

Chief Executives' Group – North Yorkshire and York

2 November 2017

Future of the North Yorkshire Community Plan

1. The County Council is considering the future of the North Yorkshire Community Plan and would welcome views from the Chief Executives Group.
2. The Local Government Act 2000 placed on local authorities a duty to prepare a community strategy (later renamed a sustainable community strategy) for their area in consultation with partners and communities. The Local Government and Public Involvement in Health Act 2007 added a further duty to prepare local area agreements (LAAs). The Deregulation Act 2015 repealed both duties, as part of measures to reduce burdens on public authorities.
3. Within North Yorkshire the county-wide sustainable community strategy is known as the community plan. The current plan (badged 2014/17) was a refresh of previous plans, following a short consultation with key partners. It was formally adopted by Local Government North Yorkshire and York, the Chief Executives Group - North Yorkshire and York, and the County Council¹.
4. The current plan (reproduced in appendix one) sets out a vision for North Yorkshire² (which the County Council also adopted as its own vision) and three priorities for 2014/17:
 - a. facilitate the development of key housing and employment sites across North Yorkshire by delivering necessary infrastructure investments through partnership
 - b. support and enable North Yorkshire communities to have greater capacity to shape and deliver the services they need and to enhance their resilience in a changing world
 - c. reduce health inequalities across North Yorkshire.
5. The current plan includes two actions for each priority and a commitment that “performance against these actions will be reviewed in full at least every twelve months by the Chief Executives Group, who will receive from each lead an overview of progress made in these areas and any barriers to achievement”.

¹ The community plan is specifically identified in the Council's Constitution as part of the Council's policy framework

² “We want North Yorkshire to be a thriving county which adapts to a changing world and remains a special place for everyone to live, work and visit”

6. Whilst the priorities and actions have broadly been progressed, this has not been badged as part of the community plan. Similarly since 2015, reporting to the Chief Executives Group on progress has not happened or has not been badged as part of the community plan.
7. Given that the current plan is badged 2014/17 a decision is required about the future of the plan. There are two main options:
 - a. Refresh the plan – which would require a renewed commitment to the process from all partners
 - b. Cease to have a plan
8. Informal research suggests that the vast majority of councils in two-tier areas in England have ceased to have a sustainable community strategy.
9. Many of the elements of the current plan have been overtaken by work undertaken by the LEP, the Directors of Development group, the Health and Wellbeing Board, the Children's Trust and the County Council's Stronger Communities programme.
10. Good practice suggests that every strategic partnership should have a clear vision and priorities. In theory the community plan provides this for LGNYY and the Chief Executives Group, but in practice it is not used in this way.
11. County Council officers will shortly be preparing a paper for the County Council Executive regarding the future of the community plan and this will include the options outlined above (paragraph 7).
12. In advance of preparing that paper, County Council officers would welcome views from the Chief Executives Group on the future of the community plan.

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North Yorkshire County Council
12 October 2017

Appendix one

North Yorkshire Community Plan 2014 - 17

**Local Government North Yorkshire and York
Chief Executives Group North Yorkshire and York**

North Yorkshire Community Plan 2014-17

This plan sets out the key issues and actions that need to be tackled in partnership across North Yorkshire in the next three years, to help make sure that the county is well placed to respond to both challenges and opportunities. This is a refresh of the 2011-14 plan, led by Local Government North Yorkshire and York (LGNYY) and the Chief Executives Group for North Yorkshire and York.

Our vision is **we want North Yorkshire to be a thriving county which adapts to a changing world and remains a special place for everyone to live, work and visit.** This builds on our aspirations for the county in the 2011-14 plan but also focusses our efforts as partners on the ongoing challenges presented by the difficult economic situation in the county.

There are a number of strategic plans and frameworks agreed by partners across the county (for example the [local enterprise partnership growth strategy](#) and the [joint health and wellbeing strategy](#)). LGNYY and the Chief Executives Group have produced this plan to bring a joined up approach to a few critical issues that need a targeted partnership effort to tackle them. In identifying these we have adopted the following criteria:

1. Prevention - Where do we need to provide additional support, particularly in relation to issues which have the potential to create bigger problems in the next few years if we do nothing about them?
2. Partnership - Which issues do we as LGNYY and Chief Executives Group partners need to be involved in together?
3. Co-ordination - Where could we create key linkages with other partnership plans?

Our three priorities for 2014-17

- **Facilitate the development of key housing and employment sites across North Yorkshire by delivering necessary infrastructure investments through partnership**
- **Supporting and enabling North Yorkshire communities to have greater capacity to shape and deliver the services they need and to enhance their resilience in a changing world**
- **Reduce health inequalities across North Yorkshire**

The public sector is undergoing rapid change and the way that services are delivered to communities will continue to evolve over the next few years. As well as the more traditional function of delivering services, the public sector will also rely more heavily on working with partners in the voluntary and community and business sectors to **enable** communities to develop and deliver the services they need. Additionally, there will be a need to deliver more projects which reduce service demand and provide good value to the public. Good practice is already being established in this respect by countywide projects such as the Developing Stronger Families initiative. Partners will need to ensure that best value is achieved in the delivery of actions for this plan. Partners will also need to be mindful that where a service is reduced, this could impact on delivery of a service by another partner organisation and as such we will collaborate in partnership to minimise the impact of this.

Priority 1 - Facilitate the development of key housing and employment sites across North Yorkshire by delivering necessary infrastructure investments through partnership

We want North Yorkshire to be a place of opportunity for all and where all residents are able to thrive. This requires both access to good quality employment and a range of housing that meets the needs of our communities at all stages of their lives, including in relation to affordability. This combined offer is central to attracting and retaining a local workforce to support our economy. A number of strategic development sites are planned across the county which provide large-scale opportunities to deliver housing and employment growth, but often there are barriers to bringing them forward and making the most of them. These barriers frequently come in the form of physical infrastructure, for example the need to provide new roads and junctions, or to provide new schools. Here it is important - and frequently essential - that partners, including the Local Enterprise Partnerships (LEPs) serving the county, work together in unison to deliver what is required. The infrastructure needs don't stop at the boundaries of each site though. Sometimes wider infrastructure investment, for example in the highways network, is required to ensure that these major development sites are well connected and accessible.

Complementing investments in physical infrastructure, there is a key role for local authorities, LEPs, education and training providers and other partners to make sure our local workforce has the skills to match the employment opportunities that are either immediately available or being sought. Opportunities to match graduate and apprenticeship skills with future jobs should be pursued, as should the provision of support to help families to be economically stable by giving young people who are not in education or employment the necessary skills. Enabling the development of strategic housing and employment sites therefore requires a package of targeted and focussed partnership action. This will not only make direct and positive contributions to the economy of North Yorkshire but will enable a range of wider housing and social benefits for our communities improving their health and wellbeing. The importance of enabling such development is fully reflected within the York, North Yorkshire and East Riding Enterprise Partnership [Strategic Economic Plan](#) and its accompanying [Local Growth Deal Implementation Plan](#). Partners will work alongside the LEP to ensure that strategic development sites are delivered and, by supporting the preparation and implementation of the LEP's Skills Delivery Plan, that the opportunities offered for our economy and communities are maximised.

Priority 2 - Support and enable North Yorkshire communities to have greater capacity to shape and deliver the services they need and to enhance their resilience in a changing world

Public sector budget cuts have already had some impact on local services and will continue to do so considerably over the next few years. Within this changing context, partners have a key role to play in enabling communities to develop resilience and adapt. In some examples, such as the village shop and Post Office at Stillington, communities have been able to mobilise independently to take action and to retain and develop a 'hub' of services locally by recruiting volunteers and finding funding. However, there is a need for more targeted support for communities from partners, including training and support for community leaders to work with their community to

shape and deliver sustainable services in an innovative way. There are already examples across the county where communities have been supported to deliver local services which best meet their needs, such as the community libraries operating in places such as Barlby and Ayton. Many partners are now signed up to the [joint working principles for engaging communities](#) and it will be important for all partners to make best use of existing community engagement structures in developing this work.

With the growth of an older population in North Yorkshire comes a growth in age-related issues such as dementia and loneliness and isolation. The growing older population also provides real opportunities to promote community action and healthy ageing, helping to tackle issues such as dementia and loneliness and isolation. Partners in North Yorkshire are actively developing and implementing strategies on prevention and dementia to improve the ways in which health and social care organisations meet increasing demand, improve care, and bring care closer to home. Key to this is the government's Better Care Fund (BCF), which brings health and social care services together through joint funding. The BCF will be a significant driver of integrated working between health and social care to prevent illness and disability, as well as providing care in a joined up way. One area of focus is on improving mental health services, and the enabling of "dementia-friendly" communities.

Priority 3 - Reduce health inequalities across North Yorkshire

We know that whilst North Yorkshire offers a good quality of life for many, this is not the case for all. In particular there are significant differences in terms of health and wellbeing experienced by many people in more affluent communities compared with those who have experienced higher levels of social and economic deprivation. Additionally, the current public sector budget cuts have already started to impact significantly on public services in North Yorkshire. Changes to these services, particularly when viewed cumulatively, can impact on the health and wellbeing of the population long into the future and are likely to disproportionately affect the most vulnerable in our society. We must work to ensure that the potential negative impact of these changes is minimised and highlight where we believe those in greatest need are being affected the most.

Smoking and alcohol are two of the main drivers of ill health in the population. Smoking is also the primary reason for the gap in life expectancy between the rich and the poor. In North Yorkshire there were over 3,000 deaths between 2008 and 2010 attributable to smoking. Across the county as a whole, 16% of adults smoke, but this rises to 30% in routine and manual groups. Likewise, modelled estimates show that over 25% of the North Yorkshire population are drinking at "increasing risk" and "high risk" levels. This is not just a problem for adults; in the North Yorkshire Every Child Matters survey of children in years 8 and 10 (aged 12-13 and 14-15) showed that 32% of pupils have had an alcoholic drink in the last 7 days. Additionally, we know that alcohol abuse is heavily linked to issues around crime, disorder and road safety. These issues are preventable through co-ordinated action across organisations in North Yorkshire using "alliance" approaches with clear leadership, a shared vision, and collective action.

All partners in LGNYY and the Chief Executives Group have a key role in the health and wellbeing of their staff, as well as thousands of contacts daily with residents. This puts them and all local employers in an ideal position to improve the health (and productivity) of their workforce as well as supporting local residents to live healthy lives. There is good evidence that creating a healthy workplace reduces sickness and absence levels,

accidents, injuries, and employee turnover, as well as increasing overall performance and productivity.

How will this plan be taken forward?

Local Government North Yorkshire and York and the Chief Executives Group for North Yorkshire and York will lead the partnership of agencies responsible for ensuring that progress is achieved against all of the key aims of this refreshed plan.

The partnership has identified a number of key agencies or groups below who will be best placed to lead on delivering the actions outlined in this plan, although it is expected that all partners will have some role to play in ensuring their effective implementation. Performance against these actions will be reviewed in full at least every twelve months by the Chief Executives Group, who will receive from each lead an overview of progress made in these areas and any barriers to achievement.

1) Facilitate the development of key housing and employment sites across North Yorkshire by delivering necessary infrastructure investments through partnership

Actions		Lead or co-ordinating organisation(s) / partnership(s)
1a	<p>The joint preparation of Infrastructure Delivery Statements for each district.</p> <p>These will set out what development is planned, the critical infrastructure required to support it and how this is to be funded and delivered through partnership.</p>	North Yorkshire County Council; District / Borough Councils;
1b	<p>Support the preparation and implementation of the YNYER Strategic Economic Plan and the Skills Delivery Plan.</p> <p>These will be designed to help equip local communities with the skills and knowledge likely to be required to participate in the full range of employment opportunities offered both during and after construction.</p>	YNYER Skills and Employability Board

2) Supporting and enabling North Yorkshire communities to have greater capacity to shape and deliver the services they need and to enhance their resilience in a changing world

Actions		Lead or co-ordinating organisation(s) / partnership(s)
2a	<p>Provide a coherent programme of support for communities, with the aim of developing empowered communities providing a range of sustainable local support and services.</p>	North Yorkshire County Council; District / Borough Councils; voluntary sector organisations

	This will be designed to achieve stronger community and individual resilience in all parts of the county, effectively using all local assets (for example the skills of local people), and maximising health and wellbeing in the population.	
2b	Implement the prevention strategy and the dementia strategy, to support communities to be resilient against the challenges of dementia and loneliness and isolation. These will enable health and social care organisations to meet increasing demand, improve care, and bring care closer to home, as well as helping communities to tackle issues such as dementia and loneliness and isolation.	North Yorkshire County Council; Clinical Commissioning Groups; District/Borough Councils.

3) Reduce health inequalities across North Yorkshire

Actions		Lead or co-ordinating organisation(s) / partnership(s)
3a	Develop a proactive partnership approach to the control of alcohol and tobacco, including responsible licensing, reducing illegal sales, and reducing illicit and counterfeit products. For alcohol, this will require the full implementation of the North Yorkshire Alcohol Strategy. For smoking, this will require establishing a Tobacco Control Alliance.	North Yorkshire County Council; District/Borough Councils; Clinical Commissioning Groups, North Yorkshire Police.
3b	Support organisations in North Yorkshire to promote a whole-organisation approach to health and wellbeing, including healthy work places and training for workers. This will require contact with organisations, particularly employers, to encourage and support them to participate in programmes such as Making Every Contact Count training www.makeeverycontactcount.co.uk	District / Borough Councils; North Yorkshire County Council.

Further information about this plan, how it has been developed and the partnership can be found at www.nypartnerships.org.uk/nycommunityplan

Enquiries about this plan can be sent to nypartnerships@northyorks.gov.uk or by calling 0845 872 73 74.

You can also write to:

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