRF Housing Payment Award.....	6
Change in Circumstances.....	7
Payment of CRF Housing Payments.....	8
The Right to seek a review	8
CRF Housing Payment overpayment recovery	9
Publicity	9
Fraud	9
Reporting.....	9
Policy Review and delegation	9

Policy Statement

1. North Yorkshire Council's objective is to treat every application for a Crisis and Resilience Fund (CRF) Housing Payment on its individual merits.
2. The Council will operate the CRF Housing Payments scheme in a fair, consistent and transparent manner. The Council recognises that the scheme is discretionary in nature and that there is no automatic entitlement to an award. Each application will be determined having regard to the individual circumstances of the applicant, the available evidence, and the requirements of this policy.
3. The Council will seek to ensure that available funding is directed towards those residents who are most in need of assistance in meeting their housing costs and who are at risk of experiencing financial hardship or housing instability.

Introduction

4. The Crisis and Resilience Fund (CRF) has been introduced by Government with effect from 1 April 2026 and replaces the Discretionary Housing Payment (DHP) scheme.
5. Each Local Authority is responsible for the administration of the CRF within its area. The purpose of the CRF is to provide discretionary financial assistance to households experiencing financial hardship, with a particular emphasis on preventing homelessness, supporting the maintenance of existing accommodation, and assisting households to achieve sustainable housing outcomes.
6. CRF Housing Payments may be awarded where the Council determines that an applicant requires further financial assistance towards their housing costs or associated housing needs. This may include circumstances where there is a shortfall between Housing Benefit or Universal Credit (Housing Element) and the applicant's rent liability, as well as circumstances in which one-off financial support is required to secure or maintain accommodation.
7. In addition, the CRF allows for a broader range of support than was previously available under the DHP scheme, including assistance aimed at preventing homelessness, supporting households in crisis, and enabling residents to move to more suitable accommodation.
8. The Council recognises that the effective operation of the CRF contributes to its wider objectives in relation to housing, homelessness prevention, and the support of vulnerable residents. However, CRF Housing Payments are not intended to provide long-term financial support and should not be regarded as a substitute for statutory benefit provision.

General Principles and Regulations

9. The Council will administer the CRF Housing Payments scheme having regard to Government guidance relating to the Crisis and Resilience Fund, together with relevant legislative frameworks associated with Housing Benefit and Universal Credit.

10. Although the Discretionary Financial Assistance Regulations 2001 were originally established in relation to the DHP scheme, the Council will have regard to the principles underpinning those regulations when administering the CRF, insofar as they remain relevant.
11. The Council acknowledges that the CRF is funded by Government and is therefore subject to financial limitations. The total amount that may be awarded in any financial year is restricted to the funding allocation provided to the Council.
12. In administering the scheme, the Council will ensure that decisions are made consistently and equitably, and that proper regard is given to the individual circumstances of each applicant. The Council will also seek to ensure that the scheme is operated in a manner that is transparent and capable of being clearly understood by applicants and stakeholders.

Purpose of this Policy

13. The purpose of this policy is to specify how North Yorkshire Council will operate the CRF Housing Payments scheme and to identify the factors that will be taken into account when determining whether an award should be made.
14. This policy is intended to provide a clear framework for decision-making, whilst retaining sufficient flexibility to ensure that each case can be considered on its own merits.
15. All applications will be treated equally and fairly, and the Council will ensure that no applicant is disadvantaged as a result of discrimination or inconsistent decision-making.
16. The Council is committed to working in partnership with internal departments, registered providers, and external support agencies in order to maximise the effectiveness of the scheme and to ensure that financial assistance is complemented by appropriate support where required.

Statement of objectives

17. In administering the CRF Housing Payments scheme, the Council will seek to achieve a range of objectives which reflect both local priorities and Government expectations. The Council will give consideration to the guidance produced by the Department for Work and Pensions. The Council will treat all applications on their individual merits and will seek through the operation of this policy to:
 - (a) Alleviate poverty;
 - (b) Support vulnerable young people in the transition to adult life;
 - (c) Help and encourage residents to sustain and maintain housing;
 - (d) Prevent and reduce homelessness;
 - (e) Keep families together;
 - (f) Support the vulnerable in the local community to maintain their health and wellbeing;
 - (g) Support disabled people living in significantly adapted accommodation – including any adaptations made for disabled children; and foster carers, whose housing benefit is reduced because of a bedroom being used by, or kept free for, foster children;
 - (h) Help claimants through personal crisis and difficult events;

- (i) Assist persons within the area who qualify for Housing Benefit or Universal Credit Housing Element to move or obtain premises more suitable to their requirements; and
- (j) Support people affected by welfare reform changes; and
- (k) Help households move to more appropriately sized and affordable accommodation.

The Council considers that the CRF Housing Payments should be seen as temporary financial assistance. It is not and should not be considered as a way around any current or future entitlement restrictions set out within the Housing Benefit or Universal Credit Legislation.

Main Features of the CRF Housing Payments scheme

- 18. The CRF Housing Payments scheme is discretionary in nature and there is no automatic entitlement to an award. An applicant may receive assistance where the Council is satisfied that the criteria set out in this policy have been met and that there is a need for financial support.
- 19. The scheme is cash-limited, and the Council must ensure that expenditure remains within the funding allocation provided by Government. As such, the Council will have regard to the level of funding remaining when determining applications.
- 20. CRF Housing Payments are not payments of Housing Benefit or Universal Credit. However, in many cases, applicants will be in receipt of one of these benefits and will require additional assistance to meet their housing costs.
- 21. The scheme allows for flexibility in the types of support that may be provided, including both ongoing assistance with rent shortfalls and one-off payments to address specific housing needs.

Amounts that cannot be covered by a CRF Housing Payment award

- 22. The elements of a claimant's rental liability or shortfall in Housing Benefit or Universal Credit (Housing Element) that cannot be met by a CRF Housing Payments are:
 - Ineligible charges: service charges that are not eligible for Housing Benefit or Universal Credit (Housing Element) cannot be covered by a CRF Housing Payment;
 - Sanctions and reductions in benefit;
 - Suspended payments of Housing Benefit or Universal Credit;
 - Shortfalls caused by Housing Benefit or Universal Credit overpayment recovery;
 - Universal Credit reclaims of payments on account; or
 - Any amount of Council Tax Reduction.

What is a housing cost shortfall

- 23. A shortfall between the rental liability and payment of Housing Benefit or payment of Universal Credit (Housing Element) can occur due to:
 - The rent determined by the Rent Officer or the Local Housing Allowance being lower than the claimant's eligible rental liability;

- A social sector occupation charge being applied due to the size of the claimant's household;
- A reduction in Local Housing Allowance rates for under 35 year olds;
- The excess income taper being applied within Housing Benefit;
- The excess income taper being applied within Universal Credit
- A non-dependant deduction being made;
- The Benefit Cap has been applied;
- The limitation of dependant's additions being applied (working age); or
- Where the claimant can demonstrate that they are unable to meet the housing costs from their available income.

How to Claim a CRF Housing Payment

24. A claim for a CRF Housing Payment must be made via the Council's website or a claim form provided by the Council where this is available. Verification of information will be undertaken and evidence may need to be provided in relation to the claimant's income and expenditure.

Commencement of a Housing Payment Award

25. The start date of an award is determined by the Council and can be either:
- The Monday following the date that the claim for a CRF Housing Payment is received by the Council;
 - The date on which entitlement to Housing Benefit or Universal Credit (Housing Element) commenced; or
 - The date on which the need arose.

Backdating

26. When deciding whether to backdate a Housing Payment, each application will be considered on its own merits.
27. The Council will normally only consider a Housing Payment where the linked Housing Benefit or relevant award of Universal Credit (Housing Element) is payable. This is of particular relevance to requests for a period of backdated Housing Payment, since backdating cannot cover arrears accrued while not in receipt of these benefits.

Period of a CRF Housing Payment Award

28. In all cases, the Council will decide the length of time for which a Housing Payment will be awarded on the basis of the evidence supplied and the circumstances of the claim.
- The minimum period for which the Council will award a CRF Housing Payment is one week;
 - The Council will usually award a Housing Payment for not less than 3 months or 13 weeks where it is to meet a shortfall;
 - The Council will not normally award a Housing Payment for a period exceeding 12 months;

- Where a claimant is disabled, living in specially adapted accommodation the Council recognises that it may be appropriate to make long-term Housing Payment awards, exceeding 12 months; and
- The Council is mindful that it may be appropriate to make longer term Housing Payment awards in exceptional circumstances.

Awarding a Housing Payment

29. In deciding whether to award a CRF Housing Payment, the Council will consider the following:
- The shortfall between Housing Benefit or Universal Credit (Housing Element) and the eligible rent liability;
 - Any steps taken by the claimant to reduce their rental liability;
 - The financial and medical circumstances (including ill health and disabilities) of the claimant, their partner, any dependants, and any other occupants of the claimant's home;
 - The income and the *essential* expenditure of the claimant, their partner, any dependants, or any other occupants of the claimant's home;
 - Any savings or capital that might be held by the claimant and/or partner;
 - The level of indebtedness of the claimant and/or partner;
 - The nature of the claimant's and/or partner's circumstances;
 - The amount already allocated and committed up to the cash limit set by the Secretary of State at the time of the application;
 - Any other special circumstances brought to the attention of the Council.
 - Any steps already taken by the claimant to improve their financial situation; and
 - Any previous CRF Housing Payment awards that may have been made.
30. The Council will decide how much to award based on the individual circumstances. This may be an amount below the difference between the rent liability and the Housing Benefit or Universal Credit (Housing Element).
31. An award of a Housing Payment does not guarantee that a further award will be made at a later date even if the claimant's circumstances have not changed.

Change in Circumstances

32. The claimant has a duty to notify the Council of any change in their circumstances. They must report the change as soon as possible and not later than one month from the change occurring.
33. The Council may revise a Housing Payment award to take account of a change in circumstances at any time whether to the advantage or disadvantage of the claimant.

Payment of CRF Housing Payments

34. The Council will decide the most appropriate person to receive a CRF Housing Payment based upon the circumstances of each case. This could include paying:
- The claimant;
 - Their partner (if resident in the household);
 - An appointee;
 - Their landlord (or an agent of the landlord); or
 - Any third party to whom it might be most appropriate to make payment.
35. The Council will pay an award of CRF Housing Payment by the most appropriate means available in each case. This could include payment by but is not restricted to:
- Direct to bank; or
 - Crediting the claimant's rent account.
36. Where the award is made on an on-going basis, the payment frequency will normally be aligned to the Housing Benefit or the Universal Credit payment cycle.

Notification of the CRF Housing Payment award

37. The Council will normally inform the claimant in writing of the outcome of their application within 28 days of receipt of all information. Where the application is unsuccessful, the Council will provide reasons why this decision was made and explain the right of review.
38. Where the application is successful, the Council will notify the claimant of the amount to be awarded and how payment will be made.

The Right to seek a review

39. CRF Housing Payment decisions are not Housing Benefit or Universal Credit decisions and are therefore *not* subject to the statutory dispute mechanism. However, all Councils are expected to set up an appropriate review process.
40. The Council will operate the following policy for dealing with requests to review a refusal of an award, the decision to award a reduced amount, the decision not to backdate or a decision that there has been an overpayment of a CRF Housing Payment:
- (a) A claimant (or their appointee or agent) who disagrees with the decision may dispute the decision. A dispute must be made in writing to the Council within one calendar month of the written Housing Payment decision being issued;
 - (b) Upon receipt of a dispute, the CRF Housing Payment award decision will be re-considered by an officer who was not involved in the first decision and notify the claimant of the outcome in writing;
 - (c) As part of the dispute process the Council may feel it appropriate to offer the claimant an explanation of the decision by telephone, at interview, or in writing, in order to seek to resolve the matter. Where agreement cannot be reached a re-consideration will be carried out;

- (d) This review will be carried out by the Council and the decision will be final with no other right of appeal;
- (e) Where the claimant is still aggrieved, the decision may only be challenged via the judicial review process or by complaint to the Local Government Ombudsman.

CRF Housing Payment overpayment recovery

- 41. The Council will seek to recover any CRF Housing Payments found to be overpaid.
- 42. Recovery will usually involve issuing an invoice to the claimant or the person to whom the award was paid.
- 43. Under no circumstances will recovery be made from any amounts of Housing Benefit or Universal Credit due to the claimant (except if the claimant requests this method of recovery specifically in writing).

Publicity

- 44. The Council will publicise the scheme and will work with all interested parties to achieve this. A copy of this policy will be made available for inspection and will be posted on the Council's website.

Fraud

- 45. The Council is committed to identifying and subsequently investigating suspected fraudulent claims to Housing Benefit and CRF Housing Payments. Individuals who falsely declare their circumstances in order to claim a CRF Housing Payment will have committed a criminal offence, which may lead to criminal proceedings being instigated under the Fraud Act 2006.

Reporting

- 46. The Council will maintain records of applications received, decisions made, and expenditure incurred under the scheme.
- 47. The Council will report this information to Government as required and will monitor the outcomes of awards to ensure that the scheme is achieving its objectives.

Policy Review and delegation

- 48. This policy will be reviewed annually, or sooner if appropriate, to take account of operational adjustments and /or changes to legislation. The Council is keen to ensure that all decisions are made in a consistent manner and procedures will be developed accordingly to ensure that all applications are treated in a fair and appropriate manner directly in line with this policy.
- 49. The Council's S151 Officer has delegated powers to amend the policy in order to ensure compliance with the Department for Work and Pensions and Council requirements. In turn,

the Assistant Director, Customer and Revenues and Benefits is responsible for the implementation of the policy.

50. Delegated authority has been granted to the Council's Head of Benefits and Welfare who will be responsible for the day to day administration of CRF Housing Payment awards and will ensure that staff operate the policy in a fair and consistent manner across the whole of the North Yorkshire area.

Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated January 2026)

Crisis and Resilience Fund (CRF) – Housing Payments Policy 2026-2027

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



যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔

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

Name of Directorate and Service Area	Welfare and Benefits
Lead Officer and contact details	Marcus Lee Welfare and Benefits Head of Service Marcus.Lee@northyorks.gov.uk
Names and roles of other people involved in carrying out the EIA	Policy development undertaken by a cross-service working group , including Customer, Revenues & Benefits, Housing, and Finance officers.
How will you pay due regard? e.g. working group, individual officer	Working group review of policy, equalities considerations embedded within CRF design, and alignment with national CRF guidance and Public Sector Equality Duty.
When did the due regard process start?	March 2026 Policy effective 1 April 2026

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

This Equality Impact Assessment (EIA) considers the introduction of the Crisis and Resilience Fund (CRF) Housing Payments Policy, which replaces the Discretionary Housing Payment (DHP) scheme from 1 April 2026.

In undertaking this EIA, the Council has paid due regard to its obligations under the Public Sector Equality Duty (PSED) to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between people who share a protected characteristic and those who do not; and
- foster good relations between different groups.

The CRF Housing Payments scheme represents a significant development in the Council's approach to supporting residents experiencing financial hardship. It provides a more flexible, person-centred framework that aligns with the Council's **No Wrong Door / One Front Door approach**, enabling earlier intervention and more holistic support.

Section 2. Why is this being proposed? What are the aims? What does the authority hope to achieve by it? (e.g. to save money, meet increased demand, do things in a better way.)

The introduction of the CRF Housing Payments scheme reflects a national policy change and provides the Council with an opportunity to strengthen its local approach to supporting residents.

The Council aims to:

- ensure continuity of support for residents during the transition from DHP;
- improve access to discretionary housing support, particularly for those who may previously have been excluded;
- advance equality of opportunity by targeting support towards those most at risk of hardship;
- prevent homelessness and reduce inequalities linked to housing instability; and
- support residents to achieve greater financial resilience.

In delivering the scheme, the Council will adopt a **customer-focused, inclusive approach**, ensuring that services are accessible and responsive to the diverse needs of North Yorkshire's communities.

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

The transition from DHP to CRF Housing Payments introduces a more flexible and inclusive model of support.

For residents, this will:

- remove barriers associated with benefit-linked eligibility;
- enable earlier and more preventative intervention;
- provide a more holistic assessment of need; and
- improve access to support through integrated service delivery.

For the Council, this will:

- strengthen alignment between housing, welfare and financial inclusion services;
- require enhanced use of professional judgement; and
- reinforce the need for consistent, fair and transparent decision-making.

The Council recognises that increased discretion must be supported by robust governance and monitoring to ensure equitable outcomes.

Section 4. Involvement and consultation (What involvement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)

The policy has been developed through a cross-service approach, involving officers from Welfare and Benefits, Housing, Customer Services and Finance.

In line with the Council's equality framework:

- equalities considerations have been embedded throughout policy development;
- learning from previous DHP delivery has been incorporated; and
- alignment with the Council's Plan and Customer Experience Strategy has been achieved.

Although formal public consultation has not been undertaken due to the national implementation timeframe, the Council will continue to engage with:

- residents;
- voluntary and community sector organisations; and
- partner agencies

to ensure that the scheme remains responsive to local need.

Section 5. What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

The CRF Housing Payments scheme is fully funded by Government grant and delivered within allocated funding. It is cost-neutral to the Council's base budget, with strong financial monitoring and governance arrangements in place.

Section 6. How will this proposal affect people with protected characteristics?	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
Age		X		<p>The Council considers that the CRF Housing Payments scheme will advance equality of opportunity for residents experiencing financial hardship and will have a positive impact for a number of protected characteristic groups. The scheme has been designed to be:</p> <ul style="list-style-type: none"> • inclusive and accessible; • responsive to individual circumstances; and • capable of addressing complex and intersecting needs. <p>No evidence of direct or indirect discrimination has been identified.</p> <p>Disability The scheme is expected to have a significant positive impact for disabled residents.</p> <p>In particular, it enables the Council to:</p> <ul style="list-style-type: none"> • recognise and respond to the additional costs associated with disability;
Disability		X		
Sex	X			
Race	X			
Gender reassignment	X			
Sexual orientation	X			
Religion or belief	X			
Pregnancy or maternity	X			
Marriage or civil partnership	X			

				<ul style="list-style-type: none"> • support individuals living in adapted accommodation; and • ensure that decision-making reflects individual need rather than rigid criteria. <p>This contributes to advancing equality of opportunity and supports the Council's duty to make reasonable adjustments.</p> <p>Age The scheme supports residents across all age groups, including:</p> <ul style="list-style-type: none"> • younger residents transitioning to independent living; • working-age households experiencing financial hardship; and • older residents on fixed incomes. <p>The flexible nature of the scheme allows age-related vulnerabilities to be appropriately considered.</p> <p>Pregnancy and Maternity The scheme is expected to positively support individuals during periods of transition, including pregnancy and maternity, where financial circumstances may temporarily change.</p> <p>Other Protected Characteristics No adverse impacts have been identified in relation to sex, race, religion or belief, sexual orientation, gender reassignment, or marriage and civil partnership. The Council will ensure that services are delivered in a way that is fair, inclusive and free from discrimination.</p>
--	--	--	--	---

Section 7. How will this proposal affect people who...	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
..live in a rural area?		X		<p>Rural Communities North Yorkshire has a significant rural population. The Council recognises that rural residents may face:</p> <ul style="list-style-type: none"> • higher housing and living costs; • limited access to services; and • additional financial pressures. <p>The CRF scheme enables these factors to be taken into account, supporting equitable access to assistance.</p> <p>Low Income Households The scheme is specifically designed to support low-income households and is expected to have a significant positive impact in reducing financial hardship and housing instability.</p> <p>Carers Carers may experience reduced earning capacity and increased financial pressures.</p>
...have a low income?		X		
...are carers (unpaid family or friend)?	X			
..... are from the Armed Forces Community	X			

				The scheme enables these factors to be recognised within decision-making. Armed Forces community: No specific adverse impact.
--	--	--	--	--

Section 8. Geographic impact – Please detail where the impact will be (please tick all that apply)

North Yorkshire wide	The changes will impact the whole of the North Yorkshire area
Craven	
Hambleton	
Harrogate	
Richmondshire	
Ryedale	
Scarborough	
Selby	

If you have ticked one or more areas, will specific town(s)/village(s) be particularly impacted? If so, please specify below.

--

Section 9. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men) **State what you think the effect may be and why, providing evidence from engagement, consultation and/or service user data or demographic information etc.**

The Council recognises that individuals may experience multiple and intersecting disadvantages. Examples include:

- disabled residents living in rural areas;
- single parents on low income; and
- older residents affected by welfare reform.

The discretionary nature of the CRF scheme supports a person-centred approach, enabling the Council to respond effectively to cumulative disadvantage and advance equality of opportunity.

Section 10. Next steps to address the anticipated impact. Select one of the following options and explain why this has been chosen. (Remember: we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us)	Tick option chosen
1. No adverse impact - no major change needed to the proposal. There is no potential for discrimination or adverse impact identified.	X
2. Adverse impact - adjust the proposal - The EIA identifies potential problems or missed opportunities. We will change our proposal to reduce or remove these adverse impacts, or we will achieve our aim in another way which will not make things worse for people.	
3. Adverse impact - continue the proposal - The EIA identifies potential problems or missed opportunities. We cannot change our proposal to reduce or remove these adverse impacts, nor can we achieve our aim in another way which will not make things worse for people. (There must be compelling reasons for continuing with proposals which will have the most adverse impacts. Get advice from Legal Services)	
4. Actual or potential unlawful discrimination - stop and remove the proposal – The EIA identifies actual or potential unlawful discrimination. It must be stopped.	
Explanation of why option has been chosen. (Include any advice given by Legal Services.)	

No adverse impact – The Council is satisfied that:

- the proposal supports the elimination of discrimination;
- it advances equality of opportunity; and
- it fosters good relations by ensuring fair and inclusive access to support.

Potential risks associated with increased discretion and demand have been identified and will be mitigated through:

- clear policy guidance;
- staff training;
- monitoring and review; and
- ongoing engagement with partners.

Section 11. If the proposal is to be implemented how will you find out how it is really affecting people? (How will you monitor and review the changes?)

The Council will monitor the impact of the CRF Housing Payments scheme as part of its commitment to continuous improvement and compliance with the Public Sector Equality Duty.

Monitoring will include:

- analysis of applications and awards by protected characteristic (where data is available);
- identification of trends and potential inequalities;
- regular reporting through governance structures; and
- feedback from residents and partner organisations.

Findings will inform future policy development and service delivery.

Section 12. Action plan. List any actions you need to take which have been identified in this EIA, including post implementation review to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics.

Action	Lead	By when	Progress	Monitoring arrangements
Monitor equality impacts of CRF Housing Payments	Head of Welfare & Benefits	Ongoing		

Section 13. Summary Summarise the findings of your EIA, including impacts, recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The EIA demonstrates that the CRF Housing Payments Policy:

- supports the Council's commitment to fairness, inclusion and equality;
- advances equality of opportunity for residents experiencing financial hardship;

- contributes to the prevention of homelessness and reduction of inequalities; and
- complies with the Public Sector Equality Duty.

No adverse impacts have been identified that require changes to the policy. Appropriate monitoring and governance arrangements are in place to ensure that equality considerations remain embedded in delivery

Section 14. Sign off section

This full EIA was completed by:

Name: Marcus Lee

Job title: Head of Welfare and Benefits

Directorate: Resources

Signature: Marcus Lee

Completion date: 1 April 2026

Authorised by relevant Assistant Director (signature): Margaret Wallace

Date: 2 April 2026

This page is intentionally left blank

Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision-making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance please email climatechange@northyorks.gov.uk

Version 2: amended 11 August 2021

Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:

Planning Permission
Environmental Impact Assessment
Strategic Environmental Assessment

However, you will still need to summarise your findings in the summary section of the form below.

Please contact climatechange@northyorks.gov.uk for advice.

Title of proposal	Crisis & Resilience Fund (CRF) – Housing Payments Policy 2026–27
Brief description of proposal	The proposal introduces the Crisis & Resilience Fund (CRF) Housing Payments Policy, which replaces Discretionary Housing Payments from 1 April 2026. The policy sets out how North Yorkshire Council will provide discretionary financial assistance to low-income households experiencing housing cost shortfalls or housing-related financial hardship, ensuring continuity of support while aligning delivery with national CRF guidance and the Council’s No Wrong Door / One Front Door approach.
Directorate	Resources
Service area	Customer, Revenue & Benefits

Lead officer	Marcus Lee – Head of Welfare and Benefits
Names and roles of other people involved in carrying out the impact assessment	Marcus Lee – Head of Welfare and Benefits
Date impact assessment started	March 2026

Options appraisal

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

The policy change was the only option as:

- The CRF replaces DHP nationally from 1 April 2026, and delaying implementation would risk disruption to support.
- Failure to implement the CRF Housing Payments Policy would create legal, reputational and hardship risks for residents.
- Interim delivery arrangements were necessary to ensure continuity of support while a longer-term model is developed in line with CRF guidance.

What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result, detailing estimated savings or costs where this is possible.

The CRF Housing Payments Policy is cost neutral to the Council's base budget.

Funding is provided through a ring-fenced Government grant as part of the Crisis & Resilience Fund. The policy enables the Council to administer Housing Payments within allocated funding and existing resources, with financial governance and monitoring arrangements in place to ensure compliance with grant conditions.

There is no additional capital spend, and no direct environmental capital cost associated with the policy.

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p>Minimise greenhouse gas emissions e.g. reducing emissions from travel, increasing energy efficiencies etc.</p>	<p>Emissions from travel</p>	x			<p>Delivery of the CRF Housing Payments Policy relies primarily on existing digital, telephone and partner-referral routes. This reduces the need for face-to-face appointments and travel for both customers and staff, particularly important in a large rural authority such as North Yorkshire. Over time this contributes to reduced travel-related emissions compared to traditional, office-based application models.</p>		
	<p>Emissions from construction</p>		x				
	<p>Emissions from running of buildings</p>		x				

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 162</p>	<p>Emissions from data storage</p>	x			<p>CRF Housing Payments will be administered using existing council systems and platforms. As these systems are already in operation, any additional data storage demand is minimal. Over time, alignment with consolidated corporate systems supports more efficient digital processing.</p>		
	<p>Other</p>		x				
<p>Minimise waste: Reduce, reuse, recycle and compost e.g. reducing use of single use plastic</p>	x			<p>CRF Housing Payments applications and decision-making are largely digital, reducing reliance on paper forms, correspondence and manual processing compared to historic processes. This supports waste reduction and more efficient use of resources</p>			

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Reduce water consumption</p>	x			<p>Reducing the need for paper-based processes lowers water usage associated with building operations and resource production.</p>		
<p>Minimise pollution (including air, land, water, light and noise)</p>	x			<p>Energy-efficient digital services reduce reliance on fossil fuels and minimise pollution from travel and physical resource use.</p>		
<p>Ensure resilience to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers</p>	x			<p>The CRF Housing Payments Policy supports residents experiencing financial hardship, including those affected by rising fuel and housing costs linked to climate pressures. Digital and remote delivery models are resilient to climate-related disruption such as extreme weather and transport disruption, ensuring continued access to support during adverse conditions.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Enhance conservation and wildlife</p>		X				
<p>Safeguard the distinctive characteristics, features, and special qualities of North Yorkshire's landscape</p>		x				
<p>Other (please state below)</p>						

<p>Are there any recognised good practice environmental standards in relation to this proposal? If so, please detail how this proposal meets those standards.</p>
<p>Sustainability & Carbon Reduction</p> <p>The CRF Housing Payments Policy aligns with the Council's Climate Change Strategy and net carbon neutrality ambitions by:</p>

- Using digital-first service delivery wherever possible.
- Reducing unnecessary travel in a rural county.
- Supporting residents facing climate-related cost pressures (e.g. heating and energy affordability);
- Ensuring efficient use of existing systems and infrastructure rather than creating new environmental burdens.

Summary Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The Climate Change Impact Assessment concludes that the Crisis & Resilience Fund Housing Payments Policy has no significant negative environmental impacts. The proposal delivers small positive impacts through reduced travel, digital service delivery and improved resilience to climate-related disruption.

The policy is operational in nature, makes use of existing systems and buildings, and does not involve construction or additional resource-intensive activity. No mitigation is required, and opportunities to enhance positive impacts will be pursued through continued digital access and partnership working.

Page 165

Sign off section

This climate change impact assessment was completed by:

Name	Marcus Lee
Job title	Head of Welfare & Benefits
Service area	Customer Revenue and Benefits
Directorate	Resources
Signature	Marcus Lee

Completion date	1 April 2026
------------------------	---------------------

Authorised by relevant Assistant Director (signature): Margaret Wallace

Date: 2 April 2026

North Yorkshire Council

Executive

21 April 2026

Bidding for Homes England funding from the Social and Affordable Homes Programme

Report of the Corporate Director, Community Development

Appendix A to this report contains exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006

1.0 PURPOSE OF REPORT

- 1.1 To request approval of a programme to deliver 30 homes to take into the Housing Revenue Account for use as affordable housing and to apply to Homes England for grant to support the delivery of these homes. The report requests approval for the principle of acquisition of 30 properties which are still to be identified and all will be subject to further approvals in line with the Council's constitution.

2.0 SUMMARY

- 2.1 In January 2023, the Council approved the Housing Revenue Account (HRA) Medium term plan, which includes the delivery of 500 new homes over the next 5 years to 2029. These homes will be rented homes, which will address local housing needs across North Yorkshire and be rented out to local households in housing need.
- 2.2 This report seeks approval to deliver a buyback programme of up to 30 homes across North Yorkshire.
- 2.3 The report also seeks approval to submit a bid to Homes England for grant funding under the Social and Affordable Housing Programme (SAHP) 2026-2036.

3.0 BACKGROUND

- 3.1 Homes England is an executive non-departmental public body, sponsored by the Department for Levelling Up, Housing and Communities. Their new Social and Affordable Homes Programme, which commences in April 2026, provides grant funding to support the capital costs of developing affordable housing for rent or sale. Through a process known as Continuous Market Engagement (CME), Registered Provider partners are invited to bid for grant at the point opportunities arise.
- 3.2 North Yorkshire Council has an ambition to deliver more Council homes through a range of delivery mechanisms including developer led acquisitions. In January 2024, the Executive and Council approved the Housing Revenue Account (HRA) 30-year Business Plan, which includes the delivery of 500 new homes over the next 5 years to 2029. These homes will be a mix of tenures.

- 3.3 We will be seeking funding from Homes England to acquire up to 30 individual properties, either through the “buyback” of properties previously sold through Right to Buy (RTB), or on the open market. This would be to replace properties that have recently been sold through Right to Buy, and the acquisition will be subject to further approvals in line with the constitution.

4.0 PROPOSAL

- 4.1 **Buyback proposal:** The proposal is to set up a targeted programme of acquiring properties in higher values areas in order to replace existing Council properties lost through RTB. The key areas to be targeted will be the Harrogate area, where values are highest across North Yorkshire, and Richmondshire, especially the rural areas and the Yorkshire Dales National Park, where there is both a shortage of affordable homes and high values.
- 4.2 Discussions have taken place with Homes England regional team who are supportive of the Council’s application for grant funding for the proposal schemes.
- 4.3 A financial viability has been undertaken. The scheme pays back within the 40-year model using a mix of grant, HRA capital and loan.
- 4.4 The social rented properties will be allocated to households in need in accordance with the Council’s allocations policy
- 4.5 All of the homes will meet Nationally Described Space Standards (NDSS) and are to a specification which meets the Council’s requirements. In addition, the Council will seek to acquire properties, which meet EPC “C” and will be built to Future Homes Standards. However, works will be undertaken to any properties that fall below EPC “C” to ensure that they meet this requirement.

5.0 CONSULTATION UNDERTAKEN AND RESPONSES

- 5.1 The Council’s Housing Landlord Service have also been consulted with and have both confirmed the housing need across the relevant localities and their support for the acquisitions.

6.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 6.1 The scheme contributes principally to the following Council priority:

“Place and Environment: Good quality, affordable and sustainable housing that meets the needs of our communities

7.0 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 Not applying for Homes England grant would see the council miss out on the opportunity to deliver up to additional 30 affordable homes.
- 7.2 The Council can continue to acquire “buyback” properties without grant. However, this would mean being restricted to only acquiring properties, which would be viable without grant, which would be very difficult to achieve in higher value areas where there is high need. It would also mean that we could acquire sufficient properties to replace the ones lost through Right to Buy.

8.0 IMPACT ON OTHER SERVICES/ORGANISATIONS

8.1 There will be minimal impact on other key services within the Council, apart from the management and maintenance responsibilities within the wider Housing service. The Buyback properties will be targeted at former stockholding areas, where we have an existing management and maintenance presence.

9.0 FINANCIAL IMPLICATIONS

9.1 The financial implications are set out in confidential Appendix A. The cost of the delivery of the 30 homes will be met from the existing HRA Housing Delivery Budget.

10.0 LEGAL IMPLICATIONS

10.1 The Council will be required to enter into a grant funding agreement with Homes England for the funding. This will need to be approved by the Council's Legal Services. The funding agreement will be a standard Home England funding agreement like other such agreements that the Council has for Homes England funding.

10.2 The council's legal team will be acting on all conveyance matters in respect of the acquisition of the homes, and will also act in respect of the sale of shared ownership housing

11.0 EQUALITIES IMPLICATIONS

11.1 An Equalities Impact Assessment screening has been undertaken, Appendix B, which demonstrated that the proposal will have positive equality implications. As a result, a full Equalities Impact Assessment is not required.

12.0 CLIMATE CHANGE IMPLICATIONS

12.1 A Climate Change Impact Assessment screening has been undertaken, Appendix C, which demonstrated that the proposal will have positive climate change implications. As a result, a full Climate Change Impact Assessment is not required.

13.0 REASONS FOR RECOMMENDATIONS

13.1 Acquiring these homes and claiming Homes England grant will allow the council to deliver up to an additional 30 affordable homes, which will be for social rent and will be a mix of 1-, 2-, 3- and 4-bedroom homes. These will support the Council in meeting our target for delivering a minimum of 500 new affordable homes and will support the replacement of properties lost through RTB sales.

14.0 RECOMMENDATION(S)

14.1 To request approval from Executive for the following:

- i) To approve the principle of an acquisition programme of up to 30 affordable homes to take into the Housing Revenue Account subject to individual business cases and approvals in line with the Council's constitution
- ii) To approve the submission of an application for grant funding to Homes England as set out in the confidential Appendix A to support the acquisition of these homes.

APPENDICES:

Appendix A: Confidential Appendix

Appendix B: Equalities Impact Assessment

Appendix C: Climate Change Impact Assessment

BACKGROUND DOCUMENTS: None

Nic Harne - Corporate Director, Community Development

County Hall

Northallerton

02 April 2026

Report Author – John Burroughs, Housing Delivery Manager

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated October 2025)

An Equality Impact Assessment (EIA) form is a document that proves paying due regard by considering protected characteristics. EIAs that accompany reports presented to Councillors for decision-making are published with the committee papers on our website and are also available in hard copy at the relevant meetings.

Section 1: Initial Equality Impact Assessment Screening

This section documents the equality screening process of actual or potential impacts of the proposed activity on a specific protected characteristic, along with NYC's additional agreed-upon characteristics, to determine whether a full Equality Impact Assessment (EIA) is necessary or appropriate.

Basic Details	
Directorate	Community Development
Service area	Housing
Proposal being screened	Bidding for Homes England funding from the Social and Affordable Homes Programme
Officer(s) carrying out screening	John Burroughs
Lead Officer and contact details	John Burroughs, 01723 383649
Date of the assessment	23 March 2026
<p>Please describe briefly what this EIA is about. (e.g. are you starting a new service, changing how you do something, or stopping doing something?)</p>	To acquire up to 30 homes for new affordable housing to go into the Housing Revenue Account. The homes will form a "Buyback" programme of purchasing existing homes, which will replace homes lost through Right to Buy.
<p>What does the authority hope to achieve by it? (E.g. to save money, meet increased demand, do things in a better way.)</p>	Will provide more affordable housing and contribute to the minimum of 500 homes to be provided into the Housing Revenue Account. Will also replace homes directly lost through Right to Buy. The acquisition of these homes will meet identified housing need across North Yorkshire.
Further Details	
<p>1.1 How have stakeholders been involved in this policy/ decision/ proposal? (e.g. a consultation exercise)</p>	<p>Discussions have taken place with Homes England on the funding proposals, and they have confirmed their "in principle" support to the Council submitting the funding bids.</p> <p>Housing needs have also been contacted and confirmed their support for the acquisition of these homes as they will meet housing need and reduce stress on waiting lists.</p>
<p>1.2 Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Please explain briefly</p>	Will have fairly low impact as the properties to be acquired will be in localities where the Council already owns housing stock and has current management and maintenance arrangements in place.
<p>1.3 Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYC's additional agreed characteristics</p> <p>As part of this assessment, please consider the following questions:</p> <ul style="list-style-type: none"> To what extent is this service used by particular groups of people with protected characteristics? Does the proposal relate to functions that previous consultation has identified as important? 	

- Do different groups have different needs or experiences in the area the proposal relates to?

If for any characteristic, it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your directorate representative for advice if you are in any doubt.

Tick and indicate which protected characteristics are identified as relevant to the proposal (positive, negative, neutral or don't know).

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
Age			x		
Disability			x		
Sex			x		
Race (including GRTS)			x		
Gender reassignment			x		
Sexual orientation			x		
Religion or belief			x		
Pregnancy or maternity			x		
Marriage or civil partnership			x		
NYC's additional characteristics					
People in rural areas	x				Potential for families from rural areas to be rehoused in the accommodation as nothing suitable exists in rural areas
People on a low income	x				Lower income groups have difficulty in sourcing affordable accommodation to rent in localities where there are high housing prices. The provision of new affordable housing to rent will enable them to access housing that will be affordable to such households.
Carer (unpaid family or friend)			x		
Are from the Armed Forces Community (including veterans)			x		
1.4 To which Part(s) of the Public Sector Equality Duties is the Policy/decision/proposal relevant? Tick and briefly describe.					
General Duties	Yes	No	Details		
Eliminate unlawful discrimination, harassment and victimisation	<input type="checkbox"/>	<input type="checkbox"/>			
Advance equality of opportunity	X	<input type="checkbox"/>			
Foster good relations between different groups	<input type="checkbox"/>	<input type="checkbox"/>			
1.5 Decision (Please tick one option)					
Decision to recommend this policy/ decision for an Equality Impact Assessment?	Yes	<input type="checkbox"/>	No	X	

If the answer is “Yes”, or you indicate a negative impact on any of the characteristics mentioned in the table above, please continue to Section 2 and complete the full Equality Impact Assessment. If the answer is “No”, please give a brief reason here.

The provision of new affordable housing, particularly in higher value localities where housing on the open market may be beyond the reach of many households, will have a positive impact for lower income households.

Signed (Assistant Director or equivalent)

Date

Section 2: Equality Impact Assessment

This section aims to provide a full assessment of the actual or potential impacts on specific protected characteristics, along with NYC's additional characteristics. It will also identify the proper actions to mitigate these impacts, if needed.

2.1 Evidence, Consultation and Data: What data or evidence source(s) has/ have been used to inform this assessment? Select the relevant source (s):

- Demographic data
- Service usage data
- Consultation feedback
- National/local research and report
- Expert opinion
- Others

2.2 Stakeholder Engagement: What engagement has been done regarding the proposal and what are the results?

- Who has been consulted?
- How were they consulted?
- What feedback was received?

2.3 What positive impact will this proposal have on the council budget, people, community, economic growth and environment, etc? Please explain briefly

2.4 Please briefly describe how will this proposal affect people with protected characteristics? Only those who are identified as relevant to the proposal in section 1.

protected characteristics	Negative	Don't know	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information, etc.
Age			

Disability			
Sex			
Race (including GRTS)			
Gender reassignment			
Sexual orientation			
Religion or belief			
Pregnancy or maternity			
Marriage or civil partnership			
NYC's additional characteristics			
People in rural areas			
People on a low income			
Carer (unpaid family or friend)			
Are from the Armed Forces Community (including veterans)			
2.5 Geographic impact: Please detail where the impact will be (please tick all that apply)			
North Yorkshire wide			
Craven			
Hambleton			
Harrogate			
Richmondshire			
Ryedale			
Scarborough			
Selby			
If you have ticked one or more areas, will specific town(s)/ village(s) be particularly impacted? If so, please specify below.			
2.6 Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men) State what you think the effect may be and why, citing evidence from Q2.1 & Q2.2, e.g. engagement, consultation and/or service user data or demographic information, etc.			

2.7 Mitigation and Actions: List the actions that will be taken to reduce or eliminate any negative impact identified above and how positive impacts will be enhanced. Briefly describe the action you defined.

Actions	Lead	By when

2.8 Monitoring and Review: If the proposal is to be implemented, how will the impact be monitored? Briefly describe the monitoring arrangements/systems that will be put in place to find out how the expected outcomes have been achieved in practice.

2.9 Conclusion: Please summarise the findings of your EIA, including impacts, recommendations in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

2.10 Sign off section

This full EIA was completed by:

Name: John Burroughs

Job title:

Directorate: Community Development

Signature: JBurroughs

Completion date: 2 April 2026

Authorised by relevant Assistant Director (signature): Andrew Rowe

Date: 02/04/2026

Once this has been signed off, please send it to webteam@northyorks.gov.uk for publication on the appropriate webpage.

This page is intentionally left blank

Initial Climate Change Impact Assessment (Form created August 2021)

The intention of this document is to help the council to gain an initial understanding of the impact of a project or decision on the environment. This document should be completed in consultation with the supporting guidance. Dependent on this initial assessment you may need to go on to complete a full Climate Change Impact Assessment. The final document will be published as part of the decision-making process.

If you have any additional queries, which are not covered by the guidance please email climatechange@northyorks.gov.uk

Title of proposal	Bidding for Homes England funding from the Social and Affordable Homes Programme
Brief description of proposal	Acquire up to 30 existing homes as part of a “Buyback” programme to replace properties lost through Right to Buy. To also apply for grant from Homes England to support the delivery of these homes.
Directorate	Community Development
Service area	Housing
Lead officer	John Burroughs
Names and roles of other people involved in carrying out the impact assessment	John Burroughs: Housing Delivery Manager

The chart below contains the main environmental factors to consider in your initial assessment – choose the appropriate option from the drop-down list for each one.

Remember to think about the following;

- Travel
- Construction
- Data storage
- Use of buildings
- Change of land use
- Opportunities for recycling and reuse

Environmental factor to consider	For the council	For the county	Overall
Greenhouse gas emissions	Decreases emissions	No Effect on emissions	No effect on emissions
Waste	No effect on waste	No effect on waste	No effect on waste
Water use	No effect on water usage	No effect on water usage	No effect on water usage
Pollution (air, land, water, noise, light)	No effect on pollution	No effect on pollution	No effect on pollution
Resilience to adverse weather/climate events (flooding, drought etc)	No effect on resilience	No effect on resilience	No effect on resilience
Ecological effects (biodiversity, loss of habitat etc)	No effect on ecology	No effect on ecology	No effect on ecology
Heritage and landscape	No effect on heritage and landscape	No effect on heritage and landscape	No effect on heritage and landscape

If any of these factors are likely to result in a negative or positive environmental impact then a full climate change impact assessment will be required. It is important that we capture information about both positive and negative impacts to aid the council in calculating its carbon footprint and environmental impact.

Decision (Please tick one option)	Full CCIA not relevant or proportionate:	√	Continue to full CCIA:	
Reason for decision	It is likely that some of the existing properties that will be acquired through the "Buyback" programme will incorporate works many not currently achieve EPC "C". Work will be undertaken with these properties to enable them to achieve a minimum of EPC "C".			
Signed (Assistant Director or equivalent)	Andrew Rowe			
Date	23 rd March 2026			

North Yorkshire Council

Executive

21 April 2026

Health & Adult Services Provision in Ryedale

Report of the Corporate Director – Health & Adult Services

1.0 PURPOSE OF REPORT

- 1.1 To update Executive Members on aims to develop an Extra Care Housing scheme in the Malton and Ryedale area.
- 1.2 To update Executive Members on strategic market development plans for community-based care and support for adults to meet the emerging and changing needs of the locality.
- 1.3 To update Executive Members on sustainability issues at Cauwood Day Service in Malton impacting on the ability of the service to support the care and support needs of the local community.
- 1.4 To seek approval to close Cauwood Day Service in Malton and re-provide in local alternative community-based solutions for people in Ryedale and surrounding areas, which will enable development of an Extra Care Housing scheme in Malton.

2.0 SUMMARY

- 2.1 The report provides an update on our longer-term plans to develop an Extra Care Housing scheme in the Malton & Ryedale area, along with strategic market development plans for adults' community-based care and support.
- 2.2 The new model for procuring Extra Care Housing schemes was approved by Executive in October 2025, replacing the framework approach which had been in place since 2015. There is well-documented and clearly evidenced demand for Extra Care Housing in Malton, and a number of sites have been identified as suitable for a scheme through detailed work with Property Services and potential providers.
- 2.3 Whilst the day service is currently operating, there are significant ongoing risks and challenges faced in sustaining operational delivery. There has been extremely low demand for the service over the last five years, and the building is out-dated and in need of significant investment.
- 2.4 The Service Development team are keen for community-based support to be exactly that - about supporting people to live well and independently within their communities. Different forms of community-based support should be about opportunities for improving health and wellbeing in its broadest sense as well as supporting adults as they grow older to continue to lead independent and active lives, maintaining and developing friendships and enjoying life to their full potential.
- 2.5 Through involvement of people who use services, it is acknowledged that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area

- 2.6 The report acknowledges the valuable support that Cauwood Day Service has provided to the people using the service over many years, however proposes that a difficult decision is needed to close the service in order to both re-provide in local alternative community-based solutions for people in Ryedale and surrounding areas, and enable the wider site to be considered for provision of a new Extra Care Housing scheme in Malton.
- 2.7 The assessment of local community-based support provision in the locality indicates that, there is available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds so people can make their own arrangements with their chosen providers, giving them greater control and flexibility to tailor services around the needs and preferences of the person.
- 2.8 The priority is ensuring people supported by Cauwood Day Service continue to receive the care and support they need to achieve their goals and outcomes. The service is committed to working closely and sensitively with people and their families and/or carers to identify or develop local alternative support solutions that support them to lead fulfilling and active lives.

3.0 BACKGROUND

- 3.1 It was always envisaged that there may be potential to build an Extra Care Housing scheme on the land that is occupied by the former Elderly Person's Home (EPH) and the Cauwood Day Service. The EPH closed in November 2024, whilst the Day Service continues to operate.
- 3.2 Cauwood Day Service currently supports seven people, who have either a learning disability and / or autism, or other physical and sensory needs. Cauwood provides a traditional building-based day service. People are supported with activities such as arts and crafts and have access to a sensory room. People are also supported to access the community, where possible.
- 3.3 There has been limited demand for the service over the past five years with only two new people accessing the service since 2020. The low demand and utilisation of the service presents a substantial challenge in relation to sustainability and maintaining a service that is significantly underutilised.
- 3.4 The property from which the service operates is out-dated, isolated in location and maintenance costs are significant for the volume of service delivered. It will also require planned maintenance and investment in the coming years. To support people with more specialist care needs at the service would require refurbishment and redevelopment of the setting, which would require further significant capital investment, not deemed appropriate given the level of demand for the service.
- 3.5 The building-based model, whilst historically valuable, no longer aligns with more modern and personalised approaches to adult social care. People now express a desire for more flexible, community-integrated support that promotes independence, choice, and inclusion.
- 3.6 As is well understood, the North Yorkshire Extra Care Housing programme is the largest in the country and a flagship of delivery and market shaping for North Yorkshire. There has been an unplanned hiatus in the programme since 2022, driven by significant cost increases, as well as a weakening of the engagement from suppliers on the framework.
- 3.7 In October 2025, Executive approved a new model for the procurement of supported housing solutions known as the Programme of Procurements or PoP. This model moves

away from a framework approach; instead treating each new scheme as a separate procurement, open to the wider market. This approach is intended to maximise the supplier base and the prospect of successful procurements.

- 3.8 The Council is now ready to move forward with a procurement for five schemes across the county, including Malton. This will form the basis of a separate report to Executive. However, in view of the risks and issues with the current Cauwood Day Service, and the opportunity that exists to consider the wider site for a new Extra Care Housing scheme, it is proposed to move forward with a closure of the Day Service to enable the procurement to proceed.

4.0 ISSUES FOR CONSIDERATION

4.1 Community Based Support – Strategic Market Development Plans

- 4.1.1 Through involvement of people who use services it is acknowledged that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area.
- 4.1.2 The Service is keen to ensure community-based support is exactly that - about supporting people to live well and independently within their communities. Different forms of community-based support should be about opportunities for improving health and wellbeing in its broadest sense as well as supporting adults as they grow older to continue to lead independent and active lives, maintaining and developing friendships and enjoying life to their full potential.
- 4.1.3 Due to the rural nature of North Yorkshire, transport can be a challenge for individuals seeking to access community-based support services. Limited transportation options and the long distances between service providers and users can create barriers to timely and consistent access. To address this, innovative solutions such as community transport schemes, travel training, volunteer driver programmes, and digital service delivery options are being explored to ensure that all individuals can benefit from these vital services, regardless of their location.
- 4.1.4 HAS Service Development teams are forging strong connections with locally-based leisure services and Community Anchor Organisations to improve the range and choice of activities that promote physical, cognitive, and emotional well-being.
- 4.1.5 The Service is also keen to increase the use of Direct Payments and Individual Service Funds to support micro providers so people can make their own arrangements with their chosen providers, giving them greater control and flexibility to tailor services around the needs and preferences of the person. A Direct Payment is when a person's personal budget is given straight to them (or their representative) by the Council so that they can arrange their own care and support. An Individual Service Fund is where a person's personal budget is held and managed by a care provider on their behalf.
- 4.1.6 Ultimately, the service is keen to move away from long-term, full-time attendance at dedicated day services provided in single locations towards a more personalised approach to supporting people to take part in meaningful activities in their local community. It is important to develop a diverse range of flexible and creative opportunities for people that support them to:
- maximise independence
 - foster confidence and skills development
 - promote health and well-being
 - sustain social connections

- serve as a stepping-stone into broader community involvement and employment opportunities

4.1.7 It is also recognised that there is an ongoing need for specialist day services for people with complex and multiple needs creating safe spaces for a rewarding day of activity. The Service Development team is committed to developing provision within the market for these groups, making it as accessible and personalised as possible.

4.2 Community Based Support – Current Local Care Market Position

4.2.1 There are alternative community-based support provisions across the Ryedale and surrounding area offering a variety of activities for people with care and support needs. These services include:

- employment skills service, providing short-term employment-focused support
- day opportunities aimed at promoting independence and skills development
- day care, catering to individuals with the most complex needs

4.2.2 Predominantly accessed by individuals with learning disabilities, community-based support services also accommodate smaller numbers of older people, people experiencing mental ill health and those with physical and / or sensory disabilities.

4.2.3 There are several dedicated land-based and building-based services with available capacity, offering a diverse range of work-based activities including horticulture, landscape gardening, arts and crafts, catering, drama, and so on. Promoting links with the wider community is a key feature of this provision. There is a diverse range of facilities, including full-scale garden centres, cafés and working farms that are open to the public, with a strong social enterprise element embedded within their offer.

4.2.4 Most providers operating across the area offer bespoke support enabling individuals to pursue their goals and interests in their local community. However, traditionally people have attended these services on a long-term basis – encouraging move-on to full-time employment and/or volunteering in the wider community does remain a challenge.

4.2.5 Services operating in Malton have indicated potential current capacity to support additional people in their services, subject to individual needs assessments.

4.2.6 There is also available capacity, where appropriate, within our in-house building based day service at Castle House in Scarborough, which supports people with a range of complex needs.

4.3 Cauwood Day Service Issues

4.3 There are a number of viability concerns over the continued delivery of services at Cauwood Day Service requiring consideration ahead of a full review of in-house Day Services provision. These relate to service model, demand and occupancy, workforce, budget and property condition. A summary of each concern is detailed as follows:

4.3.1 Service & Staffing Model

4.3.1.1 Cauwood Day Service is a non-regulated service located in Malton supporting people with a learning disability and / or autism, as well as people with physical and sensory needs. The service currently supports people with broad-ranging care and support needs; historical approaches to adult social care and referrals into the service mean that people with relatively low-level needs are being supported alongside people with more complex care needs. This has informed the service delivery model which is a traditional building-based

day service. People are supported with activities such as arts and crafts and have access to a sensory room. People are also supported to access the community, where possible.

4.3.1.2 The current staffing model within the service presents significant challenges in terms of sustainability, efficiency, and alignment with demand. The service operates Monday to Friday and is generally staffed by seven care professionals and two team leaders. Management oversight is provided by a part-time Learning Disability Manager. There are currently three FTE care professional posts that have not been recruited to; decisions made in recognition of the reduced staffing requirement owing to low utilisation of the service.

4.3.1.3 The service and staffing model alongside the limitations of the building and space available means the Cauwood Day Service is not well-equipped to support people with more specialist care needs in the current environment. To do so would require refurbishment and redevelopment of the setting, which would require significant capital investment, not deemed appropriate given the level of demand in the area.

4.3.1.4 The building-based model, whilst historically valuable, no longer aligns with more modern and personalised approaches to adult social care. People now express a desire for more flexible, community-integrated support that promotes independence, choice, and inclusion.

4.3.2 Demand & Capacity

4.3.2.1 Cauwood Day Service supports seven people in total, and between three to five individuals on any given day. The service estimates maximum capacity to support up to twelve people at a time, dependent on level of need and dependency level.

4.3.2.2 There has been limited demand for the service over the past five years with only two new people accessing the service over this period. Others attending the service have done so for over five years, with one person having accessed the service since 2007.

4.3.2.3 This position presents a substantial challenge in relation to sustainability and maintaining a service that is significantly underutilised; less than 50%.

4.3.3 Property Condition

4.3.3.1 Cauwood Day Service was purpose-built in 1990. The Cauwood Day Service building contains a Changing Place, a hall area, a kitchen, a sensory room, a large outdoor space, a bathroom, two disabled toilets and a quiet space.

4.3.3.2 The premises shares aspects of the site such as the driveway with Ashfield Malton EPH; now closed, and the North Yorkshire Ambulance Service, with Council premises, Ryedale House, situated on the wider grounds.

4.3.3.3 The building is in an out-dated condition and investment in external walls, windows and doors will be required within the next 18 months to maintain safe standards. The estimated cost of this works is circa £50k. The latest Condition Report for Cauwood Day Centre indicated that maintenance work to the value of £300k would be required over the next three years to maintain safe standards. The outdoor space at the service is no longer safe and is therefore out of use; to enable access to the space and bring back into the use would require additional investment on top of that identified in the Condition Report.

4.3.3.4 Planned and responsive maintenance costs have increased year-on-year over the last five years. Maintenance costs in 2021-22 were £36k and had increased to circa £44k in 2024-25. Unplanned and responsive maintenance make up the majority of maintenance spend, indicating a deteriorating condition of the premises.

4.4 Impact on people

- 4.4.1 If the proposals outlined in this report are approved, Cauwood Day Service will stop providing current services from late Autumn 2026 and people will be supported to access alternative community-based support solutions prior to this. This will be managed on a transitional basis.
- 4.4.2 It is recognised that Cauwood Day Service has provided valuable support to those accessing the service for many years, and therefore the priority and commitment is to ensuring everyone who uses the service continues to receive the care and support they need to lead fulfilling and active lives.
- 4.4.2 The assessment of local community-based support provision in the locality indicates that, there is available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds.
- 4.4.3 Alternative care and support options for people would be dependent on sensitive and joined-up reviews and re-assessments, involving people and their families/carers to identify suitable alternative solutions and support are identified, promoting choice and taking account of friendships alongside personal and social needs.
- 4.4.4 The local Social Work team will work closely with the local Communities team and Commissioning & Service Development team to optimise the range of options available to people and involve people and their families in the identification and/or development of suitable alternative arrangements.
- 4.4.5 Counselling and/or advocacy and additional support will be made available to people demonstrating signs and symptoms of stress related to the closure.

5.0 CONSULTATION UNDERTAKEN AND RESPONSES

- 5.1 It is recognised that changes to services for the current people supported at Cauwood Day Service has the potential to cause distress to people and their families and/or carers. Subject to Executive approval, sensitive consultation will be undertaken with people and their families prior to the closure, working closely with Locality Care and Support Teams to ensure alternative care and support is identified that meets people's needs and wishes. Consultation will also take place with Cauwood Day Service staff and their union representatives – outlined in section 13 of this report.
- 5.2 It is also recognised that there will need to be sensitive communication with the local community. A clear Communication Strategy will be developed and implemented. This will include communication and engagement with the local Parish Councils, and a local public information and engagement event(s).

6.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 6.1 The Council's ambitions to strengthen community-based support options for people in North Yorkshire, modernise services through co-production and support people to live longer, healthier and independent lives are well documented. These ambitions are in line with the Council's intentions as set out in the Council Plan 2025 - 29 and set out within the Health and Adult Services 2030 Plan as well as the Council's Market Position Statement.

7.0 IMPACT ON OTHER SERVICES/ORGANISATIONS

- 7.1 Assessment of the local care market in the Ryedale area indicates that there is capacity to meet future needs of the local community through the care market developments and interventions outlined at section 4.

8.0 FINANCIAL IMPLICATIONS

- 8.1 There is potential to achieve annual recurrent savings of circa £232k. Actual savings achieved will be dependent on the actual alternative care and support arrangements identified for people in line with the approach set out in section 4. Estimates have been calculated based on known information about the care and support needs of those people currently attending Cauwood Day Service and the comparable market rates in the independent sector.
- 8.2 Following the closure of the service, the Cauwood Day Service site will be handed back to Corporate Property Services who will secure the site, and whilst the future of the site is determined in order to prevent and deter the risk of vandalism at the site. There will be a one-off corporate cost of securing the site.
- 8.3 There is also wider savings potential to the Council through redeployment of existing staff and reduced property maintenance costs.

9.0 LEGAL IMPLICATIONS

- 9.1 Section 5 of the Care Act 2014 places a duty on the local authority to promote diversity and quality in the provision of services. It must do this by “ensuring that any person in its area wishing to access services in the market- (a) has a variety of providers to choose from who (taken together) provide a variety of services (b) has a variety of high quality services to choose from and (c) has sufficient information to make an informed decision about how to meet the needs in question”.
- 9.2 The Care and Support Statutory Guidance (CASSG) states at paragraph 4.2 – “The ambition is for local authorities to influence and drive the pace of change for their whole care market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost effective outcomes that promote the wellbeing of people who need care and support”.
- 9.3 The CASSG emphasises the duty upon the local authority to promote quality and that it must have regard to ensuring the continuous improvement of a diverse range of high quality and appropriate services (paragraph 4.21 of CASSG). The local authority should also however commission services having regard to the cost effectiveness and value for money that the services offer for public funds (paragraph 4.27 of CASSG).
- 9.4 With regard to the consultation process, in accordance with the principles set out in the case of R v London Borough of Brent ex parte Gunning [1985], consultation must take place when proposals are still at a formative stage. There must be sufficient information to enable those affected to make an informed decision regarding how their care and support needs are met in the future. Sufficient time should be given to allow sufficient opportunity for individuals to participate. Any responses received as part of the consultation process must be given due consideration and there should be evidence that consultations responses were taken into account in the decision-making process.
- 9.5 In accordance with the Mental Capacity Act 2005, for any person affected by the proposals who lacks capacity in relation to their care and support, it is necessary to ensure that any person with Lasting Power of Attorney or Deputyship for Health and Welfare is consulted to enable a decision to be made regarding the person’s care, support and alternative options for accessing community based supporting accordance with the person’s best interests.

10.0 EQUALITIES IMPLICATIONS

10.1 Consideration has been given to the potential for any equality impacts arising from the proposed closure of Cauwood Day Service. The equality impact assessment is attached at Appendix B. Further assessments will be undertaken as part of bringing forward the procurement of any new Extra Care Housing schemes.

11.0 CLIMATE CHANGE IMPLICATIONS

11.1 A climate change impact assessment has been completed for the proposed closure of Cauwood Day Service and is attached at Appendix C. A further assessment will be undertaken by Corporate Property Services following handover of the site to inform future options for the site and as part of bringing forward the procurement of any new Extra Care Housing schemes.

12.0 RISK MANAGEMENT IMPLICATIONS

12.1 A detailed initial risk assessment for the proposed closure of Cauwood Day Service has been included at Appendix A.

13.0 HUMAN RESOURCES IMPLICATIONS

13.1 The staff team at Cauwood is currently made up of 12 established employees and two on temporary contracts.

13.2 All staff have been briefed of the proposals outlined in this report in advance of its publication. Clear communications and sensitive consultation with the Cauwood Day Service staff team would be undertaken, supported and led by HR, if recommendations are approved.

13.3 As part of the closure and staff consultation process, in line with HR and Legal processes and advice, we would seek to retain as many of the staff teams as possible within Care Provider Services, and minimise redundancies, through transfer to other local services. However, there is the potential for redundancies.

14.0 REASONS FOR RECOMMENDATIONS

14.1 The needs and aspirations of people who require care and support are changing. The Council also aims to expand community-based support that promotes health and wellbeing in the widest sense. It wants to help adults stay independent and active as they grow older, maintain friendships, and enjoy life fully. To achieve this, people need alternative care and support options beyond traditional building-based day services.

14.3 The current operational position at Cauwood Day Service indicates that it is not sustainable to continue to deliver services from the site in the medium-long term. It is, therefore, recommended that Cauwood Day Service ceases to deliver services from Autumn 2026, enabling investment in alternative community-based solutions for people.

15.0 RECOMMENDATION(S)

- i) That Executive notes the opportunities for a new extra care scheme to be developed in Malton.
- ii) That Executive notes the strategic market development plans for community-based care and support for adults to meet emerging and changing needs of people.

- | | |
|------|---|
| iii) | That Executive notes the sustainability issues at Cauwood Day Service in Malton impacting on the ability of the service to support the care and support needs of the local community. |
| iv) | That Executive approves the intention to close Cauwood Day Service in Malton in order to re-provide in local alternative community-based solutions for people in Ryedale and surrounding areas, and free up the site for a potential Extra Care Scheme. |

APPENDICES:

- Appendix A – Initial Risk Assessment
- Appendix B – Equalities Impact Assessment
- Appendix C – Climate Change Impact Assessment

Abi Barron
Corporate Director – *Health & Adult Services*
County Hall
Northallerton
21 April 2026

Report Author – *Hannah Brown*
Presenter of Report – *Hannah Brown*

This page is intentionally left blank

Appendix A – Initial Risk Assessment

The recommendation to close Cauwood Day Service in order to re-provide local alternative community-based solutions carries a number of risks, which are summarised below alongside proposed mitigations:

Risk	Impact	Mitigation
Changes to services for current people supported	<p>Potential for negative impact on health and wellbeing</p> <p>Inability of local care market to meet people's care and support needs.</p> <p>Negative impact on people's families.</p>	<p>Close joined-up working with Brokerage, Service Development, Locality Care and Support Teams and ICB/CHC Assessment Teams where appropriate to assess people and ensure suitable alternative placements and support are identified, promoting choice and taking account of friendships alongside personal and social needs.</p> <p>Counselling and/or advocacy will be made available to people demonstrating signs and symptoms of stress related to the closure.</p> <p>A suspension should be placed on admissions to Cauwood Day Service in anticipation of the services being ceased.</p> <p>Procedure for the Planned Closure of a Council Service will be followed, with a clear and detailed Project Plan and Communication Strategy in place.</p> <p>Sensitive consultation with people and their families prior to closure, working closely with Locality Care and Support Teams.</p> <p>Assessment of community-based support provision in the locality indicates sufficient capacity to meet the needs of</p>

		<p>people currently accessing Cauwood Day Service. People would also be offered a Direct Payment as an alternative means of meeting their care and support needs.</p>
<p>Insufficient provision to meet future need for community-based support services in the locality</p>	<p>Un sourced packages of care</p> <p>Carer breakdown</p>	<p>There has been very limited demand for the service over the last five years.</p> <p>Assessment of community-based support provision in the locality indicates sufficient capacity to meet the needs of people currently accessing Cauwood Day Service. People would also be offered a Direct Payment as an alternative means of meeting their care and support needs. New ISF pilots are also being developed, which could provide an alternative more personalised and flexible option for people in the future.</p>
<p>Staff morale and wellbeing</p>	<p>Deterioration of staff morale and wellbeing</p> <p>Staff leaving the service prior to service ending resulting in an unsafe service.</p> <p>Potential for redundancies.</p>	<p>Clear communications and sensitive consultation with remaining staff team, supported by HR.</p> <p>Involvement of staff as much as possible.</p> <p>Counselling and/or advocacy will be made available to staff.</p> <p>Carefully considered planning and communications.</p> <p>Recruitment to vacancies at local provision would be ring-fenced, as well as Scarborough services. Wider Council roles would also be considered for redeployment</p>

		opportunities, where appropriate.
Potential for redundancy costs		Recruitment to vacancies at local provision would be ring-fenced, as well as Scarborough services. Wider Council roles would also be considered for redeployment opportunities, where appropriate.
Empty property may be at risk of vandalism.	Potential to incur costs for security and maintenance.	<p>Site to be handed back to Corporate Property Services who will secure and determine future options for site.</p> <p>Corporate Property Services will be responsible for costs of securing, maintaining and/or demolishing the site thereafter.</p> <p>Wider site already handed back and monitored and managed by Corporate Property Services / Facilities Management since the closure of the Ashfield Malton EPH.</p>
Negative local and media attention arising from the closure, particularly from the local community.	Reputational damage.	<p>A clear Communication Strategy, informed by the Communications Team, will be put in place in line with the Procedure for the Planned Closure of a County Council Service to include engagement with local MP.</p> <p>Legal advice shall be obtained prior to any public announcements, and these shall be informed by the Council's Communications Team.</p>

This page is intentionally left blank

Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated April 2023)

Health & Adult Services Provision in Ryedale

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



যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔

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

Name of Directorate and Service Area	Health and Adult Services
Lead Officer and contact details	Hannah Brown hannah.brown3@northyorks.gov.uk
Names and roles of other people involved in carrying out the EIA	
How will you pay due regard? e.g., working group, individual officer	The EIA will be undertaken by lead officers with input from other colleagues via discussions at project meetings. Consultation will be undertaken with residents and staff at the services impacted.
When did the due regard process start?	08/01/26

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

A proposal is being put forward to cease delivery of services at Cauwood Day Service in order to re-provide local community-based solutions for people in Malton and the surrounding areas. The proposal to cease delivery of services at Cauwood Day Service is due to ongoing risks and challenges faced in sustaining operational delivery of the service. There has been extremely low demand for the service over the last five years, and the building is out-dated and in need of significant investment.

Through involvement of people who use services, it is acknowledged that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area.

The Service Development team are keen for community-based support to be exactly that - about supporting people to live well and independently within their communities. Different forms of community-based support should be about opportunities for improving health and wellbeing in its broadest sense as well as supporting adults as they grow older to continue to lead independent and active lives, maintaining and developing friendships and enjoying life to their full potential.

The assessment of local community-based support provision in the locality indicates that, there is available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds so people can make their own arrangements with their chosen providers, giving them greater control and flexibility to tailor services around the needs and preferences of the person.

The priority is ensuring people supported by Cauwood Day Service continue to receive the care and support they need to achieve their goals and outcomes. The service is committed to working closely and sensitively with people and their families and/or carers to identify or develop local alternative support solutions that support them to lead fulfilling and active lives.

The approval of this decision will result in the closure of Cauwood Day Service in Autumn 2026. This EIA is to assess the impact on the staff and people supported by the service and to the local community and will enable the development of an Extra Care Housing scheme in Malton.

Section 2. Why is this being proposed? What are the aims? What does the authority hope to achieve by it? (e.g., to save money, meet increased demand, do things in a better way.)

The closure of the service is being proposed due to the reasons listed below:

- Through involvement of people who use services it is acknowledged that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area. The service is keen to ensure community-based support is exactly that - about supporting people to live well and independently within their communities. Ultimately, the service is keen to move away from long-term, full-time attendance at dedicated day services provided in single locations towards a more personalised approach to supporting people to take part in meaningful activities in their local community.
- There are alternative community-based support provisions across the Ryedale and surrounding area offering a variety of activities for people with care and support needs. There are several dedicated land-based and building-based services with available capacity, offering a diverse range of work-based activities including horticulture, landscape gardening, arts and crafts, catering, drama, and so on. Promoting links with the wider community is a key feature of this provision. There is a diverse range of

facilities, including full-scale garden centres, cafés and working farms that are open to the public, with a strong social enterprise element embedded within their offer. Most providers operating across the area offer bespoke support enabling individuals to pursue their goals and interests in their local community.

- There has been limited demand for the service over the past three years with only two new people accessing the service since 2020. The low demand and utilisation of the service presents a substantial challenge in relation to sustainability and maintaining a service that is significantly underutilised.
- The building-based model, whilst historically valuable, no longer aligns with more modern and personalised approaches to adult social care. People now express a desire for more flexible, community-integrated support that promotes independence, choice, and inclusion.
- The property from which the service operates is out-dated, isolated in location and maintenance costs are significant for the volume of service delivered. It will also require planned maintenance and investment in the coming years; not deemed appropriate given the level of demand.
- The proposal will enable the wider site to be considered for provision of a new Extra Care Housing scheme.

The aim of closing the service and re-providing through local community-based solutions for people in Malton and the surrounding areas is to better meet the needs of people in the local area through securing outcomes-based community based provision.

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

People supported:

There are currently seven people supported by Cauwood Day Service, as at end of March 2026. The level and frequency of support received by each person varies according to the personal care and support needs.

The proposed closure and re-provision of services will mean the seven people supported will require support to access alternative local community-based support solutions. It is recognised that Cauwood Day Service has provided valuable support to those accessing the service for many years, and therefore the priority and commitment is to ensuring everyone who uses the service continues to receive the care and support they need to lead fulfilling and active lives. Sensitive consultation will be undertaken with people and their families prior to the closure, working closely with the local Social Work team to ensure alternative care and support is identified that meets people's needs and wishes. This will follow a person-centred approach and the latest good practice.

The assessment of local community-based support provision in the locality indicates that, there is available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds.

Alternative care and support options for people will be dependent on sensitive and joined-up reviews and re-assessments, involving people and their families/carers to identify suitable alternative solutions and support are identified, promoting choice and taking account of friendships alongside personal and social needs.

The local Social Work team will work closely with the local Communities team and Commissioning & Service Development team to optimise the range of options available to people and involve people and their families in the identification and/or development of suitable alternative arrangements.

Counselling and/or advocacy and additional support will be made available to people demonstrating signs and symptoms of stress related to the closure.

Future potential people who may have been supported by the service:

There has been very low demand for the service over the last five years; only two people have newly accessed the service during that time. It is therefore not anticipated that closure of Cauwood Day Service will have a lasting impact on market capacity beyond the identification of alternative care and support for the current people supported.

The assessment of local community-based support provision in the locality indicates that, there is available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds.

Staff:

The staff team at Cauwood is currently made up of 12 established employees and two on temporary contracts. If the proposal is approved by Executive, HR will lead a 30-day consultation with staff. The Council would seek to offer staff suitable alternative roles, wherever possible. The outcome of this cannot be pre-determined, and will take account of individual factors.

Support will be provided to staff throughout the process, with involvement and engagement with trade unions, as appropriate. It is anticipated that staff will find the process stressful and difficult. Support will also be made available in the form of counselling and Human Resources support. Trade Unions will be involved and informed throughout the process and will be available to support staff.

Section 4. Involvement and consultation (What involvement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)

The decision to cease delivery of services at Cauwood Day Service and re-provide through local community-based solutions will be taken by the Council's Executive Committee on 21st April. There is a five working day call-in period following this. If the proposal is approved, consultation with the affected individuals will be carried out once the call-in period is concluded. The consultation period will last a total of 30 days.

The consultation for people supported (and their families/carers) will involve:

- Information on the replacement of the home;
- How they will be supported to find a new service by the Council's Social Care teams, considering personal choice alongside personal and social needs;
- Availability of advocacy and counselling.

The consultation for staff will involve:

- Information on the re-configuration of services;
- Alternative employment options, and any other options specific to their circumstances;
- Availability of support throughout the process.

Briefing sessions have taken place with staff and residents ahead of the publication of the report. Further briefing sessions will be arranged for people supported, families/carers and staff once the decision is known. One-to-one staff meetings and individual person-centred support from care and support teams for residents and their families/carers will also be

arranged. Human Resources and Trade Unions will also be available to staff, as well as counselling services.

People supported and staff will be kept up to date throughout the consultation period with clear lines of communication being available.

Section 5. What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

If the proposal is approved by the Council’s Executive Committee, it is anticipated that the seven people currently supported by Cauwood Day Service will be supported to access alternative local community-based support solutions. The cost of meeting people’s needs and outcomes in alternative ways would be required to transfer to the appropriate locality Community Support Budget(s) or transferred to a Direct Payment or Individual Service Fund.

Whilst it is anticipated that the majority of staff at Cauwood Day Service will be offered suitable alternative roles, and the preferred option is to retain staff within Care Provider Services wherever possible, the outcome of this is subject to consultation and cannot be predicated.

It is proposed that following closure of the service, the Cauwood Day Service site is handed back to Corporate Property Services who will become responsible for the future of the site. There will be a one-off corporate cost of securing the site.

Section 6. How will this proposal affect people with protected characteristics?	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
Age	X	X	X	<p>Cauwood Day Service supports adults over 18 with no upper age limit. The people currently supported vary fairly significantly in age.</p> <p><i>Potential negative impacts:</i></p> <ul style="list-style-type: none"> • There is the potential for people supported, who may have elderly family members, to be negatively impacted by the closure of the service. Care and Support teams will take this into account as part of the assessment and will provide support to find services that meet the need and wishes of residents, and involve families and carers, where appropriate. Location of family/friends, personal choice and current friendship will all be considered when identifying new provision with the person. • Current residents may find the change difficult due to their age and having made friendships within the service. It is likely that they will find it stressful and worrying. To minimise the impact as much as possible, experienced Care and Support teams will work with people all the way through the

				<p>process. Communication will be open and honest as soon as the decision can be shared, with a briefing set up. At this briefing we will inform people of their next steps, their options, and the support available to them. The availability of independent advocacy and counselling will be communicated to people. The entire process will be guided by established best practice and experience in supporting people with this type of transition.</p> <p><i>No Impact</i></p> <ul style="list-style-type: none"> • Cauwood Day Service received only two new referrals to the service in the last five years. • The assessment of local community-based support provision in the locality indicates that, there is available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds. <p><i>Positive Impact</i></p> <ul style="list-style-type: none"> • Cauwood Day Service does not meet the emerging and future needs of people with care and support needs. The needs and aspirations of people who require care and support are changing. The Council aims to expand community-based support that promotes health and wellbeing in the widest sense. It wants to help adults stay independent and active as they grow older, maintain friendships, and enjoy life fully. To achieve this, people need alternative care and support options beyond traditional building-based day services.
Disability	X	X	X	<p>Cauwood Day Service supports people with a range of different disabilities.</p> <p><i>Potential Negative Impacts</i></p> <ul style="list-style-type: none"> • There is the potential for people supported, who may also have elderly family members, to be negatively impacted by the closure of Cauwood Day Service. Care and Support teams will assess this before the move and will support people to find services that meet the need and wishes of the people supported, and involve families and carers, where appropriate. Location of

				<p>family/friends, personal choice and current friendship will all be considered when identifying any new provision with the person.</p> <p><i>No Impact</i></p> <ul style="list-style-type: none"> • Cauwood Day Service received only two new referrals to the service in the last five years. • The assessment of local community-based support provision in the locality indicates that, there is available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds. <p><i>Positive Impact</i></p> <ul style="list-style-type: none"> • Through involvement of people who use services we know that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area. There are alternative community-based support provisions across the Ryedale and surrounding area offering a variety of activities for people with care and support needs. Most providers operating across the area offer bespoke support enabling individuals to pursue their goals and interests in their local community.
Sex	X			<p>Data shows that more women than men access social care services, however this is not reflected in at Cauwood Day Service where there is a fairly equal split of men and women. There is capacity in other local community-based support provision; none of which discriminate by sex, and therefore a neutral impact is anticipated.</p>
Race	X			<p>The impact of the proposal is anticipated to be neutral. Whilst all people currently supported by the service are White British, alternative care provision in the area take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our</p>

				commissioning and quality assurance approach.
Gender reassignment	X			No evidence of an impact. The Council and our partners take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.
Sexual orientation	X			No evidence of an impact. The Council and our partners take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.
Religion or belief	X			No evidence of an impact. The Council and our partners take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.
Pregnancy or maternity	X			No evidence for impact; not applicable to this service
Marriage or civil partnership	X			No evidence of an impact. The Council and our partners take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.

Section 7. How will this proposal affect people who...	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
...live in a rural area?	X			<i>No Impact</i> Malton is not in a rural area of the VOY and as such there are other local care services in the area.
...have a low income?			X	It is recognised that the proposals have the potential to have a negative impact on the current staff of Cauwood Day Service. A sensitive and comprehensive consultation will be undertaken with staff, and wherever possible the Council will seek to redeploy staff

				<p>within suitable alternative roles. Where redeployment has increased travel implications, time-limited financial protection can be offered.</p> <p>There are job vacancies within the local care sector, both within the Council and independent sector. The individual impact on staff will be picked up further during the staff consultation process.</p>
...are carers (unpaid family or friend)?	X		X	<p>It is likely that people supported by the service will have elderly family members and family carers involved in their care and support who may be negatively impacted by the closure of Cauwood Day Service. Location of family/friends, personal choice and current friendship will all be considered as part of the assessment and identification of alternative care provision for people.</p>

Section 8. Geographic impact – Please detail where the impact will be (please tick all that apply)

North Yorkshire wide	
Craven district	
Hambleton district	
Harrogate district	
Richmondshire district	
Ryedale district	X
Scarborough district	
Selby district	

If you have ticked one or more districts, will specific town(s)/village(s) be particularly impacted? If so, please specify below.

The proposal will have a specific impact on people living in Malton and surrounding towns and villages as Cauwood Day Service is in the centre of the town of Malton.

Section 9. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g., older women or young gay men) State what you think the effect may be and why, providing evidence from engagement, consultation and/or service user data or demographic information etc.

Cauwood Day Service supports adults over 18 with no upper age limit who have a range of physical and sensory disabilities. The service does not specifically support people with identified protected characteristics, and there are no exclusions of this nature. Therefore it is anticipated

that the proposal will not affect anyone more because of a combination of protected characteristics.

Section 10. Next steps to address the anticipated impact. Select one of the following options and explain why this has been chosen. (Remember: we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us)	Tick option chosen
1. No adverse impact - no major change needed to the proposal. There is no potential for discrimination or adverse impact identified.	X
2. Adverse impact - adjust the proposal - The EIA identifies potential problems or missed opportunities. We will change our proposal to reduce or remove these adverse impacts, or we will achieve our aim in another way which will not make things worse for people.	
3. Adverse impact - continue the proposal - The EIA identifies potential problems or missed opportunities. We cannot change our proposal to reduce or remove these adverse impacts, nor can we achieve our aim in another way which will not make things worse for people. (There must be compelling reasons for continuing with proposals which will have the most adverse impacts. Get advice from Legal Services)	
4. Actual or potential unlawful discrimination - stop and remove the proposal – The EIA identifies actual or potential unlawful discrimination. It must be stopped.	
<p>Explanation of why option has been chosen. (Include any advice given by Legal Services.)</p> <p>The potential for immediate negative impact on people supported and their families, as well as staff of Cauwood Day Service, will be mitigated with overall and longer-term positive impact.</p> <p>The longer-term effect of the re-provision of services locally is anticipated to be positive for people supported; enabling access to alternative outcomes-based community based support options allowing people a more varied and fulfilling life in their local area.</p>	

<p>Section 11. If the proposal is to be implemented how will you find out how it is really affecting people? (How will you monitor and review the changes?)</p> <p>Adult social care teams will work sensitively and collaboratively with the current people supported and their families/carers to identify alternative care and support services and will support them with the transition of care. They will be best placed to see how the changes are affecting the people and their families. The staff team at Cauwood Day Service will also support people and their families, whilst being offered additional support, counselling and support throughout the process by Care Provider Services Service Managers and HR. This will allow us to know the real effect on staff.</p> <p>HAS Service Development continuously monitor the demand on services in the local area and will be able to pick up if the local area is negatively affected by the closure of the service.</p> <p>A regular steering group will be set up to coordinate and monitor the process, with representation from Care Provider Services, Adult Social Care teams and HR. The steering group will monitor impact on people.</p>
--

<p>Section 12. Action plan. List any actions you need to take which have been identified in this EIA, including post implementation review to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics.</p>

Action	Lead	By when	Progress	Monitoring arrangements
Work with people to ensure that they are supported to find an alternative service which best meets their current needs with their personal choice, current friendships and family circumstances considered.	Adult Social Care team(s)	September 26		
Continuously monitor demand in the local area to ensure that local need is being met.	Service Development Team	Continuously		
Continuously assess and monitor the impact on people and family members.	Adult Social Care team(s)	Continuously		
Make counselling and advocacy made available to both staff and people supported during the consultation process	Adult Social Care team(s)	Before, during and after the consultation process.		

Section 13. Summary Summarise the findings of your EIA, including impacts, recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

Overall, the closure and re-provision of Cauwood Day Service will have a positive impact on local people. Due to the property condition and service model, Cauwood Day Service does not meet emerging and future local care and support needs. Through involvement of people who use services it is known that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area.

The service is keen to ensure community-based support is exactly that - about supporting people to live well and independently within their communities. Alternative community-based support provisions across the Ryedale and surrounding area offer a variety of activities for people with care and support needs. These services include:

- employment skills service, providing short-term employment-focused support

- day opportunities aimed at promoting independence and skills development
- day care, catering to individuals with the most complex needs

There are several dedicated land-based and building-based services with available capacity, offering a diverse range of work-based activities including horticulture, landscape gardening, arts and crafts, catering, drama, and so on. Promoting links with the wider community is a key feature of this provision. There is a diverse range of facilities, including full-scale garden centres, cafés and working farms that are open to the public, with a strong social enterprise element embedded within their offer.

Most providers operating across the area offer bespoke support enabling individuals to pursue their goals and interests in their local community.

The decision to close Cauwood will enable the wider site to be considered for the development of a new Extra Care Housing scheme for Malton.

There is the potential for negative impacts on current people supported by the service due to the need to identify alternative provision, and impact on their families. To mitigate this Care and Support teams will work closely and sensitively with people and their families throughout the process; before, during and after their move. Choice will be promoted throughout the assessment process, and current friendships alongside personal and social needs will be taken into account, with counselling and advocacy services available to residents throughout. Best practice will be used and where possible staff experienced in managing service closures will support residents.

Staff will undoubtedly be impacted by the proposals. This will be mitigated by clear communications and sensitive consultation with the staff team, supported by HR, with staff involved in all elements of the process as much as possible. Staff will also have access to additional support, counselling and/or advocacy. Any additional needs of staff will be discussed as part of the consultation, and reasonable adjustments made to enable people with disabilities to take part in the consultation and identify alternative employment and re-deployment options, where appropriate. As part of the staff consultation, wherever possible, the staff team from Cauwood Day Service will be offered alternative roles. The preferred option is to retain staff within the Council's Care Provider Services wherever possible.

Next steps will depend on the outcome of the decision to be taken at Executive Committee on 21st April 2026. If the recommendation to close Cauwood Day Service is approved, staff, people supported and their families will be informed on or as soon after the mandatory call-in period. The staff consultation and sensitive re-assessment of people's care and support needs will then commence thereafter. A steering group will be set up to coordinate and monitor the process.

Section 14. Sign off section

This full EIA was completed by:

Name: Hannah Brown

Job title: Commissioning & Provider Services Development Manager

Directorate: Health and Adult Services

Signature: Hannah Brown

Completion date: 23/03/2026

Authorised by relevant Assistant Director (signature): A. Barron

Date: 01.04.26

This page is intentionally left blank

Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance please email climatechange@northyorks.gov.uk

Version 2: amended 11 August 2021

Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:

Planning Permission
Environmental Impact Assessment
Strategic Environmental Assessment

However, you will still need to summarise your findings in the summary section of the form below.

Please contact climatechange@northyorks.gov.uk for advice.

Title of proposal	Health & Adult Services Provision in Ryedale
Brief description of proposal	<p>The report provides an update on strategic market development plans for adults' community-based care and support and the current care market position for community-based support in the Malton and Ryedale area.</p> <p>Through involvement of people who use services, it is acknowledged that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area.</p> <p>This report sets out the ongoing risks and challenges faced in sustaining operational delivery of adult day services at Cauwood Day Service in Malton. There has been extremely low demand for the service over the last five years, and the</p>

	<p>building is out-dated and in need of significant investment.</p> <p>The report acknowledges the valuable support that Cauwood Day Service has Provided to the people using the service over many years, however proposes that a difficult decision is needed to close the service in order to invest in local alternative community-based solutions for people in Ryedale and surrounding areas.</p> <p>The assessment of local community-based support provision in the locality indicates that, there is available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds so people can make their own arrangements with their chosen providers, giving them greater control and flexibility to tailor services around the needs and preferences of the person.</p>
Directorate	Health and Adult Services
Service area	Service Development
Lead officer	Hannah Brown
Names and roles of other people involved in carrying out the impact assessment	
Date impact assessment started	08/01/26

Options appraisal

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

The option to invest in the capital maintenance requirements at Cauwood Day Service has been discounted. It is difficult to justify the level of ongoing expenditure and capital investment that is required to keep Cauwood Day Service operational and the building's design and layout are such that large-scale refurbishment would be required to deliver an alternative service model suitable for people with more specialist care needs. Analysis of referral and admission data for Cauwood Day Service shows limited demand for the service over the last five years.

What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result, detailing estimated savings or costs where this is possible.

If the proposal is approved by the Council's Executive Committee, it is anticipated that the seven people currently supported by Cauwood Day Service will be supported to access alternative local community-based support solutions. The cost of meeting people's needs and outcomes in alternative ways would be required to transfer to the appropriate locality Community Support Budget(s) or transferred to a Direct Payment or Individual Service Fund.

Whilst it is anticipated that the majority of staff at Cauwood Day Service will be offered suitable alternative roles, and the preferred option is to retain staff within Care Provider Services wherever possible, the outcome of this is subject to consultation and cannot be predicated.

It is proposed that following closure of the service, the Cauwood Day Service site is handed back to Corporate Property Services, it is anticipated that the site will be considered for the development of a new Extra Care Housing scheme for Malton. There will be a one-off corporate cost of securing the site.

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p>Minimise greenhouse gas emissions e.g. reducing emissions from travel, increasing energy efficiencies etc.</p>	<p>Emissions from travel</p>			<p>X</p>	<p>The current staff team at Cauwood Day Service live across the Ryedale area; and some travel into work. Some staff do live in Malton or within close proximity, however the net position in terms of required travel is likely to be neutral overall. It is difficult to estimate the impact on travel for people and families, as people may choose alternative community-based support arrangements closer or further from their home to best meet their needs and wishes.</p>	<p>If the approval for replacement goes ahead, this will be able to be measured by tracking where staff are redeployed to and where people supported access alternative support.</p>	

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p>Page 212</p>							
	<p>Emissions from construction</p>		<p>X</p>		<p>No further maintenance would take place at Cauwood Day Service if the closure went ahead meaning that, in the short-term, there would be a reduction in construction. Likely decrease in emissions in the short term due to the inefficient building no longer being in use. However, in the event of approval of a new Extra Care Housing scheme at the site, there would be significant construction during the development. In the long-term, it would be anticipated that any Extra Care Housing scheme would be a more efficient new development requiring less maintenance than the current building. A further assessment with assess the impact of any proposed new development in more detail.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p>Page 213</p>	<p>Emissions from running of buildings</p>	<p>X</p>			<p>Likely decrease in emissions in the short term due to the inefficient building no longer being in use.</p> <p>Cauwood Day Service is significantly under-utilised, and therefore the efficiency of heating the building is very low.</p>		
	<p>Emissions from data storage</p>		<p>X</p>		<p>Data and information still stored where appropriate; no change.</p>		
	<p>Other</p>						
<p>Minimise waste: Reduce, reuse, recycle and compost e.g. reducing use of single use plastic</p>		<p>X</p>			<p>In the short term there will be some items that will need to be removed from the building (i.e. furniture, IT systems, office equipment). Where possible this will be recycled and reutilised in other NYC services, including other in-house Care Provider Services. However, there will be a reduction in waste produced from the service. If</p>		<p>Where possible items removed from Cauwood Day Service will be recycled and reutilised in other NYC services.</p>

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Page 214</p>				<p>this property is returned to Corporate Property Services, this impact is likely to change depending on future decisions around the site.</p>		<p>Further CCIA to be completed as part of future decision-making on future use of the site.</p>
<p>Reduce water consumption</p>		<p>X</p>		<p>Currently, the service is operating below capacity. If the closure takes place, the water consumption will transfer to alternative services in the area.</p>		
<p>Minimise pollution (including air, land, water, light and noise)</p>	<p>X</p>			<p>Reduction of traffic, light and noise pollution at the site. Urban structure will remain, therefore is not advantageous for the ecology of the land</p>		
<p>Ensure resilience to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers</p>		<p>X</p>		<p>In the short-term term, the closure of the service will result in no impact for the resilience of the local area. Future decisions will define whether this will become a positive or negative impact – i.e. land use, increase in biodiversity in the area/ new development on the site, local topography, etc.</p>		<p>Reliant on future decisions and priorities for this to be a positive impact on local flora and fauna, biodiversity and improving resilience in the local area from</p>

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Page 215</p>						<p>adverse/ extreme weather events.</p> <p>Further CCIA to be completed as part of future decision-making on future use of the site.</p>
<p>Enhance conservation and wildlife</p>		<p>x</p>		<p>Urban structure and concrete base will remain. In the immediate term no impact.</p>		
<p>Safeguard the distinctive characteristics, features and special qualities of North Yorkshire's landscape</p>		<p>x</p>		<p>The current building design does align with the local vernacular and character of the surrounding area. This will be taken into account in future decision-making related to the building and site.</p>		<p>Further CCIA to be completed as part of future decision-making on future use of the site.</p>
<p>Other (please state below)</p>						

Are there any recognised good practice environmental standards in relation to this proposal? If so, please detail how this proposal meets those standards.

Not applicable.

Summary Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

If this proposal is approved for the re-provision of services delivered by Cauwood Day Service through alternative local community-based support provision, there may be initial increases in the negative impact on waste, which will be mitigated by recycling and reusing as many items as possible. The overall impact is deemed positive given the inefficiency and condition of the Cauwood Day Service site and premises.

This CCIA is specifically in relation to the closure of Cauwood Day Service. Overall, as outlined in this report, once the closure is complete, there will be a net positive impact on emissions and the environment.

Page 2 of 6

Sign off section

This climate change impact assessment was completed by:

Name	Hannah Brown
Job title	Commissioning & Provider Services Development Manager
Service area	Service Development
Directorate	Health and Adult Services
Signature	H Brown
Completion date	23.03.26

Authorised by relevant Assistant Director (signature): A. Barron

Date: 01.04.26

North Yorkshire Council

Executive

21 April 2026

Library Strategy Mid-Term Review and National Year of Reading

Report of the Corporate Director, Community Development

1.0 PURPOSE OF REPORT

- 1.1 To seek approval to progress the Mid Term Review of the Library Strategy to Full Council for publication on the North Yorkshire Council website, and to seek approval to progress the proposed actions to support the National Year of Reading to Full Council.

2.0 BACKGROUND

- 2.1 The Library Strategy: *Your Library, Your Place 2020-2030* has been running for five years and is not due to be renewed until 2030. The Library Service has reviewed the current document to check that it still reflects the needs of customers and aligns with national and local priorities.
- 2.2 The Mid-Term Review, available in Appendix A, provides an updated assessment of progress against the strategic objectives adopted at the start of the Strategy period, reflecting changes in local needs, service delivery priorities and national policy direction. Publishing the review ensures transparency, supports effective public engagement, and reaffirms the Council's commitment to delivering a modern, accessible and community-focused library service across North Yorkshire.

3.0 DETAILED PRESENTATION OF THE SUBSTANTIVE ISSUE

- 3.1 The Library Strategy is based on national Universal Library Offers (Information and Digital, Reading, Health & Wellbeing and Culture and Creativity). These have been adapted to reflect the library service in North Yorkshire, and our service is organised into four major strategy themes: Digital, Literacy & Learning, Health & Wellbeing and Communities. These themes are set out in the current strategy document and were agreed following public engagement in 2019. The teams have reviewed these and agreed these are still fit for purpose, but the content has been amended to reflect services in 2025/6. The vision has remained unchanged but the 2021 Action plan has been removed and the following changes made:
- New cover and logos to reflect the new Council
 - Updated statistics to reflect business in 2024-25 rather than 2019-20
 - Communities theme to include cultural and arts activities to reflect the national Culture & Creativity Universal Offer
 - Literacy & Learning theme to focus on Reading for pleasure to reflect the national Reading Universal Offer
- 3.2 This year has been declared The National Year of Reading, a joint initiative by the Department of Education, The Reading Agency and The National Literacy Trust.

- 3.3 At Executive on 20 January 2026 it was agreed that the Council should sign the National Literacy Trust pledge to formally show support for the National Year of Reading. The Leader and Executive Member requested further information about actions we are taking as a Council. These have been proposed as:

This Council:

- *Declares its formal support for the National Year of Reading 2026 by:*
 - a. Promoting National Year of Reading activities and events through Council communications, both internally and externally.*
 - b. Working with the Library Service, Children's & Young People's Services, Adult Learning & Skills Service, local schools and partners including the National Literacy Trust, the Reading Agency and Booktrust to increase engagement with target audiences.*

4.0 CONSULTATION UNDERTAKEN AND RESPONSES

- 4.1 The draft Mid-Term Review document was shared with Overview & Scrutiny Committee on 1 December 2025 where it met with full approval. Staff teams and volunteers have contributed to the updated content and case studies.

5.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 5.1 The Library Strategy aligns with the priorities in the latest Council Plan and contributes as following:

- **Support thriving places and empowered communities that live, work, visit and do business in North Yorkshire**
- Libraries provide a network of 42 branches, including 31 run in partnership with local communities and a mobile library to support communities across the county
- **Develop more sustainable and connected places across North Yorkshire**
- Libraries support access to digital services and promote digital inclusion by offering IT support and access to public computers and free WiFi.
- **Ensure the people of North Yorkshire are safe, healthy and living well**
- Libraries work with partners including Public Health to provide support and information as well as resources and spaces to meet in order to promote health and wellbeing
- **Maximise the potential of North Yorkshire's people and communities**
- Libraries offer free access to books and learning opportunities for all, from material to support early language, speech and communication to resources and spaces to support self-study.

6.0 ALTERNATIVE OPTIONS CONSIDERED

- 6.1 One option considered was to leave the current Library Strategy to run in its current form until the end of its term (2020-2030). However, this would mean the public document and wording on the website is out of date and does not reflect the current service.

7.0 IMPACT ON OTHER SERVICES/ORGANISATIONS

- 7.1 The Library Strategy and the National Year of Reading actions impact the community library organisations who deliver library services in partnership with the Council.

8.0 FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications arising as a direct result of progressing the mid-term review. The actions arising as a result of signing the pledge will be delivered from existing service budgets.

9.0 LEGAL IMPLICATIONS

9.1 None

10.0 EQUALITIES IMPLICATIONS

10.1 None. An Equalities Impact Assessment is included at Appendix B.

11.0 CLIMATE CHANGE IMPLICATIONS

11.1 None. A Climate Change Impact Assessment is included at Appendix C.

12.0 REASONS FOR RECOMMENDATIONS

12.1 To ensure that there is an up-to-date version of the Library Strategy available on the Council website to share with internal and external partners and residents.

13.0 RECOMMENDATIONS

13.1 To progress the Mid Term Review of the Library Strategy to Full Council for publication on the North Yorkshire Council website

13.2 To agree the wording for the National Year of Reading Pledge.

APPENDICES:

Appendix A – The Library Strategy Mid-Term Review

Appendix B – Equalities Impact Assessment

Appendix C – Climate Change Impact Assessment

BACKGROUND DOCUMENTS: None

Nic Harne
Corporate Director – Community Development
County Hall
Northallerton
26 March 2026

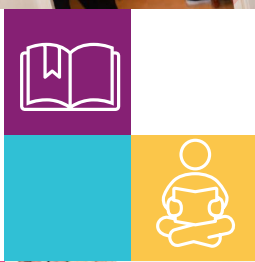
Report Author – Hazel Smith – Head of Libraries
Presenter of Report – Councillor Simon Myers, Executive Member for Culture, Arts and Housing

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

This page is intentionally left blank

Your library, your place 2020-2030

Libraries strategy mid-term review



**NORTH
YORKSHIRE
COUNCIL**

Introduction

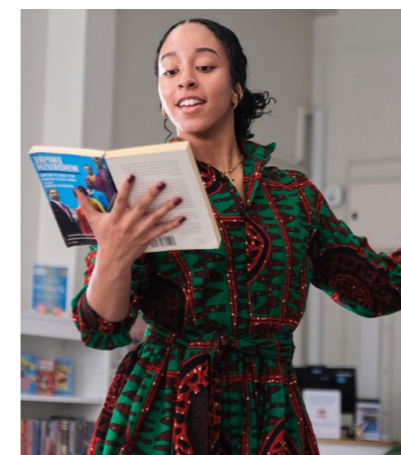
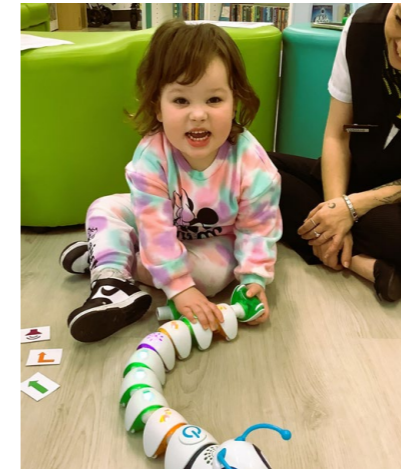
It's now five years since we launched 'Your Library Your Place' and libraries continue to go from strength to strength in North Yorkshire.

The last few years have seen some key challenges, not least the pandemic that saw libraries close their doors during lockdown. Staff and volunteers showed that they could adapt, developing innovative ideas to allow access to library services. Libraries had an important role in supporting home learning, providing the 24/7 digital library during this time and they were recognised as an essential service, re-opening in July 2020 to provide public computer access and a 'click and collect' service.

Libraries continue to be important community hubs, providing not just access to books, but spaces to meet, to be with others, to find things that interest you and get IT help. They play an important role in supporting wider council services, helping people access Household Support Fund vouchers, blue badges and bus passes as well as being a key venue to get online and for face-to-face enquiries.

The last few years have seen other changes. In 2023 under local government reorganisation, Libraries across North Yorkshire came together in a new service area: Culture, Leisure, Archives and Libraries, reinforcing many natural links with colleagues in other parts of the new Council. In 2025, the service restructured to reflect new local area multi-agency working and a new library management system was implemented.

As our vision says, we are 'a family of libraries that nurtures opportunities through access to ideas, imagination and connections'.



This family includes all volunteers and partners engaged with delivering services - charities, voluntary organisations and external partners.

We recognise the huge contribution in time, energy, commitment and fund-raising efforts of community library groups which together with the staffing, infrastructure and financial support from North Yorkshire Council is critical in keeping all our libraries open.

Our services continue to be delivered in partnership with volunteers within our communities; only together can we continue to deliver a comprehensive county-wide statutory service.

This document sets out the strategic direction as to how the Council will continue to develop libraries in partnership with them. It celebrates the dedicated teams at all of our libraries and recognises the need for the continued support including funding, infrastructure and professional expertise.

The last few years have seen the service recognised nationally as high performing and innovative.

The Chartered Institute of Public Finance states we are "a high performing low cost service" and our service delivery model is seen as a key example of community-based partnership working.

Long may this success continue.


Councillor Simon Myers
Executive member for libraries

Let's celebrate!

Our family of libraries includes six core libraries, five hybrid libraries, 31 community libraries and a mobile library.

In 2024/25:

 **1,797,332** visits to libraries;

 **1,986,378** items borrowed;

 including **414,230** e-book and e-audiobook loans;

Over 10,000 events;

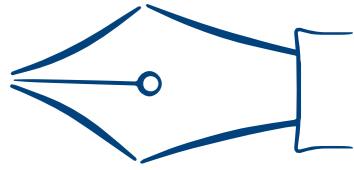
 **7,680** children joined the Summer Reading Challenge;

 our Home Library service volunteers delivered to over **1,000** people; and

 **23,084** individuals were supported to use IT.

This wouldn't have been possible without the commitment of our 1,500 volunteers who contributed 139,750 hours of their time.

1.8 million visitors a year can't be wrong!



North Yorkshire Libraries received Libraries of Sanctuary status.

Newby and Scalby community library were recipients of the King's Award for voluntary service.

Bedale community library has featured on BBC Breakfast and BBC Radio 4.

Volunteer contributions at Catterick, Colburn and Richmond libraries (CRACCL) were formally acknowledged in the Hansard report, with special recognition from Baroness Angela Harris of Richmond.

Ey Up! Dialect project was runner up in the national Libraries Connected awards in the Culture & Creativity category.

Scarborough library received a £200k Libraries Improvement Fund grant and a refurbishment resulting in a 22% increase in visitors.

Starbeck, Norton, Kirkbymoorside, Northallerton and Ripon libraries have transformed their junior libraries.

Libraries Improvement Fund grant awarded for a new mobile library to be launched January 2026.

- UK Shared Prosperity Grant Funding received to increase digital support across a wide range of libraries including our Mobile and to pilot offering support in housebound customers' homes.
- Used grant funding from Libraries Connected to launch Memory Bags for individuals with memory loss and their carers.
- Piloted and expanded a grant funded project gifting slippers to those at risk of falls in the home. Worked in partnership with active aging and cultural partners to host events across the county.
- A mix of loanable and static blood pressure monitors launched at 30 libraries across the county.
- Worked with a variety of cultural organisations to offer a variety of activities across our libraries from Black British Ballet to art exhibitions to author events and concerts.





National and local strategic directions

The library service is a statutory service delivered under the Public Libraries and Museums Act 1964. Under the Act, the Secretary of State for Culture, Media and Sport (DCMS) is responsible for ensuring councils fulfil this duty.

We consider that all our family of libraries are part of this statutory provision as recognised currently by Government.

This can only be maintained with the continued guidance, advice and support of North Yorkshire Council library staff together with access to a county-wide stock collection.

Networked resources managed via a single system to ensure a consistent offer and delivery of the core library service county-wide are also vital. Libraries also act as a key contact point for customers accessing council services.

Nationally the independent charity Libraries Connected supports, promotes and represents public libraries.

They have developed four Universal Library Offers that provide a framework for a high quality library service and demonstrate the power of libraries to enrich lives.

These Universal Offers inform our strategic planning and are reflected in the service agreements with community library groups, setting out a clear outline of key expectations.

Page 224

Universal Offers	
Culture and Creativity	Enabling local communities to enjoy high-quality arts and cultural experiences through libraries.
Health and wellbeing	Supporting the health and wellbeing of communities through services that inform, engage and connect.
Information and Digital	Ensuring communities can access quality information and digital services, learn new digital skills and feel safe online.
Reading	Building a literate and confident society by developing, delivering and promoting creative reading activities in libraries.

Key expectations of libraries - as outlined in our service agreement



Provide books in a variety of formats, including e-books and e-audio



Promote reading for pleasure, study and learning.

Arrange activities and events e.g. author visits, reading groups, story times, groups and creative opportunities.



Provide internet access and free Wi-Fi.



Assist customers to access council and public services and support them to use services online.



Help customers to use the digital library including e-books, e-magazines and online resources

Assist customers to find reliable information whether from books, the internet, or other organisations.

Provide information on local groups, societies, events and learning opportunities.

Provide a local, safe and neutral space for the community.

Help to reduce isolation by providing a home library service.

Signpost customers to other services.

Vision:



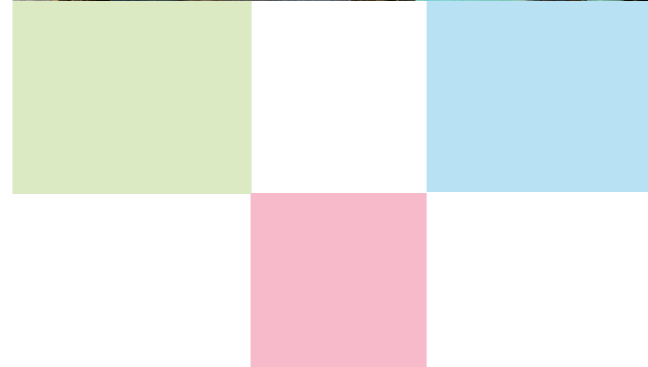
“A family of libraries that nurtures opportunities through access to ideas, imagination and connections.”

This strategy focuses on four core objectives for North Yorkshire reflecting local priorities as shown below. Set against the proven outcomes, research shows that libraries deliver: raising aspirations, stimulating enjoyment of culture and helping people live independent lives.

Our libraries will be at the heart of their community, owned and shaped by them, able to respond to changing demands and needs; a place to exchange, share, learn and create ideas. The first choice for people wanting to find out, learn, enjoy and read - with skilled teams to support their ambition.

Reading	Health & wellbeing	Digital	Communities
Support communities across North Yorkshire in developing a lifelong love of reading and to promote the many benefits of reading for pleasure.	Support the improvement of health and wellbeing in North Yorkshire.	Provide people with the resources, infrastructure, skills and support to be digitally connected.	Provide volunteering, cultural and development opportunities to support North Yorkshire communities

Page 225



Reading



Why? Customers rely on their library as a trusted source of high-quality books and resources to support reading for pleasure, a powerful tool for lifelong development.

Strategic direction

- Promote enjoyment of reading for all ages and backgrounds.
- Develop and promote a diverse collection of books, eBooks and other materials that reflect and respond to community interests and needs.
- Offer engaging reading experiences that spark curiosity and nurture imagination.
- Provide welcoming spaces and opportunities for reading, learning and connection.
- Empower our library teams with the skills and knowledge to support and inspire readers.

• Page 226

Case study

Under 5s Week

Under 5s Week is an exciting celebration of early childhood across North Yorkshire Libraries, bringing stories, songs, and smiles to families with young children. Held each year, this joyful celebration opens doors to creativity, curiosity, and community connection. From lively storytimes and musical fun to imaginative play and parenting support, libraries have become vibrant, friendly spaces for children aged 0–4 and their families. In 2024 and 2025, nearly 180 events drew over 3,000 participants, with thousands of children's books borrowed and hundreds of new families joining the library.

Under 5s Week is more than just a celebration - it's a springboard for a lifelong love of reading and early learning. By connecting families with expert support and community partners, the initiative builds confidence in both children and parents, strengthens local networks, and ensures libraries remain central to early years support and development. It's a shining example of how libraries help every child in North Yorkshire have the best possible start in life.

Aim: To support communities across North Yorkshire in developing a lifelong love of reading and to promote the many benefits of reading for pleasure.

Our ambitions

- To foster a lifelong love of reading.
- To position libraries as welcoming spaces to access opportunities and information to support personal development.
- To maintain a relevant, diverse and high-quality collection of materials tailored to local needs.
- To secure funding to deliver inspiring reading activities countywide.

Activities

- Summer Reading Challenge
- Distributing free Bookstart packs
- Early years e.g storytimes, rhymetimes, nursery visits, Stay & Play
- Buzzy Bee's Honey Hunt reading scheme
- Reading events e.g. author talks, poetry readings, and creative workshops
- Book groups
- Class visits
- New resources and collections e.g. Tough Topics
- Partnerships e.g. The Reading Agency, Booktrust, National Literacy Trust, Adult Learning & Skills Service

Expectations

- Champion national initiatives such as the Summer Reading Challenge and Bookstart.
- Deliver a programme of events such as storytimes, author visits, book groups, and creative workshops.
- Provide and support access to reading resources.
- Continuously evaluate and improve our reading offer to meet evolving community needs.



Health and wellbeing

Why? The library is an accessible and trusted place where people can find information and connections in a friendly and welcoming environment – a gateway to other services.

Strategic direction

- Promote health literacy through access to information and by connecting people to other services.
- Provide space and activities for people to come together, socialise, learn and explore creative and cultural ideas.
- Develop new partnerships and resources to support community needs including self-help reading and other materials.
- Respond to data and evidence around healthy aging, living well and growing well and act upon emerging priorities.

Page 227

Case study

Using funding from Arts Council England, North Yorkshire Libraries delivered a series of 12 vibrant and impactful Slipper Social events across the county. These events were designed to support older residents in maintaining independence, improving wellbeing, and preventing falls—one of the most common causes of injury among older adults. At the heart of each Slipper Social was the opportunity for attendees to be fitted with and receive a free pair of anti-slip slippers, specially selected to reduce the risk of falls caused by worn, loose, or backless footwear. More than 1,000 pairs of slippers were distributed, directly contributing to safer mobility for older people in their homes. However, the Slipper Socials were about much more than just footwear. They were carefully curated to provide a welcoming, inclusive

space where older adults could connect with others, and access vital health information. The events also served as a gateway to wider support services. Attendees reported increased awareness of fall prevention strategies, greater confidence in navigating their homes safely, and a renewed sense of connection with their communities. The events also helped reduce feelings of isolation and loneliness - issues that disproportionately affect older adults - by encouraging participation in local groups, clubs, and library activities. The Slipper Socials exemplified how libraries can play a vital role in supporting older people to live safer, healthier, and more connected lives. Through practical support, creative engagement, and community collaboration, these events made a lasting difference across North Yorkshire.



Aim: To support the improvement of health and wellbeing in North Yorkshire.

Our ambitions

- To provide opportunities for people to engage in creative wellbeing where they can socialise, create and learn together.
- To promote connectedness for people with space to engage and find information about services in a safe environment.
- For people to feel empowered and able to support themselves to live independently and age well.
- To provide health material and resources relevant to communities and in response to needs.

- Seated and exercise taster sessions
- Healthy living roadshows and advice sessions
- Advice drop-ins
- Coffee and conversation
- Wellbeing bags
- Public health campaigns
- Slipper Socials
- Breastfeeding friendly venues
- Blood pressure monitors

Expectations

- Utilise local and national initiatives such as Living Well, social prescribers and voluntary organisations.
- Facilitate the delivery of a programme of physical and creative activities.
- Deliver groups such as knit and natter and coffee and conversation.
- Showcase healthy living roadshows and drop-ins with health and wellbeing partners.
- Be supportive of and responsive to conditions such as dementia, neurodiversity and sight loss
- Provide resources and information on a variety of health conditions.

Digital

Why? Libraries help bridge the digital divide by providing support and information through technology.

Strategic direction

- Provide opportunities that support people to become more digitally confident.
- Support communities to access council services.
- Develop and promote access to digital library services.
- Ensure that computer and digital library resources meet current demands.
- Offer opportunities for using digital innovation and creativity.
- Empower individuals and communities by improving digital connectivity.

Page 228

Aim: To provide people with the resources, infrastructure, skills and support to be digitally connected.

Our ambitions

- To foster digitally skilled people and communities.
- To provide support to digitally excluded members of society to bridge the digital divide.
- To be a leading e-library embracing digital technology.
- To empower customers in embracing self-service methods in 95% of interactions, while maintaining our unwavering commitment to high quality customer service.
- To provide a quality online presence through the library website, social media and partner organisations.
- To support science, technology, engineering, arts and maths (STEAM) learning to raise aspirations and broaden career prospects.
- To be at the forefront of advances in reading technology and resources including our digital library.

Activities

- Support to use digital resources
- Support to access council services
- Digital library
- IT Buddy volunteering
- Get Online Week
- Online learning opportunities
- STEAM activities (science, technology, engineering, arts and maths)

Expectations

- Support a network of IT Buddies, staff and volunteers to provide ample opportunities for digital inclusion for all.
- Enhance the digital inclusion provision through partnership working, the Mobile Library, access to equipment and in branch customer support.
- Provide access to digitally creative resources and activities.
- Support to use digital resources.
- Support access to on-line learning.
- Utilise advancements in Artificial Intelligence.
- Support customer through signposting to trustworthy sources and partner organisations.

Case study

IT Buddies

The IT Buddy initiative continues to make a significant difference across North Yorkshire libraries, transforming lives—one session at a time. Throughout 2024–2025, libraries across the county delivered 23,808 assisted IT sessions, reflecting the growing demand and value of this support.

IT Buddy Naomi finds joy in helping those who struggle with online services, “Helping makes me feel happy, knowing that I have relieved a customer’s anxiety.” A Selby Library customer fed back, “I would never have managed getting through this form without your assistance. Thank you so much, this will change my life for the better.” Many visitors come to libraries with devices gifted by family members, feeling overwhelmed by the technology. IT Buddy Peter, who volunteers at Scarborough and Newby and Scalby Libraries, finds joy in bridging this gap. He shares, “It’s a pleasure. I enjoy helping people. It’s wonderful to see someone leave with a smile.”



Communities

Why? Libraries are safe, inclusive and comfortable community spaces able to inspire, broaden horizons and celebrate culture, creativity and diversity

Strategic direction

- Develop services and activities to reflect the needs and aspirations of our communities.
- Work in partnership with local people and organisations to encourage engagement with communities.
- Provide opportunities for volunteering and participation by all.
- Create a welcoming environment for everyone.
- Continuously update the local and family history collections in our main centres of population.
- Develop remote access to local history material through digitisation.
- Support entrepreneurs and employability skills.
- Offer cultural and creative opportunities to our communities.

Case study

North Yorkshire Libraries were thrilled to be selected to participate in a nationwide project funded by a £245,500 grant from The National Lottery Heritage Fund. "Into the Light: Pioneers of Black British Ballet" brought together archive photography, film, newspaper articles and posters alongside new video and audio interviews which traced the history of black British ballet from the 1940s to the present day. This unique partnership between creative agency Oxygen Arts, Libraries Connected and North Yorkshire Libraries enabled over 100 Scarborough primary school pupils to experience the power of storytelling through dance, with a performance of "Island Movements: An epic tale of the lives of a family from the Windrush generation" at Scarborough Library. This short ballet told the story of Windrush and explored the impact

of the Windrush generation's experiences on their families, communities, and society. The performance held the audience enthralled, with one child commenting "It was a really good story and the amount of emotion they put in it was AMAZING". Teachers at the event spoke of the impact of this opportunity, which enabled their classes to participate in a free creative and culturally diverse event showcasing such an important period in history – which would not have been possible had it not been for North Yorkshire Libraries - "Thank you for inviting us to this wonderful experience. Our pupils gained such a lot from watching a live performance". This event was complemented by a month-long exhibition at Scarborough Library and a series of workshops at libraries across the county which engaged with over 350 primary school children.



Aim: To provide volunteering, cultural and development opportunities to support North Yorkshire communities.

Our ambitions

- That libraries are the destination of choice for access to information, reading opportunities and creative cultural activities.
- For libraries to be the key place for other services to connect with communities and individuals to connect with other services.
- To build on cultural connections, helping to combat loneliness and isolation.
- For libraries to have a positive impact on an individual's sense of place; connecting language, cultures and generations.
- To celebrate North Yorkshire past and present.

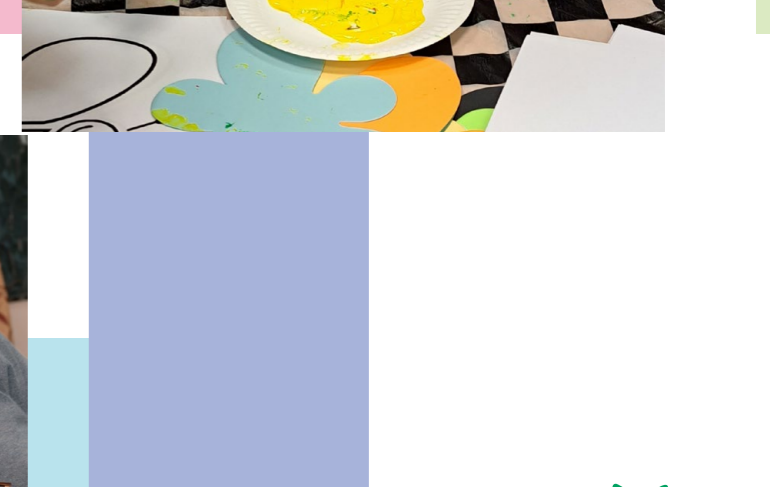
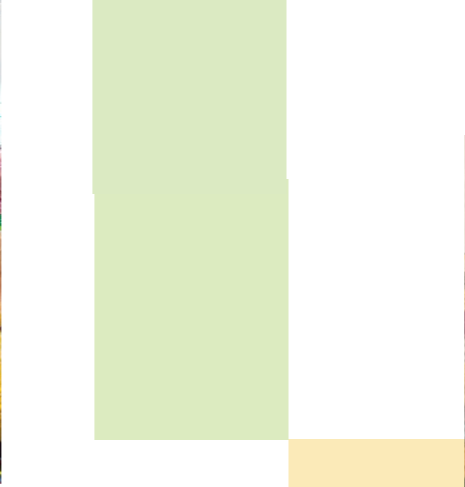
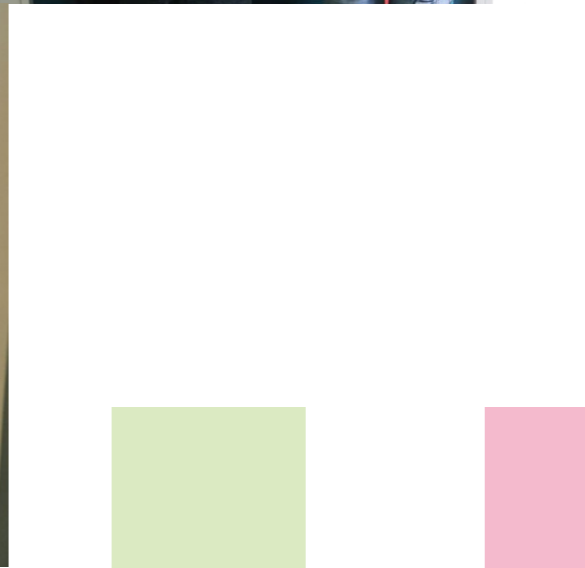
Activities

- Community events
- Volunteering
- Access to council resources
- Local information
- Local history collections in main centres
- Local history groups
- Home Library Service
- Creativity, Culture and Arts

Expectations

- Provide opportunities for volunteering, participation and community engagement.
- Develop main local study collections to be accessible county wide.
- Provide a venue for council communications, consultations and campaigns.
- Provide a range of activities to bring individuals together.





Contact us

Online: northyorks.gov.uk/contact-us

By telephone: **0300 131 2 131**

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

This page is intentionally left blank

Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated October 2025)

Library Strategy Mid Term Strategy Review

An Equality Impact Assessment (EIA) form is a document that proves paying due regard by considering protected characteristics. EIAs that accompany reports presented to Councillors for decision-making are published with the committee papers on our website and are also available in hard copy at the relevant meetings.

Section 1: Initial Equality Impact Assessment Screening

This section documents the equality screening process of actual or potential impacts of the proposed activity on a specific protected characteristic, along with NYC's additional agreed-upon characteristics, to determine whether a full Equality Impact Assessment (EIA) is necessary or appropriate.

Basic Details	
Directorate	Community Development
Service area	Libraries
Proposal being screened	
Officer(s) carrying out screening	
Lead Officer and contact details	Hazel Smith
Date of the assessment	27.3.26
Please describe briefly what this EIA is about. (e.g. are you starting a new service, changing how you do something, or stopping doing something?)	To accompany the Executive Report on the Library Strategy Mid-Term review
What does the authority hope to achieve by it? (E.g. to save money, meet increased demand, do things in a better way.)	
Further Details	
1.1 How have stakeholders been involved in this policy/ decision/ proposal? (e.g. a consultation exercise)	Reviews of budget allocations are BAU regarding service provision and we do not feel that stakeholder engagement is required in this case.
1.2 Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Please explain briefly	No effect.
1.3 Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYC's additional agreed characteristics As part of this assessment, please consider the following questions: <ul style="list-style-type: none"> To what extent is this service used by particular groups of people with protected characteristics? Does the proposal relate to functions that previous consultation has identified as important? Do different groups have different needs or experiences in the area the proposal relates to? If for any characteristic, it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your directorate representative for advice if you are in any doubt.	

Tick and indicate which protected characteristics are identified as relevant to the proposal (positive, negative, neutral or don't know).

Protected characteristic	Impact				Comments
	Positive	Negative	Neutral	Don't know	
Age			X		
Disability			X		
Sex			X		
Race (including GRTS)			X		
Gender reassignment			X		
Sexual orientation			X		
Religion or belief			X		
Pregnancy or maternity			X		
Marriage or civil partnership			X		

NYC's additional characteristics

People in rural areas			X		
People on a low income			X		
Carer (unpaid family or friend)			X		
Are from the Armed Forces Community (including veterans)			X		

1.4 To which Part(s) of the Public Sector Equality Duties is the Policy/decision/proposal relevant? Tick and briefly describe.

General Duties	Yes	No	Details
Eliminate unlawful discrimination, harassment and victimisation	<input type="checkbox"/>	<input type="checkbox"/>	No
Advance equality of opportunity	<input type="checkbox"/>	<input type="checkbox"/>	No
Foster good relations between different groups	<input type="checkbox"/>	<input type="checkbox"/>	No

1.5 Decision (Please tick one option)

Decision to recommend this policy/ decision for an Equality Impact Assessment?

Yes

No

If the answer is "Yes", or you indicate a negative impact on any of the characteristics mentioned in the table above, please continue to Section 2 and complete the full Equality Impact Assessment. If the answer is "No", please give a brief reason here.

The proposal is to reduce our spending on online subscriptions. We regularly review our resources to ensure that they are adding value to our offer and providing value for money. Given the under-usage of the resources in question, we feel that we can reduce our budget by £20K without any detrimental impact on customers.

Signed (Assistant Director or equivalent)

Date

Section 2: Equality Impact Assessment

This section aims to provide a full assessment of the actual or potential impacts on specific protected characteristics, along with NYC's additional characteristics. It will also identify the proper actions to mitigate these impacts, if needed.

2.1 Evidence, Consultation and Data: What data or evidence source(s) has/ have been used to inform this assessment? Select the relevant source (s):

- Demographic data
- Service usage data
- Consultation feedback
- National/local research and report
- Expert opinion
- Others

2.2 Stakeholder Engagement: What engagement has been done regarding the proposal and what are the results?

- Who has been consulted?
- How were they consulted?
- What feedback was received?

2.3 What positive impact will this proposal have on the council budget, people, community, economic growth and environment, etc? Please explain briefly

2.4 Please briefly describe how will this proposal affect people with protected characteristics? Only those who are identified as relevant to the proposal in section 1.

protected characteristics	Negative	Don't know	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information, etc.
Age			
Disability			
Sex			
Race (including GRTS)			
Gender reassignment			
Sexual orientation			
Religion or belief			
Pregnancy or maternity			

Marriage or civil partnership			
NYC's additional characteristics			
People in rural areas			
People on a low income			
Carer (unpaid family or friend)			
Are from the Armed Forces Community (including veterans)			

2.5 Geographic impact: Please detail where the impact will be (please tick all that apply)

North Yorkshire wide	
Craven	
Hambleton	
Harrogate	
Richmondshire	
Ryedale	
Scarborough	
Selby	

If you have ticked one or more areas, will specific town(s)/ village(s) be particularly impacted? If so, please specify below.

2.6 Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men) State what you think the effect may be and why, citing evidence from Q2.1 & Q2.2, e.g. engagement, consultation and/or service user data or demographic information, etc.

2.7 Mitigation and Actions: List the actions that will be taken to reduce or eliminate any negative impact identified above and how positive impacts will be enhanced. Briefly describe the action you defined.

Actions	Lead	By when

2.8 Monitoring and Review: If the proposal is to be implemented, how will the impact be monitored? Briefly describe the monitoring arrangements/systems that will be put in place to find out how the expected outcomes have been achieved in practice.

2.9 Conclusion: Please summarise the findings of your EIA, including impacts, recommendations in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

2.10 Sign off section

This full EIA was completed by:

Name:

Job title:

Directorate:

Signature:

Completion date:

Authorised by relevant Assistant Director (signature): Jo Ireland

Date: 02/04/2026

Once this has been signed off, please send it to webteam@northyorks.gov.uk for publication on the appropriate webpage.

This page is intentionally left blank

Initial Climate Change Impact Assessment (Form created August 2021)

The intention of this document is to help the council to gain an initial understanding of the impact of a project or decision on the environment. This document should be completed in consultation with the supporting guidance. Dependent on this initial assessment you may need to go on to complete a full Climate Change Impact Assessment. The final document will be published as part of the decision-making process.

If you have any additional queries, which are not covered by the guidance please email climatechange@northyorks.gov.uk

Title of proposal	Library Strategy Mid Term Review and National Year of Reading Pledge
Brief description of proposal	The Library Strategy: <i>Your Library, Your Place 2020-2030</i> has been running for 5 years and is not due to be renewed until 2030. The Library Service has reviewed the current document and the Mid-Term Review document has been produced to reflect progress from 2020-2025 and to make sure it reflects changes in local needs, service delivery priorities and national policy direction. This year (2026) has been designated as the National Year of Reading and Councillors have agreed to support this by signing a pledge, which sets out our commitment to support reading for pleasure.
Directorate	Community Development
Service area	Culture, Leisure, Archives and Libraries
Lead officer	Hazel Smith
Names and roles of other people involved in carrying out the impact assessment	

The chart below contains the main environmental factors to consider in your initial assessment – choose the appropriate option from the drop-down list for each one.

Remember to think about the following;

- Travel
- Construction
- Data storage
- Use of buildings
- Change of land use
- Opportunities for recycling and reuse

Environmental factor to consider	For the council	For the county	Overall
Greenhouse gas emissions	No effect on emissions	No Effect on emissions	No effect on emissions
Waste	No effect on waste	No effect on waste	No effect on waste
Water use	No effect on water usage	No effect on water usage	No effect on water usage
Pollution (air, land, water, noise, light)	No effect on pollution	No effect on pollution	No effect on pollution
Resilience to adverse weather/climate events (flooding, drought etc)	No effect on resilience	No effect on resilience	No effect on resilience
Ecological effects (biodiversity, loss of habitat etc)	No effect on ecology	No effect on ecology	No effect on ecology
Heritage and landscape	No effect on heritage and landscape	No effect on heritage and landscape	No effect on heritage and landscape

If any of these factors are likely to result in a negative or positive environmental impact then a full climate change impact assessment will be required. It is important that we capture information about both positive and negative impacts to aid the council in calculating its carbon footprint and environmental impact.

Decision (Please tick one option)	Full CCIA not relevant or proportionate:	YES	Continue to full CCIA:	NO
Reason for decision	The Mid-Term Review of the Library Strategy and the National Year of Reading pledge do not have any climate change implications.			
Signed (Assistant Director or equivalent)	Jo Ireland			
Date	02/04/2026			

North Yorkshire Council

Executive

21 April 2026

Appointments to Committees and Outside Bodies

Report of the Assistant Chief Executive Legal and Democratic Services

1.0 PURPOSE OF THE REPORT

- 1.1 To enable the Executive to make appointments to the Ouse and Derwent Internal Drainage Board.

2.0 OUSE AND DERWENT INTERNAL DRAINAGE BOARD

- 2.1 The Executive appoints to the Ouse and Derwent Internal Drainage Board (IDB). The council can appoint 8 members of the IDB. One vacancy exists on the Board. The appointments do not have to be a North Yorkshire Councillor. They can be someone who has relevant qualifications or experience to the running of the IDBs. IDBs tend to have a mixture of local authority appointees, including: councillors; town/parish councillors; and retired professionals.
- 2.2 It is now recommended, following discussions with the Chair of the Board (Councillor John Cattnach), that Catherine Leng, a Barlby Parish Councillor, who is also a member of their 'flood team', be appointed to the vacant seat on the Board.

3.0 IMPLICATIONS

- 3.1 There are no equalities, finance, legal or climate change implications arising from the recommendations in this report.

4.0 RECOMMENDATION

- 4.1 That the Executive appoints Parish Councillor Catherine Leng to the vacant seat on the Ouse and Derwent Internal Drainage Board.

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

1 April 2026

Report Author – Elizabeth Jackson, Principal Democratic Services

Background documents: [Constitution | North Yorkshire Council](#)

This page is intentionally left blank



FORWARD PLAN

The decisions likely to be taken by North Yorkshire Council in the following 12 months are set out below:

Publication Date: 10 April 2026

Last updated: 10 April 2026

Period covered by Plan: 10 April 2026 to 30 April 2027

PLEASE NOTE:-

In accordance with the Local Authorities (Executive Arrangements)(Meetings and Access to information)(England) Regulations 2012, at least **28 clear days' notice**, excluding the day of notification and the day of decision taking, must be published on the Forward Plan of any intended key decision. It is also a requirement that **28 clear days' notice** be published of the intention to hold a Executive meeting or any part of it in private for the consideration of confidential or exempt information. For further information and advice please contact the Head of Democratic Services and Scrutiny on 01609 533531.

12
09
243

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
12 May 2026	Executive		Amendments to the Council's Constitution	Yes	Consideration of proposed amendments to the Council's Constitution for recommendation to full Council. Subject to any comments Members may have, to recommend the proposed amendments to the Constitution to full Council for approval.	Relevant NYC Officers and Members The Members' Working Group on the Constitution	Correspondence and meetings	Moira Beighton moira.beighton@northyorks.gov.uk
12 May 2026	Executive		Adoption of North Yorkshire Council Harbours Strategy	Yes	To seek approval to adopt the North Yorkshire Council Harbours Strategy	Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee; Scarborough and Whitby Area Committee; Filey Ward members; Scarborough Town Council, Whitby Town	The Council's website, via email and meetings	Chris Bourne, Head of Harbours and Coastal Infrastructure chris.bourne@northyorks.gov.uk

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

Page 245						Council and Filey Town Council; Harbour User groups for Scarborough, Whitby and Filey and the strategy working groups.				
	12 May 2026	Executive			Introduction of a new Enforcement Policy aligned with Renters Rights Act	Yes	Following the introduction of the Renters Rights Act (currently due October 2025) we will need to align our enforcement policy to ensure compliance. There are significant changes proposed which will affect tenants and landlords within communities across North Yorkshire.	As this is a legislative change consultation has been undertaken at government level, our policy will reflect the requirements set in the legislation.	Email, MS Teams and face-to-face meetings	Lynn Williams, Head of Housing Renewal lynn.williams@northyorks.gov.uk
	12 May 2026	Executive			Introduction of a Civil Penalties Policy aligned with Renters Rights Act	Yes	Following the introduction of the Renters Rights Act we need to align	As this is a legislative change consultation has been undertaken at government level, our	Email	Lynn Williams, Head of Housing Renewal

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

Page 246

					our Civil Penalties Policy and Enforcement Policy to ensure compliance. There are significant changes proposed which will affect tenants and landlords within communities across North Yorkshire.	policy will reflect the requirements set in the legislation.		lynn.williams@northyorks.gov.uk
12 May 2026	Executive		Contribution for the Tour de Britain	No	To seek approval to fund hosting part of the Tour de Britain in North Yorkshire	None.	None.	James Gilroy, Team Leader, Highway Asset Management
12 May 2026	Executive		SECTION 75 PARTNERSHIP AGREEMENT - in relation to the Targeted Healthy Child Service.	Yes	This report asks Executive to agree to consult on a new Section 75 agreement between North Yorkshire Council, NHS Humber North Yorkshire ICB and NHS West Yorkshire ICB for	The NHS and Local Authorities Partnership Arrangements Regulations 2000 stipulate that “the partners may not enter into any partnership agreements [under Section 75 (s75) of the NHS Act 2006] unless they have	A published online consultation.	Emma Lonsdale Emma.Lonsdale@northyorks.gov.uk

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

Page 247

	<p>planning and delivering Community based emotional wellbeing support for Children and Young including in scope the Targeted Healthy Child Service. It further requests that the Corporate Director of Children and Young People's Service be given delegated authority for the final Section 75 sign off.</p>	<p>consulted jointly such persons as appear to them to be affected by such arrangements". A Public consultation will take place for 60 days which is considered sufficient time to enable stakeholders to respond. The proposal is to put in place formal partnership working for planning and delivering Community based emotional wellbeing support for Children and Young including in scope the Targeted Healthy Child Service. The Section 75 Agreement would be in place, subject to the outcome of the consultation from 1 April 2027. It is planned the consultation will run from 1st June to 31st July.</p>	
--	---	---	--

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

12 May 2026	Executive		Acquisition of properties for use as affordable properties to go into the Housing Revenue Account	Yes	To obtain approval from the Executive to acquire properties on for use for affordable housing to take into the Housing Revenue Account. The acquisition of these homes will increase the supply of social and affordable rented and shared ownership housing and will also form part of our aspiration to deliver 500 new Council homes over the next 5 years.	Executive member for Culture Arts and Housing Corporate Director of Community Development Assistant Director of Resources – Community Development Assistant Director for Housing Legal Finance Housing Needs service as they have confirmed the need in these locations Housing Management as they will be responsible for managing the properties. Homes and Places service as they will be responsible for the on-going maintenance of the properties.	Direct contact with relevant members and service areas	John Burroughs, Housing Strategy and Development Officer john.burroughs@northyorks.gov.uk
-------------	-----------	--	---	-----	--	--	--	--

Page 248

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
12 May 2026	Executive		Outdoor Learning Service	Yes	To provide an update on the Outdoor Learning Service provision in North Yorkshire			Amanda Fielding, AD Education & Skills Amanda.fielding@northyorks.gov.uk
16 May 2026	Executive		Q4 Performance Monitoring and Budget Report	Yes	Q4 Performance Monitoring and Budget report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators	Management Board	Meetings	Gary Fielding, Corporate Director of Resources gary.fielding@northyorks.gov.uk
26 May 2026	Executive		Scarborough Pride in Place funding programme	Yes	The purpose of this report is to seek Executive approval for North Yorkshire Council (NYC), as the accountable body, to formally award the allocated funding for the approved programme of projects selected by the	Cllr Gareth Dadd – Executive Member for Finance Cllr Mark Crane – Executive Member for Open for Business Nic Harne - Corporate Director for Community Development Gary Fielding - Corporate Director for Resources NYC Procurement	Meetings will be arranged with the NYC Cabinet, as well as the Scarborough and Whitby Area Constituency Committee. Member briefings will also be held with the Executive	Kerry Levitt, Regeneration Projects Officer Kerry.levitt@northyorks.gov.uk

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
-------------------------	---	---	--	---------------------	-------------------	--	--	--

Page 250

					<p>Scarborough Neighbourhood Board under the Pride in Place programme for Scarborough. The report also sets out the proposed approach for entering into grant funding agreements with any applicable external organisations responsible for delivering these projects and outlines the circumstances in which NYC may need to provide front funding to enable project delivery within the first year of the programme. Decision(s) Required The Executive is asked to:</p>	<p>NYC Legal Services Local ward Councillors for Scarborough Community of Scarborough</p>	<p>Member for Open for Business and the Executive Member for Finance. A public engagement process has already been carried out with the Scarborough community. The feedback gathered has informed the Scarborough Neighbourhood Board's decisions on which projects to progress and are contained within the report.</p>	
--	--	--	--	--	--	---	--	--

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	---	---	---

Page 251					<p>1. Approve the allocation of funding for the agreed list of projects selected by the Scarborough Neighbourhood Board, with NYC acting as the accountable body.</p> <p>2. Authorise NYC, acting as the accountable body, to enter into grant funding agreements where required to enable the approved projects to proceed.</p> <p>3. Approve, where necessary, the provision of front funding by NYC to support project delivery within the first year of the Pride in Place programme until</p>			
----------	--	--	--	--	--	--	--	--

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	---	---	---

Page 252					funding is received from MHCLG.			
	Jun 2026	Executive (Scarborough)		Tree and Woodland Policy	Yes	North Yorkshire Council has a legal duty and powers to manage the risk and to protect trees on the land that we manage. This should be reasonable and proportionate to balance the many benefits that trees and woodlands bring. Developing a county wide approach to policy will provide Officers, elected Members and all other stakeholders clarity on how this will be managed. The report will present the Tree and Woodland Policy for adoption.	Members of the Transport, Economy, Environment and Enterprise Overview Property Services, Risk and Insurance, Health	Engagement with the TEEE O

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

16 Jun 2026	Executive (Scarborough)		Children and Young Peoples Strategy	Yes	Approval of new Children and Young Peoples Strategy	Children, Young People and their families who live in North Yorkshire Partners e.g. Police, Education and Health Members C&F OSC	Online engagement Red Bag for schools Youth Voice and Creative Engagement Team	El Mayhew, Corporate Director for Children and Young People's Services el.mayhew@northyorks.gov.uk
16 Jun 2026	Executive (Scarborough)		North Yorkshire Local Plan Timetable	Yes	Report will detail the timetable for the preparation of the North Yorkshire local Plan as required under the new plan making system. It will detail the timetable for the key stages in the system as well as the process for updating and publishing the timetable on the monthly basis required by the	Executive Members Members Corporate Director Assistant Directors and key officers Climate and Equalities officers	Consultation on the Timetable is not required as it sets out the timescales for preparing the Local Plan.	Rachael Balmer rachael.balmer@northyorks.gov.uk

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	---	---	---

Page 254

local plan regulations.

Decisions will be on the timetable and asking for delegation to officers to update the timetable on a monthly basis and any other delegation arrangements that are required.

16 Jun 2026	Executive (Scarborough)		Updated Temporary Accommodation Business Case	Yes	The purpose of the report is to review and update the business case for the provision of temporary accommodation for homeless households. The review is required in order to meet the on-going needs for temporary accommodation	Community Development Management Team Management Board and key officers Housing Needs Executive Climate and Equalities	No formal consultation is required as part of this report. Any specific schemes requiring formal consultation will be subject to their own business case.	Hannah Heinemann, Head of Housing Delivery and Partnerships Hannah.heinemann@northyorks.gov.uk
-------------	-------------------------	--	---	-----	--	--	---	---

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

					across North Yorkshire.			
16 Jun 2026	Executive (Scarborough)		Redeployment of land to the north and south of Crosshills Lane, Selby	Yes	To approve the proposed redeployment of the property	Executive members and Management Board at the informal Executive meeting held on 8 June 2021		Philip Cowan, Non-Operational Property Manager, NYCC Property Services Philip.Cowan@northyorks.gov.uk
15 Jun 2026	Executive (Scarborough)		Housing Delivery Joint Venture	Yes	The purpose of the report is to seek approval for the Council to enter into a Limited Liability Partnership to create a Housing Joint Venture Vehicle.	Housing and Leisure Overview	Presentation to Housing and Leisure Overview	Hannah Heinemann, Head of Housing Delivery and Partnerships Hannah.Heinemann@northyorks.gov.uk
14 Jul 2026	Executive		Community Transfer Policy	Yes	To adopt the Community Transfer Policy – NB: is not part of the Council's policy framework and does not require Full Council approval	Deputy Leader of the Council and Executive Member for Finance and Resources Executive Member for Corporate Services Management Board Assistant Chief Executive Local	- Draft Policy Developed by a working group of Officers (Property, Localities & Legal) and overseen by Assistant	Kerry Metcalfe, AD Property, Procurement & Commercial kerry.metcalfe@northyorks.gov.uk/017 23383542

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

Page 256						Engagement Head of Localities Assistant Director Property, Procurement & Commercial Legal Property Corporate & Partnerships Overview and Scrutiny Committee	Director Property, Procurement & Commercial and Assistant Chief Executive Local Engagement - Informal consultation with Deputy Leader of the Council and Executive Member for Finance and Resources, Executive Member for Corporate Services - Review by Management Board - Review by Corporate & Partnerships Overview and Scrutiny Committee – 15 June 2026	
----------	--	--	--	--	--	---	---	--

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
4 Aug 2026	Executive		North Yorkshire Council Regulatory Services Urban Gull Strategy	Yes	To seek approval of a North Yorkshire Council Regulatory Services Urban Gull Strategy	Stakeholder consultation held February/March 2025 to inform the strategy development work.	Survey/questionnaire completed by stakeholders. Draft strategy scheduled at Overview and Scrutiny Committee and Scarborough and Whitby Area Committee in 2026 prior to submission to Executive	Dean Richardson, Head of Regulatory Services dean.richardson@northyorks.gov.uk
4 Aug 2026	Executive		Scarborough Harbour West Pier Delivery	Yes	The report will seek approval: 1.To agree final budget for delivery of the Scarborough Harbour West Pier Deliver. 2.To request approval of the NYC required funding. 3.To request approval to enter into a contract with construction contractor to	Community Development: Economic Development, Regeneration, Tourism and Skills, Resources Environment: Harbours, Resources Legal and Democratic Services: Legal Resources: Property, Procurement and Commercial	Email and briefing	Helen Jackson, Regeneration Projects Manager helen.jackson1@northyorks.gov.uk

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

Page 258					deliver agreed works.			
	Aug 2026	Executive		Yes	Q1 Performance Monitoring and Budget Report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators	Management Board	Meetings	Gary Fielding, Corporate Director of Resources gary.fielding@northyorks.gov.uk
	17 Nov 2026	Executive		Yes	Q2 Performance Monitoring and Budget Report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators	Management Board	Meetings	Gary Fielding, Corporate Director of Resources gary.fielding@northyorks.gov.uk
1 Dec 2026	Executive		No	The Director of Public Health Annual Report is an independent report on the	The report includes reflections on engagement already undertaken with a wide range of stakeholder	Meetings and correspondence	Louise Wallace, Director of Public Health	

FUTURE DECISIONS

Likely Date of Decision	Decision Taker (a full list of the membership of the Council and all its Committees is set out in Part 3 of the Constitution)	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including an indication if the report contains any exempt (not for publication) information and the reasons for this	Key Decision YES/NO	Decision Required	Consultees (ie the identity of the principal groups whom the decision-taker proposes to consult)	Consultation Process (ie the means by which any such consultation is to be undertaken)	How representations may be made and details of Contact Person (Tel: 0845 034 9494) unless specified otherwise)
--------------------------------	--	--	---	--------------------------------------	--------------------------	--	--	--

Page 259					health of the local population. The Director of Public Health has a duty to write an annual report, whereas the local authority's duty is to publish it. The focus of this year's report is on the importance of 'getting people moving more' and how Public Health and partners are working to provide opportunities for and access to healthy movement. The Executive committee will be asked to consider and note the report.	groups. The report will be shared with HAS leadership teams, Executive Portfolio Holder and Management Board for comment as it progresses, and to the Health and Wellbeing Board, Scrutiny of Health Committee and Care and Independence Overview & Scrutiny Committee for information following Executive.		Email: louise.wallace@northyorks.gov.uk
----------	--	--	--	--	--	--	--	--

Should you wish to make representation as to the matter being discussed in public please contact Daniel Harry
Email: (daniel.harry@northyorks.gov.uk) Tel: 01609 533531.

This page is intentionally left blank