

North Yorkshire County Council

Executive

24 January 2023

Council Plan 2023 - 2027 for North Yorkshire Council

Report of Assistant Director - Policy, Partnerships and Communities

1.0 Purpose of report

- 1.1 To seek agreement of the Executive to submit the first Council Plan for North Yorkshire Council to the County Council for adoption.

2.0 Background

- 2.2 The Council Plan will be a key component of North Yorkshire Council's policy framework, setting out the Council's objectives and how its resources are to be used to deliver those objectives. Ensuring the Plan is developed in a timely and robust manner is essential in order to drive forward the business of the Council and improve performance.
- 2.3 The process is closely allied to the budget setting process as this clearly demonstrates the golden thread running through the Council's objectives, priorities and allocation of resources. For this reason, the Council Plan will be submitted to the County Council on 22 February 2023 in tandem with the budget report.
- 2.4 The Council Plan is intended to be the public expression of North Yorkshire Council's vision and a strategic document designed to plot the Council's course over the first four years. It will also be used by staff to understand the new Council's priorities and how they fit within them.
- 2.5 The Council Plan for the new council is a four-year plan, that will be refreshed on an annual basis. The plan has been developed under five key themes:
- Place & Environment
 - Economy
 - Health & wellbeing
 - People
 - Organisation
- 2.6 The Council Plan also includes an introduction to the new unitary authority and how we will deliver services locally, key statistics and information about North Yorkshire, the council's finances, our Equality Objectives and how we will measure performance.

3.0 Development of the Council Plan

- 3.1 The LGR Policy and Equalities group have worked with workstreams, services and Management Board to develop the plan and ensure the language and priorities that sit within the plan are consistent with their direction of travel. The draft has been reviewed and agreed by Management Board.
- 3.2 The findings from the Let's Talk campaign have been used to inform the ambitions and priorities included in the plan.

- 3.3 The Council Plan has a number of audiences including elected members, officers, partners, the public, and the Department for Levelling Up, Housing and Communities (DLUHC). Efforts have been made to ensure that, as far as possible, the Council Plan is accessible, and of use, to all these audiences.
- 3.4 The Council Plan is the external and internal facing summary corporate strategy. However, a document the size of the Council Plan cannot detail all that the Council does. Further information about the Council's detailed strategies and plans is published in other documents available on the Council website. The view has been taken that there is little merit in merely replicating elements of these strategies and plans.

4.0 Structure and publication of the Council Plan

- 4.1 The Council Plan aims to be an easy to read, concise document. In addition to being the public expression of the Council's vision and ambitions, it sets priorities for the period up to 2027.
- 4.2 The Council Plan will be published on the internet and publicised to the public through a range of media, including press releases.
- 4.3 On publication, the Council Plan will be strongly promoted internally, in particular in relation to its central place in the service planning process and developing a sense of common purpose with staff and managers.
- 4.4 The Council Plan will also include a summary of how resources will be allocated through the Medium Term Financial Strategy (MTFS), revenue budget and capital plan. This will be added once they have been agreed by the County Council, alongside updated performance information.

5.0 Draft Council Plan

- 5.1 The draft Council Plan 2023 - 2027, as at 13 January 2023, is attached at Appendix A.

6.0 Financial implications

- 6.1 The Council Plan will have significant financial implications as it outlines the key programmes of work that will be carried out, all of which have been set out in the linked budget report.

7.0 Equality implications

- 7.1 The Council must demonstrate that it pays due regard in developing its budget and policies and in its decision-making process to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities with regard to the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. This includes compounding factors such as the rural nature of the county and the cumulative impact of proposals on groups with protected characteristics across the range of services. The impact of decisions on the Council's activities as a service provider and an employer must be considered.
- 7.2 At the earliest possible opportunity, significant proposed changes in service provision and budget are screened to identify if there are likely to be any equality implications.

- 7.3 If equality implications are identified, the Council uses an equality impact assessment (EIA) process to support the collection of data and analysis of impacts and to provide a way of demonstrating due regard. EIAs are developed alongside savings proposals, with equalities considerations worked into the proposals from the beginning.
- 7.4 If a draft EIA suggests that the proposed changes are likely to result in adverse impacts, further detailed investigation and consultations are undertaken as the detailed proposals are developed. Proposed changes will only be implemented after due regard to the implications has been paid in both the development process and the formal decision-making process.
- 7.5 Where the potential for adverse impact is identified in an EIA, services will seek to mitigate this in a number of ways including developing new models of service delivery, partnership working and by helping people to develop a greater degree of independent living.
- 7.6 An EIA has been carried out of the overall Council Plan 2023 - 2027 and this is attached at Appendix B. The specific implications for individual services in relation to refocusing the approach of the Council are not part of this impact assessment and will be assessed as part of the change process in each directorate.
- 7.7 An overall EIA for the 2023/24 budget has also been carried out and is included within the budget report. The Council plan has been developed in the context of public sector financial restraint, and unprecedented service demand pressures. Funding provided by central government to local authorities to deliver services has been reduced significantly in recent years. The COVID-19 pandemic and current cost of living rises have only exacerbated this, and we know that the long term financial position remains uncertain and difficult. The establishment of the single unitary council for North Yorkshire means that savings for 2023/24 are concentrated on increased efficiency and the reduction of duplication, as well as improving customer experience, where this is possible.
- 7.8 The anticipated impacts of our ambitions are therefore positive ones. Due regard to equalities will be paid when making decisions on actions to realise these ambitions and, where appropriate, these will be subject to full EIAs.
- 7.9 Given the nature of some specific changes to services there may be adverse impacts particularly for those on a low income and/or living in a rural setting, although mitigating actions may also be identified as part of the process.
- 7.10 As part of our ambitions for North Yorkshire, the high-level outcomes which prioritises protection for vulnerable people aim to safeguard and improve outcomes for adults receiving social care who tend to be older, and/or people with disabilities, and for young people with vulnerabilities, including those arising from disabilities.

8.0 Climate change impact assessment

- 8.1 The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality. The intention is to mitigate negative effects and identify projects which will have positive effects.
- 8.2 The Council Plan is a high-level strategic document that sets the direction for the council. As such, the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.

- 8.3 The ambitions within the Council Plan ‘A clean, environmentally sustainable and attractive place to live, work and visit’ and ‘a carbon neutral council’ and associated priorities set our goals and vision for tackling climate change and aim to have a positive impact on the environment. We as a council aspire to become more environmentally sustainable, further reduce carbon emissions and increase the resilience of the county to climate change.

Legal implications

- 9.1 The Council Plan reflects the legal requirement on local authorities under Section 3 of the Local Government Act 1999 to secure continuous improvement in the way in which it exercises its functions.

10 Recommendations

- 10.1 That the Executive approves the draft Council Plan and recommends it to the County Council for approval at its meeting on 22 February 2023, and
- 10.2 That the Executive recommends that the County Council authorises the Chief Executive to make any necessary changes to the text, including reflecting decisions made by the County Council on the budget and Medium Term Financial Strategy, and updated performance data and key performance indicators.

Neil Irving

Assistant Director - Policy, Partnerships and Communities

13 January 2023

Author of report – Alaina Kitching, Senior Strategy and Performance Officer

Appendix A – Draft Council Plan 2023 - 2027

Appendix B – Equality impact assessment – Council Plan 2023 - 2027

Appendix C - Climate change impact assessment – Council Plan 2023 - 2027

NORTH YORKSHIRE COUNCIL: A NEW SINGLE COUNCIL FOR OUR COUNTY

Council Plan, 2023 - 2027

DRAFT

Contents

Your New Council	1
About North Yorkshire	4
Delivering our Services.....	6
Our vision and ambitions	7
• Place and Environment	8
• Economy.....	11
• Health and Wellbeing	14
• People	17
• Organisation	20
Finances	23
Our Equality Objectives.....	24
How we measure performance/ Key Performance Indicators	26
How to get involved/ contact us.....	31

DRAFT

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

Your New Council

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,

Your New Council

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.

*Figures below to be updated:



The county is the largest in England **3, 100 sq. miles**



Average House Price:

£284,164

(England average= £316,073)
(UK House Price Index, October 2022)



615,400
people



Average Household Income:

£41,628

(England average= £43,966)

24.5% aged 0-24 (England average= 29.2%)

50.5% aged 25-64 (England average= 52.4%)

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

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

About North Yorkshire

Map of North Yorkshire with key places and key facts (design to complete professional version). (NOTE- points on the map are only roughly plotted at this stage).



Delivering our Services

The council provides a wide range of services and facilities for its residents, businesses, and visitors, including: (*Figures to be updated)

Managing and maintaining over **8,300** council houses

Processing around **60,000** housing benefit changes every year

Making over **6,800** decisions on planning applications

We maintain almost **9,250km** of highway and are directly responsible for **6,110km** of public rights of way

We maintain **1,645** bridges across the county

We provide **28** leisure centres - including **16** swimming pools

Collecting around **325,000** tonnes of waste from around 274,400 households of which around **45%** is reused, recycled or composted

Providing around **27,000** hours of personal care provided to over **4,300** people to enable them to live in their own homes.

Supporting **3,200** people in residential or nursing placements

There are more than **380** schools in North Yorkshire, serving over **80,000** pupils

Nearly **10,000** children are provided with Special Educational Need support

Over **2,300** 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

Our 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:

- A clean, environmentally sustainable and attractive place to live, work and visit
- A well connected and planned place with good transport links and digital connectivity
- Communities are supported and work together to improve their local area
- Good quality, affordable and sustainable housing that meets the needs of our communities

Economy:

- Economically sustainable growth that enables people and places to prosper
- Culture, heritage, arts and sustainable tourism all play their part in the economic growth of the county
- New and existing businesses can thrive and grow
- North Yorkshire has a high profile, is influential nationally and receives its fair share of resources

Health and Wellbeing:

- People are supported to have a good quality of life and enjoy active and healthy lifestyles
- Reduced variations in health through tackling the root causes of inequality
- People can access good public health services and social care across our different communities
- People have control and choice in relation to their independence and social care support

People:

- People are free from harm and feel safe and protected
- People can achieve their full potential through lifelong education and learning
- People are better supported, by strengthening families or other appropriate networks
- In times of hardship, support is provided to those that need it most

Organisation:

- Good quality, value for money services that are customer focused and accessible to all
- A carbon neutral council
- A well-led and managed, financially sustainable and forward- thinking council
- A diverse and inclusive council, where employees are supported and valued

The four pillars of locality working at the heart of everything

Local services and access:

locally based and integrated council, partner and community services

Local accountability:

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

Local action:

Around 30 community networks, 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

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 CO₂e 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.

Place and Environment

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, 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.

Place and Environment

- 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 Clothoehome 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.

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.

DRAFT

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.
-

Health and Wellbeing

- 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.

Health and Wellbeing

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 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 p23 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.
-

Organisation

- 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.

Organisation

- 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.

DRAFT

Finances

To be added in after the budget has been signed off by Full Council.

To include (if available):

- *Overall cost of services (pie chart / infographic)*
- *2023/24 cost of services by directorate (pie chart / infographic)*
- *2023/24 Funding- council tax, allocated government grants and joint funding, business rates, fees and charges, use of reserves (pie chart / infographic)*
- *Council tax*

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

Our Equality Objectives

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

How we measure performance

We measure our performance by examining a number of Key Performance Indicators. 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:	
Total greenhouse gas emissions in North Yorkshire	Highway Maintenance Efficiency Programme Rating
Residual household waste per household (Kg/ household)	National Highways and Transportation survey: KBI23 - Satisfaction with the condition of highways
% of Household waste recycled/ sent for reuse, recycling or composting	Road condition: % of lesser user roads Cat 4a, 4b, 5 where maintenance should be considered.
% of waste arising to landfill	Road Condition: % of other heavily used roads Cat 2, 3a, 3b where maintenance should be considered.
% of domestic waste collections undertaken to schedule or within 5 working days of scheduled date	Road Condition: % of principal roads where maintenance should be considered (NI168)
No. of fly tipping incidents reported per quarter by land type/waste	Number of people killed or seriously injured on the roads, (NY, calendar year)
% of fly-tipping incidents cleared on public land within 5 working days	Public Rights of Way Network condition: % of network passable
Allerton Waste Recovery Park energy generation (new?)	Housing affordability: (Ratio)
% Major planning applications within statutory or extension of time	Number of affordable homes delivered (gross)
% Minor planning applications within statutory or extension of time	Number of additional homes provided
% Other planning applications within statutory or extension of time	Number of long- term empty homes
County matter planning applications determined within 13/ 16 week timescales or within agreed extension of time 2- year rolling measure	Number of empty properties brought back into habitable use by the council
% Total number of decisions made that are subsequently overturned at appeal	Total number of households on the housing waiting list
Broadband coverage (% of residential and business premises with superfast and ultrafast broadband coverage)	Total social lettings
Parking: pay and display income	Average days to re-let standard council house void types
Parking: permit income	Average days to re-let major council house void types
Number of stronger community grants	% Emergency/ urgent repairs to council houses completed in agreed timescales
% relevant land and highways assessed as within contract standard for litter	Households assessed as threatened with homelessness per 1000 households

How we measure performance

	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	Visitor economic impact for North Yorkshire % increase in footfall in selected towns
% of young people who are not in education, employment or training (NEET) in academic year 12 and year 13	Tourism spend on area
% those aged 16-64 who are economically active	Museum attendances Check (which museums)
Average weekly wage (based on residence)	Performance and Event attendances
GVA per head of population	Trading standards: % of high-risk inspections undertaken
New Businesses starts	
% Businesses survival rate (2 year)	
Change in the total number of enterprises	
Health and Wellbeing:	
Life expectancy at birth (male / female)	Hospital admissions caused by unintentional and deliberate injuries to children under 15 years per 100,000.
Slope index of inequality in Life Expectancy at birth (male / female)	The rate of children and young people admitted to hospital as a result of self-harm
Life expectancy at 65 - (male / female)	The rate of children and young people admitted to hospital for mental health conditions per 100,000
Suicide rate	Smoking Prevalence
Breastfeeding initiation rate	Smoking at time of delivery
Under 18 conceptions	Successful quitters at 4 weeks (smokers)
Face-to-face new birth visits undertaken within 14 days by a health visitor (%)	Successful completion of drug treatment (opiate / non-opiate / alcohol treatment)
Eligible infants that receive a 12-month review by 15 months of age (%)	Proportion of dependent drinkers not in treatment
Eligible children receiving a 2-2.5 year review by the time they were 2.5 years (%)	New STI diagnoses
Reception aged children completing a check (%)	Number of living well referrals
Year 6 children completing a check (%)	Excess winter deaths
Children who have excess weight	Number of visits to leisure centres
Excess weight in adults	Number of memberships at combined leisure centres
% of physically active children/ young people	Number of cremations held (per quarter)
% of physically active adults	Average normal crematorium capacity used

How we measure performance

Cumulative % of eligible population aged 40- 74 invited for an NHS health check	Number of burials
Cumulative % of the eligible population aged 40- 74 who received an NHS Health check	Time to process new (housing benefit) claims
Flu vaccination coverage 65+	Times to process (housing benefit) changes in circumstances
Number of employers signed up to healthy workplace initiatives	
People:	
The number of children who are in Elective Home Education	Admissions to residential and nursing care homes, per 100,000 population for people aged 18-64
The % of children achieving a good level of development at Early Years Foundation Stage Profile	Admissions to residential and nursing care homes, per 100,000 population for people aged 65+
School Readiness: the % of children with free school meal status achieving a good level of development at the end of reception	Referrals to Adult Social Care (ASC) as % of ASC contacts
The % of pupils achieving the expected level or above in reading, writing and maths combined at Key Stage 2	% of referrals resulting in no further action (incl: NFA, case closed, no service required, support declined)
Average Attainment 8 score at Key Stage 4	% of assessments resulting in no service provision
Progress 8 score at Key Stage 4	% of reablement clients not receiving a subsequent package of social care support within 91 days
Overall absence rate as % of total possible sessions (primary/secondary)	Reablement packages delivered in the period as % of all weekly services delivered in the period
% of young people with a qualification by age 19 (Level 2 / Level 3)	Clients receiving a review/reassessment in the year as a % of all open clients during the year
The % of young people who are not in education, employment or training (NEET) in academic year 12 and year 13	Over 65s with an open weekly social care service as a % of the population aged over 65
The % of care leavers aged 19, 20 and 21 that are in education, employment or training	Rate of total DTOC bed days per 100,000 population
The % of pupils who attend a good or outstanding school (primary/ secondary)	% of residential/nursing beds for older people above NYC rate
The % of all new Education Health and Care Plans issued within 20 weeks	% of safeguarding concerns progressing to enquiry
Rate of children with an Education Health Care Plan as % of school population	% of DoLS applications granted
Children receiving SEN Support as % of school population	Aged 18-64 admissions to residential and nursing care homes per 100,000 population
GCSE 9-5 pass in English and Maths (Basics) at KS4	Aged 65+ admissions to residential and nursing care homes per 100,000 population
Persistent absence as % of school population (primary/secondary)	Rate of safeguarding concerns per 10,000 population
Exclusion rate as % of school population (fixed-term/permanent)	Community safety - all crime rate per 1000 population
Adult Learning - 19+ Adult Skills funded learners - Overall Achievement Rates	Anti- social behaviour rate per 1000 population

How we measure performance

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) Rate per 10,000	
The total number of looked after children	
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 not '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	
Organisation:	
% Council Tax collected	Grey fleet mileage claimed per quarter
% Council Housing rent and arrears collected	% Sundry debt collected
% Non- domestic rate collected	Corporate resources - printing
Time to process new (housing benefit) claims (days)	Property rationalisation and savings
Time to process (housing benefit) changes in circumstances (days)	Percentage of eligible residents on the electoral roll
Number of Council Tax support claims	Procurement: % of total council spend with local suppliers
% Stage 1 corporate complaints fully responded to in required timescales	Procurement: % of total council spend with SME suppliers
% Stage 2 corporate complaints fully responded to in required timescales	Procurement: % of total council spend with the voluntary and community sector

How we measure performance

% Freedom of Information (FOI) responded to within 20 days	% of customers rated the procurement service they received 'fully meets expectation'
Percentage of customer service requests received online	Number of volunteers directly supporting the local authority
% of telephone calls answered in 4 minutes	Libraries: total book issues per 1000 population
% of on-line enquiries responded to in 5 days	Libraries: active borrowers per 1000 population
% of letters responded to in 10 working days	Libraries: physical visits for library purposes per 1000
% of in-person visitors seen within 10 minutes of arriving	Council operationally net zero by 2030
Number of days lost to sickness absence per FTE	Level of CO2e from scope 1,2,3 <ul style="list-style-type: none"> • Scope 1 – direct emissions through activities owned or controlled by the council, for example boilers in council buildings and council owned vehicles • Scope 2 – indirect energy emissions through the consumption of purchased electricity • Scope 3 – all other indirect emissions that occur in the value chain, for example business travel using staff's own cars, waste or procurement
Staff turnover rate	
Spend on agency staff	
% Spend against apprenticeship levy	
Gender pay gap (NYC)	Workforce demographics (reflect those of the population of North Yorkshire).

How you can get involved:

Contact us

Website:

Telephone:

Our Customer Service Centre is open **Monday to Friday 8.00am- 5.30pm (closed weekends and bank holidays)**

Customer Service email address:

Facebook:

Twitter:

Instagram:

LinkedIn:

If you would like this information in another language or format, please ask us.

Sign up to to have your say and share ideas to help us understand your priorities and influence the council



Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated April 2019)

Council Plan 2023 -2027

If you would like this information in another language or format such as Braille, large print or audio, please contact the Communications Unit on 01609 53 2013 or email communications@northyorks.gov.uk.



যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔

Equality Impact Assessments (EIAs) are public documents. EIAs accompanying reports going to County Councillors for decisions are published with the committee papers on our website and are available in hard copy at the relevant meeting. To help people to find completed EIAs we also publish them in the Equality and Diversity section of our website. This will help people to see for themselves how we have paid due regard in order to meet statutory requirements.

Name of Directorate and Service Area	Strategy and Performance, Central Services
Lead Officer and contact details	Alaina Kitching, Senior Strategy and Performance Officer Alaina.Kitching@northyorks.gov.uk

Names and roles of other people involved in carrying out the EIA	Deborah Hugill Simon Moss
How will you pay due regard? e.g. working group, individual officer	This overarching EIA has been carried out by an individual officer with advice and assistance from colleagues in the corporate equality, diversity and inclusion group. Individual EIAs have or will be carried out on each of specific service changes related to the council's priorities for the next year, and the methods used will vary appropriately.
When did the due regard process start?	September 2022

Section 1. Please describe briefly what this EIA is about. (e.g. are you starting a new service, changing how you do something, stopping doing something?)

The Council Plan is the Council's overall high-level strategic plan. It is the public facing document expressing the Council's vision and priorities for the next four years.

The Council Plan is also the key strategic document which sets the performance framework for all Council services. As such the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.

Individual elements of the Plan are also subject to specific and separate impact assessments as part of the budget decision-making process. Members in agreeing the budget, will also take into account compounding factors, such as the rural nature of the county.

Section 2. Why is this being proposed? What are the aims? What does the authority hope to achieve by it? (e.g. to save money, meet increased demand, do things in a better way.)

The purpose of the plan is to inform stakeholders including elected members, officers, partners, the public, and the Department for Levelling up, Housing and Communities about the Council's vision, how the Council sees its role going forward and the priorities for the organisation. This plan has been developed in the context of public sector financial restraint, and unprecedented service demand pressures. Funding provided by central government to local authorities to deliver services has been reduced significantly in recent years. The COVID-19 pandemic and current cost of living rises have only exacerbated this, and we know that the long term financial position remains uncertain and difficult.

The establishment of the single unitary council for North Yorkshire means that savings for 2023/24 are concentrated on increased efficiency and the reduction of duplication. There will be fewer councillors, reducing the cost of local democracy while also providing a clearer, stronger and more accountable political voice for our county. Consolidating eight local authorities into a single organisation is also enabling significant immediate and ongoing savings to be made from the rationalisation of senior management posts. Further savings are being made through managing vacant posts.

The plan gives performance information, plans for the coming year and the budget position.

Section 3. What will change? What will be different for customers and/or staff?

Our approach in the Council Plan focuses on providing leadership on the key issues for people and places in North Yorkshire, enabling people to do more for themselves, and ensuring the delivery of infrastructure services to enable a thriving county and services to the most vulnerable people.

Specific changes to services are being developed as part of the Council's transformation programme and for each project within this programme due regard will be paid to equalities. This will include separate equality impact assessments where screening suggests this is necessary, and where relevant, consultation. Work to assess cumulative impacts of the programme through aggregation of information from these individual assessments is on-going. A summary of equality impacts for projects with savings in 2023/24 is provided with the budget papers and documentation evidencing due regard is provided, through a web link, for all projects.

Moving to unitary status, combined with an ambitious transformation programme, will enable the new council to refocus its operating model around its key priorities and outcomes, redesigning its interactions with customers and partners and front and back-office functions. This will provide initial savings in the cost of democracy and senior management and there will be opportunities for further efficiency savings going forward. We will remain focused on maintaining a strong financial grip and on delivering further financial savings or income growth.

Section 4. Involvement and consultation (What involvement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)

LGR workstreams and service areas were engaged with, and had the opportunity to influence the wording, ambitions and priorities included in the plan. Councillors were also engaged with during the development of the plan.

Findings from North Yorkshire's biggest conversation 'let's talk' and in particular the let's talk local survey were also used to help draft the ambitions and priorities in the plan.

Section 5. What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result.

The Council Plan 2023 – 2027 will have significant financial implications as it outlines the key programmes of work that will be carried out, all of which have been identified during development of the annual budget and Medium Term Financial Strategy.

Section 6. How will this proposal affect people with protected characteristics?	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
Age		X		<p>North Yorkshire has a lower proportion of young people than the national average- 24.5% under 25 compared to 29.2% nationally.¹</p> <p>In 2020 11.4% of 16 – 17 year olds were identified as NEET (Not in Employment, Education or Training) against an England value of 5.5%.² Nationally the unemployment rate for 16-24 year olds is high. The unemployment rate for people aged 16 and over for the UK was 4.2%, for the period August to October 2021.³</p> <p>In 2021, 25% of the county's adult population was over the age of 65. This is higher than the national percentage of 18.4%.⁴ Every year the population of older people increases, and with it the demand for the care and support which the council provides. By 2035, 32.60% of North Yorkshire's total population will be aged 65+ and 5.97% will be aged 85+. Nationally 23.26% will be 65+ and 4.05% will be 85+ by 2035.</p> <p>Our ambitions for children and young people are achieving their full potential through lifelong education and learning, good career choices with access to relevant skills, living safely and happily, and being healthy. Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>

¹ Census 2021

² Office for Health Improvement and Disparities 2020

³ ONS UK labour market statistics 2021

⁴ Census 2021

				<p>Our ambitions for older people are that they have control and choice in relation to their health, independence and social care support, and can access good public health services and social care. We also want vulnerable people to be safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse. Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Disability		X		<p>North Yorkshire has a lower proportion (19.3%) of people with a disability or long-term limiting illness whose day-to-day activities are limited a lot- against the national average of 23.69%.⁵ However, this will rise to 20.89% of the 65+ population in North Yorkshire, against a national average of 24.86%.</p> <p>Our ambitions for disabled and other vulnerable people are that they will be safe, live longer, healthier, independent lives and that we ensure that people have more choice and control over support to meet their social care needs. Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Sex	X			<p>The proportion of females is slightly higher (51%) than that of males (49%).⁶ This pattern is reflected across all districts, with the exception of Richmondshire where the large number of predominantly male military personnel have the effect of reversing the proportions.</p> <p>There were 13,648 lone parent households in North Yorkshire in</p>

⁵ Poppi 2019

⁶ Census 2021

				<p>2011⁷, of which 11,958 had a female lone parent (87.6%).</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Race	X			<p>North Yorkshire has a much lower proportion (4.77%) of people who identify with a non-UK identity than the national average (12%).⁸</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Gender reassignment	X			<p>The Gender Identity Research and Education Society (GIRES) suggests that across the UK: 1% of employees and service users may be experiencing some degree of gender variance. At some point, about 0.2% may undergo transition (i.e. gender reassignment). Around 0.025% have so far sought medical help and about 0.015% have probably undergone transition. In any year 0.003% may start transition.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Sexual orientation	X			<p>The government estimates that 5 – 7% of the population are gay, lesbian or bisexual. We have no evidence to suggest that this is not the case in North Yorkshire.⁹</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>

⁷ Census 2011

⁸ Census 2021

⁹ Census 2011

Religion or belief	X			<p>North Yorkshire has higher levels of Christians (55.6%) than the national average (46.2%), and lower levels of all other religions than the national average. Percentages of those with no religion or not stating their religion are broadly similar to the national average.¹⁰</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Pregnancy or maternity	X			<p>In 2021 there were 5133 live births in North Yorkshire.</p> <p>In 2020 the conception rate per 1000 for under 18's was 10.9. This is below the rate for England (13).¹¹</p> <p>In 2020/21 4.2% of deliveries in North Yorkshire were to mothers from ethnic minorities, compared to the England value of 21.6%.¹²</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Marriage or civil partnership	X			<p>A higher percentage of North Yorkshire's population is married or in a civil partnership (53.7%) than the national average (46.8%).¹³</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>

¹⁰ Census 2021

¹¹ Office for Health Improvement and Disparities 2020

¹² Office for Health Improvement and Disparities 2020

¹³ Census 2011

Section 7. How will this proposal affect people who...	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
..live in a rural area?		X		<p>The population in North Yorkshire is generally sparser than the national average (77 people per square kilometre as opposed to 434 nationally). In some parts of the county this is lower still (Ryedale 36, Richmondshire 38, Craven 48, Hambleton 69).¹⁴ Distance travelled to access services is further than the national average. The Lower Super Output Area (LSOA), which covers the Dales ward in Ryedale, is in the 10% most deprived in England for Geographical Barriers to Services.¹⁵</p> <p>Rurality can also mean higher costs for such things as fuel for heating.</p> <p>One of our ambitions is that communities are supported and work together to improve their local area. This is particularly important in rural areas where provision of traditional services is likely to change.</p> <p>Another of our ambitions is a well connected and planned place with good transport links and digital connectivity. This is especially important in rural areas where transport and digital connectivity is a challenge.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
...have a low income?		X		<p>The proportion of households in deprivation in North Yorkshire reduced between 2011 and 2021. In 2011 52.1% of households in North Yorkshire were deprived in at least one of the four dimensions (employment, education, health and</p>

¹⁴ Census 2021

¹⁵ Index of Multiple Deprivation, Indices of Deprivation 2019

				<p>disability, housing). By 2021 this had fallen to 46.7%. This 5.4 percentage point reduction in North Yorkshire compared with a 5.9 percentage point reduction across England as a whole, with the proportion of households in deprivation in North Yorkshire remaining below the national average.¹⁶</p> <p>Scarborough is the only North Yorkshire district above the national average level of deprivation. 9 out of the 10 most deprived neighbourhoods in North Yorkshire in 2021 were in Scarborough district.¹⁷ North Yorkshire also has a number of lower super output areas within the 20% most deprived in England (23 in 2019, rising from 18 in 2010) and three LSOAs in Scarborough town are within the most deprived 1% in England.¹⁸</p> <p>Figures for long-term unemployment in North Yorkshire (0.8%) are lower than the national average (1.9%).¹⁹</p> <p>The percentage of children in absolute low-income families is 11.3%, compared to the England value of 15.1%.²⁰</p> <p>The percentage of the population who claim out of work benefits in North Yorkshire is 2.0%, compared to a Great Britain percentage of 3.7% (Nomis – ONS September 2022).</p> <p>Percentage of people in North Yorkshire unemployed (June 2021 – June 2022) 3% - Great Britain 3.8%.²¹</p>
--	--	--	--	--

¹⁶ Census 2021

¹⁷ Census 2021

¹⁸ Index of multiple deprivation 2019

¹⁹ Office for Health Improvement and Disparities 2021/22

²⁰ Census 2021

²¹ Nomis, September 2022

				<p>One of our ambitions is for North Yorkshire to have economically sustainable growth that enables people and places to prosper. Improved job opportunities could impact positively on those on a low income.</p> <p>Another of our ambitions is in times of hardship, support is provided to those that need it most, whether this is through the provision of information, advice and guidance, or by administering support funds that give financial support directly where it is needed.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
...are carers (unpaid family or friend)?		X		<p>Carers' allowance claimants make up 0.98% of North Yorkshire's population.²² This is lower than the average for England (1.42%) but there are variations across the county. It is likely, however, that these figures do not reflect the true number of people carrying out caring roles in the county as many do not claim allowances.</p> <p>One of our ambitions is vulnerable people are supported by strengthening families or other appropriate networks, this includes improving support for carers across North Yorkshire, which will have a positive impact on their lives.</p> <p>Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>

²² May 2018, ONS

Section 8. Geographic impact – Please detail where the impact will be (please tick all that apply)	
North Yorkshire wide	Yes
Craven district	Yes
Hambleton district	Yes
Harrogate district	Yes
Richmondshire district	Yes
Ryedale district	Yes
Scarborough district	Yes
Selby district	Yes
If you have ticked one or more districts, will specific town(s)/village(s) be particularly impacted? If so, please specify below.	
The Council Plan is the Council's overall high-level strategic plan. However, the plan does refer to specific projects which will have an impact on certain areas/ districts in North Yorkshire, where this is the case detailed EIAs will be undertaken on these specific projects.	

Section 9. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men) State what you think the effect may be and why, providing evidence from engagement, consultation and/or service user data or demographic information etc.
The Council Plan will not affect anyone more because of a combination of protected characteristics.

Section 10. Next steps to address the anticipated impact. Select one of the following options and explain why this has been chosen. (Remember: we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us)	Tick option chosen
1. No adverse impact - no major change needed to the proposal. There is no potential for discrimination or adverse impact identified.	X
2. Adverse impact - adjust the proposal - The EIA identifies potential problems or missed opportunities. We will change our proposal to reduce or remove these adverse impacts, or we will achieve our aim in another way which will not make things worse for people.	
3. Adverse impact - continue the proposal - The EIA identifies potential problems or missed opportunities. We cannot change our proposal to reduce or remove these adverse impacts, nor can we achieve our aim in another way which will not make things worse for people. (There must be compelling reasons for continuing with proposals which will have the most adverse impacts. Get advice from Legal Services)	
4. Actual or potential unlawful discrimination - stop and remove the proposal – The EIA identifies actual or potential unlawful discrimination. It must be stopped.	
Explanation of why option has been chosen. (Include any advice given by Legal Services.)	

Our ambitions and high level outcomes as detailed in the Council Plan aspire to improve outcomes for everyone in North Yorkshire.

Section 11. If the proposal is to be implemented how will you find out how it is really affecting people? (How will you monitor and review the changes?)

Progress against priority actions in the Council Plan are monitored on a quarterly basis as part of our Performance Framework. Reports are taken to Management Board, and the Executive.

Section 12. Action plan. List any actions you need to take which have been identified in this EIA, including post implementation review to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics.

Action	Lead	By when	Progress	Monitoring arrangements
Ensure that individual plans relating to the specific service changes contributing to achieving the broad outcomes of the Council Plan are appropriately assessed to identify any potential equality impacts on people with protected characteristics before specific decisions are taken.	Will depend on service: likely to be appropriate Assistant Director	As plans are developed and before specific decisions taken		
Ensure that any cumulative impacts on people with protected characteristics are identified by providing an overview of individual plans	Corporate Equalities, Diversity and Inclusion Group	As plans are developed and before specific decisions taken		

Section 13. Summary Summarise the findings of your EIA, including impacts, recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

Our ambitions in the Council Plan are for better outcomes for all North Yorkshire residents despite a tough fiscal climate and unprecedented service demand pressures. Our transformation programme aims to save money but also to make sure we are doing things more efficiently and effectively by making the best decisions at the right time.

The anticipated impacts of our ambitions are therefore positive ones. Due regard to equalities will be paid when making decisions on actions to realise these ambitions and, where appropriate, these will be subject to full EIAs.

Section 14. Sign off section

This full EIA was completed by:

Name: Alaina Kitching

Job title: Senior Strategy and Performance Officer

Directorate: Central Services

Signature: Alaina Kitching

Completion date: 16/12/2022

Authorised by relevant Assistant Director (signature): Neil Irving

Date: 4 January 2023

Appendix C

Climate Change Impact Assessment – Council Plan 2023 - 2027



Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance please email beyond.carbon@northyorks.gov.uk

Version 2: amended 11 August 2021

Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:

Planning Permission
Environmental Impact Assessment
Strategic Environmental Assessment

However, you will still need to summarise your findings in the summary section of the form below.

Please contact beyond.carbon@northyorks.gov.uk for advice.

Title of proposal	North Yorkshire Council: Stronger Together. Council Plan 2023 - 2027
Brief description of proposal	The Council Plan is the council's overall high level strategic plan. It is the public facing document expressing the Council's vision for modernising and

	<p>refocusing the organisation to enable it to achieve the major budget savings which will be required.</p> <p>The Council Plan is also the key strategic document which sets the performance framework for all Council services. As such the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.</p> <p>Individual elements of the Plan are also subject to specific and separate impact assessments.</p>
Directorate	Central Services
Service area	Strategy and Performance
Lead officer	Alaina Kitching, Senior Strategy and Performance Officer
Names and roles of other people involved in carrying out the impact assessment	Deborah Hugill Simon Moss
Date impact assessment started	September 2022

Options appraisal

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

No other options were considered in trying to achieve the aim of this project. The Council Plan is the council's overall high level strategic plan for the direction of the Council. This Climate Change Impact Assessment for the Council Plan is a high-level assessment. Individual elements of the Plan will be subject to specific and separate impact assessments were deemed necessary.

What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result, detailing estimated savings or costs where this is possible.

The Council Plan 2023 – 2027 will have significant financial implications as it outlines the key programmes of work that will be carried out, all of which have been identified during development of the annual budget and Medium Term Financial Strategy.

This plan has been developed in the context of public sector financial restraint, and unprecedented service demand pressures. Funding provided by central government to local authorities to deliver services has been reduced significantly in recent years. The COVID-19 pandemic and current cost of living rises have only exacerbated this, and we know that the long term financial position remains uncertain and difficult. The establishment of the single unitary council for North Yorkshire means that savings for 2023/24 are concentrated on increased efficiency and the reduction of duplication, as well as improving customer experience, where this is possible.

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p>Minimise greenhouse gas emissions e.g. reducing emissions from</p>	<p>Emissions from travel</p>	<p>X</p>			<p>The place and environment section of the Council Plan includes the ambition ‘a clean, environmentally sustainable and attractive place to live, work and visit’. This covers</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>travel, increasing energy efficiencies etc.</p>				<p>how we will work towards our goal of supporting the region to be carbon neutral by 2034 and carbon negative by 2040. This includes a priority 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.</p> <p>The Organisation section of the Council Plan includes the ambition for the council to be operationally net zero by 2030. This includes the priority 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. There is also a</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
				<p>priority is to reduce the amount of business miles travelled in employees' own vehicles by encouraging alternatives such as active travel, public transport and virtual meetings.</p> <p>The Council Plan ambition a well led and managed, financially sustainable and forward-thinking council has a priority to ensure technology, organisational development and corporate estate supports innovative, enterprising and inclusive working. New ways of working will allow for more remote working, which will have a positive impact on the environment, as less staff will travel to work.</p> <p>Working towards these goals will have a positive impact on the environment.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
	Emissions from construction			X	<p>The Council Plan refers to a number of projects such as the major highway improvement scheme on the A59 at Kex Gill, the Transforming Cities Fund Station Gateway Projects in Harrogate, Selby and Skipton, the Town Deal programmes in Scarborough and Whitby.</p> <p>This CCIA is a high-level assessment and specific impact assessments will be carried out for projects where necessary.</p>		
	Emissions from running of buildings	X			<p>Within the organisation section of the Council Plan there is a priority 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, and electricity use for power and lighting.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
	Emissions from data storage		X		<p>The Council Plan does not directly impact on data storage.</p> <p>This CCIA is a high-level assessment and specific impact assessments on individual projects will be carried out where necessary.</p>		
	Other						
<p>Minimise waste: Reduce, reuse, recycle and compost e.g. reducing use of single use plastic</p>	X			<p>In the Place and Environment section of the Council plan there is an ambition for the region to be carbon neutral by 2034, and carbon negative by 2040. In order to achieve this, we will work with partners to encourage climate responsible actions, this includes the priority to encourage and assist</p>			

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
				<p>everyone to reduce, reuse and recycle waste.</p> <p>While the Organisation section has an ambition is for the council to be operationally net zero by 2030. This includes the priority to ensure that wherever possible council waste is reduced, reused and recycled, and to reduce out use of single use plastics.</p>		
<p>Reduce water consumption</p>	<p>X</p>			<p>In the organisation section of the Council Plan under the ambition a carbon neutral council there is a priority to ensure the council's property and assets support our climate change objectives, this includes the reduction of water use/ consumption.</p>		
<p>Minimise pollution (including air, land, water, light and noise)</p>	<p>X</p>			<p>The Council Plan ambition a clean, environmentally sustainable and attractive place to live, work and visit has a priority to</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
				<p>protect the local environment and ensure our air, streets, beaches and open spaces are kept clean and attractive. There is also a priority 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.</p> <p>The Organisation section of the Council Plan includes the ambition for the council to be operationally net zero by 2030. This includes the priority 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. There is also a</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
				<p>priority is to reduce the amount of business miles travelled in employees' own vehicles by encouraging alternatives such as active travel, public transport and virtual meetings.</p> <p>The Council Plan ambition a well led and managed, financially sustainable and forward-thinking council has a priority to ensure technology, organisational development and corporate estate supports innovative, enterprising and inclusive working. New ways of working will allow for more remote working, which will have a positive impact on the environment, as less staff will travel to work.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
				<p>Working towards these goals will have a positive impact on the environment and reduce air pollution.</p>		
<p>Ensure resilience to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers</p>	X			<p>The Place and environment section sets out our goal for the region to the carbon neutral by 2034 and carbon negative by 2034, one of the ways we will do this is through adaptation, preparing for the climate to change. This section has a priority to create a North Yorkshire Adaptation Plan to support services and residents and businesses to prepare for the climate to change.</p>		
<p>Enhance conservation and wildlife</p>	X			<p>One of the ambitions in the place and environment section is for North Yorkshire to be a clean, environmentally sustainable, and attractive place to live, work and visit. This includes several priorities around enhancing</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
				<p>conservation/ preserving the place for future generations. These include: to promote biodiversity and support nature recovery, to promote sustainable land use and green spaces, to prioritise nature-based solutions in climate change activity.</p>		
<p>Safeguard the distinctive characteristics, features and special qualities of North Yorkshire's landscape</p>	<p>X</p>			<p>At a high level the Council Plan includes our vision for North Yorkshire 'We want to build on North Yorkshire's natural capital, strong local economy and resilient communities, to improve the way local services are delivered a support a good quality of life'. It is noted in the about North Yorkshire section that 'Our county has an enviable identity, globally renowned for its culture, spectacular landscapes'.</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
				<p>To achieve our vision we need to protect what makes North Yorkshire special, including the special qualities of its landscapes. This high-level vision is therefore embedded in the work of the council and its partnerships to enhance the environment and develop tourism and the green economy.</p> <p>The place and environment section includes the ambition that North Yorkshire is a clean, environmentally sustainable, and attractive place to live, work and visit. This includes a number of priorities around preserving the distinctive characteristics, features and special qualities of North Yorkshire's landscape. These include: to promote biodiversity and support nature recovery, to</p>		

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
				<p>promote sustainable land use and green spaces, to prioritise nature-based solutions in climate change activity.</p> <p>Specific impact assessments will be carried out for projects where necessary.</p>		
<p>Other (please state below)</p>						

<p>Are there any recognised good practice environmental standards in relation to this proposal? If so, please detail how this proposal meets those standards.</p>
<p>No</p>

Summary Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The Council Plan is a high-level strategic document that sets the direction for the council. As such, the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.

The ambitions within the Council Plan 'A clean, environmentally sustainable and attractive place to live, work and visit' and 'A carbon neutral council' and associated priorities set our goals and vision for tackling climate change and aim to have a positive impact on the environment. We as a council aspire to become more environmentally sustainable, further reduce carbon emissions and increase the resilience of the county to climate change. A detailed Climate Change Strategy is also being developed for North Yorkshire Council.

Sign off section

This climate change impact assessment was completed by:

Name	Alaina Kitching
Job title	Senior Strategy and Performance Officer
Service area	Strategy and Performance
Directorate	Central Services
Signature	A.Kitching
Completion date	16/12/22

Authorised by relevant Assistant Director (signature): Neil Irving

Date: 4 January 2023