

## AGENDA

Committee Administrator: Louise Hancock (01609 767015)

25 April 2014

Dear Councillor

### NOTICE OF MEETING

Meeting           **CABINET**  
Date               **Tuesday, 6 May 2014**  
Time               **9.30 am**  
Venue              **Council Chamber, Civic Centre, Stone Cross, Northallerton**

Yours sincerely

*P. Morton.*

Phillip Morton  
Chief Executive

**To:**           Councillors                           Councillors  
                  M S Robson (Chairman)           B Phillips  
                  P R Wilkinson (Vice-Chairman)   Mrs S Shepherd  
                  N Knapton

Other Members of the Council for information

## **AGENDA**

### **Page No**

1. MINUTES

To confirm the decisions of the meeting held on 15 April 2014 (CA.104 - CA.111), previously circulated.

2. APOLOGIES FOR ABSENCE

Resources Management

3. GRANT TO WENSLEYDALE RAILWAY ASSOCIATION

1 - 6

This report provides information on a proposal to upgrade the railway infrastructure between Leeming Bar and a new temporary platform at Northallerton West and provide a railway passenger service and seeks consideration of the provision of a grant up to a maximum of £40,000.

In accepting the recommendation, Cabinet will approve and recommend to Council that a grant from the one off fund be offered to the Wensleydale Railway Association of a maximum of £40,000 in respect of opening the line from Leeming Bar to Northallerton.

**Relevant Ward(s): All Wards**

4. HAMBLETON DOG WARDEN SERVICE

7 - 10

This report proposes that the Dog Warden Service is brought in house to provide an improved service.

In accepting the recommendations, the Council will establish an in-house Dog Warden Service and the additional expenditure to provide the service will be financed from the one-off fund in 2014/15 and be incorporated in the budget from 2015/16.

**Relevant Ward(s): All Wards**

Policy Implementation

5. MARKETING AND COMMUNICATIONS STRATEGY

11 - 16

This report seeks consideration of a Marketing and Communications Strategy. It is proposed to have a document which sets out its longer term plan for marketing itself or communicating with its various stakeholders. The document attached to the report sets out such a strategy.

In accepting the recommendation, Cabinet will approve and recommend to Council that the Marketing and Communications Strategy be adopted.

**Relevant Ward(s): All Wards**

## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
6 May 2014

**Subject:** GRANT TO WENSLEYDALE RAILWAY ASSOCIATION

All Wards

Portfolio Holder for Support Services and Economic Development: Councillor P Wilkinson

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The Council has the economy and prosperity as a high priority and has received an application for funding from the Wensleydale Railway Association (WRA) which will help improve the economy in the Bedale and Northallerton areas.
- 1.2 The WRA has been in operation since the early 1990's and has an overall long term business plan which includes:
  - Extending the line from Leeming Bar to Northallerton (Business Expansion)
  - Extending the line from Redmire to Aysgarth (Business Expansion)
  - Exploiting its unique selling point as a quiet line linked to the main national network to develop a national centre of servicing, maintenance and restoration work (Business Sustainability)
- 1.3 The formal proposal is to upgrade the railway infrastructure between Leeming Bar and a new temporary platform at Northallerton West and provide a railway passenger service.
- 1.4 The cost of the project is estimated to be £51,000. It is suggested that a grant be offered up to a maximum of £40,000.
- 1.5 The WRA has undertaken all the feasibility work including obtaining planning permission needed to open a temporary access to Northallerton.
- 1.6 However the floods in January caused a major land slippage on the line near Akebar between Bedale and Leyburn. This urgent and unforeseen work has used all the WRAs development funds raised to extend the line from Leeming Bar to Northallerton.
- 1.7 Further details are given in the Capital Programme form attached at Annex A.

### **2.0 LINK TO COUNCIL PRIORITIES:**

- 2.1 This project will help Wensleydale Railway Association bring passengers from Bedale and Wensleydale to Northallerton. As such it extends the passenger element of the line from Leeming Bar where it presently stops, to Northallerton and will therefore link to Council priorities or improving transport, improving the economy and bringing employment.

### **3.0 RISK ASSESSMENT:**

- 3.1 There are no risks associated with this report.

**4.0 FINANCIAL IMPLICATIONS:**

4.1 The financial implications are limited to the amount of grant being offered, which is suggested comes from the one off fund. There are no ongoing revenue implications associated with this.

**5.0 LEGAL IMPLICATIONS:**

5.1 There are no legal implications associated with this grant offer.

**6.0 EQUALITY/DIVERSITY ISSUES:**

6.1 The grant will indirectly benefit groups with protected characteristics providing an accessible form of transport, particularly to employment, when other forms of transport are being cut or costs increased.

**7.0 RECOMMENDATION:**

7.1 That Cabinet approves and recommends to Council that a grant from the one off fund be offered to the Wensleydale Railway Association of a maximum of £40,000 in respect of opening the line from Leeming Bar to Northallerton.

DAVID GOODWIN

**Background papers:** None  
**Author ref:** DRG  
**Contact:** David Goodwin  
Director of Leisure and Health  
01609 767147

## **CAPITAL PROGRAMME**

**Capital Scheme :**

GRANT TO WENSLEYDALE RAILWAY ASSOCIATION

**Description of Project :**

The Wensleydale Railway currently operates the 22 miles of railway from Castle Hills Junction approximately 1 mile north of Northallerton main line station (where the line is physically connected to the East Coast Main Line), and Redmire on the eastern boundary of the Yorkshire Dales National Park, and close to Bolton Castle. The line is leased from Network Rail with approximately 89 years remaining on the full insuring and repairing lease.

The line was reopened to passenger services from Leeming Bar to Leyburn in 2003 with a further extension to Redmire in 2004 when Bedale station also reopened.

The line from Castle Hills, Northallerton to Leeming Bar has remained open for freight traffic and movement of rolling stock.

This proposal concerns the upgrading of the line for regular passenger traffic, erection of a basic temporary platform at Castle Hills (to be known as Northallerton West), and introduction of rail passenger services between the two points.

This is an initial stage in the development of this section of the line which, in later phases which are outside the scope of this document, may involve further development of the Northallerton West site and construction of an additional length of line to provide improved interchange facilities with main line services.

Planning permission for the temporary platform has been obtained and landlords consent for the construction is also in place. The proposed construction is a scaffolding and board structure which meets all regulatory requirements. This first phase will have pedestrian access from Springwell Lane and the project includes fencing and footpath construction to enable this.

**Revenue Implications and how they are to be financed :**

None

## Community/Business Benefits :

In 2013 the Railway carried 45000 passengers using the generally accepted measurement of single journey equivalents. This represented growth of 8% over the previous year and we would expect that trend to accelerate in future years. In 2014 passenger numbers are predicted to be 55000, which is a combination of the continued growth in traffic, and the effects of a number of high profile events such as the Tour de France and visiting locomotives. Approximately 73% of passengers travel over the whole line and a conservative estimate is that 9500 of those would extend their journey to include the reopened section to Northallerton. Additionally, we are estimating that an additional 3000 passenger journeys will be created over this section in 2014. A conservative increase is also included in the 2015 prediction, although if resources are available to increase the service provision on this section, a much larger increase, with consequent improvements in revenue may be expected.

### Projected Northallerton West Passenger Figures

Projected Passenger no's 2014 (Northallerton Section)	12500	Projected Passenger no's 2015 (Northallerton Section)	14700
Average revenue per passenger (Northallerton Section) £	5	Average revenue per passenger (Northallerton Section) £	5
Revenue (Northallerton Section) £	62500	Revenue (Northallerton Section) £	73500
Passenger related additional operating costs	11700	Passenger related additional operating costs	13200
Revenue 2014	<b>50800</b>	Revenue 2015	<b>60300</b>

In preparation for the construction of Northallerton West, and to maintain the infrastructure in a fit condition for occasional trains to operate over this section, the Railway has already committed £28000 to refurbishment of the track in the last 18 months. This investment has been primarily in track components such as sleepers which have been installed by volunteers.

These additional revenues will have the effect of substantially improving the Railways ability to develop in future years, and to improve its resilience.

Reinstatement of the rail passenger service on the route from Leeming Bar to Northallerton West has a number of elements of social benefit.

- ✧ TRANSPORT – Whilst the limited service initially provided will offer only minor journey opportunities to local residents, it will enable trips into Wensleydale to be accomplished on foot or by cycle, reducing congestion and pollution. It also provides visitors with a through route to Northallerton from Redmire and Leyburn. Market day services will be provided.
- ✧ ECONOMIC – It is expected that additional visitors to the Railway will be attracted due to the reopening of this section. Using the generally accepted multiplier the additional spend from these visitors should provide an additional £60,000 - £120,000 revenue for service and tourist businesses in the Hambleton area during the first year of operation. Increased services will increase this substantially in the following years.

✦ EMPLOYMENT – The Company would expect to create 0.5 FTE in permanent employment and a further 0.5 FTE seasonal employment within 12 months of project completion. We would estimate that a further 1.25 FTE would be created through additional business created by this project in the area.

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## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
6 May 2014

**Subject:** **HAMBLETON DOG WARDEN SERVICE**

**All Wards**

**Portfolio Holder for Housing and Planning: Councillor B Phillips**

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 This report proposes that the Dog Warden Service is brought in house to provide an improved service.
- 1.2 The service was provided by the private sector under a joint contract with Richmondshire District Council between April 2009 and March 2014. Since then Craven District Council have been providing the service on an interim basis for both authorities until such time as a final decision is made on the future of the service. Craven has offered to run the service and this offer has been under discussion. The budget for the service is £32,000.
- 1.3 Neither the service provided by the private sector nor the arrangement with Craven District Council include provision for issuing Fixed Penalty Notices (FPNs) for dog fouling or providing patrols to monitor fouling. This service was removed from the contract in 2010 to save £20,000 from the budget as very little patrolling and enforcement was being carried out.
- 1.4 Dog fouling Fixed Penalty Notices are currently the responsibility of the Street Scene Team—either the Senior Street Scene Officer or the Waste and Street Scene Supervisors. Due to competing time pressures there are no patrols carried out by these officers and the service tends to be reactive, concentrating on responding to complaints rather than being pro-active in patrolling and prevention. Three fixed penalty notices were issued in 2013/14 for dog fouling.
- 1.5 The new service would deal with stray dogs, but also create the capacity to carry out patrols and target areas where there are persistent dog fouling problems. There have been an average of 93 stray dogs reported each year over the last three years and the number of reports of dog fouling has risen from 14 in 2011/12 to 60 in 2013/14. However, dog fouling is consistently identified as a major issue of concern by the public.
- 1.6 Bringing the service in house would provide a better quality and more responsive service to the public, with the added benefit of being under the direct supervision of the Waste Manager. It is proposed that one new member of staff would be employed, with a liveried van displaying the Council logo and prominent Dog Warden/Enforcement signage to provide a highly visible mobile service. Arrangements would need to be put in place with local kennels to provide an out of hours' service. Neighbouring authorities, such as Ryedale District Council, successfully use this method.
- 1.7 The aim of the service will be for the Council to be more effective in dealing with stray dogs and dog fouling through direct action and the deterrent value of having a highly visible service, including publicising prosecutions.

## 2.0 LINK TO COUNCIL PRIORITIES:

2.1 This report links to corporate priorities by seeking to reduce the impact of waste on the environment, by promoting healthy lifestyles and by providing a high quality customer focussed service.

## 3.0 RISK ASSESSMENT:

### 3.1 Risk in approving the recommendations:

There are no risks in agreeing the recommendations.

### 3.2 The key risk is in not approving the recommendations is:

Risk	Implication	Prob*	Imp*	Total	Preventative action
Dog fouling remains a constant problem and limited enforcement action is carried out.	Communities are dissatisfied with the service provided by the Council. Public areas remain contaminated	4	3	12	Increased signage, work with schools, parishes and community groups on promotion.

Prob = Probability, Imp = Impact, Score range is Low = 1, High = 5

## 4.0 FINANCIAL IMPLICATIONS:

4.1 The cost of providing an in-house service:

Costs of In-House Service	£
Salary plus on costs	26,000
Vehicle lease	4,200
Fuel	4,000
Kennel fees/out of hours service (estimated)	3,800
Equipment purchase	1,000
Training	1,000
<b>Total costs</b>	<b>40,000</b>

4.2 Overall the revenue effects of the recommendation to bring the Dog Warden Service in house will be as follows.

Revenue Effects	2014/15 £	2015/16 £	2016/17 £	2017/18 £
Cost of running the service	40,000	40,000	40,000	40,000
Financed by:				
Amount in base budget	32,000	32,000	32,000	32,000
Growth items:				
Additional to run service	3,800	3,800	3,800	3,800
Vehicle Lease	4,200	4,200	4,200	4,200
	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>

\*Vehicle lease fees are based on similar vehicles the Council currently operates.

4.3 The additional costs, detailed in the table, to run the service and the vehicle lease will be financed from the one-off fund in 2014/15 and will be incorporated in the budget from 2015/16.

**5.0 LEGAL IMPLICATIONS:**

5.1 The legal position regarding stray dogs is covered by the Environmental Protection Act 1990. This Act imposes upon the Council a statutory duty to deal with stray dogs.

**6.0 EQUALITY/DIVERSITY ISSUES**

6.1 There are no equality and diversity issues related to this report.

**7.0 HEALTH AND SAFETY ISSUES**

7.1 There are no significant health and safety risks associated with approving the recommendation.

**8.1 RECOMMENDATION(S):**

8.1 It is recommended that:

- (1) the Council establishes an in-house Dog Warden Service; and
- (2) the additional expenditure to provide the service be financed from the one-off fund in 2014/15 and be incorporated in the budget from 2015/16.

MICK JEWITT

**Background papers:** None  
**Author ref:** PS  
**Contact:** Paul Staines  
Operations Manager  
01609 788103

060514 Cabinet report Dog Warden Service 2014

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## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
6 May 2014

**Subject:        MARKETING AND COMMUNICATIONS STRATEGY**

**All Wards**  
**Portfolio Holder for Leisure and Health: Councillor Mrs S Shepherd**

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### **1.0    PURPOSE AND BACKGROUND:**

1.1    It is proposed to have a document which sets out its longer term plan for marketing itself or communicating with its various stakeholders. The attached document sets out such a strategy.

### **2.0    LINK TO COUNCIL PRIORITIES:**

2.1    This document will be key in terms of the Council's priority for customer service and customer care, as it will set out the higher level objectives not just for the Customer Services section of the Council but customer care corporately, across the organisation.

### **3.0    RISK ASSESSMENT:**

3.1    There are no risks with adopting this strategy.

### **4.0    FINANCIAL IMPLICATIONS:**

4.1    All of the objectives are deliverable within the Council's current budgets, therefore there are no financial implications associated with this report.

4.2    In the fullness of time there may be some efficiencies which arise out of the way we deal with customers using electronic communication rather than face to face.

### **5.0    LEGAL IMPLICATIONS:**

5.1    There are no legal implications arising from this report.

### **6.0    EQUALITY/DIVERSITY ISSUES:**

6.1    The document will create a framework that will ensure the Council meets its equality obligations when communicating.

6.2    The document will be available on the Council's website and will be available in different formats if required.

**7.0 RECOMMENDATION:**

7.1 That Cabinet approves and recommends to Council that the Marketing and Communications Strategy be adopted.

DAVID GOODWIN

**Background papers:** None  
**Author ref:** DRG  
**Contact:** David Goodwin  
Director of Leisure and Health  
01609 767147

060514 Marketing and Communications Strategy

## HAMBLETON DISTRICT COUNCIL CORPORATE MARKETING AND COMMUNICATIONS STRATEGY

### **INTRODUCTION**

**Communication** is at the heart of everything we do. Not only is it key to strengthening links with local people, service users, partner organisations and staff, it is crucial to ensuring we deliver our vision and priorities. As such this Strategy links with and is an integral part of the Council's Business Plan.

It's vital, that we talk, listen and respond to local people's needs – shaping services when necessary and framing our messages so everyone is informed and empowered. We try to take every opportunity for people to tell us what they think and we change things when we get it wrong.

**Marketing** is often seen as a process applied to the commercial world, ultimately resulting in a "cash profit". It is equally applicable to the District Council, as are the various tools and techniques used in marketing, but with the profit being measured in terms of customer/resident satisfaction.

This Corporate Marketing and Communications Strategy shows that marketing and communications are not an after thought at Hambleton District Council – they play a vital role in everything we do.

### **KEY PRINCIPLES**

- We recognise that good quality communication is essential for the effective delivery of our services
- We are keen to be as transparent, open and accountable as possible
- We will ensure information is shared, accessible and meets equality standards
- All our communication – spoken, written and electronic – will:
  - be honest, accurate, timely and up-to-date
  - be clear, using plain English and easily understood
  - be consistent and suitable for the audience – including hard to reach groups
  - meet the Hambleton District Council's corporate style
- We will monitor and measure our effectiveness in communicating
- We will ensure that our work complies with relevant legal requirements and conforms to the Code of Conduct on Local Government publicity.

### **KEY MESSAGES**

- To listen to local people and deliver high quality, value for money services
- To improve the health of local people and help them live independently
- To look after Hambleton and create environmentally friendly communities
- To strengthen the local economy and tackle poverty in our communities
- To create safer communities and tackle anti-social behaviour
- To improve opportunities for leisure, learning and culture
- To promote Hambleton as a great place to live, work and visit

## **CURRENT RESOURCES**

The Council employs a small communications team which will co-ordinate and support the marketing and communications of the Council. It is the responsibility of individual service areas and therefore all employees to contribute to the implementation of this Council Strategy, by adopting the key principles previously referred to:-

The Marketing and Communications Team currently provides:

- Media and PR support to services areas – press releases, media monitoring, media management, crisis management
- Photo management
- Corporate identity management
- Graphic design and publication production
- Website management
- Emergency Planning communications support
- External communications – newsletters (eg to Parish Councils)
- Internal communications – Members and officers (Council Talk & Insight)
- Service communications (eg Housing newsletter)
- A communications service for Richmondshire District Council through a 3 year SLA - equivalent to 50% of staffing resource.

## **KEY RESPONSIBILITIES**

### **KEY RESPONSIBILITY FOR DELIVERING THE STRATEGY**

- **Elected Members**  
The District Council's politically elected representatives are a vital channel of communication between the Authority and local communities throughout Hambleton. Elected every four years, they set the Council's policies and spending priorities and are accountable for them. They provide local people with the opportunity to raise issues of concern. As well as being informed about events and services in their local Ward, Members also need to be kept up-to-date with major corporate projects/events/issues which could affect Council taxpayers.
- **Management Team**  
Communication is a priority for the Council's Management Team (the Chief Executive and three Directors). The team will identify external and internal communication issues and opportunities as an integral part of individual service plans. It will communicate key corporate decisions to Heads of Service, Section Heads and other staff accurately, clearly and speedily so they can be shared with all employees as appropriate.



- **Marketing and Communications Team**  
Day to day management of the Authority's communication function is a key responsibility of the Marketing and Communications Team. It is responsible for leading on all corporate communication issues and on media relations. However, all the Authority's service sections share the responsibility to communicate effectively.
- **Heads of Service/Section Heads**  
Team Leaders also have responsibility for creating awareness of, and implementing, the Communications Strategy among their teams. They should also establish two-way channels of communication with all members of their teams. This will ensure employees are aware of key Council and service decisions and, importantly, provide opportunities for feedback from employees to the Management Team.
- **All Employees**  
Each and every District Council employee has some responsibility for communicating with the public. It is important that our key principles for communication are followed so that accurate, honest, appropriate and timely information flows openly from the organisation at all levels. It is also vital that our employees are kept well informed about the Council's key themes, targets and performance.

## **MEDIA CONTACT POLICY**

All media enquiries – made to officers in their professional capacity – should be referred immediately to the Council's Marketing and Communications Team. The only exception is when the answer to a question is contained in factually published information, which would normally be available to the press and public.

The decision to issue a comment, press release or statement, or to grant an interview will be taken by the Marketing and Communications Team after consulting the relevant Director and Cabinet Member.

Officers of the Authority should not agree to speak as a representative of the Council at public meetings without the approval of the appropriate Director. The exception to this rule applies to officers who, as members of professional bodies, are asked to speak at meetings or conferences on technical issues associated with their profession.

## **PRIORITIES FOR THE NEXT 2 YEARS**

- Develop a marketing and communications improvement plan
- Develop and improve the Hambleton District Council website and link to the CRM – ongoing
- Develop the website considering Channel shift; efficiencies and Hambleton residents' preferences for doing business
- Explore the use of corporate social media - Facebook, Twitter, YouTube, blogs

- Develop new branding for Hambleton District Council: costing out complete rebranding and implications before any scheme undertaken
- Support service area campaigns – Council Tax reduction scheme (H&RDC – Spring 2013); advertising on Hambleton District Council refuse trucks (ongoing); Sowerby Sports Village recreational area; recycling changes (Spring 2013)
- Develop and review Council Talk as a means of improving Member communications - ongoing
- Launch new internal Communications Plan and review – launch October 2014
- Review 'Insight' - new internal staff newsletter - as vehicle for staff communications
- Afford a high profile for the communication of key Council projects – using campaigns, public consultation exercises
- Respond appropriately to any customer feedback
- Produce regular newsletters – parish (quarterly); strategic forum (monthly); housing (quarterly); Members and staff (twice monthly)
- Maintain and develop strong links with local media
- Media training for Officers and Members
- Explore raising the profile of Hambleton as a District
- Organise events to raise the profile of sections of our community eg Sports Awards, Community Awards
- Organise face to face liaison meetings with key community group eg Businesses