



E: [info@nyhighways.co.uk](mailto:info@nyhighways.co.uk)

T: 01609 535470

# North Yorkshire Council and the benefits of its Teckal Highways Company – NY Highways

APSE

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St James Park



# Introduction

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- **Martin Duffy** – Chair, NY Highways
- **Jamie Crumlish** - Managing Director, NY Highways

# How did we get here?

## Why?

Past experience

Political  
landscape

Control

Flexibility

Income  
opportunity

## What?

100%  
ownership

Strong local  
Business

20% external



## How?

££££...

TUPE

IT & Systems

KPIs

People –culture

Supply chain

# Scale of the Task



- **9200km of network** – 8600km of that is surfaced – the equivalent of driving from Harrogate to New Delhi
- **2000 structures**
- **50,000 street lights**
- **57 gritter routes on P1** and the same for P2
- **168,000 gullies**
- **300 staff and operatives**
- **9 operational depots** across the county, plus strategic unmanned depots
- **230 vehicles**
- **28 mechanical bays**
- **£85 million spend** in 25/26 through NYH

# Results

**Generates £5 million of efficiencies**

**No commercially aggressive practices**

**Provides flexibility in delivery**

**Emergency responses – e.g. Langdale fire breaks**

**Reduction of rates instead of yearly increases**

**16 million of internal delivery**

**Economic development – apprentices, local spend, supply chain development**

**External Revenue – Works, Fleet, Training**

**Check and challenge to weed out inefficiencies – no hiding, no blame**

**Widened to other areas – Property, Housing, Bereavement Services**



# Who Else – TAG

Via – East Midlands

Coreserv – Cornwall

Norse – Norfolk

NSEK - North Somerset

Rate Comparisons, Sub Groups, Innovations

Buying Gains



# Questions

1. Why did NYC pick the Teckal Model?
2. Are there challenges specifically with outsourcing and then bringing internal?
3. How would you describe the client relationship against a typical outsourced relationship?
4. How are you dealing with the skill shortage?
5. In a cost plus zero model how do you deal with asset replacements – Gritters, MEWPS, Vehicles, Plant?
6. How do you motivate staff on cost plus zero – no financial incentives!
7. Are NYC happy with the arrangement?
8. What is the most frustrating element of running a Teckal organisation?
9. Should there be a separation of client side and contractor side and where should the line be drawn?
10. Would you recommend this model to any other councils?