



# North Yorkshire Council: A new single council for our county

Council plan 2023-2027









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# Your new council

## A New Council Delivering Services for North Yorkshire

This is the first council plan for the new North Yorkshire Council. Prior to 1 April 2023, there was a two-tier system of local government in North Yorkshire. This meant that local government services were provided by eight councils: North Yorkshire County Council, five district councils and two borough councils. Central government told us that North Yorkshire would need to end this two-tier approach and move to what is known as 'unitary' local government to secure more powers and new funding for the county via a devolution deal. The national government considered the local proposals which were put forward and which were both put out to public consultation.

In July 2021 it was announced that a new single unitary authority for the whole county, North Yorkshire Council, would replace these eight councils from April 2023.

North Yorkshire Council has brought together the services previously provided by all eight councils. This will improve efficiency, effectiveness and join up services in a way that makes sense to residents, businesses and partners here. North Yorkshire Council is large enough to maximise the benefits of delivering services at scale across a rural county but is being designed with communities at its heart. Replacing eight councils with one gives us all the best possible chance of protecting the services you value at a time of exceptional financial pressures on public services. There will be tough financial decisions ahead, but by making this change now, we are in a much stronger position to manage the rising costs and increased demand for services.



Our new council has been designed and built with the knowledge and expertise of colleagues from all eight councils and it will build on the very best of its predecessor councils to deliver better value for money services and focus on improving outcomes for local people, businesses and communities. Our new council will also work with partners like the health sector, police, fire, and community and voluntary sector to get the most from every North Yorkshire pound.

North Yorkshire Council will work with the county's six MPs to give our county a stronger voice to attract inward investment and tackle priorities at a local level. The creation of a unitary authority also paves the way for the devolution deal for North Yorkshire and York.

The proposed deal, which went out to public consultation last year, will establish a combined authority and elected mayor and will bring in a minimum of £540 million new funding over the next 30 years to support economic development and to help fund transport priorities in this area. There will be additional funding for transport, brownfield and rural housing development and funding to help us to deliver our targets for reducing carbon emissions in the county and protecting and enhancing our environment. This deal is just the first step and opens the door to even greater devolution from central government in the future, giving us all greater say on what matters to us all here.



## Local by Design

North Yorkshire Council is being built with local at its heart and aims to be the most local, large council in England.

Ahead of the launch of the new council, 90 new councillors, representing 89 new electoral divisions were elected by the public in May 2022. These councillors are accountable for all services within the unitary authority so everyone will know who represents them and who they can contact. This provides a clearer, stronger and more accountable political voice for our county, as well as empowering councillors to be community champions. You will still be able to access all the support, advice and services you do currently but from just one council instead of eight.

Access to support and services will be easier, via one telephone number, one website, one customer service team and one set of face-to-face customer access points spread across the whole county.

There will be a main office in each former district area, supported by around 30 additional customer access points located in the places people already go.

Staff will continue to live and work in the communities they serve, listening to the needs of individual places and supporting local priorities and action.

The new council will work closely with town and parish councils, wider partners and communities to ensure that local priorities drive locally led decision-making and local action via community networks.

Around 30 community networks will bring together local councillors, public sector agencies, communities and businesses to get things done in their local area.

Over the period of this plan, we aim to further expand these local access points to provide more choice for local residents.

We will encourage more involvement from local people and partners by championing local action and creating opportunities for local communities to come together to identify local solutions and develop their own priorities. We will devolve services and assets to town and parish councils and community groups, where they want to take these on and where it would be better value for money for all involved.



## Challenging Times

While the creation of North Yorkshire Council is an exciting opportunity to transform services, drive innovation and improve outcomes, we face many significant challenges now and in the years ahead including the impact of inflation, increased demand for our services, climate change, and the impact of the cost-of-living crisis on our communities. This is particularly the case with adult social care, services for children and young people, and support for people who are homeless. By joining-up services and maximising spending power, North Yorkshire Council will save between £30 million and £70 million in its first few years. This money will be critical to sustaining essential services in the face of the many significant challenges.

We also recognise that many of the challenges we face cannot be delivered by a single agency alone and as such we are proud to work in collaboration with our local partners, other public sector organisations, businesses, and communities.

North Yorkshire Council has already made a clear commitment to listen to its communities. In autumn 2022, working together, colleagues from all eight councils, undertook North Yorkshire's biggest countywide conversation 'Let's Talk', asking you to share your views on a range of topics including what is important to you in your local area, what our priorities should be and what feels local to you. This has helped us to shape the new council, our vision, this plan and our services.

This plan sets out our vision, ambitions and priorities for North Yorkshire and the approach we are taking to achieve them. We are committed to delivering high performing and value for money services.

Please let us know what you think using the contact details on the last page of this document.



Councillor Carl Les, Leader of the Council



Richard Flinton, Chief Executive

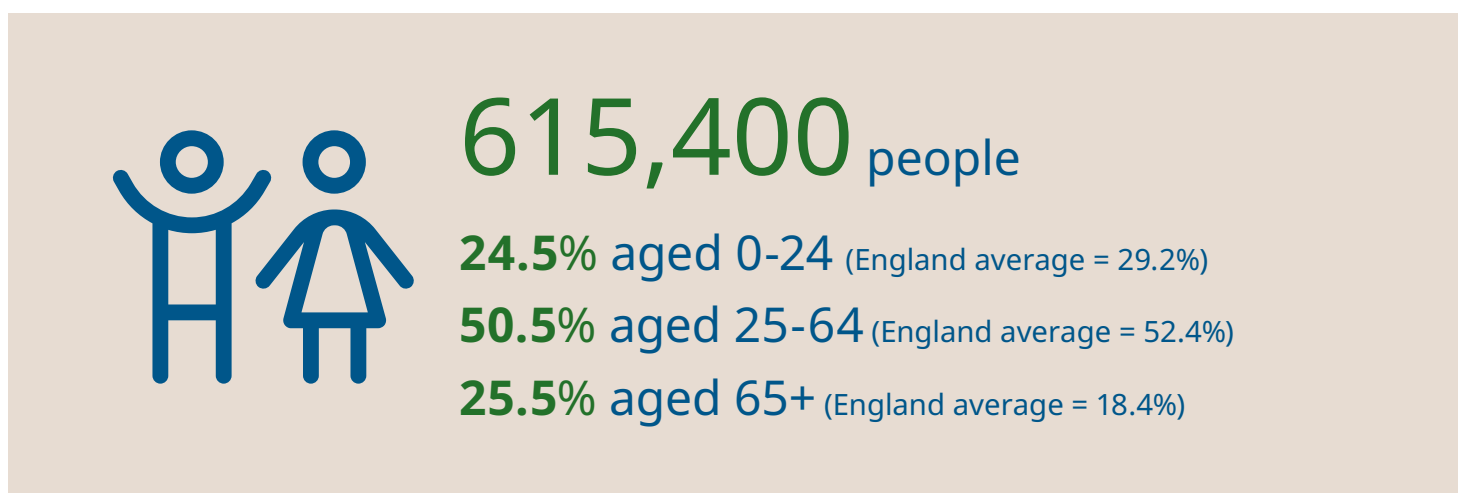
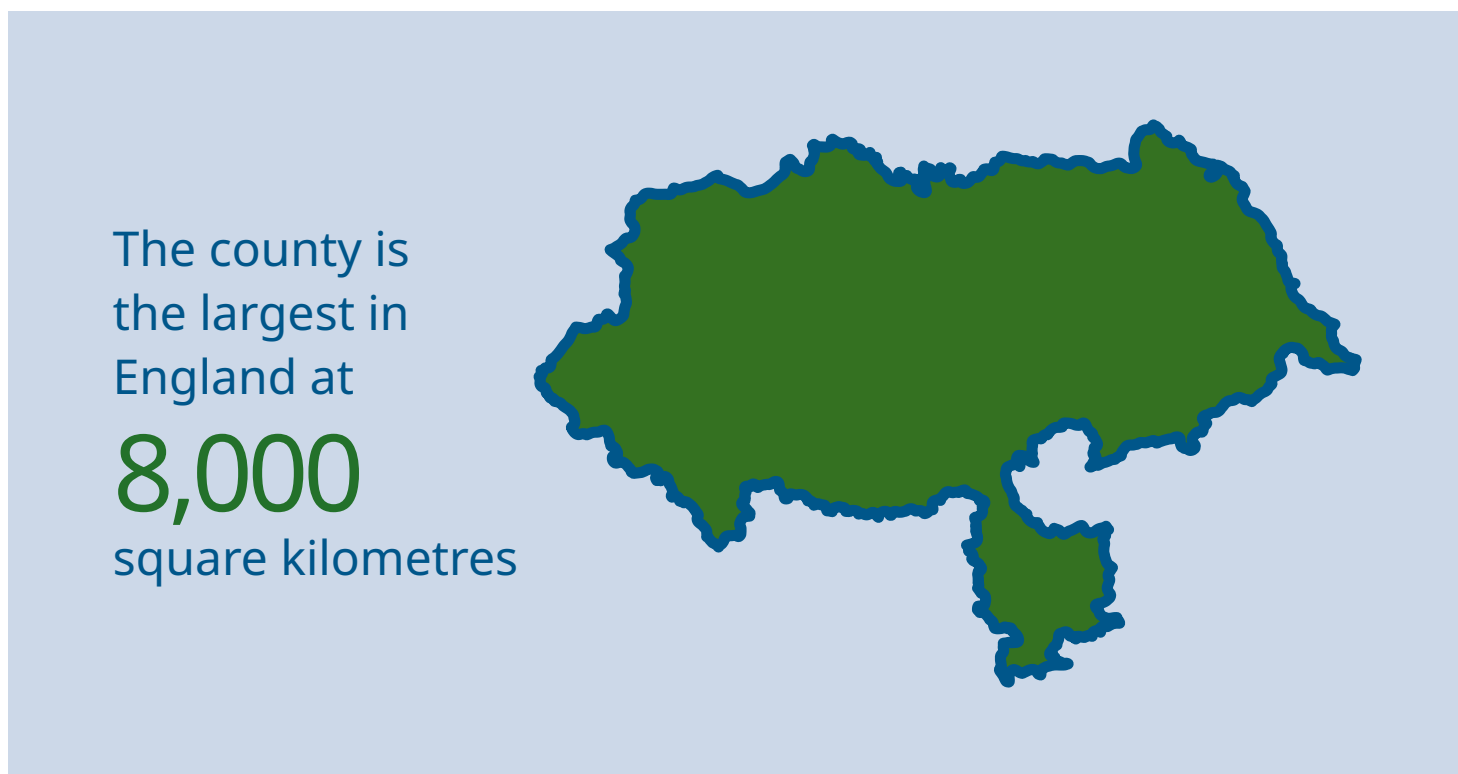






# About North Yorkshire

North Yorkshire is an attractive place to live, work and visit. Our county has an enviable identity with a brand globally renowned for its culture and spectacular landscapes. The county has a varied and vibrant local economy, the lifeblood of which is defined by over 32,000 small and medium enterprises (SMEs) which form 99% of all businesses locally. We serve a diverse and dispersed population of an estimated 615,400 people across a geographical area of over 8,000 square kilometres. Large parts of the county sit within two beautiful National Parks and three Areas of Outstanding Natural Beauty. Ninety eight percent of the county is either sparsely (13%) or super-sparsely (85%) populated with just over a third of the population living in these areas. This results in a population density of just 77 people per square kilometre, compared with an England average of 432.



Average house price:  
**£284,164**  
(England average = £316,073)

(UK House Price Index, October 2022)

Average household income:  
**£41,628**  
(England average = £43,966)

Average household income after housing costs:  
**£28,448**  
(England average = £28,248)

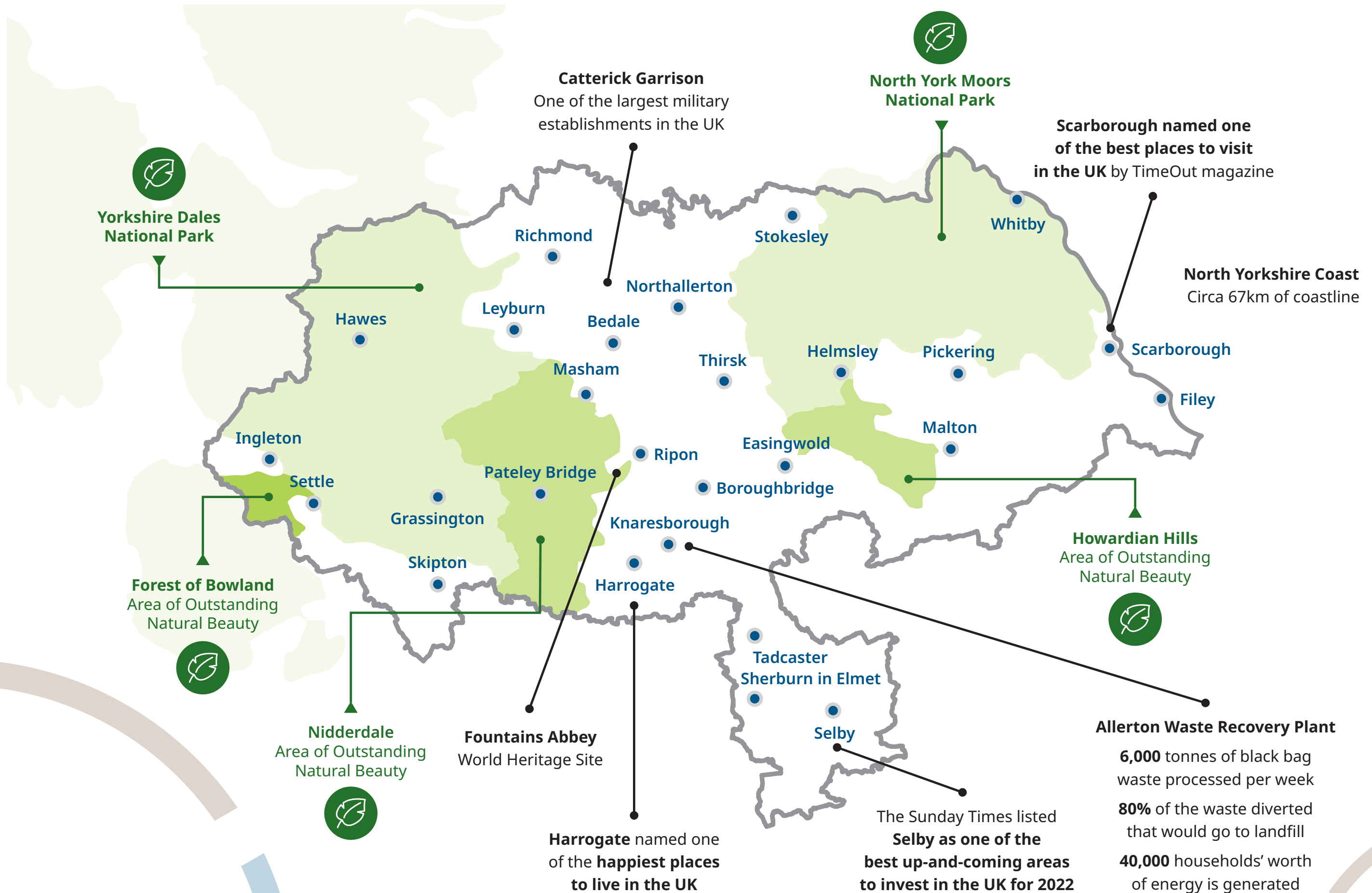
## Strengths:

- Globally renowned brand
- Beautiful natural landscape
- Vibrant market towns and communities
- Popular visitor destination with leading heritage attractions, resorts, theme parks and unique events including international arts and sporting events
- A diverse and entrepreneurial business culture
- Strong partnership working
- Building on the records of the eight predecessor councils
- Devolution deal for North Yorkshire and York

## Challenges:

- Tackling inequality and deprivation
- Changing demographics and support needs including meeting the needs of an ageing population
- Digital infrastructure and connectivity
- Rural nature of the county and sustainability of rural services
- Transport connectivity and traffic congestion (including air quality)
- Tackling climate change
- An appropriately qualified/ skilled workforce
- Housing affordability
- Cost of living





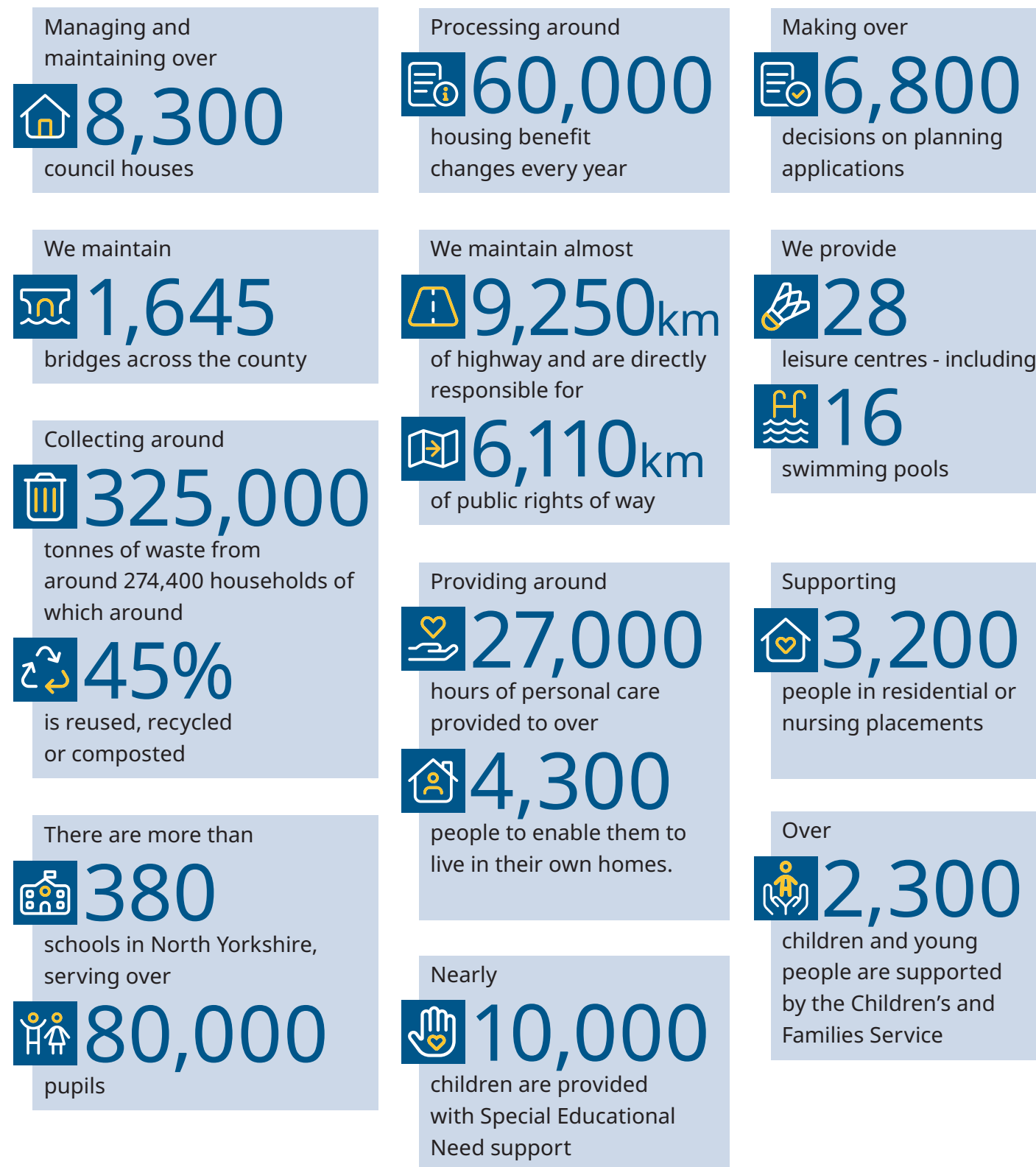






# Delivering our services

The council provides a wide range of services and facilities for its residents, businesses, and visitors, including:



## Some of the services we provide:

- Adult education
- Adult social care services
- Air quality
- Benefits service
- Cemeteries and crematoria
- Children's social care, including adoption and fostering
- Community development
- Community safety
- Council tax collection
- Culture and tourism
- Democratic services and administering elections
- Economic development supporting the growth of new and existing businesses
- Emergency planning
- Environmental health
- Food hygiene
- Health and safety
- Heritage and countryside management
- Highways including roads, bridges, street lighting and public rights of way
- Housing, including homelessness prevention and support
- Libraries and archives
- Licensing (including alcohol, entertainment and taxi licensing)
- Management of beaches and harbours
- Parking
- Pest control
- Planning and building control
- Public and community transport
- Public health, working to improve health and wellbeing
- Registration of births, deaths, marriages and civil partnerships
- Schools
- Sport and leisure services and facilities
- Street scene: fly-tipping, street cleaning and dog fouling
- Tourism services and major venues
- Trading standards and consumer advice
- Waste and recycling collection and disposal

**We want to build on North Yorkshire's natural capital, strong local economy and resilient communities, to improve the way local services are delivered and support a good quality of life for all.**



# Our vision and ambitions

## Vision

**We want to build on North Yorkshire’s natural capital, strong local economy and resilient communities, to improve the way local services are delivered and support a good quality of life for all.**

## Our Ambitions

Place and Environment	Economy	Health and Wellbeing	People	Organisation
<ul style="list-style-type: none"> <li>• A clean, environmentally sustainable and attractive place to live, work and visit</li> <li>• A well connected and planned place with good transport links and digital connectivity</li> <li>• Communities are supported and work together to improve their local area</li> <li>• Good quality, affordable and sustainable housing that meets the needs of our communities</li> </ul>	<ul style="list-style-type: none"> <li>• Economically sustainable growth that enables people and places to prosper</li> <li>• Culture, heritage, arts and sustainable tourism all play their part in the economic growth of the county</li> <li>• New and existing businesses can thrive and grow</li> <li>• North Yorkshire has a high profile, is influential nationally and receives its fair share of resources</li> </ul>	<ul style="list-style-type: none"> <li>• People are supported to have a good quality of life and enjoy active and healthy lifestyles</li> <li>• Reduced variations in health through tackling the root causes of inequality</li> <li>• People can access good public health services and social care across our different communities</li> <li>• People have control and choice in relation to their independence and social care support</li> </ul>	<ul style="list-style-type: none"> <li>• People are free from harm and feel safe and protected</li> <li>• People can achieve their full potential through lifelong education and learning</li> <li>• People are better supported, by strengthening families or other appropriate networks</li> <li>• In times of hardship, support is provided to those that need it most</li> </ul>	<ul style="list-style-type: none"> <li>• Good quality, value for money services that are customer focused and accessible to all</li> <li>• A carbon neutral council</li> <li>• A well-led and managed, financially sustainable and forward- thinking council</li> <li>• A diverse and inclusive council, where employees are supported and valued</li> </ul>

## The four pillars of locality working at the heart of everything we do:

<p><b>Local services and access:</b></p> <p>Locally based and integrated council, partner and community services</p>	<p><b>Local accountability:</b></p> <p>6 area committees to oversee and champion local areas, strengthen local relationships, make important decisions locally on matters such as planning and licensing and hold the council to account</p>	<p><b>Local action:</b></p> <p>Around 30 community networks, bringing together local Councillors, public sector agencies, communities and businesses to get things done in their local area</p>	<p><b>Local empowerment:</b></p> <p>Devolution of services and assets to town and parish councils and community groups where they want to take these on and have the capacity to do so</p>
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# Place and Environment

## **A clean, environmentally sustainable and attractive place to live, work and visit**

This outcome is around two main areas; the first is around mitigating the causes and impacts of climate change. This will include how we encourage people to reduce, reuse and recycle waste and therefore, in turn, how much of our waste ends up at landfill. The second aspect is around North Yorkshire as a beautiful place and our role in preserving that for future generations.

We understand the importance of mitigating the causes and impacts of climate change and therefore the council has officially declared a Climate Emergency. North Yorkshire as a locality emitted 5,829kt CO<sub>2</sub>e in 2020 (measure of emissions from the three main greenhouse gases). We must work with partners to reduce carbon emissions across North Yorkshire; however, in the challenging times that local government now faces, this must be done in a financially sustainable way. Our goal is to support the region's ambition to be carbon neutral by 2034 and carbon negative by 2040. We will work with partners to make this possible and encourage residents, businesses and visitors to take climate responsible actions. We will do this in three ways: mitigation, reducing our impact on the climate by decreasing greenhouse gas emissions; adaptation, preparing for the climate to change; and supporting nature, helping the natural world, on which we depend, to thrive.

Our priorities for the next four years are:

- To encourage and support sustainable living in our communities and towns as well as the transport in between, including making it easier to charge electric vehicles and promoting and encouraging active travel including walking and cycling.
- To encourage and assist everyone to reduce, reuse and recycle waste.
- To promote renewable energy.
- To create a North Yorkshire Adaptation Plan to support services and residents, communities and businesses to prepare for our climate to change.
- To promote biodiversity and support nature recovery.
- To promote sustainable land use and green spaces.
- To prioritise nature-based solutions in climate change activity.
- To develop sequestration projects and carbon capture.

North Yorkshire is a beautiful place to live with large parts of the county sitting within the Yorkshire Dales and North York Moors national parks, as well as three Areas of Outstanding Beauty. We want North Yorkshire to continue to have clean and attractive streets, beaches and open spaces.

Our priorities for the next four years are:

- To protect the local environment and ensure our air, streets, beaches and open spaces are kept clean and attractive.
- To reduce littering, fly-tipping and dog-fouling.



## A well connected and planned place with good transport links and digital connectivity

The rural nature of the county presents a great challenge for digital and transport connectivity, as well as the sustainability of rural services. Local bus services provide the primary mode of public transport, offering access to essential facilities; however, with low population density, commercial services in rural areas are not sustainable. Commercial public transport operators cater for 90% of all passenger journeys but less than 40% of parishes have a bus service operating more than three days per week. Their networks are concentrated in urban areas where services are more sustainable, leaving access for people in rural areas a challenge for the council.

14% of all premises in North Yorkshire have no broadband coverage at all, this varies from 20% in rural areas to 7% in urban areas. This is equivalent to 48,911 premises in North Yorkshire with no broadband and most of these (38,444) are situated in rural areas. In addition, more than one third of North Yorkshire (35%) has no mobile phone coverage. We also recognise the importance of having well planned developments that are responsive to the needs of local residents and have access to essential services.

North Yorkshire Council will deliver a £68.8m major highway improvement scheme on the A59 at Kex Gill that will improve the resilience of this key east west route between Skipton and Harrogate by moving the road onto the opposite side of the valley.

Our priorities for the next four years are:

- To seek improvement to transport connectivity and inclusion (especially east-west links).
- To support and encourage an effective and efficient public transport network.
- Promote and encourage active travel including walking and cycling.
- To maintain safe highways and to seize opportunities to improve the network.
- To improve digital connectivity and inclusion.
- To ensure that developments meet the needs of all and consider health and social inequality. Housing developments should also have easy access to employment and economic opportunities.



## Communities are supported and work together to improve their local area

We want North Yorkshire to have strong, resourceful, resilient and empowered communities who work together to make decisions on local priorities, enjoy improved local accountability and have the opportunity to run local assets where they want to take on additional responsibilities and where it would be value for money for all involved.

Our priorities for the next four years are:

- To set up and support six area committees to discuss local issues, provide direction and local leadership.
- To work closely with, support and empower town and parish councils and community groups to run assets and services where they want to take on additional responsibilities, have the capacity to do so, and where it would be value for money for all involved.
- To establish around 30 community networks, bringing together local Councillors, public sector agencies, communities and businesses to get things done in their local area.
- To establish and maintain strong partnerships across North Yorkshire.
- To support a vibrant and thriving voluntary and community sector in North Yorkshire.

## Good quality, affordable and sustainable housing that meets the needs of our communities

Housing affordability is a challenge experienced by many residents across North Yorkshire. Across the county, a person earning average local wages would need to pay almost 10 times their income to buy a property; in Harrogate over 13 times annual earnings would be needed. This problem has been heightened by the current cost-of-living crisis. Energy efficiency of housing is another key challenge faced by many in North Yorkshire. North Yorkshire's average energy efficiency rating for domestic buildings is below the national average.

North Yorkshire Council will work with partners to ensure the future housing needs of residents are met through projects such as those at Clothhome Village (Ripon Barracks) where there is a plan for 1,300 homes and two hectares of employment and local centre development, as well as proposed new settlements and urban extensions for housing at Eggborough, North Northallerton and Heronby near Escrick.

Our priorities for the next four years are:

- To help maintain housing supply, both market and affordable housing, whilst improving the quality of new homes.
- To prevent and tackle homelessness.
- To help meet housing needs, including those of vulnerable households and those with specific needs.
- To help ensure that people have a decent home to live in that facilitates their health and wellbeing.
- To encourage and support future work around decarbonisation and the retrofit of homes.



# Economy

## Economically sustainable growth that enables people and places to prosper

We want to harness the power of North Yorkshire's considerable natural capital and growing green economy. We want the county to have economically vibrant and thriving town centres, market towns, villages, hamlets and communities, where places can work together to drive growth whilst utilising their distinctive cultural and physical assets. Larger centres such as Harrogate, Scarborough, Selby, Skipton and Northallerton can be growth connectors that will drive economic activity in the county. The blue economy is also important, we want to further develop offshore opportunities as well harnessing the opportunities our harbours present.

North Yorkshire has a lower proportion of young people than the national average, 25% are under 25 compared to 30% nationally. This is because many younger people who attended higher education decide to leave the county and put roots down in other parts of the country. It is important that we attract and retain young people to live and work in North Yorkshire.

The Town Deal programmes in Scarborough and Whitby will see over £25m of government investment in each town.

Our priorities for the next four years are:

- To support and deliver major infrastructure and regeneration projects across the county to create vibrant places, such as the £30m Transforming Cities Fund Station Gateway Projects in Harrogate, Selby and Skipton to regenerate the areas around the train station and improve links into the towns. The Revitalising Towns project will see over £4.25m invested in the three town centres of Selby, Tadcaster and Sherburn in Elmet.
- To harness North Yorkshire's natural capital and promote the green and blue economies.
- To invest in land and buildings to support economic growth.
- To encourage and support an increase in good quality jobs, high value employment, wages and skills retention.
- To ensure that skills meet the needs of both existing and emerging industries including cyber, bioeconomy and low carbon sectors.
- To attract and retain young people and working age adults to live and work in North Yorkshire.
- To develop an ambitious economic strategy for North Yorkshire.

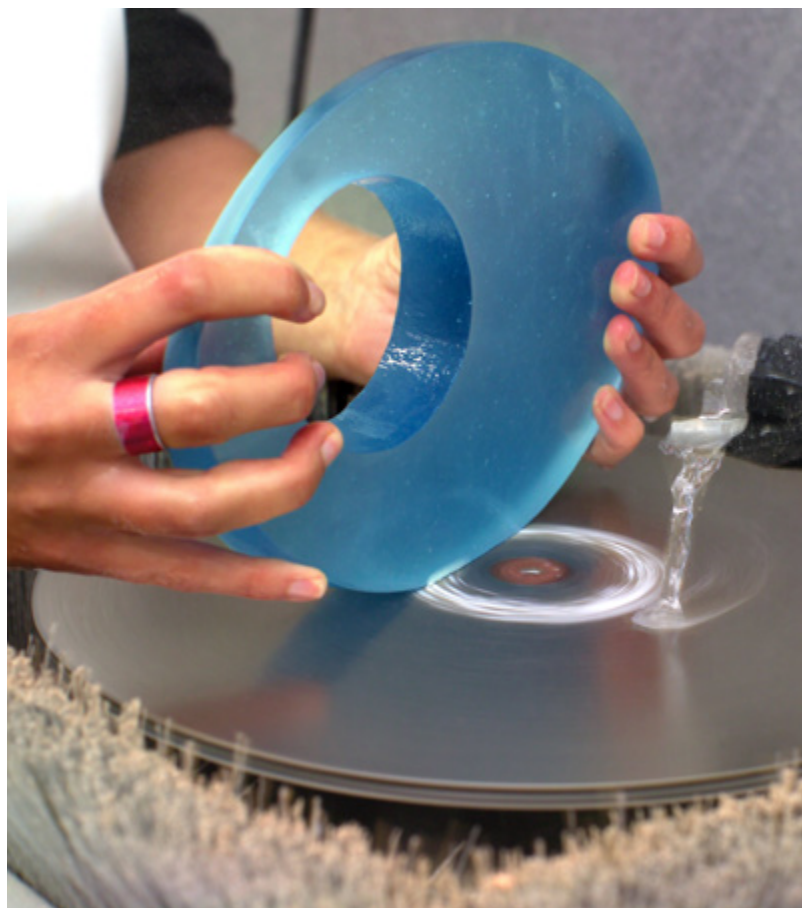
## Culture, heritage, arts and sustainable tourism all play their part in the economic growth of the county

Culture, heritage, arts and tourism all play an important part in North Yorkshire's economy and the brand of North Yorkshire. Local businesses and cultural/event venues such as Scarborough Open Air Theatre and Harrogate Convention Centre, to name just a few, have an important part to play in the local economy. This is also the case for events, including sporting events, held in the county. Past events include the Tour de Yorkshire and Tour de France cycle races. We want to strengthen our tourist and cultural offer, by ensuring there are year-round attractions, and increase visitor spend.

North Yorkshire Council will continue to build on the successful applications for High Street Heritage Action Zones in Northallerton and Selby. These projects have unlocked government funding through Historic England to deliver a range of heritage, art and community projects including a community / heritage hub on the high street.

Our priorities for the next four years are:

- To promote and improve North Yorkshire's tourism, sporting and cultural offer, to provide greater year-round attractions, increase visitor spend, and be accessible for all.
- To promote economically and environmentally sustainable tourism.
- To promote culture, heritage, arts, theatres, museums and galleries.
- To undertake a strategic review of leisure services.





## New and existing businesses can thrive and grow

North Yorkshire has 32,715 micro, small and medium sized enterprises and 90 large enterprises. We want North Yorkshire to be a place where businesses can thrive and grow, where businesses are supported and operational barriers to business growth are addressed by securing investment and improvement in digital infrastructure. We also want North Yorkshire to be a place where businesses are able to network and forge links with other businesses/ organisations.

In order to enable local businesses to thrive, North Yorkshire Council will continue to work with partners and support developments at strategic employment sites. This includes along the A1 corridor with the development at Junction 47 (Flaxby), new motorway services at Junction 52 (Catterick), and a new Designer Outlet at Junction 53 (Scotch Corner). Along the A64 corridor we will see the further development of the Eden Enterprise Park near Malton, the proposed expansion of the Pickering Industrial Estate, including new starter units, and the expansion of the Scarborough Business Park, all of which will create further employment and economic growth opportunities. Along the M62 corridor we will see the redevelopment of the former Kellingley Colliery site in Selby and Eggborough Power Station site in Selby, as a major new employment parks.

Our priorities for the next four years are:

- To support and attract new and existing businesses including in the cyber, bioeconomy and low carbon sectors.
- To ensure businesses have access to, and are able to benefit from, business support services.
- To create a fair-trading environment which enables businesses to thrive.
- To invest in modern technology to create jobs.
- To utilise improving digital infrastructure to support businesses.

## North Yorkshire has a high profile, is influential nationally and receives its fair share of resources

North Yorkshire Council will provide a strong voice for North Yorkshire to attract inward investment and tackle priorities effectively on the wider stage.

Our priorities for the next four years are:

- To champion the case for a fairer share of resources for North Yorkshire and raise the profile of North Yorkshire on the national stage.
- To influence government policy.
- To realise the potential of devolution.
- To maximise access to external funding.

# Health and wellbeing

## People are supported to have a good quality of life and enjoy active and healthy lifestyles

We want everyone in North Yorkshire to live long, healthy and active lives. To make sure this is the case for children, we must work with families and partners to encourage, promote and facilitate healthy choices. While 71% of adults in North Yorkshire are already classed as “physically active” - compared to an average of 67% for the country as a whole - we will continue to promote health and wellbeing through positive choices and provision of information to help people stay healthy. We want to provide high quality opportunities for participation in sport and physical activity at all levels and at all stages of life. Particular attention will also be given to the social, emotional and mental health of children and young people as well as adults’ mental health and well-being.

Our priorities for the next four years are:

- To encourage people to make informed choices about their health and encourage active and healthy lifestyles.
- To improve mental health and wellbeing.
- To maintain and develop high quality, inclusive sport and leisure facilities.
- To develop new, integrated models for the delivery of leisure services that meet rural and urban needs.
- To maximise the potential of natural assets and environment within North Yorkshire to improve physical and mental health.
- To support a more active environment that makes it easier to move more and which prioritises opportunities for safe play, walking and cycling.
- To develop a centre for public health excellence including in research, training, and behavioural science.





## Reduced variations in health through tackling the root causes of inequality

Health outcomes vary significantly across the county. For children these inequalities are apparent in areas such as breastfeeding initiation and smoking during pregnancy. For young people, the inequalities lie in areas such as hospital admissions for alcohol specific conditions. Childhood obesity, although low in general, is higher than the national average in parts of the county and although most adults enjoy a healthy life, too many people in North Yorkshire are living in ill health for the later years of their life and then dying earlier than their peers. The gap in life expectancy between our most and least deprived wards can be as much as 11 years for men and 13 years for women. We want to close these gaps and thereby reduce health inequalities.

Our priorities for the next four years are:

- To reduce health and social inequalities through healthy place-shaping and targeted work with groups, communities and neighbourhoods.
- To address the wider social, economic and environmental determinants which influence health inequalities and compromise the health, well-being and life chances of children and young people, such as child poverty, home and road safety.



## People can access good public health services and social care across our different communities

With the sparse nature of the county, the council faces a key challenge in the sustainability of rural services and ensuring the highest standard of social care for children and adults, wherever they live in the county. Costs in the care market can vary significantly from one part of the county to another.

For residents, the challenge is often accessing services; for example, the average travelling time to the nearest GP is three times higher than the national average in parts of the County and for many individuals will be significantly higher. Our Scrutiny of Health Committee will work to ensure that, where possible, rurality or other circumstances will not prevent people from accessing good quality health services in their area.

Our priorities for the next four years are:

- To support and develop care providers, improving sustainability and quality.
- To work with a range of organisations from the health, independent and voluntary sectors to develop a sustainable, diverse and innovative care market that meets the varied needs of the people of North Yorkshire and ensures quality and dignity for all.
- To work with the NHS to develop integrated models of commissioning and service delivery in each area of North Yorkshire to ensure that the people of North Yorkshire have a cost efficient, effective and joined up health and social care provision.
- To work closely with local health partners to optimise local discharge pathways, to make sure people make a safe and timely transition from health to social care.
- To develop our in-house social care services, where appropriate, to improve choice, service availability and value for money.
- To continue to develop our extra care and supported housing services as an alternative to residential care service.
- To reduce waiting lists for adult social care services wherever possible and to support people if they are waiting for longer-term care.





## People have control and choice in relation to their independence and social care support

We want everyone to be able to live long and independent lives with options for self-care as much as possible. Adults supported through social care must feel that their time and experiences are valued and that their home is their choice.

We will work with partners to promote the use of modern designs and innovative construction techniques that create accessible, adaptable and efficient homes that can meet people's changing needs over time and embrace technology together to enhance quality of life.

Our priorities for the next four years are:

- To support people to live independently in their home of choice by preventing, reducing and delaying the need for longer-term social care services.
- To support people to access preventative services, technology and supported housing, which helps them to live more independently.



# People

## People are free from harm and feel safe and protected

We want everyone to feel and be safe, with individuals, organisations and communities all playing a part in preventing, identifying, and reporting neglect or abuse. We also want North Yorkshire to continue to be a safe place to live, working with our partners to reduce crime and anti-social behaviour. Furthermore, through our work with multi-agency children and adult safeguarding boards, we will work together to deliver our statutory duties and ensure all people are safe from harm and abuse, taking particular care of the 400 children in care, the 400 subject to a Child Protection Plan and the 800 with a Child in Need plan.

Our priorities for the next four years are:

- To keep all people safe from harm or abuse.
- To safeguard children, as well as supporting families in difficulty to ensure they receive help at the earliest opportunity and working with families to set clear outcomes to enable them to stay together.
- Our Looked After Children's strategy sets out how we will deliver our duties as corporate parents. Where it is unsafe for a child to remain at home, we will provide safe, stable and secure permanence arrangements and ensure that children are well supported to leave the care system.
- To safeguard adults, with individuals, organisations, and communities all playing a part in preventing, identifying, and reporting neglect or abuse.
- To deliver effective community safety and public protection functions, tackling crime, domestic abuse, anti-social behaviour and unsafe and unfair trading practices.
- To improve road safety in order to prevent injury, disability and death caused by road collisions.



## People can achieve their full potential through lifelong education and learning

We want everyone to have opportunities to reach their full potential. There are almost 83,000 children attending North Yorkshire schools and school nursery classes and over 11,000 children with special educational needs or disabilities (SEND). These children need to be school ready when they start their formal education and then supported in good or outstanding schools in order to raise achievement levels.

The majority of schools and attainment levels are good across the county; at the end of the 2021/22 Academic year 85% of primary schools and 77% of secondary schools in North Yorkshire were assessed to be good or outstanding by Ofsted and although this means the majority of pupils in the county do attend a good school, there is more to be done to reach and exceed the national levels of 89% and 80% respectively. Aspirations should be high and lifelong learning encouraged; the opportunities to access learning and develop skills should be with local providers whenever practical, enabling people to progress whilst remaining in North Yorkshire should they wish. This in turn will increase levels of social mobility that are currently low in some parts of the county, and lead to rewarding and fulfilling lives.

Our priorities for the next four years are:

- To work in partnership with school leaders to champion educational excellence so all children attend inclusive provision that is good or outstanding, have high aspirations and are supported to achieve their full potential.
- To create a strong partnership with Teaching School Hubs (TSH) in line with national developments.
- To ensure sufficient school places in the right locations of the right quality.
- To promote sustainability of small schools by continuing to support financial management, collaboration, curriculum delivery and quality of education.
- To focus on closing the disadvantage gap, particularly for children eligible for Free School Meals and Service Children.
- To support schools in preparation for the Ofsted inspection framework.
- To work with school leaders to improve the attendance of vulnerable groups.
- To work with school leaders to reduce the use of fixed term and permanent exclusions to improve outcomes for children and young people.
- To strengthen the early identification and the range of education provision for children with SEND.
- To work with school leaders to raise the outcomes for children and young people including SEND, identifying schools showing significant levels of under-achievement.
- To strengthen our work with partners and communities to improve outcomes through our Childhood Futures programme.
- To ensure that there are clear pathways for all people after education through the promotion of apprenticeships, training, work placements and further education including adult education.



## People are better supported, by strengthening families or other appropriate networks

We all require support from time to time, starting with a supported family life and then support through appropriate groups and networks as we get older. In North Yorkshire Children's Social Care receive almost 4,000 referrals every year and the Children's and Families Early Help Team support approximately 2,300 children in more than 1,100 households each year. We want families to be empowered and resilient and networks such as schools, support organisations and the voluntary and community sector to understand and help address issues so that people can access appropriate support when they need it.

Our priorities for the next four years are:

- To provide early intervention, our education providers, Early Help team and health partners will work with children and families to overcome their challenges, thrive and be able to sustain this long term.
- To provide safe and healthy care within fostering and connected / kinship care households.
- To tackle loneliness and isolation.
- To embed the approach of working with people to help them draw on their strengths and assets, including what others around them, in their relationships and their communities, are, or could be, doing to support them. This is part of a programme to ensure confident and consistent practice that meets people's needs. In particular, we will focus on improving support for carers and people with mental health issues.

## In times of hardship, support is provided to those that need it most

The COVID-19 pandemic demonstrated the importance of supporting each other and this has been further highlighted by the cost-of-living crisis. In times of hardship, support will be provided to those individuals and communities that require it, whether this is through the provision of information, advice and guidance, or by administering support funds that give financial support directly to where it is needed. North Yorkshire Local Assistance Fund (NYLAF) received over 9,000 applications for support and awarded over £1 million to help local people who were struggling.

Our priorities for the next four years are:

- To administer support through ongoing schemes such as funds/ grants/ benefits.
- To support those that need help including refugees: access to suitable accommodation, access to support services, access to education etc.
- To ensure people of all ages know where to get information, advice and support when they need it.



# Organisation

## Good quality, value for money services that are customer focussed and accessible to all

We will provide efficient and effective joined up services that customers can access in the most appropriate way. It will be simpler and easier for residents to access services as there is one organisation, one website and one phone number for all the support and services they need.

Our priorities for the next four years are:

- To maintain a local office in every former district area and establish additional local customer access points across North Yorkshire to provide access to council and partner services.
- To provide good customer service and understand the needs of our customers.
- To ensure customers can access services in the most appropriate way, with customers being able to self-serve where they are able to do so.
- To have a commitment to equality, diversity and inclusion (see our Equality Objectives on p35 for more detail).
- To renew our longstanding commitment to the Armed Forces Covenant, to ensure that serving personnel, military veterans and their families continue to receive equal access to high quality local services, including education, housing and health care.
- To ensure services provide value for money.

## A carbon neutral council

We understand the importance of mitigating the causes and impacts of climate change, now and for future generations. Therefore, we are working towards our goal of the council becoming operationally net zero by 2030. To achieve this, we will reduce North Yorkshire Council's operational emissions.

Our priorities for the next four years are:

- To ensure that the council's property and assets support our climate change objectives through improved energy efficiency of our properties including heating, ventilation, water use, electricity use for power and lighting.
- To increase access to vehicles using alternative fuels such as electric, hydrogen and other low-carbon options and create a 'fleet decarbonisation plan' for all council vehicles.
- To reduce the amount of business miles travelled in employees' own vehicles by encouraging alternatives such as active travel, public transport and virtual meetings.
- To understand and lessen the emissions embedded in goods and services associated with our operations.
- To ensure that wherever possible council waste is reduced, reused and recycled, and to reduce our use of single use plastics.
- To provide Climate Change Awareness Training for elected members (councillors) and employees.
- To embed climate change into every service and into policy and decision making so that taking climate responsible actions becomes 'business as usual'.

## A well led and managed, financially sustainable and forward-thinking council

North Yorkshire Council, through its elected members (councillors) and senior officers, will have strong leadership and vision. We will ensure that the council is financially sustainable through effective management of our resources, responsible budget management and income generation. This is increasingly important in the challenging climate of extreme financial pressures which local government faces. We will be flexible, adaptable and innovative in our ways of working to maximise our resources.

Our priorities for the next four years are:

- To deliver a successful transformation programme, maximising the benefits of bringing eight councils into one.
- To rationalise our property including making it more energy efficient and environmentally sustainable.
- To operate on a commercial basis where it is appropriate to do so and invest in council owned assets to drive revenue generation opportunities to fund Corporate Plans.
- To be 'digital by choice', where possible to provide services online and also provide an alternative option for those who are unable to access the internet.
- To use data to inform decision making by councillors and officers.
- To ensure technology, organisational development and the corporate estate supports innovative, enterprising and inclusive working.
- To maximise the use of technology to provide more efficient services.





## A diverse and inclusive council, where employees are supported and valued

We want our council to be diverse and inclusive, and have a motivated, innovative, and committed workforce. We recognise the valuable contribution our employees make to deliver high quality services; this is particularly important as we start to work together as one new organisation. We want to be an employer of choice, through our ways of working, providing learning opportunities for everyone and with attractive career pathways and the chance to progress.

Our priorities for the next four years are:

- To have visible, respectful and accountable leaders to support strong performance and innovation providing a welcoming environment for all.
- To listen to colleagues, providing open engagement, sharing ideas and acting on what we say.
- To value each other and commit to having an inclusive workplace culture in which everyone can thrive and reach their full potential.
- To be an employer of choice, with our ways of working, providing learning opportunities for everyone, with attractive career pathways and progression.





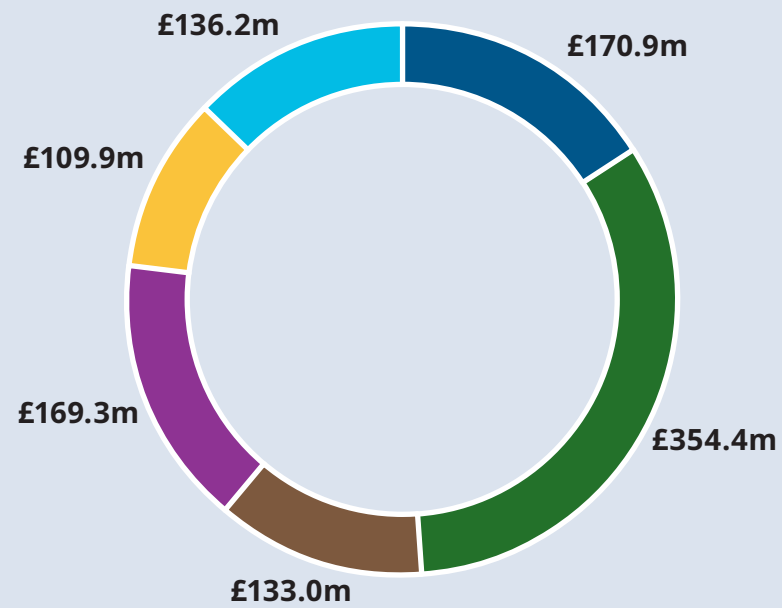


# Finances

## Revenue spending

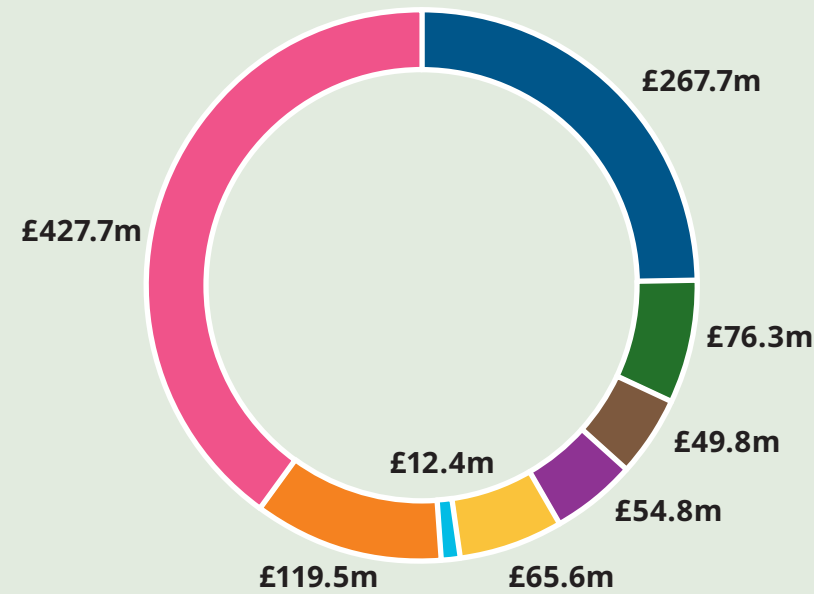
The total combined cost of services North Yorkshire Council provides will amount to **£1,074m** in 2023/24. A breakdown into our services and how they are funded is as follows:

2023/24 Cost of Services (£1,074m)



- Central Services
- Health and Adult Services
- Children and Young People's Services
- Environment
- Community Development
- Corporate and Other Services

2023/24 Funding (£1,074m)



- Fees/ charges/ client contributions
- Government grants - centrally held
- Government grants - service-based
- Joint arrangements
- Investment/ commercial and other Income
- Use of reserves
- Business rates
- Council tax income

This equates to a spend of **£1,735** per person on services in North Yorkshire, on areas such as adult social care, children's services, public health, leisure, waste collection and roads.



## Council Tax

The average North Yorkshire Council council tax charge for 2023/24 for a band D property is **£1,759.96**. This represents an overall average increase of **4.99%** against 2022/23 and is made up of **2.99%** for general tax and **2%** for Adult Social Care.

The actual sum paid, however, depends on which of the eight valuation bands (A to H) the individual properties fall into. For 2023/24 it will also depend on which district the property is in. The law requires councils to charge the same core council tax for all properties in the same band. However, for areas like North Yorkshire going through local government reorganisation the law allows an extended period to harmonise to a single charge. Councillors decided that a two-year harmonisation period was the most appropriate so for 2023/24 only the council tax charge will differ depending on which district the property is situated in.

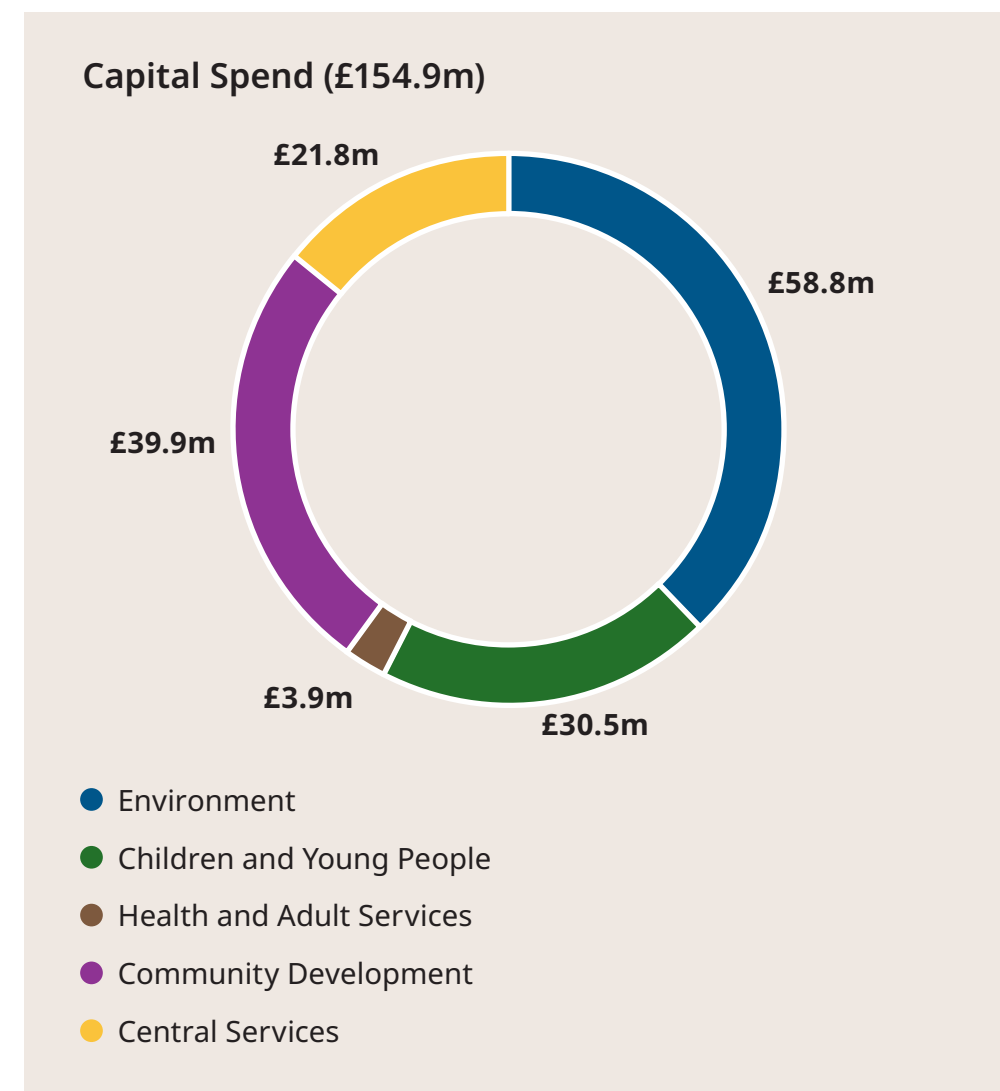
## Savings to be found

The overall funding provided by central government to local authorities to deliver their services has significantly reduced in recent years and this has come at a time of increasing demand and significant cost pressures. This presents a considerable challenge and the Council faces difficult decisions on spending and service provision.

The current medium term financial strategy for the new Council already assumes savings of **£26.7m** but on current estimates a further **£44.3m** of net savings or additional revenue will be required by 2025/26 to balance the books. The creation of a single unitary North Yorkshire Council does give the opportunity to make savings through areas such as lower numbers of senior managers, reduced overheads and greater purchasing power. Even more significant opportunities come from the opportunities it gives for transforming the way services are delivered and that will be a critical focus for managers going forward.

## Capital spending

In addition to the revenue budget, the County Council also plans to spend **£154.9m** on capital projects in 2023/24. A breakdown into the services is shown below:





# Our equality objectives

We have set ourselves the following high-level equality objectives. These will help us ensure that we meet our duty to work to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out our activities. We will report regularly on progress through our performance reporting processes.

## To understand the needs of our communities and work with them to meet those needs

We will:

- Collect, analyse and use data and information
- Carry out effective community engagement
- Foster good community relations
- Encourage participation in public life by all our communities

- Address local inequalities including:
  - Identify and address inequality as a result of the impact of COVID-19 and work to support vaccine take-up across all communities
  - Identify and address inequality in outcomes for ethnic minority customers
  - Improve health and educational outcomes amongst Gypsy, Roma, Traveller communities in the county
  - Ensure service delivery and commissioning, particularly social care and public health, is inclusive of Lesbian, Gay, Bisexual and Trans+ adults
  - Improve wellbeing, inclusion and feeling safe for vulnerable groups of children and young people
  - Improve the health and wellbeing of individuals with long-term health conditions including obesity and other life limiting conditions
  - Develop work and study opportunities for young people in the county



## **To demonstrate commitment to equality, diversity and inclusion as an organisation, show leadership across the county and work in partnership to improve equality, diversity and inclusion**

We will:

- Demonstrate political and officer leadership
- We will work in partnership to achieve shared priorities
- Use equality impact assessment as part of the decision-making process
- We will monitor, review and scrutinise performance against our objectives

## **To provide responsive services and effective customer care to all**

We will:

- Embed equality into our commissioning and procuring services
- Integrate equality objectives into planned service outcomes
- Ensure service design and delivery pays due regard to equality

## **To have a diverse and engaged workforce and fair and inclusive employment practices**

We will:

- Work to improve workforce diversity and inclusion
- Ensure our strategies and policies are inclusive
- Collect, analyse and publish workforce data
- Support the learning, development and progression of our workforce
- Support the health and wellbeing of our workforce







25,423 Pageviews  
3.32 Pages/Visit



# How we measure performance

We measure our performance by examining a number of Key Performance Indicators. Where available these are reported on in our Quarterly Performance Report and scrutinised by a network of people including Management Board, Overview and Scrutiny and the Executive. Services also have their own service plans which look at performance in more detail and include a number of Key Performance Indicators.

## Our Key Performance Indicators (KPIs):

Place and Environment:	Place and Environment:
Total greenhouse gas emissions in North Yorkshire	Decisions on applications for minor developments made during the previous 2 years that are overturned at appeal
Residual household waste per household (Kg/ household)	Broadband coverage (% of residential and business premises with superfast and ultrafast broadband coverage)
% of Household waste recycled/ sent for reuse, recycling or composting	Parking: pay and display income
% of waste arising to landfill	Parking: permit income
Number of fly tipping incidents reported per quarter	Number of stronger community grants paid
% Major planning applications within statutory or extension of time	Highway Maintenance Efficiency Programme Rating- annual rating
% Minor planning applications within statutory or extension of time	National Highways and Transportation survey: KBI23 - Satisfaction with the condition of highways
% Other planning applications within statutory or extension of time	% of principal A roads where maintenance should be considered (NI 130-1)
County matter planning applications determined within 13/ 16 week timescales or within agreed extension of time 2- year rolling measure	% of non- principal B and C roads where maintenance should be considered (NI 130-2)
Decisions on applications for major developments made during the previous 2 years that are overturned at appeal	% of lesser used roads where maintenance should be considered
	Number of people killed or seriously injured on the roads, (NY only, calendar year)
	Public Rights of Way Network condition: % of network passable



### Place and Environment:

Housing affordability: Ratio of median house price to median gross annual residence- based earnings
Number of affordable homes delivered (gross)
Number of additional homes provided
Number of long- term empty homes
Number of empty properties brought back into habitable use by the council
Total number of households on the housing waiting list
Total social lettings
Average time taken to re-let local authority housing (days)
% Emergency/ urgent repairs to council houses completed in agreed timescales
Households assessed as threatened with homelessness per 1000 households
Households assessed as homeless per 1000 households
% of homelessness preventions successful
Total number of households in temporary accommodation

### Economy:

Total employee jobs in North Yorkshire
% those aged 16-64 who are economically active
Average weekly wage (based on residence)
GVA per head of population
New Businesses starts
% Businesses survival rate (2 year)
Change in the total number of enterprises
The number of North Yorkshire Lower Super Output Ares (LSOAs) that are within the 20% most deprived nationally
Visitor economic impact for North Yorkshire: % increase in footfall in selected towns
Tourism spend on area
Museum attendances
Performance and Event attendances
Trading standards: % of high-risk inspections undertaken

Health and Wellbeing:
Life expectancy at birth (male / female)
Slope index of inequality in Life Expectancy at birth (male / female)
Life expectancy at 65 - (male / female)
Suicide rate
Under 18 conceptions (annual)
Face-to-face new birth visits undertaken within 14 days by a health visitor (%)
Eligible infants that receive a 12-month review by 15 months of age (%)
Eligible children receiving a 2-2.5 year review by the time they were 2.5 years (%)
Reception aged children completing a check (%)
Year 6 children completing a check (%)
Proportion of children aged 2-2.5 years old receiving ASQ-3 as part of the Healthy Child Programme or integrated review
Excess weight in adults
The percentage of children aged 4 or 5 (reception) who have excess weight
The percentage of children aged 10 or 11 (year 6) who have excess weight
% of physically active adults
Cumulative % of eligible population aged 40- 74 invited for an NHS health check

Health and Wellbeing:
Cumulative % of the eligible population aged 40- 74 who received an NHS Health check
Flu vaccination coverage 65+
Hospital admissions caused by unintentional and deliberate injuries to children under 15 years per 100,000.
The rate of children and young people admitted to hospital as a result of self-harm
The rate of children and young people admitted to hospital for mental health conditions per 100,000 (under 18s)
Smoking Prevalence in adults
Smoking at time of delivery
Successful quitters at 4 weeks (smokers)
Successful completions of treatment for opiate use
Successful completions of treatment for non-opiate use
Successful completions of alcohol treatment
Proportion of dependent drinkers not in treatment
New STI diagnoses (excluding chlamydia aged <25)
Number of living well referrals
Excess winter deaths index
Number of visits to leisure centres

**Health and Wellbeing:**

Number of memberships at combined leisure centres
Number of cremations held (per quarter)
Admissions to residential and nursing care homes, per 100,000 population for people aged 18-64
Admissions to residential and nursing care homes, per 100,000 population for people aged 65+
% of adult social care contacts that were diverted from service provision
% of hospital discharges to adult social care managed on pathway 0 or 1, i.e. home first
People waiting for an initial assessment as a % of current service users
% of reablement clients not receiving a subsequent package of social care support within 91 days
Reablement packages delivered per 10,000 of adult population (cumulative over the year)
Clients receiving long term support for 12+ months who have received an annual review the last 12 months
% of people receiving long term support who are in a community- based setting
Direct payments per 100,000 of population
Average weekly cost for new admissions to residential and nursing beds for older people (65+)
Average community- based personal budget (PB) weekly cost 65+
% of CQC care home ratings- 'Good' or better

**People:**

The % of children achieving a good level of development at Early Years Foundation Stage Profile
School Readiness: the % of children with free school meal status achieving a good level of development at the end of reception
The % of pupils achieving the expected level or above in reading, writing and maths combined at Key Stage 1
The % of pupils achieving the expected level or above in reading, writing and maths combined at Key Stage 2
Average Attainment 8 score at Key Stage 4
Progress 8 score at Key Stage 4
Overall absence rate as % of total possible sessions (primary/secondary)
% of young people with a qualification by age 19 (Level 2 / Level 3)
The % of young people who are not in education, employment or training (NEET) in academic year 12 and year 13
The % of care leavers aged 19, 20 and 21 that are in education, employment or training
The % of pupils who attend a good or outstanding school (primary/ secondary)
The % of all new Education Health and Care Plans (EHCP) issued within 20 weeks
Rate of children with an Education Health Care Plan as % of school population
The number of children receiving SEN Support as % of school population



People:
GCSE 9-5 pass in English and Maths (Basics) at KS4
Persistent absence as % of school population (primary/secondary)
Exclusion rate as % of school population (fixed-term/permanent)
Adult Learning - 19+ Adult Skills funded learners - Overall Achievement Rates
Proportion of Education, Health and Care Plans placed in independent/ non-maintained out of authority specialist settings (i.e. non- maintained special school and independent special school).
First time entrants to the youth justice system aged 10-17 (per 100,000 population)
The number of open early help cases (Prevention)
The total number of children subject to a child protection plan (rate per 10,000)
The total number of Children in Need (DfE Definition)
The total number of children in care

People:
The percentage of referrals to children's social care that are repeat referrals
% of Care Leavers (aged 19, 20 or 21) that the local authority is 'in-touch' with
% of Care Leavers (aged 19, 20 or 21) in suitable accommodation
The percentage of parents/carers who strongly agree/agree that the Education, Health & Care Plan identifies realistic and positive outcomes for their child.
The percentage of parents/carers who strongly agree/agree that the Education, Health & Care Plan identifies the right support to achieve the outcomes.
% of respondents who were either satisfied or very satisfied with the involvement from the Children & Families Service
% of safeguarding concerns progressing to informal/ formal discussions
% of completed DoLS applications granted
Rate of safeguarding concerns per 10,000 population
% of assessments that were of carers needs

Organisation:
% Council Tax collected
% Council Housing rent and arrears collected
% Non- domestic rate collected
Time to process new (housing benefit) claims (days)
Time to process (housing benefit) changes in circumstances (days)
Number of Council Tax support claims
% Stage 1 corporate complaints fully responded to in required timescales
% Stage 2 corporate complaints fully responded to in required timescales
% Freedom of Information (FOI) responded to within 20 days
Percentage of customer service requests received online
% of telephone calls answered in 4 minutes
% of on-line enquiries responded to in 5 days
% of letters responded to in 10 working days
% of in-person visitors seen within 10 minutes of arriving
Number of days lost to staff absence (sickness absence) per FTE
Staff turnover rate
Spend on agency staff
Spend against apprenticeship levy
Transferred Levy Funds
Grey fleet mileage claimed per quarter
Corporate resources - printing
Procurement: % of total council spend with local suppliers

Organisation:
Procurement: % of total council spend with SME suppliers
Procurement: % of total council spend with the voluntary and community sector
% of customers rated the procurement service they received 'fully meets expectation' or above
Number of volunteers directly supporting the local authority
Libraries: total book issues per 1000 population (including books, e-books, e-audio)
Libraries: active users per 1000 population
Libraries: physical visits for library purposes per 1000 population
Libraries: virtual visits to libraries per 1000 population
Libraries: assisted IT sessions
Council operationally net zero by 2030
Level of CO2e from scope 1,2,3 <ul style="list-style-type: none"> <li>• Scope 1 – direct emissions through activities owned or controlled by the council, for example boilers in council buildings and council owned vehicles</li> <li>• Scope 2 – indirect energy emissions through the consumption of purchased electricity</li> <li>• Scope 3 – all other indirect emissions that occur in the value chain, for example business travel using staff's own cars, waste or procurement</li> </ul>
Workforce demographics (reflect those of the population of North Yorkshire).
Gender pay gap (NYC)

# How you can get involved

## Sign up

We regularly ask people living and working in North Yorkshire to tell us about their views on specific issues or questions. To view our current consultations, visit: [northyorks.gov.uk/current-consultations](https://northyorks.gov.uk/current-consultations)

## Be social

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## Contact us

Online: [northyorks.gov.uk/contactus](https://northyorks.gov.uk/contactus)

By telephone: **0300 131 2 131**

North Yorkshire Council, County Hall, Northallerton, North Yorkshire, DL7 8AD

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