



RYEDALE
DISTRICT
COUNCIL



Community
Engagement
Strategy 2009-13

Contents

Introduction	3
Why engage our communities?	4
Our Vision	5
Our Guiding Principles	6
Our Achievements 2006 - 9	7
Our Priorities 2009 -2013	12
Aim 1 Involving communities in decisions	
Aim 2 To know our communities and meet there needs	
Aim 3 To Communicate effectively	
Aim 4 Learning from experience and improving	
Managing our performance	15
Links	16
RDC Annual Corporate Planning Framework	17
Forward Plan for Key Annual Decisions	18
Contacts and other formats	19

Introduction

Community engagement is about working together with local people to address issues that affect them and where they live. It is about the way that we communicate with, understand and involve our community; putting people at the heart of our activities.

The strategy is informed by a review of the Council's current practice and our strengths and weaknesses and current thinking on best practice. This review has also been used to inform the development of the Council's Statement of Community Involvement, linked to the development of the Local Development Framework for Ryedale. The Community Involvement Policy provides an overarching framework for community involvement for the Council and the Ryedale Strategic Partnership. It is hoped that this will encourage greater integration and consistency between the different Council units at all levels, and between the Council and its partners.

The Council is committed to ensuring our activities are designed to meet the needs and take account of the views of all our communities and customers and that the communities views should influence and inform our future decision making.

Through this strategy we want to develop the framework for connecting and engaging with different communities and customers and be clear about how we will use the information generated by this engagement to feed into policy development and improved performance.

The Scope of the Strategy

The term 'community engagement' can encompass a range of different activities, each of which has a differing purpose and level of interaction. Activities can generally be categorised according to the level of this interaction. The following three-level approach is used here:

Providing Information

One way communication aiming to make the community aware of local issues and initiatives. This would include things like summary leaflets or articles in the local press.

Consulting People

Seeking the views of the community, for example on a plan, service or document, which could then be used to inform any changes or future decisions. This would include things like surveys or focus groups.

Involving people

Involving the community and their views more actively in decision-making processes and giving them a greater role in shaping plans and documents, for example in identifying priorities or actions.

Further involvement will be sought in the delivery of plans and initiatives in the long term. This would include things like community workshops and other interactive methods, ongoing liaison groups, panels or networks.

Different approaches (or combinations of approaches) will be appropriate in different circumstances. The one(s) we use will be dependent on who we are involving, why we are involving people, what we are involving people in and many other aspects.

This strategy is concerned with the improvements in the corporate approach to the way the Council engages with its communities. All the services the council delivers also need to engage effectively with their customers and the wider community, the plans for this level of engagement can be found in each service delivery plan. All of the Council's service delivery plans are available on the internet at www.ryedale.gov.uk.

Why engage communities?

Informing - making the community aware of local issues and initiatives

Consulting - seeking the views of the community

Involving - Actively involving the community in processes of decision-making

Why Inform people?

The duty to promote democracy is a statutory duty on local authorities to promote understanding of local governance systems and opportunities for members of the public to be involved.

Communication has a key role to play in improving resident's satisfaction with the council as a whole, and the performance of its individual services. It also helps to drive cultural change and performance improvement. The ability of managers to communicate the vision and aims of the council to staff is critical improving service delivery. The more satisfied staff are within the council, the more likely they are to be good ambassadors for it.

The council also needs to maintain a credible and high profile in order to develop successful partnership working and attract inward investment. Better communication can make people feel more satisfied with existing services but the best communication in the world cannot make people satisfied with poor services!

Why Consult with people?

The council has a duty to consult under the 1999 Local Government Act. It relates to consultation with its stakeholders - council taxpayers, service users, likely service users, business ratepayers, partners, the wider business community and those having an interest in any area of the district. This consultation is for the purpose of deciding how to fulfil the general duty of offering best value and to encourage continuous improvement in a way in which the council exercises its functions having regard to a combination of economy, efficiency and effectiveness.

The Race Relations Amendment Act 2000 also places a duty on local authorities to consult on potential impacts of proposed policies and publish the results of those consultations. The Disability Discrimination Act 1995 as amended in 2005 when it comes into force in 2006 is likely to impose a similar duty on local authorities as the Race Relations Amendment Act. The statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act - Every Child Matters - details the expectations placed on district councils and these include using the views of children and young people to help shape services. In July 2005 the Youth Matters green paper was published. This builds on Every Child Matters with its themes of safe and positive activity. Real communication and engagement (including decision making) with young people is key to providing safe and positive activity

Why involve people?

On the first of April 2009 a new Duty to Involve came into force for all best value organisations across England, including all Local Authorities. The new duty requires local councils to 'embed a culture of engagement and empowerment'.

By providing real opportunities for people to influence the decision making process, we can build understanding and support and help to overcome apathy and cynicism. In some cases, it may also help to build trust, increase accountability and minimise delay. Effective involvement can provide local people with opportunities to express their priorities and what they need for an improved quality of life, providing particular benefits for those groups in society whose voices are not usually heard. It can also provide decision makers and service providers with better opportunities to explain and discuss their policies and proposed actions. As a result our plans, actions or outcomes are more likely to directly meet community needs and, equally important, are more likely to be achievable.

Our Vision

The Councils vision for Ryedale is:

A place where all residents can enjoy a good quality of life, with strong, prosperous and welcoming communities.

And our **Mission** guides our approach in working to achieve this vision: **Working with you to make a difference.**

Our vision for engaging our communities is:

To provide real opportunities for people who live, work and visit Ryedale to be involved, if they want to be, in issues and decisions that affect them by using approaches that are proactive, inclusive and appropriate.

When this strategy has been delivered we hope to see:

Increased trust

Improved services

Increased satisfaction

Improved efficiency

Enhanced community leadership

Our Guiding Principles

The following principles reflect what we expect of those undertaking community engagement activities:

Clear & concise

It is important to be clear about the purpose of involvement activities and how they will be used to inform decisions. Similarly all communication and consultation should be clearly structured and worded. In practice this would include things like considering greater and effective use of figures and diagrams and avoiding jargon and unnecessary information.

Accessible for everyone

It is important that communication and involvement activities and processes provide everyone with the opportunity to get involved should they want to. This ensures that outcomes reflect the views of the whole community. In practice this would include things like reviewing levels of understanding, timeframes and accessibility of venues and recognising that more effort may be required to involve some communities.

Building on existing strengths

In order to optimise resource efficiency and value, communication and involvement activities should seek to build on Ryedale's existing strengths. In practice this will include things like utilising existing mechanisms to distribute information e.g. Ryedale News; and evaluate activities to continually learn from experience.

Appropriate & relevant

All communication and involvement activity must be relevant to those involved; it must have a clear purpose and a meaningful outcome. In practice this would include things like using plain English and enhancing material with pictures and diagrams and choosing or tailoring approaches to the needs of the audience.

Promoting a positive approach

It is important that community involvement is a constructive process, benefiting both the decision-maker and those involved. In practice this would include things like focusing on good examples and lessons to be learned and using structured methods that allow everyone to discuss key issues.

Genuine & realistic

It is important to demonstrate your commitment to community involvement by being clear about what can be achieved and by providing enough time for people to be involved effectively. In practice, this would include things like only involving people where they can have an influence and feeding back outcomes and demonstrating change.

Proactive & innovative

Community involvement should be designed to optimise the value to a process. It is likely that this will mean going beyond minimum requirements where possible. In practice, it will include things like using tailored, enjoyable techniques and/or a combination of approaches and taking involvement activities out to communities.

Promoting ongoing involvement

In line with Government principles, community involvement activities must promote ongoing involvement rather than involvement in one-off activities. In practice, this will include things like providing regular feedback to demonstrate the value of the process and identifying clear links between activities and tangible benefits on the ground.

In the first RDC Community Engagement Strategy we committed to a number of actions and we have delivered as follows:

We committed to...	Lead by	When?	And we have...	Links to Delivery Plans
To identify annually the key messages to be delivered to the community by officers and members and to brief staff through the team briefing in April, and Members through a member briefing in May This action will continue to be delivered.	CMT	April and May annually	Chief exec to deliver staff briefing every 6 months. Communications within council between CMT, Heads of Service and SUMs to be improved	Communication Strategy 2009-13
Clarify the role of lead councillors/member champions as council spokespeople	CMT	March 2007	Achieved	Constitution 2009
Pilot a Ryedale Public debate - 'Question Time'	CMT	October 2006	Achieved	Corporate Plan
Review councillor.info	Head of OD	September 2006	Achieved	Access to Services programme
Publish complete list of personnel and work-bases on the intranet each month This action will continue to be delivered.	Head of OD	July 2006 then Ongoing	Achieved	IT Strategy
Train all staff on effective communications. Include awareness of intranet website and content, corporate branding, council constitution, handling the media This action will continue to be delivered.	HR Manager	Annually in April	Revisit in the new communications strategy.	Communications Strategy 2009-13 Workforce Development Plan 2009-13
Set up a Councillors only forum on the Internet	ICT Manager	June 2007	Achieved	Access to Services Programme
Ensure that the website is available 24/7 to access information about all services across the council. This action will continue to be delivered.	ICT Manager	Ongoing	Achieved	Access to Services Programme
Promote use of intranet as key communications mechanism for staff and members This action will continue to be delivered.	ICT Manager	Ongoing	Achieved	Access to Services Programme
Develop subscription service for information, to include email and text alerts This action will continue to be delivered.	ICT Manager	September 2006	Revisit in terms of newer technologies and social networking, in new communications strategy	Access to Services Programme

Publish and maintain a design manual on adding content to the internet and intranet This action will continue to be delivered.	ICT Manager	September 2006	Achieved - link on intranet	Access to Services Programme
Review the format and presentation of the councils constitution This action will continue to be delivered.	Legal Services	October 2006	Revisit now the review of the content of the constitution has been completed. Investigate publishing in HTML with chapter links on intranet.	Communications Strategy 2009-13
Develop an editorial policy and forward plan for Ryedale News. This action will continue to be delivered.	Media Relations Officer	April 2006 then annually	Achieved. Awareness of forward plan to be included in report format training sessions	Communications Strategy 2009-13 links to Council Forward Plan
Develop and circulate clear protocols for Members and staff in handling media enquiries This action will continue to be delivered.	Media Relations Officer	April 2007	Achieved	Communications Strategy 2009-13
Target the national professional media and develop a target for articles placed in the national professional media This action will continue to be delivered.	Media Relations Officer	July 2006	Revisit. Include in Communications strategy.	Communications Strategy 2009-13- links to Council Forward Plan
Hold meetings between the Council's leadership and the press, every 6 months and for major announcements, after the budget and annual council. This action will continue to be delivered.	Media Relations Officer	November and May	Achieved following elections in June 09. Will be repeated.	Communications Strategy 2009-13- links to Council Forward Plan
Success of the Ryedale News to be evaluated: design, content and distribution	Media Relations Officer	October 2006	Achieved	Communications Strategy 2009-13
Develop the area for press releases and coverage to be placed each week within an archive.	Media Relations Officer	Ongoing	Achieved	Communications Strategy 2009-13
Include 'key-decisions' in Members' Newsletter This action will continue to be delivered.	Media Relations Officer	Ongoing	Member Bulletin to be revisited following launch of new report format and linked to modern.gov	Communications Strategy 2009-13
Prepare statements and releases prior to Council meetings This action will continue to be delivered.	Media Relations Officer	Ongoing	Achieved	Council Forward Plan
Develop a crisis communications plan that sets out how communication	Media	September	Achieved	North Yorkshire Crisis

and especially the media should be handled in emergency situations.	Relations Officer	2006		Media Plan
Develop a Members newsletter to be circulated electronically, to include 'key-decisions' and headline bulletin. This action will continue to be delivered.	Media Relations Officer	September 2006	See member bulletin note above Key decisions circulated following every committee. Could easily be extend to include all members and should include all members of management team.	Council Forward Plan
To build on the Council's complaints system to include specific arrangements for responding to the harassment of minority racial groups This action will continue to be delivered.	Customer Service and Benefits Manager	April 2007	Achieved - Corporate Customer Complaints/compliments System - Covalent	Covalent
Update new councillors pack to include member protocols.	Democratic Services Manager	April 2007	Achieved	Constitution
Insert translated passages into publications, and display signage publicising the availability of documents and services in alternative languages This action will continue to be delivered.	Head of OD	July 2006 then ongoing	Achieved	RDC Single Equalities Scheme Corporate ID Manual
Produce a Councillors' directory and publish on the intranet. Update bi-monthly	ICT Manager	Bi-monthly from August 2006	Achieved	Modern.gov
Publish an A-Z of Council services on the intranet, website and annually in Ryedale News This action will continue to be delivered.	ICT Manager	Launch September 2006 then ongoing	Achieved	Transformation SDP
Roll out customer service standards across all units and establish a process for regular monitoring.	Head of T	October 2007	Revisit	Service Delivery Plans Customer Access Strategy
Make full use of the new contact management system in order to analyse contact with customers and improve service standards	Head of OD	2009	Revisited Equalities monitoring of all services and monitoring of customers - access treatment & outcome	RDC Equalities Scheme
Focus group for members This action will continue to be delivered.	CMT	Annually	Achieved annually in November	Council Plan and Financial Strategy
Focus group for Staff	Head of OD	Ongoing	Achieved	Workforce

This action will continue to be delivered.				Development Strategy
Voluntary and Community Sector Focus group This action will continue to be delivered.	Community Planning Manager	Quarterly	Achieved through support for RVA by RSP - Equalities forum and VCS Forum	RSP Community Engagement Plan
Training for staff in planning and organising effective consultation This action will continue to be delivered.	Head of T	Ongoing	Integral to project management and service reviews	Service Delivery Plans
Develop local forums - in partnership with NYCC and police, in which members play a key role.	Community Planning Manager	April 2007	Revisit through RSP community engagement plan. New approach to be incorporated in revised community development plan	RSP Community Engagement Plan
Provide Plain English training to staff and members	Head of OD	April 2007 then annually	Achieved through report writing course and guidance included in Corporate ID Manual	Corporate ID manual Modern.gov
Develop a corporate image library that supports the achievement of the equality standard for Local Government This action will continue to be delivered.	Head of T	August 2006	Achieved - ongoing	Transformation SDP Corporate ID Manual
Publish member and staff protocols for communications	Policy Manager	July 2006	Being revisited through communication working group.	Constitution and Media Manual
Improve consultation section of internet to include: Results of involvement activity; Joint timetable; Web-links to toolkits and current consultations and evaluation findings This action will continue to be delivered.	Head of T	July 2006 then ongoing	Achieved	Transformation SDP
Introduce stakeholder management : database, mapping, participation history, advance notification	Head of T	July 2006 then ongoing	Too aspirational, cannot be achieved in the next 5 years through CRM systems. Revisit in light of IT investment	IT Strategy
Explore the role of member champions in team briefings	Head of T	March 2007	Review of member champions underway - team briefing ceased	Communication Strategy 2009-13
Refresh existing citizens panel This action will continue to be delivered.	Head of T	November 2006 then annually	Developing RDC Citizens panel to run from T Team	Council Plan Transformation SDP

Develop corporate consultation annual programme linked to corporate planning cycle This action will continue to be delivered.	Head of T	October 2006	Achieved	Council Plan, Financial Strategy and Service Delivery Plans
Publish a Consultation calendar on the intranet This action will continue to be delivered.	Head of T	October 2006 then Ongoing	Achieved	Council Plan Transformation SDP
Develop and publish approval process for consultation. SMT to approve SDPs and then annual programme to be approved by members. One off consultation to be approved by SMT. Guidance to be published on intranet.	Head of T	September 2006	Achieved - H of S group to approve all activity.	Council Plan Service Delivery Plans, Council Forward Plan
Improve quality and format of committee reports	Head of T	September 2006	Achieved	Modern.Gov
Update the Corporate Branding manual. This action will continue to be delivered.	Head of T	September 2006	Achieved - launched July 2009 Corporate ID Manual	Transformation SDP
Evaluation of annual programme of consultation outcomes and activities, and publish findings on website This action will continue to be delivered.	Policy Manager	September 2007 then annually	Follows on from annual programme above	Service Delivery Plans
Develop a programme of focus groups with residents from the following communities : Disabled, Black and Minority Ethnic, Lesbian Gay Bisexual Transgender, Older People, Gender, Religion and Belief, Young People	Policy Manager	Three year programme 2006 -2009	Achieved - Council Conundrum - annual workshops with seldom heard groups - Raising our Game report	Imagine Ryedale... Equalities Scheme
Review Corporate Risk Management Framework	Risk Management Group		Achieved - now managed through Covalent	Corporate Plan & Risk Strategy Statement of internal Control

Key
Action Completed
Action will continue to be delivered
Further action required

Our Community Engagement Priorities 2009 - 2013

Aim 1	To provide the opportunity for all of our communities to be involved in the decisions that affect them
Objective 1	By providing the opportunity for people to influence the design and delivery of the services that impact on their quality of life through effective Community Engagement.
Aim 2	To know our communities and meet their needs
Objective 2	By using the most appropriate involvement and communication methods and ensuring that adequate resources are available.
Aim 3	To communicate effectively
Objective 3	By having a strong brand identity for the Council, with standards for accessible communications, to include the programme for and outcome of consultations.
Aim 4	To continually learn from our experience and improve our performance
Objective 4	By developing an effective approach to evaluating our community engagement activities against our guidance and principles.

Aim 1: To provide the opportunity for all of our communities to be involved in the decisions that affect them

Objectives	When will action take place?				Service Unit Delivery Plans
	2009/10	2010/11	2011/12	2012/13	
1. To link planning for community engagement activity and opportunities to the council forward plan and Corporate Business Planning Cycle	✓	⇒	⇒	⇒	Council Plan
2. to promote opportunities for involvement in activities through the councils communication channels	✓	⇒	⇒	⇒	Communications Strategy 2009-13
3. To link community engagement activity to service impact assessments as part of service redesign or policy development	✓	⇒	⇒	⇒	RDC Equalities Scheme
4. To combine our efforts with those of our partners to ensure effective engagement	✓	⇒	⇒	⇒	RSP Community Engagement Plan

Aim 2: To know our communities and meet their needs

Objectives	When will action take place?				Service Unit Delivery Plans
	2009/10	2010/11	2011/12	2012/13	
1. To monitor service users and levels of customer satisfaction	✓	⇒	⇒	⇒	RDC Equalities Plan
2. To aspire to 'A Plan for Every Parish'	✓	⇒	⇒	⇒	Transformation Team Delivery Plan
3. To routinely engage with our communities in the design and delivery of services	✓	⇒	⇒	⇒	Council Plan
4. To select the most appropriate engagement method and resourcing this adequately.					Service Delivery Plans

Aim 3: To communicate effectively

Objectives	When will action take place?				Service Unit Delivery Plans
	2009/10	2010/11	2011/12	2012/13	

1. To raise Ryedale resident's awareness of Ryedale District Council as a provider of services and a community leader	✓	⇒	⇒	⇒	Communications Strategy
2. Ryedale District Council as One Council	✓	⇒	⇒	⇒	Communications Strategy
3. Communications will be targeted to meet our citizens, residents and tourists, stakeholders needs	✓	⇒	⇒	⇒	Communications Strategy
4. To raise Ryedale resident's awareness of Ryedale District Council as a provider of services and a community leader	✓	⇒	⇒	⇒	Communications Strategy
5. Keep the public informed about Ryedale District Council's activities and decisions through regular communications that are clear and understandable.	✓	⇒	⇒	⇒	Communications Strategy
6. Respond to enquiries from the media and the public in a timely and appropriate manner	✓	⇒	⇒	⇒	Communications Strategy

Aim 4: To continually learn from our experience and improve our performance

Objectives	When will action take place?				Service Unit Delivery Plans
	2009/10	2010/11	2011/12	2012/13	
1. To support all staff in planning and delivering effective community engagement activities.	✓	⇒	⇒	⇒	Community Engagement Toolkit
2. To work more effectively in partnership to deliver community engagement and share the outcomes	✓	⇒	⇒	⇒	RSP Community Engagement Plan
3. We will evaluate our community engagement activities against the Community Engagement principles.					Community Engagement Toolkit

Managing Our Performance – How effective is our Community Engagement activity?

KPI Ref	Description	2009/10	2010/11	2011/12	2012/13	Delivery Plan Link
NI 4	% of residents who feel they can influence decisions	30.9 % (2 nd Quartile)	Top Quartile	Top quartile	Top Quartile	RSP Community Engagement Plan
NI 3	% of people who have been involved in decisions that affect the local area in the past 12 months	18.1% (top quartile)	Top Quartile	Top quartile	Top Quartile	RSP Community Engagement Plan
NI 5	% of residents who are satisfied with their local area as a place to live?	87%	+2%	+2%	+2%	Council Plan
NI 1	% of residents who feel that their local area is a place where people from different backgrounds can get on well together.	81.1%	+1%	+1%	+1%	RDC Equalities Scheme
NI 140	% who would say that they have been treated with respect and consideration by their local public services in the last year	79.7% (top quartile)	Top Quartile	Top Quartile	Top Quartile	RDC Equalities Scheme
LPI CE 05	Progress towards achievement of 'A Plan for Every Parish' – Number of parishes with a plan	52	+4	+4	+4	RSP Community Engagement Plan

Links:

- Ryedale District Council Plan 2009-13
- Service Delivery Plans 2009-13 – Covalent
- RDC Community Engagement Guidance and Toolkit
- RDC Communications Strategy 2009-13
- RDC Workforce Development Plan 2009-13
- RSP Community Engagement Plan 2009 -13 – imagine-ryedale.gov.uk
- Ryedale Local Development Framework - Statement of Community Involvement
- North Yorkshire Compact
- North Yorkshire Strategic Partnership Community Engagement Strategy

Annual Programme:

- RSP Wider Partnership Conference annually in February
- Meet with members of disadvantaged groups at least twice a year in April and September
- Work in partnership with RVA to involve the voluntary and community sectors in the work of the Council – Ryedale Forum
- Working with Ryedale Together – the Ryedale Equalities Forum
- Working with the Ryedale Housing Forum
- Working with the Ryedale Employment and Skills Partnership
- Support 'A Plan for Every Parish' – Local Community Plans
- Regular Satisfaction surveys
- Customer satisfaction monitoring – focussing on access, treatment and outcome
- Ryedale Citizens Panel

Key Publications:

- Ryedale News – Delivered to every household twice a year
- Council Tax Leaflet – Delivered with every Council tax bill, including information on finances
- RDC Annual Report – Ryedale.gov.uk
- RSP Annual Report – imagine-ryedale.gov.uk

Opportunities provided in Ryedale by partners:

- Learning Disability Partnership Boards – one in each locality
- Network of Better Government for Older People groups
- Older people as representatives on POPPs2 steering groups
- Service-user involvement on Mental Health policy and reference groups
- MAGIC (Mental Awareness Group Input Committee): service user-led forum
- Residents' Forums in NYCC Residential Homes and Extra Care facilities
- Physical and Sensory Impairment Reference Groups – one in each locality in North Yorkshire
- Consultation with community groups as part of library refurbishment programmes and one stop shops
- Supporting People – consultation forums with marginalised groups
- Service users as members of Supporting People working groups for new services

Ryedale District Council Annual Corporate Planning Framework

	January	February	March	April	May	June	July	August	September	October	November	December
Imagine Ryedale... Joint target setting			Review to RSP						Progress to RSP			
Council Plan Strategic Objectives			Review to Council							Progress to P&R		
Service Delivery Plans Service Objectives	Progress to CMT	CMT Draft		CMT Final			Progress to CMT			Progress to CMT		
Staff Appraisals Individual Objectives					Review				Progress			
Financial Strategy		Special Council										
Council Budget		Special Council								Review to P&R		
Council Tax		Special Council										
Annual Governance Statement						Approval P&R				Review to P&R		
Annual Report							Published					

Ryedale District Council Annual Community Engagement Programme

Inform				Ryedale News Parish Newsletter			Annual Report			Ryedale News Parish Newsletter		
Involve	→		RSP Wider Partnership Conference	Workshops with seldom heard groups Parish Liaison	→	→				Workshops with seldom heard groups Parish Liaison	→	→
Consult	→									Annual Review of Budget & Council Plan Priorities	→	→

Ryedale District Council Annual Decisions Forward Plan

Date	Service Area	Policy or Subject	To be submitted to:			
			CS	P&R	O&S	Council
April May	Corporate	Annual Audit & Inspection Report		●	●	●
	Customer Services and Benefits	Customer Complaints Quarter 4			●	
June July	Finance and Revenues	Annual Statement of Accounts and Annual Governance Statement		●	●	●
	Transformation	Annual Report - achievement against priorities	●	●	●	
August September	External Auditors	Annual Audit and Inspection Plan			●	
	Customer Services and Benefits	Customer Complaints Received - Quarter 1			●	
	Legal	Results of Local Government Ombudsman Investigations			●	
October November	Finance and Revenues	Treasury Management Annual Review and Monitoring Report		●		●
	Transformation	Council Plan – Achievements and annual review of priorities	●	●	●	
	External Audit	Annual Governance Report		●	●	
	Finance and Revenues	Budget Strategy		●		
	External Auditors	External Audit Reviews and Recommendations			●	●
	Internal Audit	Half Year Risk Management Actions Monitoring Report			●	
	Customer Services and Benefits	Customer Complaints Received - Quarter 2			●	
December January	Finance and Revenues	Fees & Charges	●	●		●
	Corporate	Risk Management Strategic Review			●	
February March	Finance and Revenues	Financial Strategy		●		●
	Finance and Revenues	Setting of Council Tax				●
	Legal	Local Code of Conduct		●		●
	Transformation	Council Plan - Revised for adoption				●
	Customer Services and Benefits	Customer Complaints Quarter 3			●	
Every Cycle	Aim 1: Meeting Housing Needs	Performance and Finance Report	●			
	Aim 2: Economic success	Performance and Finance Report	●			
	Aim 3: Environment	Performance and Finance Report	●			
	Aim 4: Active and safe	Performance and Finance Report	●			
	Aim 5: Transformation	Performance and Finance Report		●		

This is not an exhaustive list of the items to be considered by each committee but highlights the key policies and decisions of the Council

This document is also available in other languages, large print and audio format upon request.

本文件也可應要求，製作成其它語文或特大字體版本，也可製作成錄音帶。 (Simplified Chinese)

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio. (Polish)

Este documento encontra-se também disponível noutros idiomas, em tipo de imprensa grande e em formato áudio, a pedido. (Portuguese)

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。 (Traditional Chinese)

If you would like to discuss any aspect of this document or would like further advice please contact:

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Community Engagement Guidance and toolkit can be found on the Council Intranet, along with reports of findings from activities undertaken and events scheduled for the year ahead.