



Council Plan 2025–2029



Contents

- Our North Yorkshire3
- One County, Many Places6
- One Council, Many Services10
- Our vision and ambitions14
 - Thriving places and empowered communities15
 - Sustainable and connected places.18
 - Safe, healthy and living well 20
 - Maximise the potential 22
- One Council with strong, local and customer-led services 24
- Finances 27
- Measuring Performance 29
- Annex A – Priority Action List 37
- Annex B – Mapping to UN Sustainable Development Goals 45
- Contact Us 46



Our North Yorkshire

Significant changes:

It has been almost 24 months since North Yorkshire Council was created, and already in this short space of time staff across the Council have undertaken considerable development work to restructure teams, set in place new policies and procedures, and ensure legal compliance as a new authority. All of which enables North Yorkshire Council to move forward positively.

At the same time, teams have continued to deliver essential services and progress key projects for our communities. From launching the new Active North Yorkshire service, to securing £20 million of investment to deliver new community spaces as part of the project to regenerate a former part of Catterick Garrison. There is a great deal that we can already be proud of as North Yorkshire Council, with more to come.

As such, our staff have gone through a significant period of change and challenge. We are incredibly grateful to all council staff for their hard work, professionalism and dedication to North Yorkshire during this time, and of course, in the months and years to come as we continue to provide high quality services to all our communities.

Looking beyond the council, there has also been significant change to local government structures in our region. We welcome the creation of the York and North Yorkshire Combined Authority, following the successful delivery of the devolution deal for North Yorkshire and York. We will continue to work closely with City of York Council and the Mayor of York and North Yorkshire to secure new investment, deliver real

benefits for our communities and amplify the regions voice on the national stage.

In this plan we have set out the ambitions that we hope to achieve across North Yorkshire. Since we started writing this plan, we have been notified of significant reductions in Government funding to the Council. This is likely to constrain our ability to achieve all of our ambitions. However, it is clear that without Local Government Reorganisation and the significant savings made, the impact on what we are able to achieve would be significantly worse. The Local Government Sector continues to face very significant financial challenges and this includes North Yorkshire. This will undoubtedly impact on what we are able to achieve but it also means that it is likely that North Yorkshire Council will need to make difficult budget decisions in the months and years that lie ahead.

Embedding our local approach:

Since North Yorkshire Council was created, we have strived to be England's most local, large Council. From the creation of area committees and local teams to the progression of double devolution and the parish liaison service, considerable work has been undertaken to embed this approach. As we look forward, we know there is more work to be done, and that only by understanding the nuances and needs of our local communities, can we deliver first-class services to our customers.

We recognise that residents and communities across the county are continuing to grapple with the challenges posed by the increased cost of living, and that is why North Yorkshire Council will work closely in partnership with York and North Yorkshire Combined Authority to create local growth in our region, improving the economic conditions for residents and communities to prosper.

Furthermore, our services will work alongside communities to achieve better outcomes and protect the most vulnerable. That is why this Council Plan looks to work alongside communities. By acting earlier and being closer to communities, we can improve outcomes for our residents, prevent issues from escalating and reduce demand on already over-subscribed Council services. In turn, we can protect resource to support local priorities, such as better transport infrastructure, affordable housing, protecting our environment, creating good local jobs and more.

This approach will underpin the Council Plan, enabling our vision to harness North Yorkshire's natural capital, unique communities and businesses, continuously improving our services to enable a good quality of life for all. Within the plan, our vision is underpinned by four core ambitions:

- 1) Support thriving places and empowered communities that live, work, visit and do business in North Yorkshire.
- 2) Develop more sustainable and connected places across North Yorkshire.
- 3) Ensure the people of North Yorkshire are safe, healthy and living well.
- 4) Maximise the potential of North Yorkshire's people and communities.

By focussing on these areas, we can tackle the challenges we face as a large and rural authority, whilst at the same time, invest in the potential of North Yorkshire and maximise the opportunities that exist for all our residents, businesses, visitors and communities.

One Council fit for the future:

All the above is underpinned by our central services teams and the development of our working practices through our 'The way we work' programme.

Over the course of this plan period, as services are fully converged, the Council will be looking at how best to achieve the full potential of the new organisation, optimising the way services are delivered. This will enable us to harness technological advances, such as AI, and better predict future customer need. There is massive opportunity, but we must recognise that delivery at this scale is challenging.

This will only be achieved if we continue to embed a culture where services prioritise customer experience, purposeful delivery, and a strong performance ethos. This One Council Ethos will drive all work within the Council and enable us to respond to local need and unlock the County's wider potential.

At the same time, North Yorkshire Council will stand shoulder to shoulder with residents, businesses, and communities – using the council's strengthened voice to advocate for the county and region at every opportunity, whilst delivering excellent services for our customers and empowering our communities to achieve the best possible outcomes.



**Councillor Carl Les,
Leader of the Council**



**Richard Flinton,
Chief Executive**

One County, Many Places



Urban Centres

Our two major centres, Harrogate, and Scarborough. Each with diverse, economies and populations. They are both magnets for residents, visitors and businesses and offer significant opportunities for growth and investment.



Market Towns

The 'jewels in our crown', our market towns are integral to our economic success. Each different in character, they offer vibrant culture and amenities, but must continue to adapt to meet the needs of people and business and the move to a low carbon economy.



Rural Areas

The country's largest local authority by area includes two national parks and three areas of national landscapes. This environment drives many sectors, including tourism, agriculture and small and micro businesses and are home to varied communities.

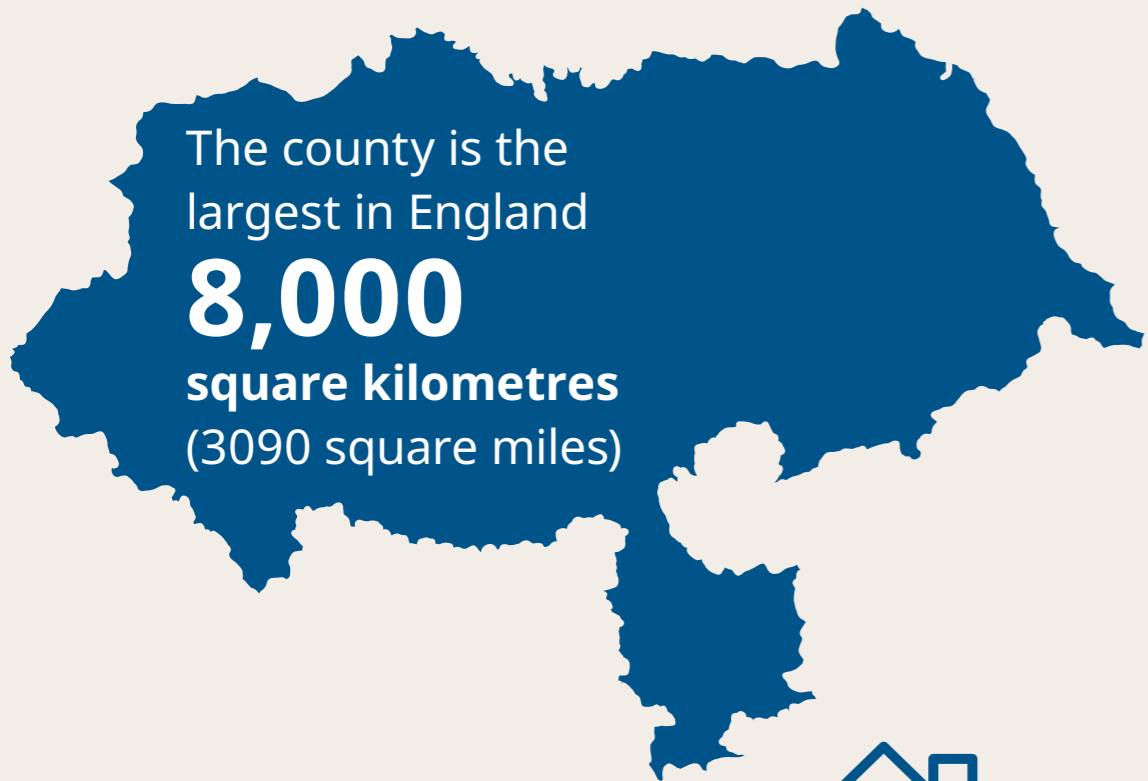


Coastal Communities

Our magnificent coastline attracts millions of visitors each year to a range of world class destinations. Also offers major opportunities in emerging industries such as offshore wind. As with rural areas, many communities face challenges around deprivation and access to opportunities.



One County, Many Places



The county is the largest in England

8,000
square kilometres
(3090 square miles)

Average House Price:

£278,447

(England average= £308,781)



Average Household Income:

£51,217

(England average= £52,216)



615,490 people (*Census 2021)

16.1% Under 16 (England average= 18.6%)

58.9% aged 16-64 (England average= 63%)

25% aged 65+ (England average= 18.4%)

Strengths

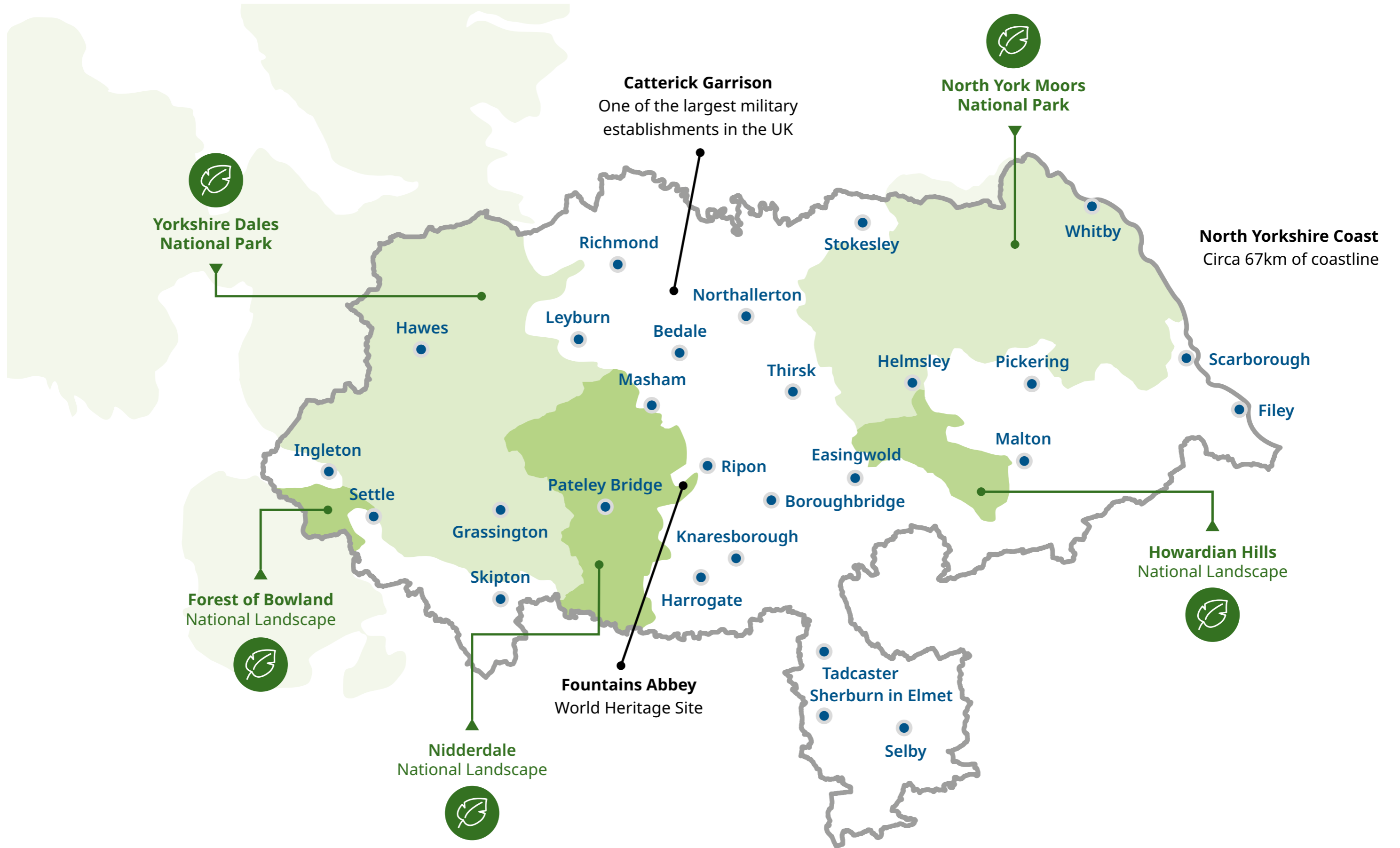
- Globally renowned brand
- Outstanding natural landscape and coastline
- Vibrant market towns and communities
- Popular visitor destination with leading heritage attractions, resorts, theme parks and unique events including international arts and sporting events
- A diverse and entrepreneurial business 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 and environmental issues
- An appropriately qualified/ skilled workforce
- Housing affordability
- Cost of living

Opportunities

- Innovating services delivery, bringing it closer to communities & acting earlier
- Building on the strong foundations of LGR to create efficient and effective services which address need early
- Maximising economies of scale as a Council
- Investment and regional collaboration through the MCA
- Potential for Green Energy – Marine & Renewables
- North Yorkshire as a microcosm of the UK, ideal as a test bed for new policy
- Space for growth
- Bioeconomy & agritech (Innovation)
- Diversity of the County
- Proximity & regional connection



One Council, Many Services

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

Managing and maintaining over
8,300
council houses 

Making approximately
6,000 decisions
on **planning** applications 

There are
23 leisure venues,
including 16 swimming pools 

Processing over
50,000
housing benefit changes
every year 

We maintain almost
9,250km
of highway (5750 miles)
and are directly responsible for nearly
7,000km of public
rights of way 

Providing around
37,700 hours 
of personal care per week
to over 4,300 people to enable
them to live in their own homes.

We maintain over
1,645 bridges
across the county 

Supporting
3,500 people
in residential or nursing care 

Collecting around
310,000
tonnes of waste 
from around 300,000 households of which around **45%** is
reused, recycled or composted

Over
15,700 
children are provided with **Special**
Educational Needs support

Over
3,300 children 
and young people
are supported by the Children's
and Families Service

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

North Yorkshire Council is in its third year of providing local services, from collecting residential waste and recycling, to providing social care and building affordable homes. Local Government Reorganisation (LGR) has brought together the services previously delivered by eight councils into one. At the same time, LGR has provided North Yorkshire Council the opportunity to develop a stable financial base and continue its record of effective service delivery.

Since the council was created in April 2023, teams and staff across North Yorkshire Council have come together to challenge existing thinking, develop a strong performance culture and improve outcomes for our customers. In just over 18 months, the Council has:

- Created new service and political structures.
- Established new policies and procedures.
- Delivered a budget, a Medium-Term Financial Strategy and Savings Plan.
- Restructured a total of 63 separate teams between April 2023 and September 2024.
- Maintained delivery of crucial services.

Critically, LGR has enabled the Council to begin stabilising its own financial position, particularly at a time where the scale of financial challenge facing local authorities has never been more perilous. In advance of the Autumn Budget 2024, the Local Government Association's Survey of Councils found one in four councils were 'very or fairly likely' to apply for exceptional financial support from the Government within the next few years. At the same time, changing demographics, particularly an ageing population, are increasing demand for services already under significant pressure.

This picture is also true for North Yorkshire, which must also face the added complexity of delivering services to a large rural area. However, LGR has provided services the opportunity to seize economies of scale and generate efficiencies. To date, over £45 million in savings and efficiencies have been proposed to improve the council's financial position, of which over £35 million can be attributed to LGR. In turn, the Council has been able to continue investment in the delivery of non-statutory services, an option that has not been afforded to many other local authorities.

There is still a significant task ahead as we continue to transform services now and in the years to come. We are proud of what we have achieved so far, and we remain passionate about providing value for money services and improving outcomes for local people, businesses and communities across North Yorkshire.

Our Strategic Approach

To be a truly local council, we must understand strengths, needs and ambitions of our communities and respond to the challenges they face. Our approach to working at a local level has 4 pillars:

Local services and access:

Locally based and integrated council, partner and community services, reflecting the needs of the communities and accessible to all who need them.

Local accountability:

Local area committees to oversee and champion local areas, strengthen local relationships, make important decisions locally and hold the council to account.

Local action:

Community Partnerships, bringing together local Councillors, public sector agencies, communities, and businesses to get things done in their local area.

Local empowerment:

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.

The council is one of many organisations and groups which support local communities. We will work in collaboration with our local **partners**, other public sector organisations, businesses, and communities, to provide the infrastructure and services which allow them to thrive and use our collective power to make North Yorkshire's voice heard.

In doing so, we will support **empowered and resilient communities** that are able to use their assets and strengths to respond to local challenges and opportunities.

Where we recognise that people are struggling, we will **focus resource early to prevent, reduce and delay** the need for more intensive services where something can be done to avoid it. This will help people to live independent lives, creating a better outcome for people by reducing the need for more intrusive services where it can be avoided.

By preventing avoidable demand, we can **protect resources to provide high quality services where they are needed most**. We will use our economies of scale and embrace technology to make services as efficient and accessible as possible.

North Yorkshire is committed to continuously improving the **customer experience**. This includes understanding the needs of our customers and what they value, designing our services to meet customer needs, ensuring our services are accessible to all, and enhancing our digital offer to our customers.

The following sections outline our ambitions for the council over the next 4 years. Annex A identifies the priority actions that will be undertaken, and Annex B shows a mapping of these actions against the UN Sustainable Development Goals.



Our vision and ambitions

Our vision:

We want to harness the power of North Yorkshire's natural capital, unique communities and businesses, continuously improving our services to enable a good quality of life for all.

Our ambitions:

Support **thriving places and empowered communities** that live, work, visit and do business in North Yorkshire.

Develop more **sustainable and connected places** across North Yorkshire.

Ensure the people of North Yorkshire are **safe, healthy and living well**.

Maximise the potential of North Yorkshire's people and communities

Supported by:

One Council with strong, local and customer-led services

Thriving places and empowered communities

North Yorkshire Council is committed to becoming England's most local large council. We want to work in partnership with our communities to understand their needs and ensure that the places where people live, now and in the future, create new opportunities, promote wellbeing and reduce inequalities.

We want to support communities to contribute to the Council's priority to reduce, prevent or delay the point at which people need to access statutory health and social care services and contributing to broader public health priority to reduce health inequalities. By strengthening the resilience of communities and their capacity to respond to local challenges, people are better placed to work together to make decisions on local priorities, enjoy improved local accountability and have the opportunity to run local services and assets.

We will continue to work with the York and North Yorkshire Combined Authority to create growth across the county. The council's Economic Growth Strategy looks to attract inward investment, advancing key industries such as agritech, biotech, marine technologies, and renewable energy. Small and medium enterprises are at the heart of this strategy, recognising their importance to our market towns and driving growth in North Yorkshire.

Working with partners the council will support regeneration of our towns, bringing prosperity to communities through schemes such as the ongoing Selby and Skipton Gateway projects. North Yorkshire's visitor economy plays a vital role in driving economic growth, accounting for 10% of our economy. The council will work to achieve growth in this sector through the delivery of our Destination Management Plan and Cultural Strategy.

Thriving places depend on affordable, high-quality housing that meets the needs of our communities. The council is committed to working with stakeholders to deliver more affordable housing, making use of small or disused plots, supporting local builders and tradespeople, and preserving the character of our local areas. This will be accomplished through the development of a comprehensive Local Plan, which will establish clear policies and strategies to guide future development. As a new authority, we have new responsibilities linked to the delivery of social housing including management of over 8,000 social homes and we are currently delivering our first Housing Strategy.

What we will see across North Yorkshire

Amongst other actions, we will:

Support our communities

Establishing up to **30 multi-agency Community Partnerships** across North Yorkshire, each with their own action plan to tackle the issues most pertinent to them.

Support our businesses

Working in partnership to **deliver the priority actions in our Economic Growth Strategy** for North Yorkshire, to attract investment and grow our economy to create new and exciting opportunities for our residents and businesses.

We will work with partners and stakeholders to implement our **Destination Management Plan** for North Yorkshire, to promote a year-round visitor economy.



Harrogate Convention Centre

Support our places

Invest in our places, with **£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. We will progress the delivery of **Catterick Garrison Town Centre Project** to create a new community resource centre, enhancements to the near-by park, inspiring artwork and a new public realm making it easier for people to access local services.

We will progress capital regeneration schemes where funding is in place, including **£20.2 million Town Deal projects in Scarborough and £17.1 million in Whitby**, and **£8m in the Harrogate Convention Centre** to ensure that the venue can reach its full potential and provide an even greater boost to the region's economy.

Scarborough Harbour West Pier Regeneration will commence in summer 2025, to secure a prosperous working harbour, champion fishing heritage and local seafood, and create a 'must visit' destination for hospitality, leisure and events.

We will help to meet the housing needs of residents by supporting the development of at least **800 new affordable homes a year** including a minimum of **500 new Council homes** over the next 5 years.



Catterick Garrison transformation project



Filey Seawall and Outflanking Works



Brierley Homes Ouseburn



Whitby maritime hub (artists impression)



Harrogate Convention Centre

Sustainable and connected places

North Yorkshire has many stunning landscapes, from the Yorkshire Coast to our two National Parks and three National Landscapes. We will continue working with partners to support our environment and biodiversity, so residents can continue to access and enjoy the beautiful landscapes of North Yorkshire.

Protecting and enhancing our environment means keeping our streets clean addressing environmental crime, responding to poor water quality in our rivers and coastline, and ensuring that our open spaces are clean and attractive for all who use them.

We will work with partners to achieve the regions ambition to be net zero by 2034 and carbon negative by 2040. As part of this, the Council is working to be operationally Net Zero by 2030, through our Climate Change Strategy Delivery Pathway.

The council will harmonise its approach to waste and recycling across the county to improve efficiency and support a circular economy which maximises the value of the materials within our area.

The council recognises the challenges posed by extreme weather events and flooding. Through the Yorkshire and North Yorkshire Local Resilience Forum the council will ensure the needs of communities are understood during a time of crisis and are supported to respond and recover effectively.

The County's rural nature poses significant challenges to transport connectivity, risking some communities being isolated from services and economic opportunities. Working closely with the York & North Yorkshire Combined Authority we will progress major infrastructure upgrades, particularly east-west connectivity and along the region's main transport corridors. Additionally, the council will work to unlock active travel improvements, maintain safe highways and advocate for increased funding for rural transport.

Digital connectivity remains inconsistent across the county, presenting a barrier to investment and growth in some areas. The council is committed to advancing connectivity in North Yorkshire through NYnet and its full-fibre network, supporting the roll out of Superfast and Gigabit broadband. The council will continue to collaborate with mobile operators and the Government to reduce coverage gaps especially in rural and underserved areas.



Kex Gill A59 realignment project

What we will see across North Yorkshire

Amongst other actions, we will:

Protect and enhance our built and natural heritage

Work in partnership with protected landscapes and key stakeholders, **supporting our biodiversity, rivers and water bodies** and attracting private investment to restore and sustain the natural environment.

We will take action to improve the local environment, **tackling and reducing environmental crime** including littering, fly-tipping and dog-fouling, to ensure our air, streets, beaches and open spaces are kept clean and attractive.



Improve connectivity

Working closely with the York & North Yorkshire Mayoral Combined Authority to **improve transport options** across the county, by enhancing bus services, supporting the upgrading of rail infrastructure and maintaining high quality travel networks, giving people sustainable and reliable travel choices.

We will delivering the £68.8 million major road improvement scheme on the **A59 at Kex Gill** to improve the resilience and reliability of journeys along this strategic link between Skipton and Harrogate.

We will work with NYnet and its full-fibre network to **improve broadband connectivity** in North Yorkshire and collaborate with mobile operators and the Government to close coverage gaps.

Work towards net zero

Work with partners on our **climate change strategy and pathway** to achieve the shared ambition that the region is net zero by 2034 and carbon negative by 2040. We will develop our North Yorkshire Adaptation Plan to support services, residents, communities, and businesses to prepare for inevitable climate change and increase their resilience to its effects.

We will increase council services' access to **fleet vehicles using alternative fuels** such as electric, hydrogen and other low-carbon options, delivering the Fleet Decarbonisation Strategy for all council vehicles.

Safe, healthy and living well

The council will prioritise early intervention, preventing crises before they arise, and embedding an approach that draws on people's strengths, their relationships and what is going on in their local communities to help them live longer, healthier, independent lives.

We will support families in difficulty to ensure they receive help at the earliest opportunity and work with families to enable them to stay together. Children and young people need safety and stability to thrive. Our Looked After Children Strategy outlines our ambitions for children and young people, providing a framework to ensure they are safe, happy, and healthy.

North Yorkshire Council is committed to ensuring our communities are and feel safe. We will engage with residents, gathering local knowledge and fostering open conversations, while working closely with North Yorkshire Police through our Community safety Hubs and statutory partnerships to promote safer communities.

The council will strengthen partnerships with all three Integrated Care Boards (ICBs) and deliver the North Yorkshire Joint Health and Wellbeing Strategy and supporting plans. During 2025/26, it will take major steps forward with NHS colleagues to devolve health funding to a new local partnership between the council and the NHS, with the goal of strengthening the focus on prevention and community services.

The council will support people to live independently in their home of choice – in part by continuing to develop our extra care and supported housing services as an alternative to 24/7 care. We will re-focus our social care practice towards preventing,

reducing and delaying the need for longer-term social care services. Working with the NHS, we will improve availability of reablement and intermediate care services to help people to recover from a hospital stay and, wherever possible prevent unnecessary admissions to hospital or 24/7 care.

With the sparse nature of the county, the council faces a key challenge in the sustainability, availability and cost of rural services. Costs in the care market can vary significantly from one part of the county to another. That is why we will develop our in-house social care services, where appropriate, to improve choice, service availability and value for money, to enable people to access good public health services and social care across our different communities.

Our Health Determinants Research Centre, which is part of a national programme, will serve as a hub for research, training, and education in behavioural sciences, driving innovation and improving lives across North Yorkshire.

Provision of leisure, libraries and activity facilities play an important role in enhancing health and wellbeing outcomes across North Yorkshire. Our new leisure service Active North Yorkshire will provide everyone in the community an opportunity to be active, with an increased emphasis on improving the physical and mental health and wellbeing of the county's communities.

What we will see across North Yorkshire

Amongst other actions, we will:

Support safe communities

Work with the Police and the NHS to **protect adults and children from harm** as part of our Safeguarding Partnerships

We will establish a **new structure for community safety hubs** across North Yorkshire to ensure services are close to and informed by the needs of communities.



Support healthy communities that live and age well

Embedding and developing our **strengths in relationships practice model**, ensuring that children can stay with their families where it is safe to do so. This model creates positive change that continues after support services for children and families are no longer required to be involved. The goal is to create conditions that enable and allow relationships to flourish.

We will improve and **develop our adult social care practice** so that it is preventative, least restrictive and focuses on people's strengths – underpinned by a modern adult social care structure which develops the workforce and puts capacity where it is needed most.

Up to £60 million will be invested in **new care and support hubs** to provide intermediate care and specialist dementia care. This new approach will help to prevent hospital admissions and provide rehabilitation following a stay in hospital, with better outcomes for people and reduced costs in comparison to other residential care.

We will work with the NHS to establish a **North Yorkshire Health Collaborative**, overseeing £850m of prevention and community investment and delivering our Ambitious for Health programme. This innovative approach will align services and budgets to provide more integrated community health services.

Maximise the potential

Everyone across North Yorkshire should have the opportunities to reach their maximum potential, irrespective of their location; urban, rural or coastal.

We want all children to be supported in good and outstanding schools. Through collaboration with schools, governors, and education professionals, we are focused on empowering schools to achieve strong results and enable all students to access a high-quality education. We will do this by supporting schools in their inspection and helping them identify improvements.

For people with Special Educational Needs and Disabilities (SEND) and other needs, the council will work with schools, families, communities and the VCSE to support a range of options, promoting inclusion in mainstream education where possible, helping everyone to get the most fulfilling and positive educational experience possible.

To ensure people have the skills required for the jobs of now and in the future, lifelong learning is critical. We will work to provide clear opportunities to access learning after education and develop skills with local training providers. This is critical to enable people to progress whilst remaining in North Yorkshire ensuring the future workforce have the necessary skills for future and emerging sectors such as agritech, biotech, marine technologies, and renewable energy. Broadening the range of opportunity for all will help to reducing inequality and maximise the potential of North Yorkshire's workforce to support economic growth.

In times of hardship, the council will focus support to those individuals and communities that require it, whether this is through the provision of information, advice, and guidance, or direct support from partners and community organisations.



What we will see across North Yorkshire

Amongst other actions, we will:

Maximise the potential for our children

Work in partnership with school leaders to **champion educational excellence** so all children attend inclusive provision that is Good or Outstanding in all four Ofsted areas, supporting them to have high aspirations and achieve their full potential.

Maximise the potential for all

Support marginalised people, including migrant communities, to **integrate and participate equally**. The diversity of our communities brings strength when everyone can contribute and utilise the breadth of experience, skills and talents.

We will ensure that there are **clear pathways for everyone after education** through the promotion of apprenticeships, training, work placements and further education including adult education. We will work with local employers to understand current and future workforce needs, monitoring local skills levels and helping residents and business to gain appropriate employment skills.



One Council with strong, local and customer-led services

To continue to deliver high quality value for money services, **we need to become one council fit for the future.**

Like all councils in the country, we are facing significant challenges due to the impact of rising costs and huge demand for adult social care, services for children and young people and Special Educational Needs. It is important we ensure the council is financially sustainable through effective management of our resources, responsible budget management and income generation.

North Yorkshire Council has brought together services previously provided by eight councils into one. But there is still a significant task ahead as we continue to transform services now and in the years to come. Significant effort has been focused on improving efficiency and joining up services in a way that makes sense to residents, businesses and partners, aligning systems and creating strong performing teams.



Over the next four years, the council will be looking ahead at how it can maximise the full potential of the new organisation and optimise the way services are delivered. There are opportunities to deliver services in new ways and harness technological advances, such as AI, to automate routine tasks and better predict future customer need. Transformation projects are currently underway to support the delivery of our priorities and maximise the benefits of transformation such as harmonising waste and recycling collection across the county.



The council will put the customer at the heart of everything we do to continuously improve their experience. This includes understanding the needs of our customers and what they value, designing our services to meet customer needs, ensuring our services are accessible to all, and enhancing our digital offer to our customers. We remain committed to delivering our equality objectives.

To achieve the ambitions of this plan, we need a workforce that is aligned with the needs of our communities and supported to give their best. Our People Strategy sets out how we are committed to developing our workforce to meet our future challenges. This is underpinned by our Values and Behaviours, which describe what we expect of all our staff.

Values and Behaviours

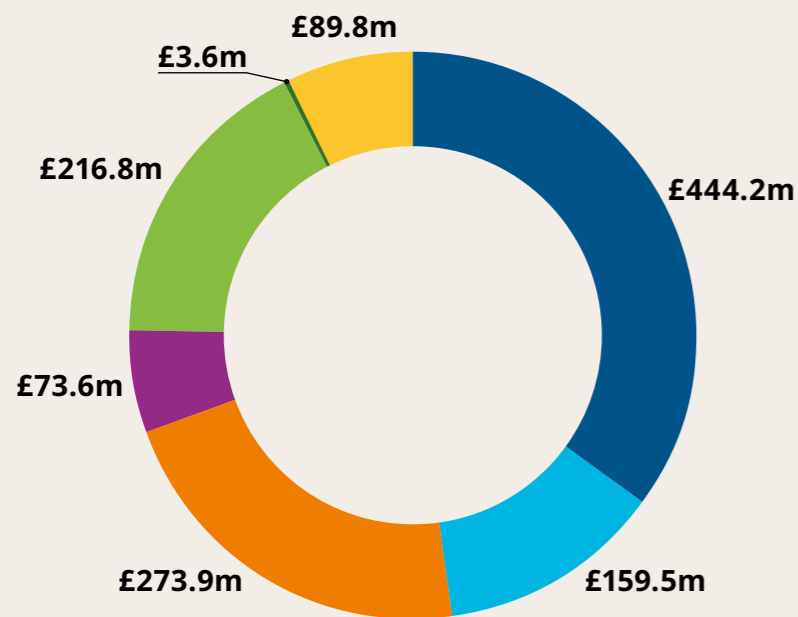


Finances

Revenue spending

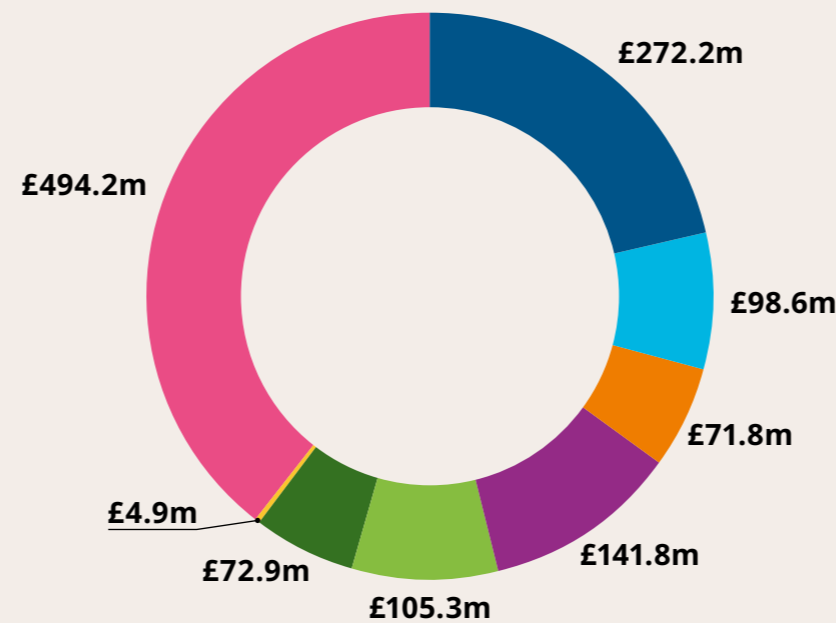
The total combined cost of services North Yorkshire Council provides will amount to £1,262m in 2025/26. A breakdown into our services and how they are funded is as follows:

2025/26 Cost of Services (£1,262m)



- Health and Adult Services
- Children and Young Peoples Services
- Central and Other Services
- Community Development
- Environmental and Regulatory Services
- Drainage Board and other Levies
- Other Corporate Miscellaneous

2025/26 Funding (£1,262m)



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

Council Tax

The North Yorkshire Council council tax charge for 2025/26 for a band D property is £1,939.54. The actual sum paid, however, depends on which of the eight valuation bands (A to H) the individual properties fall into.

This represents an overall increase of 4.99% against 2024/25 and is made up of 2.99% for general tax and 2% for Adult Social Care.

Savings to be found

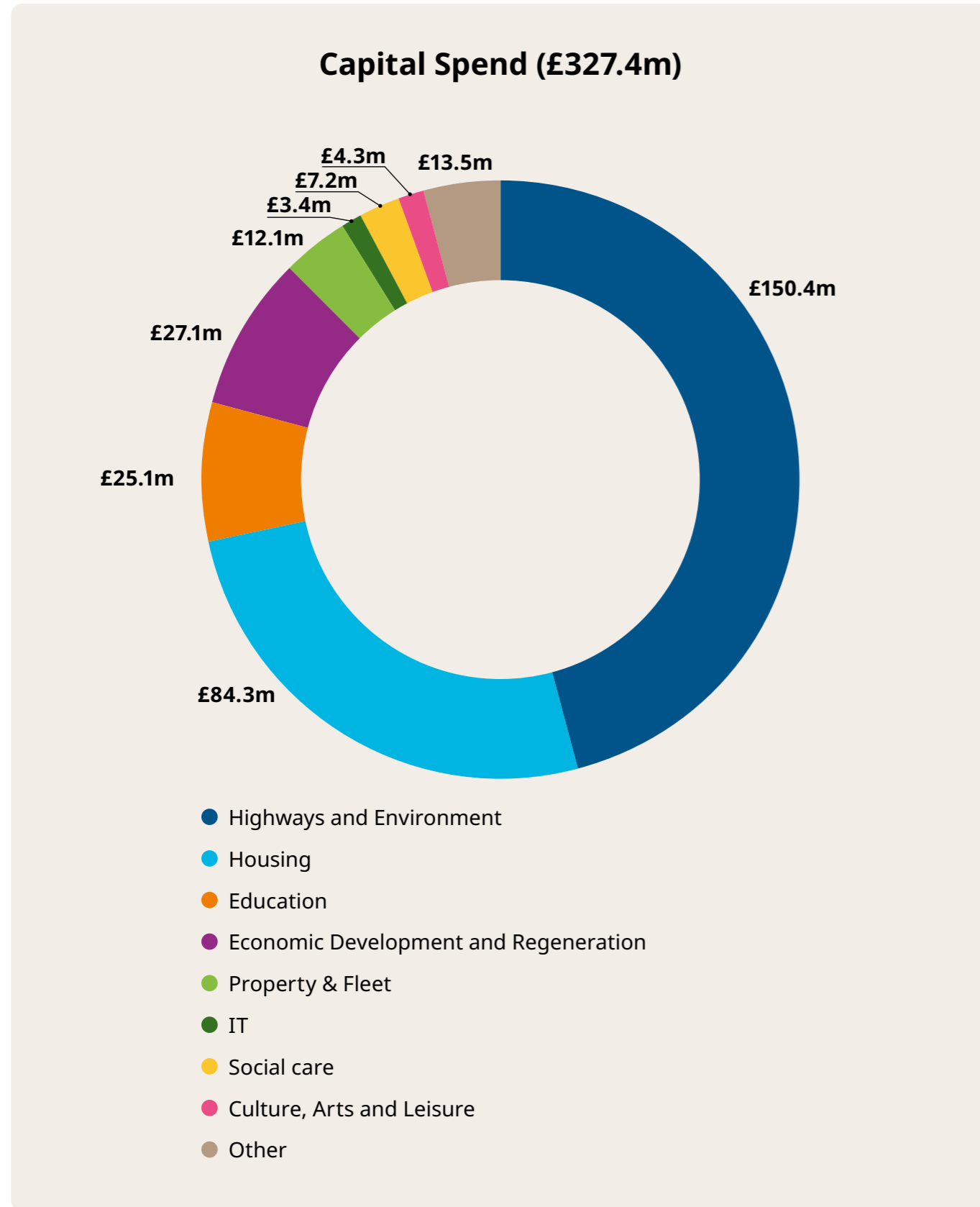
The overall funding provided by central government to local authorities to deliver their services has significantly reduced in recent years including the loss of Rural Services Delivery Grant from 2025/26 and this has come at a time of increasing demand and significant cost pressures. This presents a considerable challenge and the Council faces difficult decisions on spending and service provision.

The current medium term financial strategy requires £4.9m of reserves to balance the budget in 2025/26 and this could rise to £34.4m by the end of 2027/28 should no further savings be forthcoming. This is based on the council delivering over £40m worth of savings over the next three years.

The Council has now largely concluded the structural changes to bring together single teams so it is now well placed to change ways of working so that next year's Budget / MTFs can include more precision on specific programmes including values and delivery target dates. This includes being at the forefront of what technology and better data and information can deliver, and this is an essential part of future proofing our service delivery, ensuring effective and efficient ways of working. We are looking to take a proactive and ambitious approach to new and emerging technologies where we promote and prompt curiosity but with very clear guardrails and with a clear focus on creating safe, ethical spaces for innovation. Our focus will be on what works, what we should do and not just what we can do.

Capital Spending

In addition to the revenue budget, the council also plans to spend £327.4m on capital projects in 2025/26. A breakdown into the services is shown below:



Measuring Performance

The indicators and approach to performance reporting will be described in our Performance Management Framework. This will be updated each year, indicators may change over time as the performance framework evolves.

Key Performance Indicators

Thriving and empowered communities	
Quarterly Indicators	% of responsive repairs to council houses completed within their target timescale
% Major planning applications within statutory or extension of time	New ASB cases reported in month per 1,000 properties
% Minor planning applications within statutory or extension of time	Formal stage 1 and stage 2 complaints resolved in month per 1,000 properties
% Other planning applications within statutory or extension of time	Percentage of stage 1 and stage 2 complaints resolved within timescale in month
County matter planning applications determined within 13/ 16-week timescales or within agreed extension of time 2- year rolling measure	Households assessed as threatened with homelessness per 1000 households
Decisions on applications for major developments made during the previous 2 years that are overturned at appeal	Households assessed as homeless per 1000 households
Decisions on applications for minor developments made during the previous 2 years that are overturned at appeal	% of homelessness preventions and reliefs successful
True current arrears at the end of the month (%)	Total number of households in temporary accommodation
Average re-let time in days (standard re-lets in month)	Total number of households in Bed and Breakfast and Hotels
Average re-let time in days (standard re-lets in month)	Funding secured- running total
Percentage of homes with a valid gas safety certificate	Museum, Gallery and Cultural Venue visitor numbers including museum outreach and events programme
	Archives' Search Room % Occupancy
	Project engagement numbers
	Sector support provided (culture)

Quarterly Indicators
Cultural experiences rated as 'very good' or 'excellent'
Cultural experiences' value for money rated as 'very good' or 'excellent'
Cultural experiences' accessibility rated as 'very good' or 'excellent'
North Yorkshire Cultural Consortium newsletter sign-ups
Footfall and dwell time in towns
Hotel occupancy and Average Revenue per Room.
Short-term letting occupancy and average daily rate.
Libraries: total issues per 1000 population (including books, e-books, e-audio)
Libraries: active users per 1000 population
Libraries: physical visits to libraries per 1000 population
Libraries: virtual visits to Libraries per 1000 population
Libraries: assisted IT sessions
Trading standards: % of high-risk inspections undertaken
Annual Indicators
Housing affordability: Ratio of median house price to median gross annual (where available) residence- based earnings
Number of affordable homes delivered (gross)
Number of additional homes provided
GVA per head of population

New Businesses starts
% Businesses survival rate (3 year)
Performance and Event attendances (Scarborough Open Air Theatre):
<ul style="list-style-type: none"> Open Air Theatre No. of shows (annual). Open Air Theatre Number of attendances (annual- based on ticket sales numbers)
Scarborough Fair Festival:
<ul style="list-style-type: none"> Host 12 major events over 3 years At least 10 locations over 3 years 770,000 visitors through the programme over 4 years. No. of individual installations No. of people engaged as participants
No. of Community Partnerships in place by 31 March 2029.
Community Anchor Organisations:
<ul style="list-style-type: none"> Annual level of investment. Number of organisations supported per annum
Voluntary, Community and Social Enterprise Sector:
<ul style="list-style-type: none"> New offer launched by 1 April 2026. Annual level of investment. Number of organisations supported per annum
Number of Double Devolution projects delivered by 31 March 2029.
Number of Community Emergency Plans covering high-risk locations and number of Community Anchor Organisations who are willing and able to support in incidents

Sustainable and connected

Quarterly Indicators

Residual household waste per household (Kg/ household)

% of Household waste recycled/ sent for reuse, recycling or composting

% of waste arising to landfill

Number of missed bins

Public Rights of Way Network condition (PRoW): % of network passable

Highways Customer Service requests responded to within timescale (10 days or less)

Highways inspections carried out within timescale

Highways dangerous defects made safe within 2 hours

Average length of road works on-site occupancy

Street light defects repaired within 7 days

Highways successful insurance repudiation rate on closed cases

Number of fly tipping incidents reported per quarter

Broadband coverage across North Yorkshire (full-fibre, superfast, gigabit)

Annual Indicators

Progress against Climate Change Delivery Pathway

Scope 1, 2, 3 emissions

Single approach to recycling adopted across the county by 2029/30

% of households that have adopted the new approach to recycling

National Highways Transportation Survey: satisfaction with the condition of highways

% of principal A roads where maintenance should be considered

% of Non- principal B and C roads where maintenance should be considered

% of lesser used roads where maintenance should be considered



Safe, healthy and living well

Quarterly Indicators

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 hospital discharges to adult social care managed on pathways 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 weekly cost of a community-based package of care for older people (65+)
% of CQC care home ratings- 'Good' or better
Living Well involvements per 100K population
Rate of safeguarding concerns per 100,000 population
The percentage of children with an up to date health assessment

The percentage of children with an up to date dental check
The percentage of children with up to date immunisations
First Time Entrant Rate
Binary Reoffending Rate
Number of households open to Early Help
Timeliness of initial assessments (Early Help)
Timeliness of assessment reviews (Early Help)
The total number of children subject to a child protection plan (rate per 10,000)
Rate of second or subsequent child protection plans
The total number of children in care
The number of admissions to children in care
The number of discharges from children in care
The percentage of referrals to children's Social Care that are repeat referrals
The percentage of children with an up to date SDQ
The average SDQ score for children in care
The number of Care Leavers receiving support from the leaving care team
% 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
% of respondents who were either satisfied or very satisfied with the involvement from the Children & Families Service

Quarterly Indicators

Number of Contacts Received by MAST
Number of Referrals to CSC
Percentage of C&F assessments completed in 45 working days
Number of visits to leisure centres: 'No. of people participating in an activity'
Number of people participating in public/casual swimming sessions
Number of people attending swimming lessons
Number of memberships at combined leisure centres
Leisure Services financial indicator
Face-to-face new birth visits undertaken within 14 days by a health visitor (%)
Cumulative % of the eligible population aged 40- 74 who received an NHS Health check
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

Annual Indicators

Life expectancy at birth (male / female)
Slope index of inequality in Life Expectancy at birth (male / female)
Suicide rate
Under 18 conceptions (annual)
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
Flu vaccination coverage 65+
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
New STI diagnoses (excluding chlamydia aged <25)
Healthy life expectancy at birth
Publication of Women's Health Strategy
Progress of the HMIP Inspection preparation group in delivering the preparation action plan

Maximise the potential

Quarterly Indicators

Overall attendance rate

Severe Absence rate

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)

Number of children who are EHE

The % of Education Health and Care Plans (EHCP) issued within 20 weeks

% of school population permanently excluded in academic year to date

% of children with a North Yorkshire EHC Plan currently in a Special Independent or Special non-maintained school placement

Number of appeals to SEND tribunal

Total pupils on SEND transport

Total pupils on solo SEND transport

Proportion of Local Authority funded EHC plans placed in mainstream

% of school population suspended at least once in academic year to date'

Annual Indicators

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 Key Stage 2

Average Attainment 8 score at Key Stage 4

Progress 8 score at Key Stage 4

% of young people with a qualification by age 19 (Level 2 / Level 3)

Rate of children with an Education Health Care Plan as % of school population

The number of children receiving SEN Support as a % of school population

GCSE 9-5 pass in English and Maths (Basics) at KS4

Persistent absence as % of school population (primary/secondary)

Adult Learning - 19+ Adult Skills funded learners - Overall Achievement Rates

Adult Learning - 19+ Adult Skills funded learners - Overall Retention Rates

Adult Learning - Apprenticeship Overall Achievement Rate

Adult Learning - Apprenticeship Overall Retention Rate

Number of Education, Health and Care Plans discontinued as needs met within a plan, for children of school age

Total employee jobs in North Yorkshire

% those aged 16-64 who are economically active

Earnings (Gross weekly pay FT workers) by place of residence (average weekly wage (based on residence))

One Council

Quarterly Indicators

% Council Tax collected

% Non- domestic rate collected

Time to process new Council Tax Support claims (days)

Time to process new Housing Benefit claims (days)

Time to process Council Tax Support changes in circumstances (days)

Time to process Housing Benefit changes in circumstances (days)

% of telephone calls answered in 4 minutes

Procurement: % of total council spend with local suppliers

Procurement: % of total council spend with SME suppliers

Procurement: % of total council spend with the voluntary and community sector

Number of days lost to staff absence (sickness absence) per FTE

Staff turnover rate

Spend on agency staff

Grey fleet mileage claimed per quarter

Annual Indicators

Staff Survey Results

Number of training courses run

% of services with consolidated performance management arrangements

Annex A – Priority Action List

The following are the priority actions which will be delivered over the next four years to achieve the ambitions within this plan.

Thriving and empowered communities

Supporting our communities by:

1. Establishing up to 30 multi-agency Community Partnerships across North Yorkshire, each with their own action plan to tackle the issues most pertinent to them.
2. Investing in a network of Community Anchor organisations as trusted, place based ‘system partners’ to work alongside the Council to strengthen local relationships and optimise community resources to improve community well-being and improve resilience.
3. Co- designing – with the sector and partner agencies - a comprehensive ‘deal’ for the Voluntary, Community and Social Enterprise sector that builds additional capacity and resilience by:
 - Creating the conditions for partnerships and collaboration
 - Providing consistent funding processes with clear investment priorities
 - Creating opportunities for VCSE organisations to take a greater role in the design and delivery of services that improve the health and well-being of our residents and communities; and
 - Investing in infrastructure support that ensures long term viability and financial sustainability across the sector.

4. Embedding opportunities for a regular dialogue between the Council and our 664 Parish and Town Councils to share information and opportunities; raise and discuss issues of mutual interest and work together to agree solutions.
5. Creating opportunities for the devolution of services and assets to communities and provide support to town and parish councils and other local community groups who want to run local services and assets and where it would deliver improvements and better value for money.
6. Implementing a Big Lottery funded programme – Swift - to develop place-based initiatives to welcome and empower migrant communities across North Yorkshire. By enabling equitable access to services and encouraging wider social connections, individuals and families will be supported to positively re-build their lives.
7. Providing leadership in strengthening local resilience arrangements between emergency services and communities. Working with existing and new partnerships to develop community resilience, supporting the residents and businesses of North Yorkshire

Supporting our businesses by:

8. Working in partnership to deliver the priority actions in our Economic Growth Strategy for North Yorkshire, to attract investment and grow our economy to create new and exciting opportunities for our residents and businesses – including:
 - Helping businesses to access the information and support they need to start up and grow in North Yorkshire, through delivery of our Business North Yorkshire service.
 - Co-ordinating a targeted programme of Business North Yorkshire events including an annual North Yorkshire Business Week, to proactively support the growth of our key sectors.
 - Running a Business North Yorkshire Engagement Group, to ensure that our business-facing work is co-designed with input from businesses and partners.
 - Implementing a cross-Council ‘Open to Business’ Initiative to ensure that our Council services to business are joined up and easy to access.
 - Delivering a proactive programme of Business Relationship Management with strategically important businesses, to help them grow and create jobs in the county.
 - Promoting North Yorkshire as a great place to invest and do business, to help attract new investment, businesses and jobs to North Yorkshire.

Supporting our places by:

9. Supporting and delivering major infrastructure and regeneration projects across the county to help create thriving places, including:
 - 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.
 - Delivery of Catterick Garrison Town Centre Project.
 - Implementation of capital regeneration schemes where funding is in place, including Town Deal projects in Scarborough and Whitby.
 - Proactively exploring investment opportunities and securing funding to deliver regeneration and support economic growth.
10. Identifying future investment needs and opportunities in our urban centres and market towns by leading work to develop clear and prioritised ‘Town Investment Plans’ across North Yorkshire, working proactively with local stakeholders and partners.
11. Delivering our cultural strategy for North Yorkshire, to champion the importance of inclusive culture in creating vibrant places and celebrating our distinctive culture and heritage.
12. Collaborating with partners working across the cultural sector including:
 - Delivering a diverse and varied programme of high-quality shows and events as part of the creation of vibrant towns and to support tourism and economic growth in North Yorkshire.

- Delivering the Scarborough Fair festival including a diverse and vibrant programme of festivals such as Scarborough Lights, Scarborough Art & Fringe, Scarborough Extreme, Scarborough Streets.
13. Working with partners and stakeholders to implement our Destination Management Plan for North Yorkshire, to boost the visitor economy/ promote a year-round visitor economy including launching a new Visit North Yorkshire website, developing a North Yorkshire Events Strategy and creating a Local Visitor Economy Partnership for York and North Yorkshire.
 14. Developing the Local Plan for North Yorkshire
 15. Proactively working with developers to ensure timely delivery of local plan allocations and other policy compliant schemes to maximise delivery against Housing, Infrastructure and Employment targets.
 16. Improving the quality of services for Council tenants by achieving full compliance against the new consumer standards.
 17. Helping to meet the housing needs of residents by supporting the development of at least 800 new affordable homes a year including the provision of a minimum of 500 new Council homes over the next 5 years.
 18. Developing an additional 90 units of temporary accommodation including the development of a Place of Change supported housing facility for homeless people with complex needs on the coast.

19. Continue to lead on Housing Retrofit for Social and Private residential properties across North Yorkshire, including securing funding and developing a detailed strategy which defines the direction of travel and priority outcomes and benefits in support of our Climate Change Targets, regional objectives and national policy.
20. Supporting the Council's wider ambitions around net zero through the delivery of the Social Housing Decarbonisation Fund and the Warm Homes Fund.

Sustainable and connected places

Protecting and enhancing our built and natural heritage by:

21. Working in partnership with protected landscapes and key stakeholders seeking to protect and enhance North Yorkshire's natural environment and natural capital assets; supporting our biodiversity, rivers and water bodies and attracting private investment to restore and sustain the natural environment.
22. Taking action to improve the local environment, tackling and reducing environmental crime including littering, fly-tipping and dog-fouling, to ensure our air, streets, beaches and open spaces are kept clean and attractive.

Improve connectivity by:

23. Working closely with the York & North Yorkshire Mayoral Combined Authority to improve transport options across the county. Key priorities include:
 - Enhancing bus services.
 - Supporting active travel improvements.
 - Upgrading rail infrastructure—such as introducing half-hourly train services to Scarborough.
 - Ensuring the maintenance of high-quality travel networks, including the dualling of the A66.
24. Delivering the major road improvement scheme on the A59 at Kex Gill to improve the resilience of this strategic link between Skipton and Harrogate.
25. Delivering our new Parking Policy Framework across North Yorkshire to deliver good quality, value for money parking facilities, focused on understanding local need, improving air quality, supporting wider transport priorities and the local economy.
26. Advancing broadband connectivity in North Yorkshire through NYnet and its full-fibre network, whilst collaborating with mobile operators and the Government to close coverage gaps.
27. Working in collaboration with partners to deliver the Emergency Services Network (ESN) project, involving 24 new masts in North Yorkshire

Working towards net zero by:

28. Delivering our climate change strategy and pathway. To work with partners helping to achieve the shared ambition that the region is net zero by 2034 and carbon negative by 2040. This includes creating and delivering our North Yorkshire Adaptation Plan to support services, residents, communities, and businesses to prepare for our climate to change.
29. Working towards our goal of the council becoming operationally net zero by 2030.
30. Developing and delivering a net zero plan for corporate property.
31. Delivering our Fleet Decarbonisation Strategy for all council vehicles, to increase access to fleet vehicles using alternative fuels such as electric, hydrogen and other low-carbon options.
32. Harmonising recycling collections, to be more efficient, better value for money, reduce carbon and contamination. Implement a single approach to recycling collections across North Yorkshire.

Safe, healthy & living well

Support safe communities by:

33. Delivering our Youth Justice Inspection preparation action plan.
34. Establishing a new structure for community safety hubs across North Yorkshire, with a harmonised CCTV system. Working with internal and external partners to rationalise the CCTV system across North Yorkshire.
35. Working in partnership with the Police and the NHS to protect children from harm as part of the North Yorkshire Safeguarding Partnership.

Support healthy communities that live and age well by:

36. Delivering our Looked After Children's strategy, to ensure all children and young people are safe, happy and healthy, and renewing 'We care because you matter', our Children in Care and Care Leavers Strategy.
37. Embedding and developing our strengths in relationships practice model, ensuring that children can stay with their families where it is safe to do so.
38. Improving children and young people's mental health and work together across the health and care system to improve waiting times for assessment and access to services.
39. Expanding stop smoking services to work towards a smokefree generation.
40. Enhancing community prevention, working in partnership across the Council and with the voluntary sector.
41. Developing and delivering a North Yorkshire approach to women's health.

42. Supporting more people to be physically active and to lose weight.
43. Develop the new sport and active well-being approach following the Council's Strategic Leisure Review to better support the physical and mental well-being of individuals and communities and make it easier for everyone to be active. Delivering a wide range of universal and targeted programmes to support people to be active.
44. In partnership with our Community Libraries, continue to maintain and develop a library network that offers safe, welcoming spaces with a comprehensive range of support and advice services that meet the needs of local people.
45. Improving and developing our adult social care practice so that it is preventative, least restrictive and focuses on people's strengths – underpinned by a modern adult social care structure which develops the workforce and puts capacity where it is needed most.
46. Work with unpaid carers and carers' organisations to improve advice and support.
47. Developing and delivering more extra care housing for older people and new supported housing for working age adults.
48. Building new care and support hubs to provide intermediate care and specialist dementia care.
49. Supporting more people at home through the development of our reablement service, intermediate care services with the NHS, home care services and re-commissioned community equipment services.

50. Improving support to people with complex life circumstances, including mental health, neurodiversity and substance use, through new services and improved practice.
51. Providing more social care services online so that people have more choice around access.
52. Developing the care market to provide a broader range of better value for money services.
53. Working with the NHS to establish a North Yorkshire Health Collaborative, overseeing £850m of prevention and community investment and delivering our Ambitious for Health programme.
54. Prepare for Care Quality Commission Adult Social Care Assurance and agree and implement any recommendations from this inspection.

Maximise the potential

For our children, by:

55. Working in partnership with school leaders to champion educational excellence so all children attend inclusive provision that is Good or Outstanding in all four Ofsted areas, have high aspirations and are supported to achieve their full potential. This includes the delivery of the Local Area SEND Operational Plan and SEND Ofsted Improvement Plan.
56. Supporting schools in preparation for the Ofsted inspection framework.
57. Creating a strong partnership with Teaching School Hubs (TSH) in line with national developments.

58. Working to mitigate the effects of poverty within the school environment, including the number of children accessing free school meals.

For all, by:

59. Ensuring that there are clear pathways for everyone after education through the promotion of apprenticeships, training, work placements and further education including adult education.
60. Supporting North Yorkshire residents and businesses to gain appropriate employment skills.
61. Establishing local employers' workforce needs, monitoring local skills levels and helping to enable delivery of appropriate training.
62. Supporting the delivery of the York and North Yorkshire Local Skills Improvement Plan working in Partnership with Business and Skills Stakeholders.
63. Supporting marginalised people, including migrant communities, to integrate and participate equally.

One Council with strong, local and customer-led services

Developing One Council for the future by:

















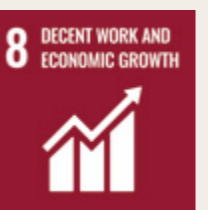




64. Continuing to be a financially sound council through a sound Medium Term Financial Strategy, treasury management, capital strategy and savings & transformation plan that supports both our ambitions and continued delivery of front-line services.
65. Delivering our overall Transformation Programme including:
 - a. The Way We Work programme to ensure that the council's working practices and procedures enable the delivery of high-quality services, whilst creating a positive working environment for staff, incorporating:
 - i. Our people – delivery of our people strategy that will ensure we have an empowered and skilled workforce that work in well-connected teams.
 - ii. Where we work – delivery of our office accommodation strategy, creating workspaces that support effective and efficient working wherever our staff are working, whether in the workplace or on the move.
 - iii. How we work – digital strategy and convergence plan, ensuring all staff have the right tools and technology to work effectively with the smart use of technology and being data informed.
 - iv. Determining our future vision of how we will work in 2030.

- b. Our Customer Experience programme incorporating:
 - **One Council** – Customer First- Placing customers at the heart of the organisation, our leaders and staff will adopt a mindset of customer excellence, setting the tone for the entire organisation. Staff will be empowered to provide the best possible customer experience.
 - **Listen and Understand Our Customer Needs** – We will use customer insights (data) and customer voice feedback to understand customer behaviours and needs, improve their experience, achieve best value, measure success, and protect customer privacy.
 - **Our Services are designed to meet customer needs** – We will design our services to meet customer needs, ensuring a seamless end-to-end customer journey that is easy, accessible, consistent, responsive, informed, and respectful, regardless of the customer access channel used.
 - **Improving and Enhancing Our Digital and Technology Offer** – The council will explore technology and digital opportunities to harness a positive digital experience for our customers.
 - **Continuous Improvement to Deliver Customer Excellence** – We are committed to continuously improving the customer experience to achieve customer excellence.
- c. Ensuring the council services that have come together have the right processes, technology and skills in place to operate well now and in the future and ensuring that the core functions of finance, HR, data and technology infrastructure are fit for the future to support this.
- d. Service specific programmes that will transform key areas of the council, such as Transport, Sport & Active Wellbeing, Accommodation, Waste and Inclusion Services.
66. Embed our new performance framework, creating a culture of strong teams, delivering excellent service supported by processes that monitor performance and support continuous improvement and learning.



Annex B – Mapping to UN Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) provide a set of targets with the ambition of reducing inequality and supporting sustainable development across the world. The council has mapped the ambitions within the Council Plan to identify where it will be taking action which contributes to the aims of the SDGs.

Our ambitions	SDG mapped to Ambitions							
Thriving places and empowered communities								
Safe, healthy and living well								
Sustainable and connected places								
Maximise the potential								
One Council with strong, local and customer-led services								
National SDG								

Contact Us

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

Be social

Follow us @northyorksc



Contact us

Online: northyorks.gov.uk/contact-us

By telephone: For further information call **0300 131 2131** and say 'Council Plan' when prompted

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

You can request this information in another language or format at northyorks.gov.uk/accessibility