

# Public Document Pack

**HAMBLETON**  
DISTRICT COUNCIL

## AGENDA

Committee Administrator: Democratic Services Officer (01609 767015)

Wednesday, 12 November 2014

Dear Councillor

### NOTICE OF MEETING

Meeting           **SCRUTINY COMMITTEE**

Date               **Thursday, 20 November 2014**

Time               **9.30 am**

Venue              **Main Committee Room, Civic Centre, Stone Cross, Northallerton, DL6 2UU**

Yours sincerely

*P. Morton.*

Phillip Morton  
Chief Executive

**To:**

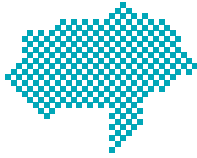
Councillors	Councillors
A Wake (Chairman)	G J F Key
Mrs J Watson (Vice-Chairman)	Mrs I Sanderson
K Billings	Mrs S A Shepherd
Mrs C S Cookman	S Watson
Mrs F M Greenwell	A W Wood
B Griffiths	

Other Members of the Council for information

## **AGENDA**

### **Page No**

1. MINUTES  
To confirm the minutes of the meeting held on 9 October 2014 (SC.11 - SC.12), previously circulated.
2. APOLOGIES FOR ABSENCE
3. POLICE AND CRIME PLAN CONSULTATION 1 - 44  
Update from the Police Crime Commissioner, Julia Mulligan
4. MINI REVIEW - EMERGENCY AND URGENT MEDICAL RESPONSE IN HAMBLETON - UPDATE 45 - 46  
Update from the Delivery Manager for the Hambleton, Richmondshire and Whitby Clinical Commissioning Group, John Darley
5. COUNCIL PERFORMANCE 2014/15 - QUARTER 2 47 - 74  
Report of the Director of Support Services and Deputy Chief Executive
6. MATTERS OF URGENCY  
Any other business of which not less than 24 hours' prior notice, preferably in writing, has been given to the Chief Executive and which the Chairman decides is urgent.



# Police and Crime Plan

## 2013 – 2016



**Helping you to feel safe and be safe in North Yorkshire**





In July 2014, the Tour de France arrived in North Yorkshire. Hailed as a phenomenal success, the event demonstrated North Yorkshire Police at its very best. It was meticulously planned, co-ordinated with a myriad of partners and gave the service a huge boost in public confidence, all of which was achieved at minimal cost, with efficiency and effectiveness firmly front of mind.





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## A message from Julia Mulligan, your Police and Crime Commissioner



**Nearly 18 months since the first Police and Crime Plan was drafted, it is clear that the time is right to consider future priorities.**

We have made significant progress against many of the original goals and we continue to be one of the safest places in the country. However, the challenges ahead are significant. The refreshed plan needs to reflect these and provide a clear direction of travel for North Yorkshire Police.

Overall, we need to maintain our position as one of the safest areas in England and Wales. This will be challenging, as unlike others in a similar position, we are surrounded by areas with much higher crime rates. This has a number of implications such as relatively high levels of cross-border crime, the need for ever closer operational collaboration between forces and ensuring that North Yorkshire receives its fair share of resources from partners such as the Crown Prosecution Service, probation and the courts.

We may have lower crime but this certainly does not mean that people in North Yorkshire feel its effects less keenly. Indeed, because we are so safe, when bad things happen they are often all the more distressing.

Over the past two years, we have met the financial challenges demanded of us, without a significant impact on operational policing. Indeed, we have been able to reverse the former Police Authority's decision to cut police officer numbers and have had a number of successful recruitment campaigns.

I am in no doubt that a highly visible police force provides real reassurance. The police service must do all it can to ensure this is the case. Looking beyond 2016, this is going to be much more challenging and will mean thinking, and working, very differently. It is one reason why we are investing over £10m in technology now, which will help us increase productivity and maintain visibility into the future.

While we have seen real drops in crime and anti-social behaviour overall, some crime types are increasing. With finite resources, we need to have a clear focus on the most vulnerable people in our community, such as children and victims of domestic and

sexual abuse. We also need to look more closely at how we work with partners to reduce demand, prevent harm and deliver swift and sure justice.

When crime does happen, it is imperative to have excellent victim care in place. I am introducing a new victim's unit which will be a central point of contact for victims. At present, too many go without proper support or effective communication. The new unit will aim to reduce these gaps in service and ensure all victims get the care they need. I have also significantly increased the support services available to victims of the most serious crimes and introduced new punishments and rehabilitation for lower level offences. Reducing re-offending is also an important part of our plan to cut crime.

These plans and activities have been shaped by your feedback, formal research and analysing demand, patterns of crime and anti-social behaviour in North Yorkshire. We also have national responsibilities, especially with regard to counter terrorism, serious and organised crime and public order.

In addition to meeting the specific challenges set out above, our mission is to be the most responsive police service in the country. North Yorkshire's officers and staff are highly skilled and truly dedicated and I would like to take this opportunity to thank them. Every day they are out and about in our communities doing their job, keeping us safe. Not only do they need to be effective, they also need to put people first, to tailor services to the needs of individuals and to communicate effectively.

I hope this plan reflects your own priorities for policing in North Yorkshire, but if it doesn't, please let me know. You can email me at [pcc@northyorkshire-pcc.gov.uk](mailto:pcc@northyorkshire-pcc.gov.uk), call the office on 01423 569562, or arrange to meet me at a surgery, which you can see on my website - <http://www.northyorkshire-pcc.gov.uk>

**Julia Mulligan**  
Police and Crime Commissioner for North Yorkshire

Want to find out more about Police and Crime Commissioners or about Julia Mulligan? Go to [www.northyorkshire-pcc.gov.uk](http://www.northyorkshire-pcc.gov.uk) or just 'Google' Julia Mulligan



# Life in North Yorkshire

**North Yorkshire is recognised as one of the best\* places to live in the country, thanks to its generally high standard of living, stunning landscapes and low crime rates.**

For many, this will be the typical perception of North Yorkshire. We boast not one but two breathtaking national parks -the Yorkshire Dales and the North York Moors, that cover 40% of the county -as well as a beautiful heritage coastline. Thriving businesses and successful commercial developments help to strengthen an already stable economy. Plus, we have one of the lowest crime rates in the country (43 crimes per 1,000 people), a figure reflected in the 87% of you who said in our recent consultation that you generally feel safe living here.

However, positive headlines rarely reflect reality for everyone and North Yorkshire has its own challenges when it comes to tackling crime and improving community safety. What's more, when you live in a generally 'safe' place, any crime is naturally more noticeable and often seems more serious than it might elsewhere.

North Yorkshire is the largest policing county in England. Delivering a service to such a large geographical area is unavoidably costly, with resources needing to be shared appropriately across communities. As well its rural areas, North Yorkshire includes the City of York and many towns, with Harrogate and Scarborough the principal urban areas.

Like many other public sector agencies, North Yorkshire Police are operating under tight budget constraints. The Police and Crime Commissioner is responsible for setting and monitoring the police budget, making sure it is spent efficiently. We are confident that the police can continue to deliver a good service and save money at the same time, by identifying innovative ways of working and increasing productivity.



## Demographics

**North Yorkshire is home to more than 800,000 people, with all districts containing significant proportions of people of retirement age. York has the largest concentration of young people, due to a high student population and employment opportunities.**

The majority (96%) of our population is White British. The population is also becoming more diverse, with increasing numbers of Chinese, North Americans and Eastern Europeans, a change linked to universities, seasonal employment in tourism and food production, and facilities such as RAF Menwith Hill. Catterick Garrison, meanwhile, is home to a range of nationalities including Nepalese and Fijians and there is an established Pakistani-heritage community in Skipton.

\*Source: uSwitch (November 2013)





## Community

**This means different things to different people in North Yorkshire. For most people, a good community is a safe haven. This could be your immediate physical community, such as your household, street, neighbourhood or town, or a group of people with similar characteristics and needs to yours.**

A strong sense of community inevitably helps to boost personal feelings of safety. Anything that appears to threaten your community typically makes people feel unsafe.

As well as the resident population in both urban and rural areas, North Yorkshire Police serves millions of tourists, motorists using our extensive road network (the third largest in the country), migrant workers, the military (when in civilian locations) and the business community.

### North Yorkshire's current crime statistics at a glance

- Anti-social behaviour (ASB) has fallen by 23%, or almost 9,500 incidents, in North Yorkshire and the City of York (to 30,877) between 2011/12 and 2013/14
- Reported crime has reduced by 9%, or almost 3,500 crimes, (to 34,480) in the same period
- We have however seen 6,270 (9%) extra calls to the police for public safety and welfare issues
- Scarborough and the east coast and York experience the most notable seasonal fluctuations on a recurring basis
- August is a peak month for ASB nuisance, criminal damage, 'non-dwelling' burglaries, domestic abuse and violent crime overall
- October sees increases in criminal damage, linked to the period around Halloween, and cycle theft in York.

The fall in ASB and reported crime is good news, but it doesn't tell the whole story. Calls for service relating to matters of public safety and welfare have also increased in the same period, most markedly in Selby, Hambleton and Harrogate. The low crime rate also means that a small number of active offenders can significantly affect crime levels. Crime rates can also be seasonal, such as busy holiday times in Scarborough, or when students return to university in York.

### What does this all mean?

Alongside partners, North Yorkshire Police needs to work at different levels – countywide, citywide and locally. The plan must be a reflection of our area; North Yorkshire is, for example, a very different place to West Yorkshire. This plan therefore responds to the diverse needs of our county, setting out how the police will meet the demands of North Yorkshire as a whole but also those of its constituent communities.

**There are two main tasks - to help people feel safe and to keep people safe from harm.**

#### BE SAFE

Protecting vulnerable people and effectively tackling crime and ASB

#### FEEL SAFE

Promoting a stronger sense of community and improving feelings of safety

Delivering this vision is not an easy task for all the reasons set out above. This plan, however, sets a clear direction for the Chief Constable. What's more, the police cannot and do not work in isolation of other public sector partners. It is also our aim that this plan will assist all those with responsibility for community safety, criminal justice and well-being more generally to work together for the benefit of everyone in North Yorkshire and the City of York.

**GOAL - Over the next two years, we aim to become the safest place in England, and at the very least always remain as one of the country's top 3 safest places.**





# Vision for North Yorkshire Police

## A truly responsive police force

To many people 'responsive' means police officers getting to incidents quickly, but it's important to understand that it's so much more than that.

At a strategic level, responsive means truly reflecting the concerns and needs of local communities in the way North Yorkshire Police delivers its services. It means your priorities are the police's priorities. Achieving this requires full communication with the public. That's why we involved you in the creation of this Police and Crime Plan, to identify your priorities and use these to inform police operations over the next few years.

On a practical level 'responsive' means ensuring you get the right service at the right time. For example, a new system called \*THRIVE has been introduced into the police's call handling centre in York. For non-emergency calls, instead of following a 'one size fits all process', the police now assess the caller's individual needs and agree with them what the best response would be. This might mean setting up a convenient appointment or, if the caller is distressed and vulnerable, sending an officer out right away. Since THRIVE was introduced customer satisfaction seems to have increased, albeit the sample size is small and it is early days. Our figures show:



Importantly, 64% of police officers feel the quality of service provided to the public has improved following THRIVE

- Were NYP able to resolve your issue on the phone?  
**100% reported yes**
- Were you happy that your incident was dealt with over the phone and an officer did not attend?  
**70% reported yes**
- How well do the following words describe the person you spoke to?  
**80% said very well/well to: Patient, Professional, Respectful, Friendly, Responsive, Courteous**
- Importantly,  
**64% of police officers feel the quality of service provided to the public has improved following THRIVE**

\*THRIVE see page 37 for more information.



# Progress against the plan

In 2013/14, 100 additional police officers were recruited, reversing the former Police Authority's decision to cut officer numbers.

**This is the updated Police and Crime Plan for North Yorkshire and while its format has changed, its purpose has not. The Plan remains one of the Police and Crime Commissioner's most important tools to help you be safe and feel safe in your local area.**

## Looking back – progress so far

Your feedback on key crime and community safety priorities helped to set the goals of the first Police and Crime Plan published in March 2013. These were to:



1. **'Reduce harm'** by cutting crime and anti-social behaviour in rural and urban areas



2. **'Put people first'** through a single-minded focus on 'people before processes' and work with local communities



3. **'Deliver more with less'** by achieving value for money while at the same time prioritising frontline policing



4. **Ensure that we are 'fit for the future'** by investing in modern buildings, IT and infrastructure



5. **'Drive justice'** by working with partners in the wider criminal justice world, such as Probation, the Crown Prosecution Service and Victim Support



6. **'Police UK'** - this was a pledge to play an active role in national policing.

There is always more that can be done, but a number of achievements show how many of the goals have been met since the first Plan was published. These include:

- **Recruiting 100 more police officers**, overturning a decision to cut officer numbers
- **Maintaining our position as one of the safest areas in England despite being surrounded by those with higher crime**
- **Achieving a 23% reduction in anti-social behaviour (9,500 incidents) between 2011/12 and 2013/14**
- **Investing over £500,000 in the expansion of the Automated Number Plate Recognition programme (ANPR)**, helping the police to deal better with cross-border crime



North Yorkshire Police's ANPR system

- **Supporting an increasing number of Watch schemes**, including Neighbourhood Watch and Rural Watch
- **Opening North Yorkshire's first 'Place of Safety'**, a health based facility for people detained under the Mental Health Act, providing a much-needed alternative to police custody
- **Launching the Police and Crime Commissioner's Community Fund** to support local people in keeping their communities safer, with an annual budget of £250,000
- **Setting up an independent Out-of-Court Disposals Scrutiny Panel** to ensure that any cases completed outside of the court room are appropriate, proportionate and effective, in line with national and local policy and victims' wishes
- **Approving a £10 million IT investment**, to support more visible and responsive policing.



# Looking forward – your needs

**Before we started writing this Plan, we were keen to ensure that it would meet your needs. We carried out detailed research to find out how safe North Yorkshire residents feel and what concerns you most in your local area.**

The research found that 87% of people in North Yorkshire generally feel safe, which, in line with crime figures, supports the fact that North Yorkshire is one of the safest counties in the UK. But to us, this is not yet good enough. We want to make more people feel safer and address the needs of the 13% of you who don't feel safe.

## Why do some people feel unsafe?

**We asked people if they felt safe after dark where they live. More than one in ten people said no. We need to deal with the reasons why. For many, this was due to a general feeling of their safety being threatened, rather than actual crime. But do people feel personally threatened or do they live in a community that is weaker or under threat?**

Low crime rates cannot be celebrated if not all people feel safe. That's why helping you to feel safe and be safe are of equal importance to us.

Feelings of safety are a very personal matter. An elderly person living alone in an urban area and afraid of being burgled has different needs to a remote farming community suffering from theft of vital equipment. The fear of a victim of domestic abuse comes from within the home, not outside it. The primary concern of village communities, regular commuters or cyclists, meanwhile, might be road safety.

Our study also highlighted the prevalence and effect of 'signal crimes', crime and disorder problems that affect urban and rural areas alike, and can have a disproportionate effect on an individual's feeling of security. While not all classed as crimes, they can make people feel at risk and accentuate their fear of crime. Examples include noise, litter, graffiti, vandalised lighting, abandoned cars, drug dealing on street corners and youths hanging around.

We want to reassure individuals and whole communities affected, encourage stronger communities and help to tackle problems at source. While it would be unrealistic to eradicate all signal crimes, the police and partners can certainly help to reduce them, which in turn increases feelings of safety in the community.

Low crime rates cannot be celebrated if not all people feel safe.



# Four policing priorities

The research clearly demonstrated that you have a number of specific areas of concern. This was backed up by evidence and analysis from a range of sources including North Yorkshire Police, all of which supported a sharper focus on four clear priorities.

These priorities have been developed into a new model, which has shaped this plan. This model also includes three organisational priorities to help us shape the service to meet the demands of the future.

**Listed in order of importance, you've told us you want North Yorkshire Police to:**

1. **Protect vulnerable people**
2. **Cut crime and anti-social behaviour**
3. **Focus on prevention and early intervention**
4. **Improve victim care**



Police and Crime Plan model 2014



# Priority 1: Protect vulnerable people

**Vulnerable individuals should be able to have complete confidence in coming forward to the police and receive the best support for their needs. More also needs to be done to ensure offenders get the justice they deserve.**

Protecting vulnerable people is perhaps one of the most complex and sensitive areas of policing, and one that is likely to need increased resources, alongside ever-closer partnership working.

We need to pay particular attention to children and young people. Child Sexual Exploitation continues to be a challenge to prevent and detect across the county. This plan is committed to protecting and promoting the welfare of children.



**GOAL: To increase the number of successful prosecutions for sexual and domestic abuse, hate crime and other offences committed against vulnerable adults and children, helping victims to cope and recover**

## Objectives

### A. Increase the safety of children, young people and vulnerable adults

Across North Yorkshire and the City of York, the police and their partners are focused on keeping vulnerable adults and children safe. However, threats are changing and demand is rising as more people come forward and partnership working becomes more effective. For example, fraud and cyber crime are increasing and the number of registered sex offenders is growing.

The aging population also brings specific demands. In particular, there are a number of socially and physically isolated vulnerable adults who can be targeted by criminals and who feel unsafe.

90% of North Yorkshire residents taking part in our Police and Crime Plan survey agreed this was an important area of focus

**GOAL: Assess current services provided by third sector organisations to vulnerable people across North Yorkshire and explore consolidating services through direct and collaborative commissioning. In particular, consider the needs of victims of child sexual abuse, including how they and their families can be supported through to the conclusion of the criminal justice process**

**GOAL: Ensure that the police, Crown Prosecution Service and other agencies are fully focused and aligned on delivering victim-centred justice as swiftly as possible**

**GOAL: Continue to develop services that protect vulnerable adults, such as intelligence-led police operations, identifying and tackling hate crime, expanding the Safety Service and developing a sustainable No Cold Calling Zone scheme**

## Safety Service

**In May 2013, a new 'Safety Service' pilot was launched in the Bedale, Richmond and Colburn areas in partnership with North Yorkshire Fire and Rescue Service.**

The focus of the service is to support vulnerable and elderly people in particular and offer them reassurance and practical help and advice to keep themselves safe. As well as being well received by those benefiting from the service, a number of operational benefits have been realised. As a consequence the pilot has now been extended to Scarborough.





## B. Address Mental health – reduce risk and harm

It has been estimated that up to a quarter of all calls for service to the police involve individuals with some sort of mental health condition. These include serious detentions under the Mental Health Act, suicide, people missing from home and those with complex health and substance misuse issues.

As the service of 'last resort', the police are often called in a crisis. It is therefore essential for the service to work effectively with partners to reduce risk to vulnerable people and prevent situations escalating to the point where the police are called.

74% of respondents supported this initiative

**GOAL: Work with partners, particularly local authority and health services, to reduce demand and improve support for people with mental health needs, including embedding the Mental Health Crisis Care Concordat, mental health street triage services and initiatives such as Together York**

### Together York

Research has shown that a relatively small number of people often need the support of several public services.

Together York is a new project that aims to better coordinate the care of vulnerable people with complex needs. This has the potential to reduce calls for service and to improve the well-being of individuals.

## C. Address domestic abuse and sexual violence

Tackling domestic and sexual abuse is a specific area within the vulnerable people priority. Both the Chief Constable and the Police and Crime Commissioner are committed to supporting victims of domestic abuse and sexual violence. We will continue to work with our partners to:

- Provide services which better help victims to cope and recover
- Encourage increased reporting of cases by giving victims the confidence to come forward
- Reduce re-offending through robust management of offenders
- Ensure the most serious offenders receive appropriate sentences
- Ensure victims have the right support through their experience with the police and criminal justice partners.

84% of respondents agreed this was an essential line of work

**GOAL: Enhance and support the Multi-Agency Safeguarding Hub (MASH) and Central Referral Unit (CRU) in York. Consider how the MASH should expand to include more partners and provide more services beyond the City of York**

**GOAL: Work with Yorkshire and the Humber police forces and the NHS to ensure services provided by the Sexual Assault Referral Centre (SARC) meet the needs of North Yorkshire's adult and child victims**

**GOAL: Consider innovative approaches to encourage domestic abuse victims to come forward, such as piloting a similar service to the SARC**



# Priority 2: Cut crime and anti-social behaviour

North Yorkshire is one of the safest places in the country. However, there are currently upward pressures on a few crime types – some of which should be welcomed as it indicates more victims coming forward. And while the headline crime figures are important, more important still is the police's ability to focus on communities with the greatest needs and tackle criminals who inflict the most distress.

## Objectives

### A. Proactive policing

It is clear how much you value a highly visible police force.

In North Yorkshire, the local neighbourhood policing teams are the bedrock of the service. Local officers and PCSOs enforce the law locally and they are a vital source of local intelligence. This community-based model is essential to intelligence-led proactive policing, the effective targeting of criminals and greater enforcement.

However, having a visible police presence everywhere is not always necessary or the most effective use of policing resources. Modern policing has developed into a sophisticated service and the use of technology brings a range of new opportunities to increase the proactivity of policing.

Operation Hawk has brought a sharp focus on tackling cross-border and rural crime. This will continue to be a priority for proactive policing.

Business crime is all too often overlooked, and will now be given the focus and attention it deserves.

57% of North Yorkshire residents taking part in our Police and Crime Plan survey agreed that visible policing was a top priority

**GOAL:** Through the operational policing model, ensure the right resources are in the right place to meet demand, including investing in technology that tracks the use and deployment of resources in real time

**GOAL:** Reduce the proportion of crimes committed by criminals travelling into North Yorkshire, for example by investing in technology that will allow the police to respond more effectively to the threats they pose

**GOAL:** Where drug dealing is seen to be a key factor in undermining feelings of community safety, to deliver highly visible enforcement action and community reassurance around tackling the problem, particularly organised criminality

**GOAL:** Invest in developing inter-agency, team-working to proactively tackle crime and anti-social behaviour, for example, the ASB hub in York and the partnership in Scarborough



### B. Reduce re-offending

Changes in the probation service present both risks and opportunities. It will be essential to develop a strong relationship with the new local provider of probation services as well as the National Probation Service. In addition, close working with local youth offending teams is vital, particularly as partner agencies reassess their services in light of continuing restraints on public spending.

76% of respondents agreed this was an essential area of work



**GOAL:** Ensure the Integrated Offender Management teams are as effective as possible, particularly in relation to the forthcoming changes to the probation service

**GOAL:** Work with partners, probation services and third sector organisations such as Circles and The Retreat to reduce reoffending, vulnerabilities and substance misuse

**GOAL:** Work with neighbouring forces, Police and Crime Commissioners and Local Criminal Justice Boards to monitor the performance of the new probation service and ensure North Yorkshire receives an effective service

**GOAL:** Work with local partners, academia, and The College of Policing to identify best practice and develop a plan to reduce offending in the long term across the force area

## C. Strategic policing requirement

All police forces have a responsibility, set by the Home Secretary, to make an effective contribution to tackling national threats. These include incidents that would cause serious harm to the nation's security like terrorism, serious and organised crime, major public unrest or a civil emergency such as flooding.

An effective 'PREVENT' strategy underpins our local counter-terrorism work, which in turn links to regional and national operations. Cyber crime has however become increasingly challenging and concerning, particularly when linked to organised crime. This will be tackled both locally and nationally, and we will continue to support the National Crime Agency in preventing and identifying emerging threats.

Half of respondents (52%) supported this initiative, and the ability of North Yorkshire Police to assist in countering national threats is crucial



RAF Menwith Hill, North Yorkshire

**GOAL:** Through close collaboration, develop operations with forces in Yorkshire and Humber region, as well as further afield including Cleveland, Durham and Northumbria to tackle terrorism, serious and organised crime and cyber crime; to promote public protection and respond to civil contingencies

**GOAL:** Working with partners, review the delivery of PREVENT locally and ensure that all partners are engaged and have a local plan. Improve the local monitoring of its effectiveness through the two community safety partnerships and other relevant bodies



Project Kraken, protecting our coastline





# Priority 3: Prevention and early intervention

As the expression goes, prevention is better than cure and this is equally true of policing. By identifying problems early and working closely with partners, it is possible to reduce the number of incidents, as well as threat, risk and harm to individuals and communities.

The importance of this priority to the future of policing in North Yorkshire should not be underestimated for it is central to reducing demand on the service. Only by reducing demand will we be able to focus on quality of service at a time of shrinking budgets.

One way to achieve this is by working closely with partners to prevent crime from the outset when they are in the design stage of their projects, for example by ensuring bike stores are in the right place making it harder from criminals to access them.



## Objectives

### A. Focus on children and young people

Young people are a group most likely to be victims of crime, but our research has shown that they do not necessarily see themselves as victims or to be at greater risk. What's more, for those who have committed crimes or are at risk of offending, positive engagement with the police can make a real difference. It can help prevent young people slowly spiral into a life of crime and anti-social behaviour and at its best, can set them back on the 'right' path.

69% of North Yorkshire residents participating in our Police and Crime Plan survey agreed this was a priority

**GOAL:** Throughout this plan, there is a focus on the risks posed to children and young people. There is a need to develop a unifying strategy that covers the key aspects of keeping children safe, as well as engagement and prevention. This should range from ensuring we play as full a role as possible in the 'troubled families' agenda to reviewing tactical activities such as Crucial Crew and diversionary and educational activities at key points in the policing calendar. Through a mixture of commissioning, policing and partnership working, there also needs to be an effective range of restorative and rehabilitative remedies available to young people

### B. Tackle drugs and alcohol

Our research found that alcohol and drug related issues have a significant negative impact on people's feelings of safety.

Although classified as a 'crime against society', i.e. a victimless crime, such activities account for significant volumes of crime, harm and anti-social behaviour in our communities.

Alcohol is also a significant contributory factor in a range of crimes and anti-social behaviour incidents. In North Yorkshire and the City of York, people have also clearly expressed concerns about the 'drinking culture' and the associated impact on the community.

69% of respondents agreed this was a priority

**GOAL:** To continue to fully support partners in commissioning drug and alcohol misuse services and to monitor their effectiveness against specific criteria set out in contracts

**GOAL:** When quality of life is being significantly affected by issues such as binge and street drinking, to work with partners to develop interventions that prevent alcohol related harm, anti-social behaviour and crime



## C. Improve engagement and education

The relationship between the public and police is based on trust. We aim to improve the way we work with residents on the issues that are most important to them. We are concerned that some individuals and communities, such as young people and minority groups, find it difficult to access services - it should be a lot easier.

Road safety is an important issue across North Yorkshire. We will continue to help communities and local organisations in developing effective strategies to keep all road users safe, from education to enforcement.

46% of you supported increased communication between the police and the public

**GOAL: To develop a communications strategy that targets specific educational, policing and community needs, including road safety, hate crime reporting, online safety and awareness of the Sexual Assault Referral Centre (SARC) and domestic abuse services**



Julia Mulligan at Crucial Crew in Craven



Children watching police demonstrations at the Northallerton show.



# Priority 4: Improve victim care

Our victim needs assessment has clearly shown that there are a range of opportunities to help victims better cope and recover, including commissioning new services and improvements in communication and support from the police and criminal justice partners.

Victims and witnesses should be at the centre of the criminal justice system and shape the service. We will respond to the public's demand for justice by:

- Working with the Crown Prosecution Service and other partners to properly understand and meet victims' needs
- Ensuring the appropriate use of cautions
- Meticulously preparing cases for charging
- Embedding restorative justice



**GOAL: Over the next two years, to narrow the gaps identified in the Victim Needs Assessment and to measure progress on an annual basis, using the benchmark criteria established by the assessment**

## Objectives

### A. Improve and expand services

We will continue to work closely with the police to do more in providing practical and emotional support for victims, and focus on individuals who have suffered the greatest impact from crime.

57% of respondents in the Police and Crime Plan survey wanted better services for victims

**GOAL: Through the introduction of a new unit working collaboratively with the police, provide a 'one-stop shop' for victims to improve access to information and support**

**GOAL: To ensure the police service fully meets the requirements of the Code of Practice for Victims of Crime**

### B. Embed restorative justice

Restorative justice enables a victim to explain to their offender how they have been affected by their crime, get answers to questions and receive an apology. It also encourages the offender to confront the full extent of emotional and physical damage they have caused to their victim and make amends.

21% of you agreed restorative justice was important. However, we also need to better explain the meaning and potential impact of restorative justice.



**GOAL – Ensure the newly commissioned restorative justice service meets the needs of victims and the services are easy to access, including via the Community Remedy**

**GOAL – Continue to work with partners to develop the Independent Out of Court Disposals Panel, ensuring it is a transparent, independent way to assess the use and effectiveness of fines, cautions and others non-court based punishments and disposals**

## C. Tackle repeat victimisation

Research has indicated that victims of crime, ASB and other incidents may be targeted again and often relatively soon after the initial or previous incidents. This requires swift action to take preventative measures. Such action is particularly relevant in relation to offences of burglary, assault, domestic violence and hate crime.

Further work to encourage greater reporting under-reported of crimes, such as domestic abuse and hate crime is required to ensure victims get the right practical and emotional support to break the cycle of abuse and recover from their experiences.

53% of respondents supported more work to reduce the number of repeat victims of crime

**GOAL: North Yorkshire Police and community safety partners to implement an easy-to-access and responsive Community Trigger**

**GOAL: To build on learning from THRIVE and best practice in other parts of the country to ensure officers, staff, processes and systems facilitate the swift and accurate identification of repeat and vulnerable victims of crime and anti-social behaviour. This work will also help ensure that an enhanced service is provided to repeat victims, with the aim of preventing further victimisation**



Different organisations working together in a 'multi-agency problem solving' meeting, preventing repeat victimisation



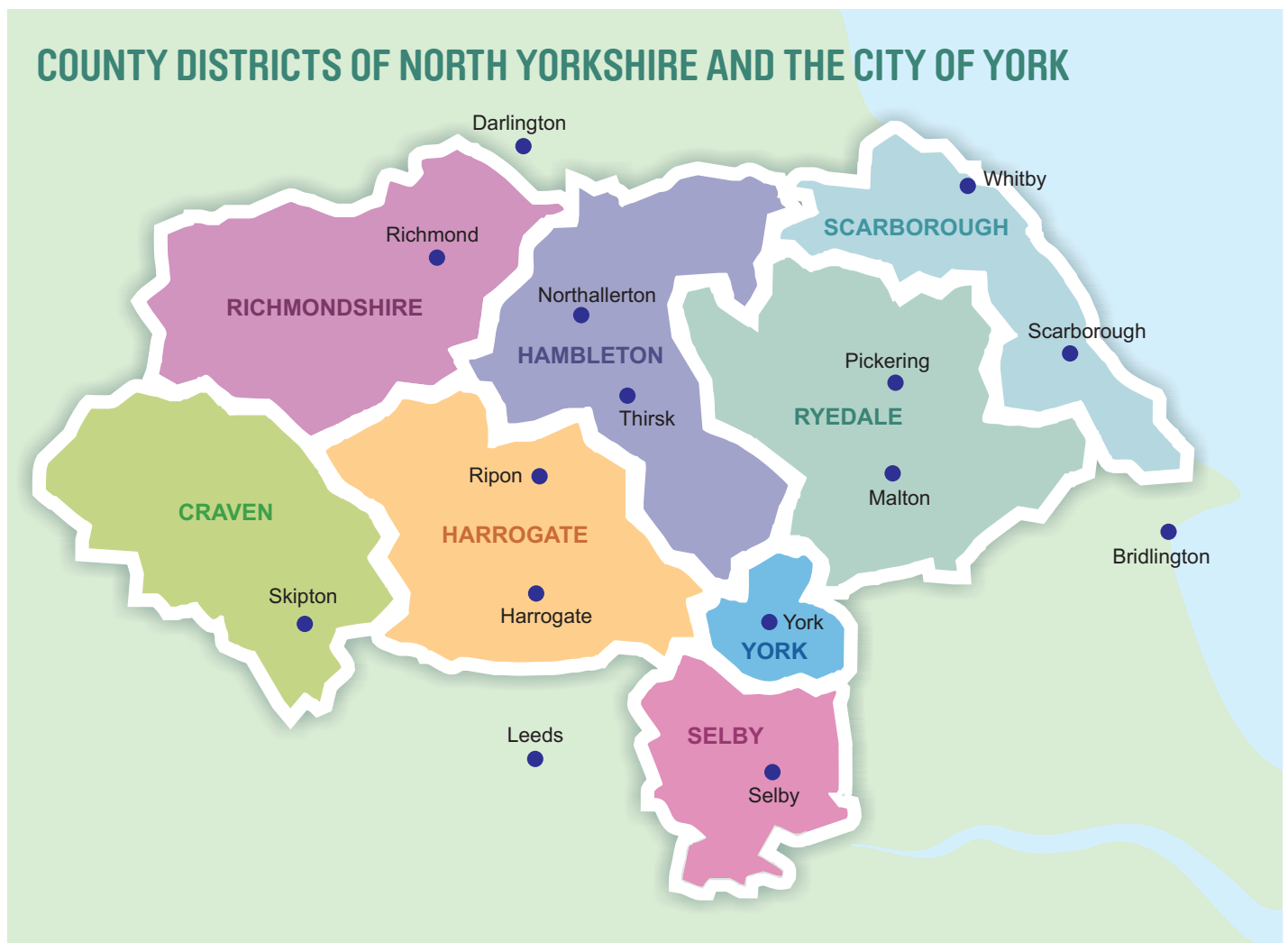
## Local plans for local areas

As the largest policing county in England, North Yorkshire is diverse in many ways. The very nature of its districts, whether urban or rural, densely or sparsely populated, affect policing and safety issues for local people and their communities.

Central to our mission of being the most responsive police service in the country is tailoring policing and community safety activities to the needs of different communities. The police and local partners on the ground are best placed to implement this, but it is also important for us to understand the similarities, differences and challenges presented by each district.

As part of our research for this plan, we have therefore interrogated the data and evidence at a local level.

### At a glance





## Scarborough Borough

**Population:** 108,735

**Landscapes:** A mix of rural, coastal and urban

**Characteristics:** Vibrant tourism industry due in part to coastal attractions and North Yorkshire Moors National Park; large rural catchment. Scarborough town has some of the most socio-economically deprived wards in North Yorkshire as well as a higher proportion of multiple-occupancy homes with a transient population.

### Your local priorities:

- Hate Crime
- Drugs
- Young people's strategy inc. early intervention and a focus on CSE (Child Sexual Exploitation)
- Alcohol/Night Time Economy
- Serious and violent crime



## Life in Scarborough

**Scarborough is North Yorkshire's third largest settlement by population after York and Harrogate and has a rugged and diverse landscape covering 816 square kilometres and 67 kilometres of coastline.**

With 108,735 residents, the borough has a population density of 130 people per square kilometre. Around 60% of its residents live in the main coastal towns of Filey, Scarborough and Whitby, with the rest in relatively remote rural areas.

The area is popular with tourists, attracting approximately 5.5 million day visitors and longer-term holiday makers each year to its heritage coastline, large holiday parks, seaside resorts and the North York Moors National Park.

But there are two sides to every coin. National statistics place Scarborough at 83 in a list of 326 local councils where number one is the most deprived. This represents the highest deprivation score of all North Yorkshire districts and the City of York.

All of these characteristics affect policing and crime reduction and many of you have been in touch to tell us what you think about your local area, share your concerns and help us to identify key priorities.

## Your feedback

Our analysis of issues affecting the Scarborough area is based on police and partner information and the results of a local public consultation. It is important to note that most people feel safe in the Scarborough area, however a number of key issues were highlighted including:

- Almost half of you (44%) believe drug use is the single largest contributing factor to crime in your local area. A further 11% mentioned alcohol
- People living in poorer environments or those experiencing higher than average unemployment are more likely to feel unsafe after dark
- Drugs and the night-time drinking culture contribute to people feeling unsafe
- Drugs and alcohol are considered to play a key part in violent crime
- Most of you supported an increased policing and community focus on children and young people at an early age (98%) and on people with mental health issues and learning difficulties.



Young people said that:

- Hate crime is a key issue for them. Many said they've felt threatened or intimidated in parts of Scarborough for how they look or who they associate with
- They generally feel unsafe in many areas of Scarborough and did not have confidence in the police or partners responding to it
- Drugs and alcohol issues influenced their feelings of safety.

## Priorities for Scarborough

Your input directly shapes North Yorkshire Police's services. This includes police visibility and reassurance, particularly for young people, and a special focus on Scarborough's busy nightlife.

- **Hate Crime**
- **Drugs**
- **Young people's strategy inc. early intervention and a focus on CSE (child sexual exploitation)**
- **Alcohol**
- **Serious and violent crime**



Patrolling in Whitby

## Making a difference in Scarborough

Partnership working in Scarborough is amongst the most developed in the county and this will be a focus for the future. In addition, a number of much-needed initiatives and facilities have been launched over recent months.

### A place of safety

**North Yorkshire's first health-based Place of Safety for people held under section 136 of the Mental Health Act opened in Scarborough in January 2014.**

This is a place where a person can be detained and supported for up to 72 hours if they are in mental health crisis and the police believe them to be in immediate need of care for the sake of their own, or another's safety. Until 2013 North Yorkshire Police had no option but to take these people into custody, even though they may not have committed an offence.



Cross Lane Hospital in Scarborough

Considerable effort has been invested by the police and partners to reduce inappropriate detentions under section 136. A mental health street triage scheme has been piloted in Scarborough, Whitby and Ryedale. This consists of mental health professionals who accompany police between the hours of 3pm to 1am to any incident where mental illness is thought to be a factor. For the first time, this gives police direct support to help identify and address the causes underlying an incident, helping ensure that vulnerable people get essential support at the earliest possible opportunity.

### Stronger communities

**Community Angels is a new initiative happening in Scarborough, developed from the existing and successful Street Angels and Youth Angels.**

With the assistance of North Yorkshire Police and Scarborough Borough Council, Community Angels aims to work within the community to build and enhance relationships between those living within different communities in Scarborough and other local public, the voluntary sector and other services. By 'being a friend' to individuals and families who ask for help, or are recommended for help from Community Angels, one to one support can be provided and residents can be directed to other appropriate organisations for further help.



# Harrogate Borough

**Population:** 158,683

**Landscapes:** Both rural and urban

**Characteristics:** Includes the affluent Victorian Spa town of Harrogate and historic Knaresborough and Ripon, which together are home to the majority of the population. The more sparsely populated rural areas include the Nidderdale Area of Outstanding Natural Beauty. The local economy is strong and the area is home to many professional and other commuters working in the Leeds City Region.

**Your local priorities:**

- Anti-social behaviour
- Alcohol/Night Time Economy
- Road safety
- Drugs



Fountains Abbey



## Life in Harrogate

**Harrogate is North Yorkshire's most populous district after York. Two-thirds of residents live in the towns of Harrogate, Knaresborough and Ripon, with relatively sparsely populated rural areas comprising the remaining geographical area.**

With 158,683 residents, the district has a population density of 120 people per square kilometre. National statistics rank Harrogate as a prosperous area, placing it at 283 out of England's 326 local authorities (where 1 is the most deprived and 326 is the least deprived), although there are pockets of deprivation in certain areas.

The historic spa town of Harrogate attracts a healthy rate of tourists and business visitors per year, creating a thriving, cosmopolitan and busy atmosphere. Voted 'the happiest place to live' two years running, Harrogate residents indicated some of the highest feelings of safety in their district.

While statistics and consultation show relatively low crime rates and that people generally feel safe, that's not the whole story. For example you've told us the area is affected by drug use and road safety, which has informed our priorities when devising this plan for your local community.

## Your feedback

Our analysis of issues affecting the Harrogate area is based on police and partner information and the results of a local public consultation. While most people (94%) feel safe in the Harrogate area, there were a number of key issues highlighted, including:

- Around a third of you (35%) believe drug use is the single largest contributing factor to crime in your local area, 5% higher than the overall average for other districts.
- The night-time drinking culture contributes to people feeling unsafe
- You are more concerned about road safety than other districts in North Yorkshire (41% compared to 37% overall)
- 6% of survey residents do not feel safe when walking alone in their local area at night.
- Around a quarter of you (26%) fear your homes being burgled or broken into and 7% of you fear your home or property being vandalised or damaged in some way
- 54% of you would like to see greater police visibility on the street.





## Priorities for Harrogate

Your concerns directly shape North Yorkshire Police's services in the Harrogate area. This includes the importance you place on police visibility and reassurance. The police and local partners have been successful in reducing anti-social behaviour, although they recognise more can always be done. There have been investments in road safety in recent months, including three more camera safety vans, which will have taken to the roads in April 2015.

These will focus on areas of specific concern to the public and where there have been a higher number of accidents.

- **Anti-social behaviour**
- **Alcohol/Night Time Economy**
- **Road safety**
- **Drugs**

## Making a difference in Harrogate

Teams working in Harrogate have a range of operations in place to tackle the issues you have raised.

### Dog patrols combat town centre drug use

**Drug dog patrols are set to become a more regular feature in Harrogate, as part of efforts to tackle drug use and make people feel safer during a night out.**

The scheme has been awarded a grant from the Police and Crime Commissioner's Community Fund, following a successful pilot where a 'K9' drug dog patrol team was sent on to the streets of Harrogate town centre. This saw North Yorkshire Police working closely with the council and local bars and pubs, a collaboration which will be key to the scheme's success moving forward.

### Tackling anti-social behaviour (ASB)

**The Lifestyle Challenge which was created through support from the Police and Crime Commissioner's Community Fund, is proving successful in tackling ASB in Harrogate.**

Lifestyle Challenge, a programme available to all young people aged 10-16 throughout North Yorkshire, is a competition that invites youngsters to launch community-based projects over the summer holidays. Any ideas are welcome as long as they are of benefit to the local community. Following its particular success in Harrogate and other areas, the initiative is to extend to primary (Year 6) as well as secondary schools.

Meanwhile in Ripon, officers are working with partners on the My Neighbourhood Project to tackle ASB and improve quality of life for residents affected. As a result of the findings from a questionnaire, Police Community Support Officers have been tasked with conducting daily foot patrols in hot spot locations in order to provide reassurance and reduce ASB and the fear of crime. This initiative has led to a 23% drop in ASB (123 fewer reports) compared to the previous year.





## City of York

**Population:** 197,783

**Landscapes:** Largely urban

**Characteristics:** The City of York has a rich history and is an international tourist destination. It is home to two universities, has a booming student culture and vibrant night-time economy that draws day and weekend visitors from around the wider Yorkshire and Humber region.

**Your local priorities:**

- Alcohol/public order/Night Time Economy
- Anti-social behaviour
- Sexual assault
- Hate Crime



### Life in York

**York, a university city with a rich historical heritage, is also an international tourist destination.**

Just under 200,000 residents, including students, rub shoulders with millions of visitors, resulting in a busy and vibrant metropolis, with its own policing challenges.

The city attracts around 7 million tourists each year and is home to one of the UK's most iconic sights, the York Minster. York is also a national centre for education, with more than 27,000 students attending the University of York, York St John University and two higher education colleges.

A large population and millions of day visitors and long-stay vacationers affect the police and partner's approach to crime reduction and community safety.

We recently asked York residents about their views on the most important crime issues affecting their local community. While the majority of York residents feel safe walking alone in their local area at night, which is higher than the county-wide average, there were a number of key issues raised, which help to shape the policing plan for your area.

### Your feedback

Our analysis of issues affecting the York area is based on police and partner information and the results of a local public consultation. It is important to note that most people feel safe in the York area, however a number of key issues were highlighted, including:

- Almost one fifth of you (17%) believe alcohol is a predominant reason for crime in your local area, compared to 12% overall across the districts
- Hate crime is considered an emerging and serious issue
- Drugs and the night-time drinking culture contribute to people feeling unsafe. Almost one fifth of you (17%) are concerned about drug use in the city
- 32% believe anti-social behaviour is a problem affecting the York community
- Over one third of you (36%) want more reassurance from the police, including having more police on the street
- A substantial 13% of you feel unsafe walking alone in your local area at night
- People with learning and other disabilities identified safety on public transport as a concern, including on buses, trains and train station platforms.



## Priorities for York

Your input directly shapes North Yorkshire Police's services. This includes increased police visibility and reassurance in order to tackle anti-social behaviour. Based on your concerns, there also needs to be increased attention on tackling drugs and alcohol.

- Alcohol/public order
- Night Time Economy
- Sexual assault
- Hate Crime

## Making a difference in York

There are a number of successful initiatives underway in the city that have helped to tackle issues such as anti-social behaviour (ASB) and violent crime, which remain high priorities for North Yorkshire Police.

### Tackling anti-social behaviour (ASB)

**An ASB hub has been set up in York in response to public concern and to ensure a more efficient, timely and appropriate response to ASB within York's communities.**

Among the many proven benefits of this facility, it allows for the earlier identification of vulnerable victims and swifter multi-agency support.

### The Sexual Assault Referral Centre (SARC)

**The SARC is a specialist medical and forensic service for people who have been raped or sexually assaulted. The service is delivered by the NHS and is available to women, men, young people and children.**

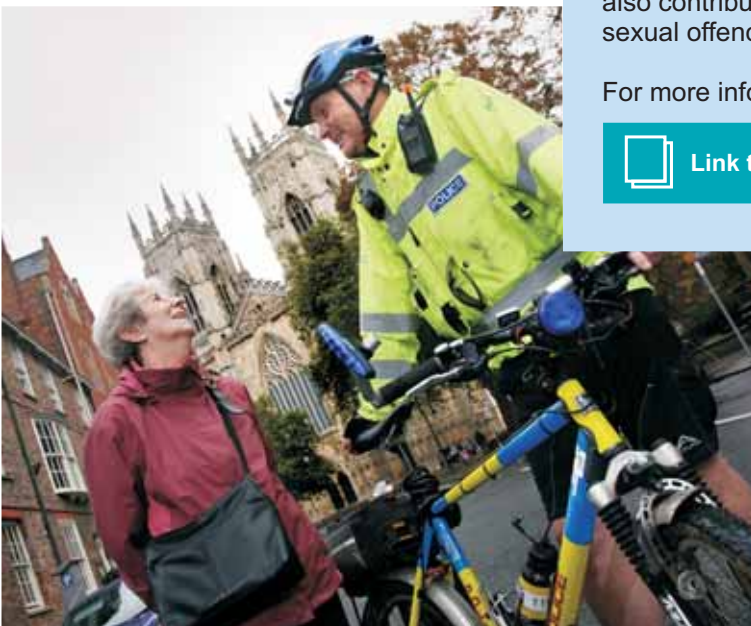
SARCs are mostly able to assist in the immediate aftermath of an assault, whereas long-term specialised counselling and advocacy services are provided by Rape Crisis Centres and other specialist support services.

People can go to the SARC directly themselves or can be referred by the police or another organisation. The SARC provides support and medical services free of charge and importantly, it is the victim's choice whether or not to report the assault to the police. The availability of the SARC has provided better victim care, which has also contributed to improved prosecutions for rape and other sexual offences.

For more information on SARC services, visit their website:



[Link to website](#)





## Hambleton District

**Population:** 89,602

**Landscapes:** One of the largest districts in England. Predominantly rural

**Characteristics:** The predominately rural district of Hambleton lies largely within the North Yorkshire Moors National Park, and also contains the thriving county town of Northallerton. Hambleton has boundaries with Richmondshire, Harrogate, York, Ryedale and Scarborough, as well as with Cleveland to the north.

**Your local priorities:**

- Road safety
- Cross-border crime
- Visibility/technology
- Anti-social behaviour



### Life in Hambleton

**Hambleton is one of the largest districts in England, covering 1,311 square kilometres. Part of it lies within the North York Moors National Park.**

Hambleton is a predominantly rural area with a population of 89,602, resulting in a low population density of 68 people per square km. It has one major town, Northallerton, which is home to 18,730 people.

The area has a steady influx of tourists attracted to the North Yorkshire Moors National Park and the market towns of Bedale, Thirsk, Great Ayton, Stokesley and Easingwold.

The district is split by two main A roads, the A1/A1(M) and the A19, providing easy access to and from various regional and national locations, including Middlesbrough, just over the county border.

While crime rates are low and feelings of safety generally high, a recent consultation highlighted particular concerns affecting the Hambleton area, your feedback will help the police to identify priorities for you and your community.

### Your feedback

Our analysis of research on issues affecting the Hambleton area is based on police and partner information and the results of a local public consultation. It is important to note that most people feel safe in the Hambleton area, however a number of key issues were highlighted, including:

- Almost half of you (47%) fear being physically attacked or mugged which is the highest percentage out of all the districts in North Yorkshire
- 30% of you are concerned about anti-social behaviour
- You were more worried than the countryside average about road safety and burglary
- Nearly half of you feared having your vehicle stolen or something stolen from it (47% v 43% overall).



## Priorities for Hambleton

The concerns you raise directly shape policing plans for the Hambleton area. This includes the importance you place on police visibility and reassurance. The police and local partners have already made significant progress in tackling issues such as anti-social behaviour, road safety and burglary, but recognise that further work is necessary.

- Road safety
- Cross-border crime
- Visibility/technology
- Anti-social behaviour



## Making a difference in Hambleton

Significant headway has already been made in tackling cross-border crime and improving community safety in Hambleton. The police and partners will continue to build on this progress.

### Improving community safety in Hambleton

**An enthused group of youngsters, calling themselves the 'Bogus Babes', have been helping to protect elderly and vulnerable people from would-be bogus callers, individuals who trick or con their way into properties pretending to be acting on behalf of a genuine business or organisation.**

The group designed leaflets and posters to share safety information and contacted service providers to confirm what people should do if they're concerned about the authenticity of a house caller's business. Local companies were also approached for support and held a coffee morning to further deliver the message.

### Cracking down on anti-social behaviour at night

**Working closely with the Community Safety Partnership, local door staff and licensees, police officers have been addressing excessive drinking. A pilot saw breathalysers being used on the entry into bars and clubs, helping door staff deny entry to people who have had too much to drink.**

While staff still use discretion over whether or not an individual is in a fit state to enter the premises, a breath/alcohol reading of three times the drink-drive limit or higher could greatly increase the chances of someone not being let in. This has led to a safer night-time economy in Scarborough, with residents feeling safer in their community after dark.



## Richmondshire District

**Population:** 53,287

**Landscapes:** Predominantly rural and market towns

**Characteristics:** Bordering Cumbria and Durham, Richmondshire is the most northerly district of the county. Largely rural, much of the area is in the Yorkshire Dales National Park. It has a number of relatively small market towns and its major urban area is Catterick Garrison, the largest British Army Garrison in the country.

**Local priorities:**

- Road safety
- Cross-border crime
- Visibility/technology
- Anti-social behaviour



### Life in Richmondshire

**Sharing borders with Cumbria, Durham and Cleveland, Richmondshire is the most northerly district in North Yorkshire. With a population of 53,287 spread across 1,319 square km, Richmondshire is a sparsely populated rural county, with a population density of only 40 people per square km.**

The area is home to the historic market town of Richmond, famous for its Norman castle, cobbled market place and Georgian Theatre Royal. Tourism is a major part of the local economy, with thousands visiting every year, often to Richmond itself, or to the Yorkshire Dales National Park, which overlaps with much of Richmondshire.

The area is also home to Catterick Garrison, the largest army base in Europe and the major urban settlement within the district. The military has a significant presence within Richmondshire; the Ministry of Defence is the largest single landowner and operates training estates over substantial areas of moorland. The majority of the population live in the seven largest settlements with the land outside these settlements almost wholly used for agricultural or military features, and this is a dominating influence on the landscape.

Policing such a large rural area, which has borders with several other counties, is a challenging aspect of police work in Richmondshire.

### Your feedback

Our analysis of issues affecting Richmondshire is based on police and partner information and the results of a local public consultation. It is important to note that most people feel safe in Richmondshire, however a number of key issues were highlighted, including:

- Almost half of you named increased police visibility and reassurance as your main priority
- Roads policing was also a key issue, with 27% of you citing this as a policing priority
- Richmondshire residents had the highest levels of concern about anti-social behaviour in North Yorkshire
- 16% of you said you were concerned about being personally harassed, intimidated or insulted, the second highest level in North Yorkshire
- Burglary was another key area of concern in Richmondshire, 16% of you seeing this as a priority and 13% in fear of being personally affected.



## Priorities for Richmondshire

Your concerns directly shape North Yorkshire Police's services in the Richmondshire area. This includes the importance you place on police visibility and reassurance which amongst other things helps to deter anti-social behaviour. The police have already made significant headway in tackling roads policing and fighting cross-border crime and will continue to pay close attention to these issues moving forward.

- **Road safety**
- **Cross-border crime**
- **Visibility/technology**
- **Anti-social behaviour**

## Making a difference in Richmondshire

Significant work continues to be done in Richmondshire to ensure the district remains a safe and enjoyable place to live.

### Protecting vulnerable people

**Police in Richmondshire are active in the Protecting Vulnerable People Unit (PVPU) which deals with mental health issues, domestic abuse and sexual violence, and increasing the safety of vulnerable children, young people and adults.**

Cases investigated through PVPU have led to appropriate long-term sentences for high-risk offenders, which in turn should help to bring a sense of closure to victims of crime.

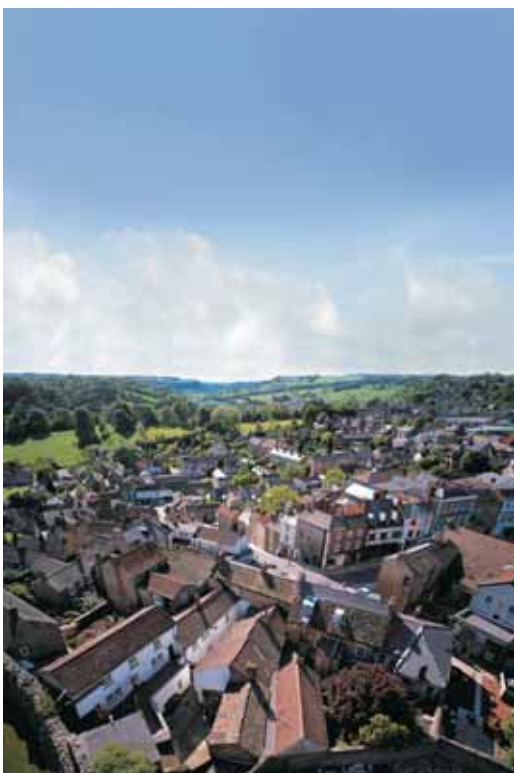
There has been an increase in the reporting of domestic violence, suggesting that vulnerable people feel more confident that they will get the support they need from the police and other agencies when they come forward.

### Cracking down on cross-border crime

**Operation Hawk, North Yorkshire Police's campaign to clamp down on rural and cross-border crime, is targeting criminals coming into North Yorkshire and preying on often rural communities.**

The team is made up of nine North Yorkshire Police officers - one sergeant and eight constables - who were part of the now disbanded Regional Road Crime Team which operated across Yorkshire and Humberside.

Since the operation began in the summer of 2013, officers have made over 500 arrests and stopped and searched over 6,000 vehicles across the county, many of them in Richmondshire.





## Ryedale District

**Population:** 51,893

**Landscapes:** Mostly rural with several market towns

**Characteristics:** Ryedale is one of the most sparsely populated areas in the country with one of the lowest crime rates. It is also the largest district geographically within North Yorkshire, covering 1,507 square kilometres. Home to the Howardian Hills Area of Outstanding Natural Beauty. Ryedale also includes the thriving market towns of Pickering, Helmsley and Malton.

**Local priorities:**

- Road safety
- Cross-border crime
- Visibility/technology
- Anti-social behaviour



### Life in Ryedale

**Ryedale is both the largest and the least populous district in North Yorkshire. With a population of only 51,893 spread over 1,507 square kilometres, Ryedale has a population density of only 34 people per square kilometre - giving it the lowest population density in North Yorkshire and the second lowest in England.**

A largely rural area, Ryedale is comprised mainly of villages and small market towns, of which Malton and Pickering are particularly notable.

Due to the North York Moors National Park and a holiday/theme park at Flamingo Land, Ryedale is a popular spot with tourists, attracting around 4.5 million day visitors and longer-term holidaymakers a year, particularly during the summer months.

Ryedale also shares an extensive border with the East Riding of Yorkshire.

As the largest district in North Yorkshire, served by many small, winding country roads, and with a large influx of tourists in the summer, Ryedale presents particular challenges for policing.

### Your feedback

Our analysis of issues affecting the Ryedale area is based on police and partner information and the results of a local public consultation. It is important to note that most people feel safe in Ryedale, however a number of key issues were highlighted, including:

- Almost a third of you (32%) were concerned about the possibility of having your property damaged or vandalised in some way, the highest level of concern across all of North Yorkshire.
- 18% of you cited having your vehicle stolen, or something stolen from within it, as a major concern – also the highest level in North Yorkshire.
- Anti-social behaviour was another key concern, with 14% of you mentioning this.
- Ryedale residents also had the highest level of concern in North Yorkshire about people using or dealing drugs in their area.
- Reassurance and visible policing was another key theme, with 34% of you prioritising this.
- The threat of burglary was another priority for you, 19% raising this as a concern.





## Priorities for Ryedale

Your concerns directly shape North Yorkshire Police's services. This includes the importance you place on a greater focus on cross-border crime, boosting reassurance through increased police visibility and a campaign tackling road safety awareness. Significant progress has already been made in these areas but more can always be done.

- Road safety
- Cross-border crime
- Visibility/technology
- Anti-social behaviour



## Making a difference in Ryedale

Police in Ryedale are working hard to constantly evaluate and improve their services to ensure Ryedale residents feel safer.

### Cross-border crime

**Neighbourhood Watch schemes are key to disrupting cross-border crime. The total number of schemes has risen to 1,200 across Ryedale, representing a significant weapon in our arsenal against these criminals.**

Ryedale Police always act quickly on reports from watch schemes to ensure early arrests are made against travelling criminals who commit offences within the district.

### Night time safety

**As a result of targeted patrols, a positive working relationship with licensees, door staff and the emergence of volunteer Street Angels, there has been a reduction in cases of night time violence and public disorder.**

As these offences are often fuelled by alcohol, police in Ryedale have developed relationships with those licensed premises where incidents occur to ensure that prevention measures are put into place. Furthermore, a scheme designed to ban troublesome individuals from all licensed premises in Malton and Norton is now firmly established, with owners and managers meeting regularly to ensure the bans are coordinated and comprehensive.

### Anti-social behaviour (ASB)

**ASB across all towns in Ryedale continues to decline with the latest figures showing a 12% drop in reported incidents.**

Schemes designed to avoid ASB among young people continue to prove extremely effective. A prime example of this is the Norton Skate Park which was partially funded by the Police and Crime Commissioner in 2014.



# Craven

**Population:** 55,549

**Landscapes:** Predominantly rural

**Characteristics:** Popular with tourists as the 'gateway to the Dales', much of Craven is in the National Park. Although generally prosperous, the area has two deprived wards in Skipton, its largest town. The district also covers a large geographical area bordering with Cumbria, Lancashire and West Yorkshire.

**Local priorities:**

- Road safety
- Cross-border crime
- Visibility/technology
- Anti-social behaviour



## Life in Craven

**Craven is a particularly picturesque district, two thirds of which lies within the Yorkshire Dales National Park. With a population of 55,549 and covering 1,179 square km, Craven has a population density of only 47 people per square km, the third and fifth lowest in North Yorkshire and England respectively.**

Known as the 'Gateway to the Dales', Craven's largest town is Skipton with a population of 14,350. Other historic and noteworthy market towns, each with their own distinctive charm, include Grassington, Settle and Ingleton. As the most westerly district in North Yorkshire, Craven has county borders with West Yorkshire, Lancashire and Cumbria.

Craven contains a variety of high quality landscapes which have a distinct, in some cases unique, character, and many of which are of national and regional importance, like the Yorkshire Dales National Park. Understandably, tourism and agriculture play the largest parts in the local economy.

There has been and will continue to be an increase in the number of residents within older age groups. There is likely to be a rise in commuting into Craven from surrounding areas where housing is more affordable.

Being such a sparsely populated place, policing Craven comes with logistical challenges.

## Your feedback

Our analysis of issues affecting the Craven area is based on police and partner information and the results of a local public consultation. It is important to note that most people feel safe in the Craven area, however a number of key issues were highlighted, including:

- Almost a third of you (29%) see anti-social behaviour as a particularly pressing problem in Craven
- 29% of you also think that road safety and roads policing are serious issues
- The fear of being physically attacked or mugged is something which was highlighted
- Information and access and a more visible policing presence were cited as priority areas by 24% and 22% of you respectively
- 19% were concerned about vehicle crime (including thefts from vehicles and the theft of vehicles themselves).



## Priorities for Craven

Your input directly shapes North Yorkshire Police's services. Similar to other rural districts Richmondshire, Hambleton and Selby, road safety, cross-border crime and having added reassurance through increased visibility of police officers, are important issues for you, but you have also raised concerns about hate crime and child sexual exploitation that need to be addressed.

- Road safety
- Cross-border crime
- Visibility/technology
- Anti-social behaviour

## Making a difference in Craven

North Yorkshire Police are committed to ensuring Craven remains a safe place to live and constantly improving and evaluating their service to achieve this goal.



## Protecting vulnerable people

**Police in Craven are part of the Multi Agency Problem Solving (MAPS) group which now includes participation from Social Care and the Community Mental Health Team.**

This has allowed police to progress more complex cases and have better access to information, services and professionals in partner agencies. In addition, police in Craven are now better placed to assist vulnerable people through the Vulnerable Risk Assessment (VRA) process, which identifies then supports vulnerable individuals suffering crime and anti-social behaviour (ASB).

Through Police and Crime Commissioner funding, a part-time post dedicated to addressing Child Sexual Exploitation in Craven has been created. Furthermore, all primary schools are offered with Child Exploitation and Online Protection (CEOP) support from the Neighbourhood team, with almost 100% take up locally.

## Cutting crime and anti-social behaviour

**In conjunction with a number of influential organisations in the area, police in Craven will launch a Business Crime Reduction Partnership (BCRP). This will share best practice and use new technology that will enable businesses to quickly exchange information on criminals, trends around threats and risks, and training.**

Another initiative, Operation Hawk, has been a major factor in tackling crime in Craven with a 14% reduction in overall crimes at present. Part of this work has been the very successful Country Watch scheme, which much like the BCRP above aims to link rural business and ensure real-time crime warnings and details of active criminals are shared as well as providing practical advice on effective prevention.

In addition, Craven has led North Yorkshire Police's contribution to Operation Checkpoint which saw seven forces working together targeting cross border criminality. Joint work with West Yorkshire Police recently led to the arrest of a burglar who had fled to Spain and was detained on a European Arrest Warrant. Several offences in the Crosshills area have been attributed to this male and it highlights the effective cross border work Craven has established with Keighley.

## Vehicle crime

**Operation Jaw, linked strongly with Operation Hawk, has seen greater technical resources used at vulnerable and repeat locations to help combat vehicle crime.**

## Drugs

**Significant progress has been made in an ongoing drive to crack down on drugs and increase community safety in the Craven area.**

Examples include the arrest of a local man and the confiscation of more than £2,500 and a large amount of class A drugs. This led to a charge for Possession with Intent to Supply and his landlord gaining enough evidence and support to evict him from a premises notorious for drug dealing and ASB in Skipton.



## Selby District

**Population:** 83,547

**Landscapes:** Urban and rural mix

**Characteristics:** Selby is the smallest and southernmost district in North Yorkshire. Bordering South Yorkshire and Humberside, it has a mixed economy with some heavy industry and former mining communities. The main urban area is Selby town, which is surrounded by villages and rural communities. The local economy is also significantly influenced by its proximity to Leeds and York.

**Policing priorities:**

- Road safety
- Cross-border crime
- Visibility/technology
- Alcohol/Night Time Economy
- Anti-social behaviour



### Life in Selby

**Selby is the smallest district within North Yorkshire, covering 600 square km. With a population of 83,547 and a population density of 138 per square km, Selby is a relatively rural district, its population density being higher than the North Yorkshire average of 75, but well below the national average of 401.**

Selby itself a bustling market town with a population amounting to a quarter of the whole district. Other large communities include Tadcaster and Sherburn-in-Elmet, with the rest of the population spread throughout the multitude of villages scattered around the area.

The central feature of Selby has to be the 11th century Selby Abbey, birthplace of Henry I. The scenic setting of the Vale of York makes the district very attractive, and also explains the large numbers of small villages spread throughout the rural parts of the district.

The district has an internal boundary with the City of York and 76 miles of external borders with Humberside, West Yorkshire and South Yorkshire. This presents a significant policing challenge, with cross border crime posing particular problems. Furthermore, the relatively rural nature of the area makes roads policing a challenging and constant element of work.

### Your feedback

Our analysis of issues affecting the Selby district area is based on police and partner information and the results of a local public consultation. Selby is a particularly safe area, both in terms of how safe people feel and crime rates, however there were a number of issues highlighted that require attention:

- 55% of you want to see more police on the street
- Selby residents had the third highest levels of fear in North Yorkshire related to being attacked or mugged
- Road safety was another key area of concern, with 32% highlighting this
- A significant number of you (29%) were concerned with anti-social behaviour
- Burglary remains another important concern for Selby residents, with 26% of you highlighting this
- Concerns about hate crime within Selby town itself were raised by a 5th of you
- The effects of drugs and alcohol were particular concerns for people from Selby, with 15% of you worried about people being drunk or rowdy in public places, significantly higher than in other districts.



## Priorities for Selby

North Yorkshire Police's services are shaped directly by your input and concerns. This includes the importance you place on increased police visibility and reassurance, road safety and alcohol-related crime and anti-social behaviour in Selby's public spaces.

- Road safety
- Cross-border crime
- Visibility/technology
- Alcohol/Night Time Economy
- Anti-social behaviour



## Making a difference in Selby

Partners are committed to listening to the community's concerns and strive to work together to help to improve services as appropriate. Several new initiatives have recently been deployed in Selby district, which are designed to directly address the concerns raised by the public.

### Rural reassurance

**Police and volunteers in Selby have set up a Rural Watch Patrol, designed to boost visibility in rural areas and deter crime.**

This initiative involves three crews of local volunteers deploying in a high visibility liveried Rural Watch Patrol vehicle throughout Selby's rural areas. The patrols will focus on poaching and rural crime, incorporating metal thefts, thefts from farms and similar offences. The team will be specialising exclusively in rural crime matters and will be trained to the level of 'expert witness' to maximise their potential in combatting crime.

### Roads policing

**Selby's Proactive Plain Car continues to have success in making roads safer. On average, the car patrols over approximately 6,000 miles every three months, successfully targeting drunk and dangerous drivers.**

### Protecting the vulnerable

**The implementation of Vulnerability Risk Assessments has allowed officers to prioritise people who are at the greatest risk of harm.**

Police will work with partner agencies through problem solving meetings, meaning agencies including housing, social services and education can discuss ongoing issues and work together to tackle the root causes of continued anti-social behaviour.

Alongside these meetings, the district has strong links with the Developing Stronger Families programme. This project monitors households deemed in need of additional support from trained social workers. These are the most vulnerable families in the district and this scheme allows everyone to work together to find a positive way to put a stop to long term problems.



# Corporate priorities



Harrogate Police Station

In order for North Yorkshire Police to be the most responsive police service in the country, it must also be sustainable and ready to overcome challenges, both now and in the future. Challenges ahead are likely to be significant as budgets reduce further.

We have set three corporate priorities to ensure North Yorkshire Police is fit for the future:

- Transforming the organisation
- People first
- Partnerships and commissioning

## 1. Transforming the organisation

### Focused collaboration opportunities

Once again a debate is underway about how best to structure policing in the future. It is clear that the financial challenges we have risen to so far will continue into 2016/17 and beyond. This has profound implications for the shape of local policing and local police forces.

Her Majesty's Inspectorate of Policing (HMIC) has been clear in that collaboration will be key to maintaining services in future. In North Yorkshire, a number of collaborations are in place and being planned. The time has come to focus minds and be clear on priorities; too many initiatives can consume resources and distract from core business.

**GOAL: By December 2015, to have established a strategic policing partnership with Cleveland Police across a number of key operational areas, with clear policing and financial goals**

**GOAL: By April 2015, to have identified and agreed to share 'back office' support services with local North Yorkshire partners, such as local councils. In the first instance, to pursue opportunities with Scarborough Borough Council and North Yorkshire Fire & Rescue Service**

**GOAL: To identify a range of local tactical collaborative opportunities such as sharing premises, quantify the savings and set time scales for delivery over the next 2 years**

**GOAL: To maintain our existing collaborations with police forces and Police and Crime Commissioners in the Yorkshire and Humber Region and to ensure they deliver value for money for North Yorkshire Police**

## Efficiency and productivity

North Yorkshire Police has made significant progress in taking steps to improve efficiency and productivity. However, more can be done. For example, work on the Operational Policing Model, has demonstrated that there are opportunities to analyse core processes as well as transactions to determine how they can be simplified and streamlined.

**GOAL: Review core systems and operational processes and procedures to improve responsiveness to the public, reduce bureaucracy and increase productivity**

**GOAL: Conclude the current review of policies and procedures and assess the wider opportunities for organisational transformation, in particular assessment of risk and reductions in bureaucracy**

## Demand reduction

One of the main ways North Yorkshire Police can sustain quality of service at a time of reducing budgets is by reducing demand.

Central to this will be a new crime prevention strategy rooted in evidence and supported by key partners. However, this needs to be more ambitious than 'traditional' policing prevention activities and consider the areas where reductions in demand could have the highest impact over specific time scales.

**GOAL: Develop a demand reduction strategy, working with academia and the College of Policing as appropriate**



## 2. People first

**The Chief Constable and Police and Crime Commissioner have a shared goal to always put people at the heart of policing in North Yorkshire, whether residents, staff or partners.**

Putting people first is an ethos, as well as a corporate priority. It is only right that we take a singled-minded approach to people before processes, ensuring that those in need of help are listened to and receive the best quality service and that those delivering that service are fully equipped and supported to do so.

The Police and Crime Commissioner and Chief Constable are committed to equality and diversity. They expect everyone in North Yorkshire, residents, visitors and staff, to be treated fairly and with dignity, free from harassment, bullying, victimisation or discrimination.

### The public

**A relentless focus on providing a better service for local people in North Yorkshire, wherever they live in the county, runs through this entire Police and Crime Plan.**

Our focus is to ensure that the police continue to provide a first-rate response by actively engaging with you at every opportunity. They will be accessible and available to you, to reassure, provide high visibility and improve support for victims.

Putting people before processes also means simplifying policies and procedures and changing behaviours by embracing the national Code of Ethics for officers and staff alike. This in turn will help ensure that every resident the police come into contact is dealt with fairly and appropriately.

**GOAL: Embed the national Code of Ethics and establish an independent panel to monitor compliance and other issues related to integrity and transparency**

### County-wide - the principles of THRIVE

**The introduction of THRIVE (Threat, Harm, Risk, Investigation, Vulnerability and Engagement) is already allowing the police to be more responsive.**

Mainly operating in the force control room at present, these principles have the potential to help officers and staff identify the most effective response to meet the public's needs. This approach has already freed up officer time to enable them to focus more on preventative and proactive policing.

### The police

**North Yorkshire Police will only ever be as successful as its own people. If the force were to fail its staff and officers, it would fail the public.**

This starts with having the best possible workforce. In order to make sure North Yorkshire Police continue to offer a responsive service, the Human Resources department needs to have a clear focus on recruiting and retaining best and brightest people. Work is well underway to ensure the organisation meets this challenge.

The culture of the organisation needs to allow staff to be more proactive, take responsibility and feel valued. This includes recognising success, for example through internal awards ceremonies and allowing staff to learn from mistakes by treating them proportionally.

**GOAL: Implement a new programme of awards based on the three corporate values of compassionate, courageous and inspirational**

**GOAL: Introduce training for senior leaders in the organisation so that they are fully equipped to lead change in their areas of business**

**GOAL: Consider how the Professional Standards Department and HR can work together to provide a more supportive environment for staff and officers, with a focus on service recovery, learning and improvement**





### 3. Partnerships and commissioning

**Very often, no one agency can solve the whole problem. Successful partnership working means more can be achieved together rather than in isolation.**

Furthermore, with financial challenges ahead to all public services, effective partnerships can provide opportunities to reduce costs whilst minimising the impact on services. Commissioning also provides new opportunities to develop innovative approaches to service delivery, prevention and demand reduction.

#### Knowledge, insight and evidence-based policing

**Work to develop an 'insight centre' will bring North Yorkshire Police and partners a step closer to achieving its goal to be the most responsive force in England.**

This will create a single point for the coordination of knowledge, skills, information and data from a range of sources, which will help the police and partners make evidence-based, strategic decisions about how and where services are delivered and to measure their impact. The centre will also play a fundamental part in developing the demand reduction strategy.

**GOAL: Progress plans to develop an 'insight hub' that will ensure an evidence-based approach to prevention, as well as commissioning, policing and partnership working more widely.**

#### Valuable partnerships

The police work with many agencies across North Yorkshire to deliver the goals of this Police and Crime Plan, from protecting vulnerable people to cutting crime and anti-social behaviour.

Since the first Police and Crime Plan, much work has been done across North Yorkshire to enhance partnership working, including the merger of five Community Safety Partnerships (CSP) into a single CSP for the county of North Yorkshire, which will work alongside Safer York. Within North Yorkshire Police, a new Partnership Hub has also been established and a small, specialist commissioning team has been created to commission and contract manage key services.

**GOAL: Ensure the right resources are supporting the relevant partnerships; review current partnership working to identify opportunities to reduce complexity and streamline meetings**

**GOAL: Support the new North Yorkshire Community Safety Partnership in developing a more strategic approach and encourage the active participation of all key partners**

**GOAL: In light of changes to the probation service and other criminal justice agencies, evaluate the effectiveness of the Local Criminal Justice Board, its current remit and sustainability**





## Commissioning services

The aim with all commissioning activity is to reduce demand on force resources by:

- supporting victims to cope with the immediate impacts of crime and recover from the harm experienced, in addition to reducing the likelihood of repeat victimisation;
- reducing the number of first time offenders through prevention; and
- enabling existing offenders to reduce the frequency and severity of their offending.

To help achieve this aim, In 2014/15 and 2015/16 we are investing over £3.4m to commission services that support this agenda

In 2014/15 and 2015/16 we are investing over £3.4m to commission services that support this agenda.

**GOAL: Review the way the commissioning team and Partnership hub work together to ensure synergy and alignment around commissioning, sharing of information and contract management. Assess the mix of skills and resources being used to commission and manage services**

**GOAL: Identify opportunities for income generation in relation to commissioned services and the wider business case for income generation, bidding for funding and co-commissioning with partners**

**2. Most Serious Crime, Persistently Targeted, Vulnerable or Intimidated** - a new Independent Victim Adviser (IVA) service providing practical and emotional support to victims of the most serious crime, the persistently targeted or vulnerable or intimidated.

**3. Counselling** - a new Counselling service for victims struggling to cope or recover.

**4. Restorative Justice** - a new restorative justice service focusing on victim-led and pre-sentence victim offender conferencing, where victims of crime have the opportunity to meet with the individual who committed a crime against them.

## Victims of Crime

As part of new responsibilities, Police and Crime Commissioners take over responsibility for the provision of the majority of local support services to victims of crime. In an independent Victim Needs Analysis (VNA) our victims of crime told us what was most important to them:

- clear, concise, relevant and timely communication;
- consistency in the quality of needs analysis and service delivery; and
- the ability to take control themselves through practical support.

The Commissioner is committed to meeting these needs and they will form the basis of services going forward. As part of this commitment to provide services to those most in need and to address identified gaps we have commissioned four specialist services:

**1. Sexual and Domestic Abuse** - a significantly enhanced Independent Domestic Violence Adviser (IDVA) and Independent Sexual Violence Adviser (ISVA) service providing practical and emotional support to victims of domestic and sexual abuse.

## Community Safety

One of the key ways we are enabling our Community Safety Partnerships to achieve positive outcomes for victims and offenders is through financial support for Multi-Agency Problem Solving (MAPS) groups. Here key public sector organisations agree a co-ordinated, multi-agency response to achieving sustainable solutions for those facing complex issues.

## Young Offenders

We are investing in services for young offenders through City of York Council (CYC) and North Yorkshire County Council (NYCC). For example, providing financial support for projects delivering interventions which aim to reduce the frequency and severity of offending.

## Offenders Misusing Alcohol or Drugs

We are investing in services for offenders misusing substances through contracts commissioned by CYC and NYCC with specific outcomes to be delivered which reduce substance misuse as well as impacting on repeat victimisation and offending.

## Community Fund

Community Fund aims to give local people and organisations access to grants of £500 to £20,000 for innovative projects supporting communities to 'Feel Safe' and 'Be Safe', to apply please see the website: <http://www.northyorkshire-pcc.gov.uk/taking-action/community-fund/>

## Day to day policing

In addition to setting four strategic priorities for North Yorkshire, the Police and Crime Commissioner is responsible for holding the Chief Constable to account for delivery of the day-to-day policing activities, which keep the public safe from threat, risk and harm, as well as the national Strategic Policing Requirement.

This means that on a regular basis, North Yorkshire Police reviews information and intelligence to set the priorities for day-to-day operational policing, which include:

- House burglary
- Safer roads
- Rural and cross-border crime
- Serious and organised crime
- Protecting vulnerable people
- Maintaining quality of life

The Strategic Policing Requirement is decided by Government, and sets out the national threats which every police service must have the capacity to tackle, working together with other forces when necessary. Currently, the Chief Constable must make sure that North Yorkshire Police can provide resources to support national initiatives on:

- Terrorism, by contributing to the Government's counter-terrorism strategy
- Organised crime, which includes crimes such as child sexual exploitation
- Threats to public order
- Large-scale cyber incidents
- Risks associated with major events

To ensure that all of these elements are covered, the Commissioner will work with the Chief Constable to create an implementation plan. This will include the goals set out here and associated outcome measures. As far as possible, these will be aligned with HMIC's inspection programme.

Progress will be scrutinised regularly by the Commissioner at the Corporate Performance and Scrutiny Board.





## Governance and holding the Chief Constable to account

Delivery of the Police and Crime Plan is supported by the governance structure developed by the Police and Crime Commissioner and Chief Constable. More information on the structure can be seen here:



[Link to document](#)

For clarity, below is the legislation which sets out the requirements of a police and crime plan, and how this plan has adhered to it:

A police and crime plan is a plan which sets out, in relation to the planning period, the following matters:

**(a) the elected local policing body's police and crime objectives;**

The goals and objectives are clearly listed throughout this plan. In addition, we wish to identify the benefits to people and communities through a set of performance outcomes.

**(b) the policing of the police area which the chief officer of police is to provide;**

Four priorities have been identified:

- Protect vulnerable people
- Cut crime and anti-social behaviour
- Prevention and early intervention
- Improve victim care

**(c) the financial and other resources which the elected local policing body is to provide to the chief officer of police for the chief officer to exercise the functions of chief officer;**

Three organisational priorities have been identified, which set the strategic direction, and the Medium Term Financial Plan provides the detailed budgets and resources:



[Link to document](#)

**(d) the means by which the chief officer of police will report to the elected local policing body on the chief officer's provision of policing;**

**(e) the means by which the chief officer of police's performance in providing policing will be measured;**

These requirements are met through the governance system, which includes a number of key oversight and performance monitoring mechanisms. The primary vehicle for performance management is the Corporate Performance and Scrutiny Group.

Internal processes and meetings will be complimented by HMIC inspections and external auditors who will continue to provide welcome scrutiny.

Detail on the governance structure can be seen here:



[Link to document](#)

**(f) the crime and disorder reduction grants which the elected local policing body is to make, and the conditions (if any) to which such grants are to be made.**

Information on Crime and Disorder Reduction Grants can be seen here:



[Link to document](#)

The Commissioner will continue to support local groups trying to make their communities safer via the Community Fund, which distributes £250,000 per year to local communities.

NOTE: for those reading this document in hard copy, all this information is available on the Commissioner's website - just google 'Julia Mulligan'.



# Get involved



**By communicating directly with the North Yorkshire Police and Crime Commissioner, Julia Mulligan, on the issues that matter to you most, you will be directly shaping policing and community safety decisions both now and in the future.**

Every day, Julia listens to members of the public and takes your feedback very seriously. Her job is to give a stronger voice to your concerns and where possible, put practical measures in place to ensure your needs are taken into account in the policing service you receive.

For full details, including current consultations and upcoming events, visit <http://www.northyorkshire-pcc.gov.uk> Our full contact details, including social media links, can be found opposite.

## In brief – your options for getting involved

### Surgeries

Julia holds regular, confidential surgeries where you can talk to her about her role, and any policing or wider community safety issues. Surgeries are also open to police officers, staff and volunteers.



Julia Mulligan at a 'supermarket surgery'

### Public meetings

Julia holds a varied programme of public meetings and events across North Yorkshire throughout the year. She is also happy to attend or speak at events organised by others.

### Consultations

As part of her daily work, Julia makes important decisions about policing resources and the commissioning of community safety and victim services. She therefore feels it's important to give the public the opportunity to have their say during the decision-making process. Details of active consultations can be found on the Commissioner's website.

### Email

One of the quickest ways to get in touch with Julia is by sending your question directly to her via the website. We aim to acknowledge all correspondence within 48 hours.

### Webchats

Julia hosts regular webchats on pressing issues, where the public, the police and partners can all pitch in with their questions and comments. Please keep an eye on the website for upcoming webchats.

### Volunteering

Volunteers play a vital role within the police service, local community and the Office of the Police and Crime Commissioner. Opportunities range from joining your local neighbourhood or rural watch scheme to taking on the hugely rewarding and responsible role of a Special Constable. Current vacancies can be found on the website.

The Commissioner continues to administer and support the Independent Custody Visitor Scheme. This is an essential volunteer group who help to monitor the health and wellbeing of detainees.



# North Yorkshire Police and Crime Commissioner

## Office of the Police and Crime Commissioner (OPCC) for North Yorkshire

**Write to us:** 12 Granby Road, Harrogate, North Yorkshire, HG1 4ST

**Telephone:** 01423 569 562

**Email:** [info@northyorkshire-pcc.gov.uk](mailto:info@northyorkshire-pcc.gov.uk)

**Website:** <http://www.northyorkshire-pcc.gov.uk/>

**Facebook:** <https://www.facebook.com/northyorkspcc>

**Julia Mulligan on Twitter:** [https://twitter.com/Julia\\_Mulligan](https://twitter.com/Julia_Mulligan)

**OPCC on Twitter:** <https://twitter.com/northyorkspcc>

## Useful police contacts

Call 101 - for all non-emergencies

Dial 101 for general enquiries (for example to contact an officer or police station) or to report an incident that does not require immediate attention. When calling North Yorkshire Police from outside the force area, use 01904 618691.



## Call 999 - in an emergency

You should only dial 999 if:

- There is danger to life
- There is the use, or immediate threat of use, of violence
- There is serious injury to a person and / or serious damage to property
- A crime is, or is likely to be serious, and in progress
- An offender has just been disturbed at the scene
- An offender has been detained and poses, or is likely to pose, a risk to other people
- A road traffic collision involves, or is likely to involve, serious personal injury
- A road is blocked after a road traffic collision, or there is a dangerous or excessive build up of traffic.



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## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Scrutiny Committee  
20 November 2014

**From:** Director of Support Services and Deputy Chief Executive

**Subject:** **UPDATE - MINI REVIEW - EMERGENCY AND URGENT MEDICAL RESPONSE  
IN HAMBLETON**

All Wards

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### **1.0 SUMMARY:**

- 1.1 At its meeting on 7 January 2014, Scrutiny Committee 1 approved a report setting out the findings of a mini review of Emergency and Urgent Medical Response in Hambleton.
- 1.2 The Group recommended that District Councillors would appreciate being provided with information relating to response times and updates on initiatives on a regular basis. Mr J Darley of the Hambleton, Richmondshire and Whitby Clinical Commissioning Group (HRWCCG) will attend the meeting to provide an update in response to that request.

### **2.0 BACKGROUND:**

- 2.1 The term of reference for the Mini Review was:
- To consider the way in which emergency medical care was delivered within Hambleton
- 2.2 The Task and Finish Group were assisted with their review by John Darley who attended a meeting and provided detailed information about alternative methods of responding to emergencies.

### **3.0 FINDINGS**

- 3.1 The Group established that with the resources available the service provided was extremely effective and was pleased with the improvement in response times. Members recognised the achievements made with no additional funding and were impressed with the range of new initiatives being implemented.
- 3.2 Members appreciated the vast amount of work undertaken to improve the service and were hopeful that such good work could continue.

### **4.0 RECOMMENDATIONS:**

- 4.1 That the Scrutiny Committee note the update provided.

COUNCILLOR ANDY WAKE  
CHAIRMAN

Background Papers: Scrutiny 1 – Report – 7 January 2014  
Author ref: LAH  
Contact: Louise Hancock  
Democratic Services Officer  
Direct Line: 767015

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## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Scrutiny Committee  
20 November 2014

**From:** Director of Support Services and Deputy Chief Executive

**Subject:** **COUNCIL PERFORMANCE 2014/15 (QUARTER 2)**

**All Wards**

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

- 1.1 The Council Plan which sets out the direction for the Council until May 2015 has been updated at Cabinet in September 2014 as a result of the Council restructure and the changing needs of the community. The Plan shows the Council's goals and gives measurable outcomes in the form of the newly devised Council Key Performance Indicators (KPIs). The Council's approach to performance management is designed to ensure that priorities are effectively implemented, monitored and managed to achieve real improvements in the quality of life in the local community.
- 1.2 The Council's performance and strategic risks are reported quarterly to the Management Team and Performance Review Boards. The public has access to performance information through these quarterly performance reports presented to scrutiny committee. This report provides details on progress against the Council's priorities and information on actions to address under performance at quarter 2.

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

- 2.2 An overview of performance against each Council Priority is attached at Annexe 'A'.
- 2.3 In summary, performance at Quarter 2 (Q2), the Council Plan priorities were 88% on target and 12% fell below the target.
- 2.4 The indicators not meeting performance in the second quarter are:-
- 2.2.1 In Customer Services 16,626 calls (36.5%) were taken at quarter 2 against a target of 50% where the indicator was to increase the resolution of enquiries at the first point of contact. This includes a large volume of often very complex benefit enquiry calls, which partly explains why resolution is at 36.5% as these calls have to be passed to experience benefit assessors. Work is on-going to increase first point resolution by the use of improved technology and task analysis to expand the number of services provided through the Contact Centre, however this will take some time to show results in the analysis above. The Customer Excellence Project includes elements such as website, CRM, processes, e-forms and customer service training and culture. Work in all areas is progressing.
- 2.2.2 The Council upheld 85.70% of complaints that lead to service improvements against a target of 94%. The total number of complaints at 62 is very low compared to the overall volumes of enquiries – Face to Face 29,396 and Telephone – 46,194.

- 2.2.3 Undertake a fundamental review of all 15 HDC Services and report progress - the service review projects are ongoing and progress is being linked with the progression of the Customer Relationship Management (CRM) system. The drive for customer Excellence will ensure services are efficient and effective in the processes that are in operation.
- 2.2.4 Four Council' owned assets will be transferred to local communities by April 2015. One application has been approved for the transfer of Snape Playing Field into the ownership of Snape-with-Thorp Parish Council; the legal paperwork is being processed. All enquiries from the community are considered.
- 2.2.5 The Total Number of Affordable Homes to be delivered in 2014/15 is 170. This currently is 52, with plans in place to achieve the target during 2014/15. There are signs of an increase in house building; there are currently 57 sites under construction in the District which will provide about 1,340 dwellings overall, of which some will be allocated affordable. Further information will be reported at Q3.
- 2.2.6 The average time taken to process a new housing benefit claim is 27 days against a target of 20 days. At Q1 the processing time was 31 days, so improvement is occurring. The average time taken to process a change in housing benefit circumstance is 5 days, which exceeds the target of 7 days.
- 2.2.7 The processing time for the new council tax reduction scheme claims is 30 days compared to a target of 20 days, at Q1 this was 44 days. Processing time for change in circumstances for the Council tax reduction is 4 days, which exceeds the target of 7 days.
- 2.2.8 The problems in processing new claims has arisen over the last 6 months due to the introduction of the Council tax reduction scheme increasing the use of the service by number of enquiries that have to be processed, vacant post, implementation of the new risk based verification software, implementation of HMRC matching software and the preparation for the Universal Credit for single persons.
- 2.2.9 To promote food safety in business, premises are subject to official controls. In Q2, 100 of these food hygiene interventions have taken place compared to a target of 400. However a further 148 were in the process of being completed at Q2 which is 62% of the target.
- 2.2.10 To support local economic growth, the planning applications for employment land is reviewed and at Quarter 2, applications remain low with 3.9 hectares of additional employment land being approved against a target of 12 hectares. A proactive approach in discussion with developers continues to be adopted and the Council pursues many avenues in order to encourage economic growth. The Economic Strategy is being submitted to Cabinet on 2 December 2014.

### **3.0 CONCLUSIONS:**

- 3.1 Performance against the revised Council Plan key priorities are being managed and action plans have been developed to address areas of weaker performance. This will assist the Council to progress to meet the priorities through the remainder of 2014/15.

**4.0 RECOMMENDATION:**

- 4.1 It is recommended that the Scrutiny Committee consider the progress made against the Council Plan as detailed in Annex 'A'.

JUSTIN IVES

**Background papers:** Updated Council Business Plan 2014/15  
Performance Board Reports 2014/15 for Quarter 2  
Management Team Report Quarter 2 2014/15

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201114 Council Perf 2014-15 Q2 v2

## **Council Performance Quarter 2**

### **01 July - 30 September 2014**

This report provides information on performance against the Council Business Plan Priorities for the second quarter of 2014/15, as reported at the quarterly Performance Review Boards held in October 2014.

#### **Key Priorities:**

- Providing Customer Excellence
- Driving Economic Development
- Promoting Health & Wellbeing
- Improving Waste & Recycling
- Delivering Services for a Changing Population

**Providing Customer Excellence**

<p><b>AIM (1) : To put our customers first and provide high quality, value for money services that meet the needs of our communities. We will :</b></p> <ul style="list-style-type: none"> <li>- Deliver an easy to use, easy to access, responsive service by :</li> <li>- Monitor and responding to customer feedback &amp; satisfaction levels.</li> <li>- Provide a comprehensive, easy to access and up to date website.</li> </ul>			
<b>Indicator</b>	<b>Target</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
<p>Increase resolution of enquiries at the first point of contact via –</p> <ul style="list-style-type: none"> <li>• Face to face</li> <li>• Telephone</li> </ul>	<p>85%</p> <p>50%</p>	<p>82% (total footfall 24,068)</p> <p>36.5% (total calls 16,626)</p>	<p>Work is on-going to increase first point resolution by the use of improved technology and task analysis to expand the number of services provided through the Contact Centre, however this will take some time to show results in the analysis above. The Customer Excellence Project includes elements such as website, CRM, processes, e-forms and customer service training and culture. Work in all areas is progressing.</p> <p>It was noted at the Q2 Performance Board that telephone resolutions appeared to be under performing, but members were made aware that this includes a large volume of often very complex benefit enquiry calls.</p>
<p>Improve and ensure consistently high levels of customer satisfaction via GovMetric through –</p> <ul style="list-style-type: none"> <li>• Face to Face</li> <li>• Telephone</li> <li>• Website</li> </ul>	<p>95%</p> <p>95%</p> <p>50%</p>	<p>90% (1165 feedback)</p> <p>98% (6,393 feedback)</p> <p>52% (295 feedback)</p> <p>Total 7,853 feedback</p>	<p>High levels of service demand continue to place pressure on staffing resources; however satisfaction levels remain high, please see detail in Customer Satisfaction GovMetric.</p>
<p>Monitor Customer Service contacts by channel and channel shift :</p>	<p>2013-14 % (actual)</p>	<p>Total 7,853 feedback</p>	<p>Total 83,875 feedback</p> <p>The Customer Excellence Programme involving the web improvement project will be instrumental in channel shift and the increased use of automated self-serve options for simpler interactions will allow for more complex enquiries to be more efficiently dealt</p>

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<ul style="list-style-type: none"> <li>• Face to Face</li> </ul>	34.3% (53,994)	35% (29,292 actuals)	<p>with.</p> <p>The on-going web improvement project will be instrumental in the increased use of automated self-service options.</p>
<ul style="list-style-type: none"> <li>• Telephone</li> </ul>	56.9% (89,373)	55% (46,194 actuals)	
<ul style="list-style-type: none"> <li>• Website</li> </ul>	8.8% (13,760)	10% (8,399 actuals)	
Upheld corporate complaints leading to service improvements	2013-14 94%	85.7%	<p>Members are asked to note that the numbers of complaints is miniscule compared to the overall volumes of enquiries – Face to Face 29,396 and Telephone – 46,194. Levels of complaint across all services and the Council as a whole are very low.</p>
Total corporate complaints	2013-14 (89)	62	
Total corporate compliments	2013-14 (101)	74	
<p>Provide a comprehensive, easy to access and up to date website that allows customers to find out about, transact and interact with the council 24/7</p> <p>Total number of e-forms available</p> <p>Total number of all web hits with supporting analysis :</p>	Not Available	<p>E-form review 50% complete</p> <p>124,159 web hits</p>	<p>Web hits are up over 100%, the result of much work to improve the website, although Members should be aware that such improvement is unlikely to be sustained regardless of the forthcoming new website.</p> <p>The new website is in development on which progress will be reported in Q4,</p>

<p><b>AIM (2): Encouraging our residents to become more involved in making decision and delivering services which impact on their local communities. We will :</b></p> <ul style="list-style-type: none"> <li>- Work with our communities &amp; support Area Partnerships to refresh their Local Action Plans and better provide local facilities and services.</li> <li>- Provide funding through investment in the Communities Fund at a local level.</li> <li>- Support communities to bring forward neighbourhood plans and consider proposals for designation of community assets.</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Work with our communities & support Area Partnerships to refresh their Local Action Plans and better provide local facilities.	Area Partnership Action Plans have been updated to capture recent activity. A full refresh of all 4 Action Plans will follow in Q3 and Q4	Progress is on target to achieve this aim.
Provide £50k funding through the Communities Fund to enable communities to identify and meet their own needs at a local level.	A total of £39,928.75 has been awarded to 35 projects.	Although this result shows a small reduction of £575 due to the re-profiling of one grant, the indicator is well advanced towards achieving the target for the year.
We will transfer 4 Council owned assets to the local community by April 2015	One application has been approved for the transfer of Snape Playing Field into the ownership of Snape-with-Thorp Parish Council.	This work is on-going.

<p><b>Aim (3) : Improve the performance and productivity of our services. We will :</b></p> <ul style="list-style-type: none"> <li>- Undertake a fundamental review of all the Council's Services by 31 March 2015. The aim is to reform Services in order to :</li> <li>- Meet customer requirements.</li> <li>- Improve efficiency, including utilising technology to make improvements.</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Undertake a fundamental review of all 15 HDC Services and report progress	Service process reviews are undertaken as part of processes in Customer Excellence	The 15 service review projects are ongoing and progress will be linked with the progression of the Customer Relationship Management (CRM) system. The drive for customer Excellence will ensure services are efficient and effective in the

	Programme	processes that are in operation.
Maintain customer satisfaction levels with a range of Environmental Health services at above 80%	Food hygiene inspection 90.9% (11 responses) Pest control commercial contracts 73.3% (60 responses) Pest control domestic services 97.3% (73 responses)	Currently two of the three indicators are performing well ahead of target. Commercial Pest Control contracts appear less successful at Q2 due to continuing operation under the SLA with Richmondshire. The situation has been addressed with a change in resources at RDC and additional workload being picked up by HDC based staff, resulting in a temporary slowing down in service. Resourcing of Pest Control at HDC will be reviewed in the forthcoming service restructure that will be in place by 31 March 2015
Achieve compliance with EU Services Directive for e-enablement of licence and registration applications	4.7% or 3 of 64 licences are so far compliant.	It is now possible to purchase licences on line and register applications in line with EU directives in terms of linked payment option on the Government's own website.

<b>Other activity and items of interest for this Priority during Quarter 2</b>	
<b>Customer Services</b>	<ul style="list-style-type: none"> <li>• Dementia Awareness</li> <li>• Customer Satisfaction</li> <li>• Freedom of Information (FOI) Requests</li> </ul>
	<ul style="list-style-type: none"> <li>• Five Raising Dementia Awareness sessions were held providing training to over 100 staff and members, with on-going internal follow up to be confirmed</li> <li>• HDC Customer Satisfaction levels are consistently high. GovMetric produces a monthly 'Top Ten' of councils calculated from over 70 district and county councils, and unitary authorities. We came <b>3rd</b> for both Face to Face and Telephone customer satisfaction in August, clearly confirming that Hambleton customers receive an extremely high standard of customer service in comparison to many other authorities.</li> <li>• Customer Services record and coordinate all Freedom of Information requests and HDC is experiencing unprecedented levels of FOI requests which can be resource intensive.</li> <li>• At Q1 Performance Board members requested more detailed analysis on the growing numbers of FOI requests received by the Council. This was provided as an Annex to Q2 Performance Board reports and discussed at each meeting.</li> <li>• During Quarter 1 and 2 Customer Services logged 360 FOI requests, representing a large increase and, if the current trend continues, the total number of FOI requests expected for 2014/15 is likely to be well over 700. This places considerable pressure on resources in managing and responding to the requests.</li> </ul>



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	<ul style="list-style-type: none"> <li>• Currently 91% have been responded to within the statutory 20 working days.</li> <li>• For comparison 558 requests were received during 2013/14, 469 requests during 2012/13, and 474 requests during 2011/12.</li> <li>• There was thorough a discussion of the nature and impact on resources caused by increasing volumes of FOI requests noting it is a national problem predicted to increase further.</li> <li>• It is hoped that the proposed new HDC website will help to partially offset time spent in responding by publishing accurate and current information to which many enquiries can be referred.</li> </ul>
<p><b>Communications</b></p>	<ul style="list-style-type: none"> <li>• The unit issued 81 releases during the three months to September 23rd including 44 for HDC</li> <li>• Around 214 design jobs were completed during this time, 147 for HDC alone, ranging from new ID badges and door signage to a housing strategy and dog warden livery. The unit also completed larger scale work for leisure on the 'Big Weekend' and the 'Tour de France' exhibition including designing the commemorative book; for business on the Bedale Gateway consultation; and for Communities on the funding roadshow.</li> <li>• Several newsletters were written and designed including Insight and Council Talk, a <b>new</b> Leisure News, and a <b>new</b> Food Safety News.</li> <li>• The team continued to oversee the current website and the team of web editors at HDC.</li> </ul>
<p><b>Leisure &amp; Communities</b></p>	<ul style="list-style-type: none"> <li>• The team continued to oversee the current website and the team of web editors at HDC.</li> <li>• £8,500 has been secured through North Yorkshire Sport to deliver a sport related project targeting older people who are isolated – the project will run from October 2014 – August 2015 at 5 rural locations</li> <li>• A Service Level Agreement between HDC and Yorkshire Housing has been agreed that will see both organisations working in partnership to deliver this years' Warm Healthy Homes project ; it is anticipated that at least 40 households will benefit from this project.</li> </ul>

## Driving Economic Development

<p><b>Aim (4) : To support local economic growth. We will :</b></p> <ul style="list-style-type: none"> <li>- Develop &amp; implement an Economic Strategy for the district with our partners.</li> <li>- Provide workspaces and improve the average occupancy levels.</li> <li>- Provide grants and opportunities to enable young people to get into work through apprenticeship and graduate schemes.</li> <li>- Encourage businesses to locate, stay and grow via local forums, networking &amp; a range of communications &amp; support.</li> <li>- Through local planning processes, approve 12 hectares of employment land by March 2015 mainly in the five market towns to facilitate opportunities for local economic growth</li> </ul>		
Indicator	Quarter 2	Q2 Actions/comment
Develop & implement an Economic Strategy	Informal soundings with key partners, presentation to wider members, preparation for external consultation, development of branding	The on-going development of the Economic Strategy continues involving internal consultation and informal soundings with key partners. This includes presentation to wider members, preparation for external consultation and the development of the Council's economic branding. An informal Cabinet briefing and a Members seminar were held during Q2.
Seek 95% average occupancy levels in Council workspaces and 75% in managed workspaces during 2014-15.	97.6% Council 71.9% Managed	At Q2 the target for average occupancy of 95% is being achieved. However, the managed workspace rate is slightly below the 75% target. Overall lettings are positive despite some difficulties with Evolution; an overall rate of over 80% could be considered enviable. Performance Board Members recognised that Evolution is a starting facility meaning clients are bound to move on making it inappropriate to examine residency alone and asked that usage data is also provided. A new website feature supports online booking for Momentum although this is a different type of facility with less high dependency bringing an element of risk.
Facilitate 25 young apprentices in local small businesses by April 2015	10 Apprentices started 7 Businesses approved for grant.	With a total target of 25 apprentices for the full year, at Q2 we appear to be on course to achieve this aim. The Performance Board was advised that follow-up work is undertaken and evidence shows a good proportion of apprentices go on to full employment and also

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			that some businesses are returning for further apprentices.
Improve business communication & engagement through local business forums, networking & a range of communication methods.	Promotion of Business Awards, LEP events, TDF and other W2Y events.		Over the Q2 period, promotion of the Business Awards has occurred, Local Enterprise Partnership events are being engaged with, Tour De France and other W2Y events have taken place.
Approve 12 hectares of employment land by March 2015	At Q2 the Council has approved 3.9 hectares of employment land.		Members should be aware that the apparent under-performance is due to significant elements outside HDC control, as Council is entirely dependent upon the number of applications received.

**Aim (5) : To ensure that the Planning Service supports the sustainable economic growth and development of the District. We will :**

- Proactively facilitate and support the sustainable economic development of the area by working with developers to achieve planning permissions for new homes, businesses and industrial developments, infrastructure and other development that the area needs to thrive.
- In 2014-15 we will review the Planning Policies that impact upon economic development and growth and will ensure that the infrastructure needed to support growth can be provided by implementing the Community Infrastructure Levy (CIL).

Indicator	Quarter 2	Q2 Actions/comment
Process 120 requests for comprehensive pre-application planning advice service for residential and/or commercial development.	52 requests completed	By Q2, 52 pre-application advice requests were completed which is 43% of the 2014/15 target.
Adopt a Community Infrastructure Levy (CIL) Charging Schedule and produce guidance to developers	Examination hearing held 7/8/14.	An examination hearing was held on 7 August 2014 and Proposed Modifications consultation will be undertaken with the potential for a reconvened hearing. Adoption by Council at the latest by April 2015.  CIL rates are set to be viable for the development industry and development viability is kept under review where CIL rates can be reviewed again after 2 years.  It should be noted that development viability is subject to scrutiny through public examination.
Complete the selective review of the Local Development Framework (LDF) through production of new and revised Supplementary Planning Documents (SPD) on Affordable Housing and Housing Size,	Affordable Housing SPD 60% completed Housing & Sustainable Development SPDs 10%	To date the Affordable Housing SPD has been 60% completed and approved for consultation, and the Housing and Sustainable Development SPDs have been 10% completed.  The SPD on Housing Size, Type and Tenure will be reported to Cabinet in January

## Q2 Council Business Plan Performance 2014/15

Type and Tenure, with guidance material as appropriate	completed.	2015. The target is set for completion of all 3 SPD's by the end of the financial year.
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<b>Aim (6) : To provide an environment for business growth by developing the Business Rates scheme. We will :</b> <ul style="list-style-type: none"> <li>- Review the newly developed business rates scheme to gain best opportunity for new and developing business to grow.</li> <li>- Monitor the ratio between the total rateable value and the number of businesses in the area to ensure that any changes to this are reflected in the target set by Government for future years.</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Monitor number and amount of Small Business Rates relief awarded ( <i>cumulative</i> )	No. of awards: 547 £2,962,805 granted	Business rate relief was introduced in regulation for 2014/15. It is being monitored to ensure that businesses are taking advantage of the legislation to pay a lower proportion in business rates to the Council in 2014/15. The Government pay the relief to the Council in grant.
Total rateable value of businesses in the area	Base RV as at 30/9 is £66,635,694	Q2 13/14 - Base as at 30.09.13 = £66,164,509 Q4 13/14 - Base as at 31.3.14 = £66,150,334 Q4 12/13 - Base as at 31.03.13 = £66,274,934
Number of businesses in the area	Base at 30/9 is 3,962 businesses	Q1 14/15 - Base as at 30.06.14 = 3,939 Q4 13/14 - Base as at 31.03.14 = 3,910 Q4 12/13 - Base as at 31.03.13 = 3,849
Amount of Business Rates to be collected ( <i>cumulative</i> )	£16,700,857	In Q2 60.60% was collected compared with 62.56% in Q2 last year.

<b>Other activity and items of interest for this Priority during Quarter 2</b>	
<b>Business &amp; Economy</b>	Business Awards <ul style="list-style-type: none"> <li>• HDC Inaugural Business Awards held in July at the Civic Centre was deemed a great success with over 100 business delegates attending. The Business Awards were launched to celebrate the diverse and excellent businesses we have in Hambleton. 9 categories cover all areas of business excellence with 56</li> </ul>

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		<p>nominations received from both businesses and the community.</p> <ul style="list-style-type: none"> <li>Launched in January 2013 the scheme directly links to the Apprentice Scheme and grants will only be given to those firms taking on apprentices through CLBB (Changing Lives Building Business) scheme. The grant available is up to £5,000 on a 75/25 match funding basis.</li> </ul>
<b>Planning</b>	Business Support Grants	<ul style="list-style-type: none"> <li>Easingwold area designated. Consultation and evidence gathering are underway on 4 plans – Huby, Appleton Wiske, Easingwold and Ingleby Arncliffe area with designation expected in Q3. Stokesley also considering plan preparation.</li> </ul>
	Neighbourhood Plan making	<ul style="list-style-type: none"> <li>Disappointingly slow progress has been made by the Developer; the slippage is of slight concern as Local Enterprise Partnership (LEP) grant must be spent by March 2017 and so must push forward. Management Team will review progress over the next 6 months, whilst firmly pursuing developers as this impacts other housing.</li> </ul>
	North Northallerton Development Area	<ul style="list-style-type: none"> <li>This plan is the driver to address housing supply. A report will go to Cabinet in December 2014.</li> </ul>
	Settlement Hierarchy	<ul style="list-style-type: none"> <li>A member workshop was held in September 2014 ahead of Cabinet review in December 2014 and potential consultation in January 2015, with interim policy planned for early 2015.</li> </ul>
<b>Legal</b>	Planning Injunction	<ul style="list-style-type: none"> <li>Successfully secured High Court injunctions against 8 individuals to prevent unauthorised residential occupation of land.</li> </ul>

Promoting Health & Wellbeing

**Aim (7) : Improve the health and wellbeing of people through participation in sport, physical activity and the arts. We will :**

- Provide a range of initiatives, programmes and activities within community settings and leisure centres. Ensure that in addition to being aimed at the general community that these initiatives are also targeted at specific groups including:
  - Young people
  - 60+
  - Disabled
  - Those with specific health conditions
  - People with a sedentary lifestyle
- Provide four directly managed, high quality leisure centres across the district.
- Provide guidance, assistance and support, financial and otherwise, to help 3rd parties improve the health and wellbeing of the community.

Indicator	Quarter 2	Q2 Actions/comment
Monitor Leisure Centre usage by :		
- % under 16 year old visits	18.4%	Target 2014/15 = 18.2% performing well
- % 60+ visits	10.2%	Target 2014/15 = 10.7% performing well
Total health & fitness membership base	3,307 members	Target 2014/15 = 3,325 performing well
Total number of swims	95,644 swims	Target 2014/15 = 181,060 performing well
Monitor Customer Satisfaction through the Net Promoter Score (NPS):	37.1%	Target 2014/15 = 30% performing well
All 4 Leisure Centres to achieve a minimum Quest rating of 'Good'	<b>Good</b> - Hambleton, Bedale Stokesley <b>Excellent</b> - Thirsk	It has been recommended that proposed expenditure on fitness equipment be deferred until after the proposed HLC refurbishment. Feasibility studies are in progress to extend the studio and gym from the current 45 stations to a proposed 80 stations necessary to accommodate the expected increase in demand arising from the local area housing development.  The all-weather pitch can accommodate an additional year's use and refurbishment can be postponed, pending North Northallerton development consultation. It is hoped to extend and resurface to create a more workable play and recreation area; Sports England have been approached and the outcome is awaited. Members should be

			aware that this is in the exploratory stage only.
Work with 100 people with health conditions who have been referred by a Health Professional to the 'Take That Step' scheme	65 clients		On target
80 disabled people to take up a new community sport	141 clients		On target
Develop 2 primary school premium packages	1 package (for swimming)		Further package is under development
Create 2 new sustainable clubs for disabled and/or older people	1 club (Northallerton Boccia Club)		£8,500 has been secured through North Yorkshire Sport to deliver a sport related project targeting older people who are isolated; the project will run from October 2014 – August 2015 at 5 rural locations.

<p><b>Aim (8) : Encourage and facilitate greater community cohesion. We will :</b></p> <ul style="list-style-type: none"> <li>- Provide a targeted programme of community events, initiatives, programmes and activities.</li> <li>- Assist community clubs and organisations.</li> <li>- Provide and distribute financial grants and allocations aimed at achieving community good.</li> <li>- Co-ordinate and facilitate volunteer programmes.</li> </ul>			
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>	
Ensure all Sec 106 funding developer contribution for public open space, sport and recreation projects is allocated in a timely manner	93% Cumulative funds released: £87,896.48 Cumulative funds allocated £447,323.28	The target that at least 85% of all available S106 is allocated by the end of each quarter has been surpassed at Q2. This exceeds the target at Q2 due to proactive efforts to support parishes to submit a public open space, sport and recreation action plan that allows funding to be allocated.	
Support community and voluntary sector to secure £75k external funding for public open space, sport and recreation projects	£172,905.00	A target of £75,000 external funding has been set for the year, a 50% increase on £114,736.00 achieved in 2013-14. At Q2 £172,905 of external funding has been secured as a result of officer assistance in securing £45,000 from Sport England's 'Inspired Facilities' fund to develop a driving range facility at Easingwold Golf Club as well as just short of £70,000 from the	

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		Football Foundation towards the cost of resurfacing the floodlit pitch in Bedale. Projects awaiting decisions are Thirsk Athletics Club and Easingwold School & Community floodlit pitch.
Support 10 Sports Clubs to improve their offering	10 Clubs	
Co-ordinate and deliver 2 'Get Hambleton Cycling' events / campaigns	1 Event	Over 50 people took part in the Bike Ability event on 28th June when people with a range of abilities were able to have a go on a wide range of adaptive bikes.

**Aim (9) : Improve the personal safety of individuals. We will :**

- Provide a Learn to Swim programme and school swimming opportunities.
- Provide a safeguarding service.
- Support and facilitate coach education and club assurance schemes.
- Promote food safety in businesses and homes.

<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Total number of children in the 'Learn to Swim' programme	3,470	The number of children in the 'Learn to Swim' programme at Q2 has almost achieved the 3,500 target for the full year.
Provide coach education courses for a minimum of 40 coaches	To be delivered Q3 and Q4	
Achieve a level of 85% Broadly Compliant Food Businesses	80%	On target to be achieved in the next 2 quarters
Maintain a level of 85% of food businesses at a rating in the Food Hygiene Rating Scheme of 4 or 5	88%	Target has been met
Complete 400 food hygiene interventions	100	To date the Council has completed 100 interventions and a further 148 are almost complete. The total 248 food hygiene interventions is 62% of the 2014/15 target.



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<p><b>Aim (10) : Support healthy communities and businesses by providing an outreaching Environmental Health Service. We will :</b></p> <ul style="list-style-type: none"> <li>- Support and deliver action plans on alcohol and tobacco health issues.</li> <li>- To support businesses to develop and maintain healthy staff.</li> <li>- Promote home health through actions on controlling indoor air pollution and preventing excess cold.</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Develop and publicise advice for businesses on the preparation and implementation of smoke-free & alcohol policies in the workplace	50%	Policy development is under way.
Revise the Council's Licensing Policy to include context information about the effects of alcohol consumption in Hambleton	10%	The development of the new policy is underway with an estimated 10% completed at Q2 and the policy subject to consultation in January 2015.
Secure grant funding & conduct a survey of businesses to assess the level of interest in the localisation of the Public Health Responsibility Deal	Grant funding secured, survey drafted	Further progress to be reported at Q3/Q4.
Convene an inter-agency group and develop initiatives to reduce alcohol consumption by children and young people	Initial group convened in September	
Produce and promote advice to private sector tenants to enable them to make informed decisions before renting a property via access to Energy Performance Certificates (EPC)	Advice leaflet produced and publicised	
Produce information on the factors that contribute towards indoor air pollution and links to poor health	0%	This work has yet to commence and further information to be provided at Q3.
40 vulnerable people's homes made warmer through a Warm Healthy Homes intervention	Will commence in Q3	The Communities Team is working in partnership with National Energy Action and Yorkshire Housing to deliver a <b>Warm Healthy Homes</b> initiative to support vulnerable people living in a cold damp home that is affecting their health. Yorkshire Housing will

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<p>undertake Warm Healthy Homes checks for referrals from local agencies across Hambleton including the District Council. The Warm Healthy Homes budget is used to pay for home improvements to help those most in need.</p> <p>Initial referrals appear low due to the late arrival of initial funding but are growing with 15 received from Yorkshire Housing so far. Stokesley / Gt Ayton is the current target area.</p>	
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Other activity and items of interest for this Priority during Quarter 2									
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Street Trading	<ul style="list-style-type: none"> <li>Approval has been sought for an expansion of the Street Trading Scheme – now to go to public consultation.</li> <li>Market pitch fees are frozen for 2014-15</li> <li>Northallerton monthly Farmers Market relocated to southern end of High Street, with good feedback from customers and traders.</li> </ul>								
<b>Leisure &amp; Communities</b>	<table border="1"> <tr> <td data-bbox="539 1182 1326 2101">Tour de France</td> <td data-bbox="1326 1182 1469 2101"> <ul style="list-style-type: none"> <li>5<sup>th</sup> July saw the <b>Tour de France</b> come through West Tanfield when an estimated 10,000-12,000 people descended on the village. The Communities Team played an instrumental role in ensuring the event happened without incident that had been further complicated 3 weeks prior with the announcement of a triple Royal visit.</li> </ul> </td> </tr> <tr> <td data-bbox="539 2101 1326 2101">WW1 Commemoration</td> <td data-bbox="1326 2101 1469 2101"> <ul style="list-style-type: none"> <li>The Development Officer (Arts and Recreation) worked alongside North Yorkshire County Council to deliver a moving event to commemorate the start of the First World War called Lights Out. The event took place at 10pm on the 4th August in the grounds of County Hall and included music, poetry, the last post, moments of</li> </ul> </td> </tr> </table>	Tour de France	<ul style="list-style-type: none"> <li>5<sup>th</sup> July saw the <b>Tour de France</b> come through West Tanfield when an estimated 10,000-12,000 people descended on the village. The Communities Team played an instrumental role in ensuring the event happened without incident that had been further complicated 3 weeks prior with the announcement of a triple Royal visit.</li> </ul>	WW1 Commemoration	<ul style="list-style-type: none"> <li>The Development Officer (Arts and Recreation) worked alongside North Yorkshire County Council to deliver a moving event to commemorate the start of the First World War called Lights Out. The event took place at 10pm on the 4th August in the grounds of County Hall and included music, poetry, the last post, moments of</li> </ul>				
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	silence, moments of reflection, soldiers marching and the lighting of candles.
Disability Sports	<ul style="list-style-type: none"> <li>The Disability Sport Clubs go from strength to strength. The Disability Sport Officer is now involved in running 3 clubs in Northallerton (Multi-Sport, Dance and Boccia in partnership with Northallerton Bowling Club).</li> </ul>
Community Support	<ul style="list-style-type: none"> <li>The Development Officer (Health and Wellbeing) and Disability Sport Officer have developed a new project called Prime Time. This project is being funded by North Yorkshire Sport through a NYCC Innovations grant. The project is aimed at isolated or lonely people. An 8 weekly block of activities will be held in 5 locations across the district from October to July culminating in a joint event.</li> </ul>
Take that Step	<ul style="list-style-type: none"> <li>The Council's new Lifestyle Service 'Take That Step' was launched in July 2014. Funded by Public Health (NYCC) and Hambleton, Richmondshire and Whitby CCG the service is to support people with health conditions that could be improved by living a healthy lifestyle.</li> <li>It is anticipated that over 150 people with a health condition and referred by a health professional, will benefit from this scheme over the next 12 months. Initial take-up has surpassed all expectations with 96 health professionals including every GP in the district already registered. This is largely due to the enthusiastic support received from CCG who partly fund the initiative and have been instrumental in encouraging GP engagement.</li> </ul>
National Fitness Day	<ul style="list-style-type: none"> <li>Hambleton's four Leisure Centres hosted a 'power half hour' on Friday 26 September as part of National Fitness Day; residents could swim for free for 30 minutes between 5:30 – 6pm.</li> </ul>

## Improving Waste & Recycling

<p><b>Aim (11) : Minimise the impact of waste on the environment by increasing the amount of household waste that is recycled. We will :</b></p> <ul style="list-style-type: none"> <li>- Improve recycling tonnages, environmental outcomes and income.</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
<p>To increase the rates for household waste</p> <ul style="list-style-type: none"> <li>- Recycling</li> <li>- Composting</li> </ul>	<p>47% by Mar 2015 (2013-14 : 46.8%)</p> <p>16 % (estimated) 38% (estimated)</p>	<p>Increased tonnages across the board, in particular recycling/composting rate, reflect the customary increase during summer months when most composting activity takes place. Similarly, these numbers are bound to drop during the winter months as green waste collections cease.</p> <p>Composting tonnages are always weather dependent and are significantly higher than last year due to the good weather.</p>
<p>Monitor tonnage by channel :</p> <ul style="list-style-type: none"> <li>- Landfill</li> <li>- Recycling</li> <li>- Composting</li> </ul>	<p>4,608 (estimated) 1,608 (estimated) 3,817 (estimated)</p>	<p>Figures are based on actuals and some estimates. – August and September figures are still to be confirmed awaiting verification from NYCC and Yorwaste. Hambleton’s recycling rate compares well with other North Yorkshire authorities but lags behind comparator councils in other areas. The Waste Strategy Review (Corporate Plan Aim 12) will seek to address this issue.</p> <p>Cumulative year to date total 9,889 tonnes (estimated) Cumulative year to date total 3,118 tonnes (estimated) Cumulative year to date total 7,853 tonnes (estimated)</p> <p>The following estimates reported in Q4 service plan 13/14 :</p> <p>Q2 13/14 - Household landfill = 4608 tonnes Q2 13/14 - Est Dry recycle = 1609 tonnes Q2 13/14 - Green Composting = 3818 tonnes</p>
<p>Monitor tonnage by kerbside weight :</p> <ul style="list-style-type: none"> <li>- Paper</li> </ul>	<p>582 (estimated)</p>	<p>There has been little movement in paper suggesting the enhanced collection of paper and light card has now stabilised. Glass has had an increase which again could be due to the summer weather. Plastic and cans are down; this may be due to customer confusion over which plastics can be collected.</p> <p>Cumulative year to date total 1,160 tonnes (est)</p>

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- Glass	457 (estimated)	Cumulative year to date total 931 tonnes (est) Cumulative year to date total 353 tonnes (est) These were not 13/14 KPIs so not in the service plan; these are estimates reported to Q2 Board 13/14 :
- Plastic & Cans	165 (estimated)	Q2 13/14 – Paper = 618 tonnes Q2 13/14 – Glass = 45 tonnes Q2 13/14 – Plastic & Cans = 214 tonnes

<p><b>Aim (12) : Provide an efficient, customer focussed, waste and recycling collection service. We will :</b></p> <ul style="list-style-type: none"> <li>- Work with the community and stakeholders to deliver a high quality, customer focussed and cost effective waste management service. In 2014-15 we will produce a new Waste Management Strategy.</li> <li>- To achieve cost efficiencies through having a strategic approach for the delivery of waste management services.</li> <li>- To consult and then carry out modelling of materials that could be collected, to reduce waste to landfill and meet customer expectations.</li> <li>- To improve customer satisfaction, through process improvement, staff engagement and empowerment.</li> <li>- To ensure that Health and Safety is a core consideration in any future proposed service operation for both residents and the Council's operatives.</li> <li>- To form effective partnerships to deliver efficiencies through vehicle and recycling procurements.</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Develop and deliver a new Waste Management Strategy for the strategic approach of cost effective delivery of waste management services.	To be reported in Q4.	The major differences between authorities nationally relate to the chosen collection methodology and scheme simplicity. For example, co-mingling offers advantages of increased tonnage with fewer vehicles required and easier more efficient collections, higher tonnages but lower revenue. HDC has so far opted for higher value recycle. The strategy needs to dovetail with the proposed Allerton Park plans; procurement of vehicles must also commence soon to accommodate the 6 month lead time, along with route optimisation.
Undertake modelling to identify ways to increase the range of materials collected at the kerbside and/or at bring sites	To be reported in Q3	Consultants are working on modelling methodologies for waste collection; green waste has so far been deliberately omitted from this exercise. Members were urged to attend a member workshop to be held on 4 <sup>th</sup> November ahead of public consultation early in the new year.
Improve customer satisfaction through process enhancements identified in the	To be reported in Q4	This will be progressed as part of the Waste Management Strategy

modelling project			
Ensure Health and Safety is a core consideration.	To be reported in Q3		
Undertake Technical Environmental Economically Practical (TEEP) assessment to ensure any new system is compatible with current EU Waste Framework Directive.	To be reported in Q3		
To procure a new contract for dry recycle, delivered in partnership with other local authorities.	To be achieved by January 2016		This will be progressed as part of the Waste Management Strategy
To deliver a replacement fleet of recycling vehicles to support the new contract.	To be achieved by January 2016		This will be progressed as part of the Waste Management Strategy

Other activity and items of interest for this Priority during Quarter 2			
<b>Waste &amp; Street Scene</b>	Bin Tags		<ul style="list-style-type: none"> <li>Bin tags detailing amendments to refuse and recycling collections in 2014/15 are scheduled to be delivered w/c 10 November.</li> </ul>
	Staff training		<ul style="list-style-type: none"> <li>During suspended collections staff will be undertaking training including Driver Certificate of Professional Competence (mandatory for all drivers of vehicles 7.5t and above), Health Checks including Audiometry Assessments, Eye Sight tests, Weight checks.</li> </ul>

## Delivering Services for a Changing Population

<p><b>Aim (13) : Provision of an adequate amount and range of housing, including affordable housing, to meet the housing needs of all sections of the local community. We will :</b></p> <ul style="list-style-type: none"> <li>- Through the Council's Planning and Strategic Housing functions ensure that there are sufficient deliverable housing sites to meet the needs of the area for market and affordable housing and to support economic growth.</li> <li>- In 2014/15 our focus will be on working with developers to achieve and implement planning permissions on allocated sites and on windfall sites where compatible with policy.</li> <li>- We will be robust in our negotiations to achieve the Council's targets for affordable housing and appropriate housing mix in new developments, particularly to ensure that a significant proportion of new housing is designed to meet the needs of older people.</li> <li>- We will continue to support the work of the Rural Housing Enabler to deliver small affordable housing schemes in rural areas.</li> </ul>		
Indicator	Quarter 2	Q2 Actions/comment
New Homes permissions: maintain a minimum of five year's supply of housing deliverable through allocated and unallocated sites with planning permission.	186 (cumulative)	In Q2, 186 permissions have been granted in total in the Hambleton area which is on target.
Total number of all Affordable Homes delivered	52	14/15 Target set at 170, hence slightly under-performing at this stage but plans in place to deliver by March 2015
Of which, number of rural Affordable Homes delivered	9	14/15 Target set at 12, hence performing well
To increase the number of major planning applications determined within 13 weeks, or an alternative timescale agreed with the applicant, to 65%.	100% [3 of 3]	In Q2 all 3 out of 3 major applications were determined within the agreed timescale which is 100% and exceeds the target. Members are reminded that major applications often require a significant period of legal work which cannot be completed within the 13 week target. In such circumstances an extension period is agreed with the applicant.

<p><b>AIM (14) : Provision of direct support to District residents in need to prevent homelessness. We will :</b></p> <ul style="list-style-type: none"> <li>Maintain our performance on homelessness preventions to ensure the number of residents who suffer the distress and disruption of being made homeless is minimised.</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Number of Homeless Preventions	155	Of the number of Council homelessness preventions in Q2, 108 were instigated by HDC and a further 47 by partners. Using Q2 as an estimate for the whole year would provide an estimated achievement of 310 interventions. Further work is being done to achieve the <b>target of 480</b> but progress has been slowed at Q2 due to the complexity of current cases.
Homeless Applications (acceptances) (cumulative)	17	14/15 Target set at 120, but this is only a benchmark as we have no control over the number of applications received;

<p><b>Aim (15) : Improve the health and wellbeing of a changing population. We will :</b></p> <ul style="list-style-type: none"> <li>Provide a range of initiatives, programmes and activities for targeted community groups.</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
50 older people taking up a new community sport	Will commence in Q3	

<p><b>Aim (16) : Help people continue to lead more independent lives. We will :</b></p> <ul style="list-style-type: none"> <li>Provide a targeted programme of initiatives, programmes and activities aimed at those whose independence is most at risk e.g. elderly and people with a disability.</li> <li>Develop further the Disabled Facilities Grant scheme providing adaptations to private residences</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Targets related to initiatives aimed at those whose independence is most at risk are covered by previous KPI's.	N/A	These topics are covered elsewhere in this report.
Closely manage service provider to	£60k spent	There has been an underspend in previous years, in part due to the under



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improve delivery against annual budget of £230k Disabled Facilities Grant.	£115k committed	performance of the agent concerned. A new agent has now been appointed, Swale Housing, and the target should now be achievable.
<p><b>Aim (17) : Provide financial sustainability. We will :</b></p> <ul style="list-style-type: none"> <li>Implement arrangements throughout the period of the current spending review and beyond</li> </ul>		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
Financial Strategy - provides the direction for the Council's financial resilience over the next ten years	10 year Financial Strategy reported annually	Financial Strategy was reported in June 2014 and will be reported prior to the Budget setting process for 2015/16 in February 2015 in the usual way.
Revenue Budget, Capital programme and Treasury Management Strategy - <i>(including setting Council Tax)</i> - ensure a balanced budget is set for the Council each year	Revenue Budget, Capital programme, Treasury Management Strategy are approved by Full Council in <b>February</b>	
Quarterly Revenue, Capital and Treasury Management monitoring <i>(including Performance monitoring for the Council)</i> July/August, October, January - ensures regular scrutiny of financial sustainability	Quarterly monitoring reports <b>July/August, October, January</b>	
Revenue, Capital and Treasury Management monitoring Sept, Dec, Feb - ensures regular scrutiny of financial sustainability	Quarterly monitoring reports <b>Sept, Dec, Feb</b>	
Statement of Accounts conclude the end of year financial position of the Council	Draft Accounts produced by <b>19th June</b> and Audited Accounts by <b>24th Sept</b>	Target for Draft Statement of Accounts to be produced is 30 June with Audited Accounts to be produced by 30 September. Both Targets were achieved.
To achieve a level of Business Rates collection of 98.5% in 2014/15	60.60%	In Q2 60.60% was collected compared with 62.56% in Q2 last year. For the year 2013/14 98.47% was collected; a target of 98.5% has been set for 2014-15. Instalments can now be made over 12 months instead of 10 which impacts on the amount collected at any given time.
To achieve a level of Council Tax collection of 98.8% in 2014/15	59.16%	In Q2 59.16% was collected compared to 59.24% in Q2 last year. For the year

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		2013/14 98.68% was collected; a target of 98.8% has been set for 2014-15.
Council Tax Reduction budget figure ( <i>annual</i> )	£4,041,000	
Council Tax Reduction actual billing ( <i>cumulative</i> )	£3,817,285	
Variation from Council Tax Reduction ( <i>cumulative</i> )	£223,715	

<b>Aim (18) : Manage the changes to Welfare Reform. We will :</b>		
- Manage the implementation for the Council and the Community		
<b>Indicator</b>	<b>Quarter 2</b>	<b>Q2 Actions/comment</b>
To ensure we deliver a high quality service to our citizens we will improve processing times to be in line with North Yorkshire authorities.	See lines below.	Members should be aware that Housing Benefit will eventually be replaced by Universal Credit. This will reduce the current Gross Expenditure Budget of approximately £40m by 50%, as universal credit will be administered by DWP and not the local authority.
New Claims processing : target 20 days	<b>Housing Benefit:</b> 27 days <b>Council Tax Reduction:</b> 30 days	Whilst processing times are not on target the trend is improving.
Change in circumstances processing : target 7 days	<b>Housing Benefit:</b> 5 days <b>Council Tax Reduction:</b> 4 days	Processing time exceeds the target.
Compare our performance to other Districts	Data from North Yorkshire Authorities is now available for Q1.	The table below shows that Hambleton District Council's processing times at Q1 when compared to other North Yorkshire authorities are better than Richmondshire and Ryedale; improvements are being worked on during Q2 and continue in order to reach the Council's targets. Points to consider when making comparison is that each authority has different levels of caseload and different complexities within the caseload. Q2 comparable data is not yet available.
Maximise the opportunities to detect and	£22,000 identified in respect	A cumulative total of £124,698 has been identified to the end of September, with

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	to Housing Benefit, Council Tax Benefit & Council Tax Reduction.	respect to Housing Benefit, Council Tax Benefit and Council Tax, with a target of £200k for 2014/15. In September 2014, a case where fraud has been identified has been taken to court through the Proceeds of Crime process and has resulted in the Council being awarded £72,000. Work is continuing with regard to the transfer of the Housing Benefit Investigation Service to the Department of Work Pensions (DWP) with meetings between the benefit and HR teams, although no direct contact has yet been made by the DWP.
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	NEW APPLICATIONS				CHANGE IN CIRCUMSTANCES			
	2013 - 14		Q1		2013 - 14		Q1	
	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit
North Yorks Region								
Craven	14	24	N/A	N/A	6	10	N/A	N/A
Harrrogate	28	28	N/A	N/A	5	6	N/A	N/A
<b>HAMBLETON</b>	<b>22</b>	<b>24</b>	<b>44</b>	<b>31</b>	<b>11</b>	<b>14</b>	<b>9</b>	<b>11</b>
Scarborough	16	18	20	21	6	7	7	8
Selby	19	19	26	25	5	7	7	7
Richmondshire	N/A	N/A	102	48	N/A	N/A	54	12
Ryedale	67	69	58	62	11	17	8	10

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Other activity and items of interest for this Priority during Quarter 2	
<b>Housing</b>	<ul style="list-style-type: none"> <li>Partnering with Registered providers</li> <li>Rural Housing Week Event</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>Seeking to increase number of Registered Providers</li> <li>Event held at Osmotherley on 29 Sept, publicised by press release</li> <li>Easingwold area designated; consultation undertaken on Ingleby Arncliffe area with designation expected in Q3; consultation and evidence gathering underway on all 4 plans; Stokesley is considering plan preparation.</li> <li>Study updated and published in June 2014.</li> </ul>

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