

Progress made on delivering the 2025-29 Council Plan Ambitions

This appendix reports on progress made on delivering the Council’s priority actions outlined in the 2025-2029 Council Plan. The Council Plan for 2026-30 is due to be considered at Full Council in May.

| Priority Action | State <ul style="list-style-type: none"> • Completed • In progress • Future start date/ not yet started • Overdue • On hold | Status <ul style="list-style-type: none"> • Complete/ on target • Slightly off target • Off target/ target missed • N/A | Short summary of progress made |
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| Thriving Places and Empowered Communities | | | |
| Supporting our communities by: | | | |
| Establishing up to 30 multi-agency Community Partnerships across North Yorkshire, each with their own action plan to tackle the issues most pertinent to them. | In progress | Complete/ on target | <p>Fifteen place-based partnerships are now contributing to local engagement and delivery of which nine are fully established partnerships operating across Easingwold & Villages, Forest & Dale, Mid-Wensleydale, Upper Dales, We Are Sherburn, Richmond, Masham, Nidderdale and Bedale. A further six partnerships (Grassington, Malton & Norton, Whitby, Filey, Tadcaster and Boroughbridge) are emerging.</p> <p>Partnership development is a gradual process. The Town Investment Plans work has provided a significant catalyst for some emerging partnerships and is expected to further stimulate the formation and strengthening of additional partnerships in other areas.</p> <p>A partnerships network event held in January supported this progress by bringing established and emerging partnerships together to share learning, good practice, and delivery experience.</p> |

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| <p>Investing in a network of Community Anchor organisations as trusted, place based 'system partners' to work alongside the Council to strengthen local relationships and optimise community resources to improve community well-being and improve resilience.</p> | <p>In progress</p> | <p>Complete/ on target</p> | <p>Since April 2023 Localities have progressed a Community Anchor model and Community Anchor Collectives model for North Yorkshire. As a result, 29 placed based organisations from across the county are now in place. There are still some gaps to be filled, discussions continue in Scarborough to identify a suitable co –ordination organisation and work is on-going on how to fill other gaps. Funding for the programme continues with a focus for next 2 years on relationship development and wider network strengthening.</p> |
| <p>Co- designing – with the sector and partner agencies - a comprehensive 'deal' for the Voluntary, Community and Social Enterprise sector that builds additional capacity and resilience by:</p> <ul style="list-style-type: none"> • Creating the conditions for partnerships and collaboration • Providing consistent funding processes with clear investment priorities • Creating opportunities for VCSE organisations to take a greater role in the design and delivery of services that improve the health and well-being of our residents and communities; and • Investing in infrastructure support that ensures long term viability and financial sustainability across the sector. | <p>In progress</p> | <p>Slightly off target</p> | <p>A VCSE Offer Steering Group and supporting project structure are in place, providing governance and oversight for the development of the VCSE 'deal'. The Council's Thriving Communities Partnership meetings have been used as a forum to engage with VCSE organisations and gather feedback.</p> <p>Work has been undertaken to benchmark the Council's current approach to working with the VCSE, to understand the current offer and identify areas for improvement. The Wider Partnership Conference was used to engage with the VCSE and other partners on collaboration and the conditions required for effective joint working, this will inform the development of a relational framework to support partnership working.</p> <p>Work has started on reviewing the former VCSE sector specialist support Approved Provider List with a view of putting in place a new provider framework that can be used by all Council services and relevant partner organisations.</p> <p>Work has also started on reviewing processes for grants management to support more consistent and efficient processes.</p> |

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| <p>Embedding opportunities for a regular dialogue between the Council and our 664 Parish and Town Councils to share information and opportunities; raise and discuss issues of mutual interest and work together to agree solutions.</p> | <p>Completed</p> | <p>Complete/On Target</p> | <p>Good progress has been made towards embedding a more consistent Parish Liaison approach across North Yorkshire. Engagement activity includes regular liaison meetings, drop-in sessions and virtual surgeries, providing opportunities for Parish and Town Councils to raise issues and access information. A monthly Parish Update is now in place to support consistent communication, alongside targeted issue-based emails circulated on behalf of other Council services. A survey of Parish Clerks has been completed to better understand their role and support requirements. Findings from this survey are informing an action plan, including work to improve parish-related website content. The annual review of the Parish Charter has been completed, with further work planned with internal services and all parish councils to improve awareness and application of the Charter.</p> |
| <p>Creating opportunities for the devolution of services and assets to communities and provide support to town and parish councils and other local community groups who want to run local services and assets and where it would deliver improvements and better value for money.</p> | <p>In Progress</p> | <p>Complete/On Target</p> | <p>Proposals to transfer Knaresborough Market and Ripon Town Hall have been agreed. Devolution pilots continue to be worked through with various parishes. A new Draft Community Transfer Policy is in development to provide a transparent and easy-to-understand framework for officers, members, parish organisations and community groups with clear guidance that ensures fairness and consistency. The target is for the Policy to be considered by the Executive in July 2026.</p> |
| <p>Implementing a Big Lottery funded programme – Swift - to develop place-based initiatives to welcome and empower migrant communities across North Yorkshire. By enabling equitable access to services and encouraging wider</p> | <p>In progress</p> | <p>Complete/On Target</p> | <p>The Council-led Swift Partnership programme has developed at pace and has become part of the recognised service landscape in regard to the public and third sector offer to our diverse migrant communities. Professional advice and casework services (delivered through North Yorkshire Citizens Advice and Law Centre) are firmly embedded with well-established community drop-in sessions, supported by partner agencies,</p> |

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| <p>social connections, individuals and families will be supported to positively re-build their lives.</p> | | | <p>taking place regularly across the county. Project beneficiary numbers for professional advice and casework currently exceed projected targets.</p> <p>Community development programmes provided through Swift and delivered by locally trusted VCSE partners are now firmly established in the towns of Selby, Scarborough and Harrogate / Knaresborough with a range of activities and projects being delivered to address locally identified need.</p> <p>Officers have been working with VCSE and Town Council colleagues in the towns of Northallerton and Norton-on-Derwent to develop community development and engagement action plans that will be delivered through local partnership arrangements.</p> <p>In addition, second phase of the Swift VCSE Capacity Building and Training Programme has now been completed. 336 unique individuals representing staff and volunteers from the local Third and Public sector have accessed the training provision across both phases.</p> |
| <p>Providing leadership in strengthening local resilience arrangements between emergency services and communities. Working with existing and new partnerships to develop community resilience, supporting the residents and businesses of North Yorkshire.</p> | <p>In progress</p> | <p>On Target</p> | <p>The Resilience and Emergencies Team has worked with communities for decades to develop local resilience. Since the formation of North Yorkshire Council (NYC), we have adopted an additional approach by working in partnership with community anchor organisations to support response and recovery processes across North Yorkshire.</p> <p>In 2026, the team has secured funding to pilot the development of Ready for Anything Businesses. This initiative will bring together responding agencies and business partnerships to support a coordinated approach to preparedness, response, and recovery from major incidents.</p> |

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| Supporting our businesses by: | | | |
| <p>Working in partnership to deliver the priority actions in our Economic Growth Strategy for North Yorkshire, to attract investment and grow our economy to create new and exciting opportunities for our residents and businesses – including:</p> <ul style="list-style-type: none"> • Helping businesses to access the information and support they need to start up and grow in North Yorkshire, through delivery of our Business North Yorkshire service. • Co-ordinating a targeted programme of Business North Yorkshire events including an annual North Yorkshire Business Week, to proactively support the growth of our key sectors. • Running a Business North Yorkshire Engagement Group, to ensure that our business-facing work is co-designed with input from businesses and partners. • Implementing a cross-Council ‘Open to Business’ Initiative to ensure that our Council | In Progress | On Target | <p>Over the past year, Business North Yorkshire has strengthened the way businesses across the county are supported by the Council, making it easier for companies to access advice, workspace, networks and investment opportunities. Hundreds of businesses have engaged through targeted events, business centres and direct support, including the highly successful first North Yorkshire Business Week, which helped firms connect, develop skills and explore new growth opportunities. Closer working across the Council is helping to enable faster, more joined-up responses to business needs. Support has also focused on protecting jobs and strengthening local economies, with proactive engagement helping established employers overcome challenges, retain operations in North Yorkshire and plan future investment. Where businesses faced workforce reductions, a coordinated response ensured affected employees were supported into new opportunities. Together, this work has helped build business confidence, safeguard employment and support long-term economic resilience across North Yorkshire.</p> |

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| <p>services to business are joined up and easy to access.</p> <ul style="list-style-type: none"> • Delivering a proactive programme of Business Relationship Management with strategically important businesses, to help them grow and create jobs in the county. • Promoting North Yorkshire as a great place to invest and do business, to help attract new investment, businesses and jobs to North Yorkshire. | | | |
| <p>Supporting our places by:</p> | | | |
| <p>Supporting and delivering major infrastructure and regeneration projects across the county to help create thriving places, including:</p> <ul style="list-style-type: none"> • 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. | <p>In Progress</p> | <p>Skipton - Complete Selby - Slightly off target Harrogate - Off target</p> | <p>In Skipton - £7.5m of improvements linking pedestrian routes between bus and rail stations, installing a new pedestrian footbridge, improving Skipton Canal Towpath providing cycle and pedestrian link from town centre to sites of leisure, education and employment. Early statistics show an increase in walking and cycling of circa 35% in the areas of new investment.</p> <p>In Selby - £32m of investment currently underway to improve the quality of built environment and infrastructure around Selby station, provide new access to platform 3, create additional parking, improved bus terminus and new pedestrian and cycle links to the rail and bus station.</p> <p>In Harrogate - £14m investment has been delayed due to a number of legal challenges from local objector to the scheme and the subsequent impact on the release of external funding. Following the successful defence of these legal challenges in</p> |

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| <ul style="list-style-type: none"> • Delivery of Catterick Garrison Town Centre Project. | <p>In progress</p> | <p>Slightly off target</p> | <p>early 2026 we now anticipate commencement of the scheme in late summer.</p> <p>A £21m scheme to regenerate Catterick Town Centre and park. Construction is well progressed with an anticipated completion of December 2026. Land transfers associated with this scheme are now all complete and a decision on the operator for the new community/ business building is scheduled to be to be finalised in coming months. There's growing commercial interest in building occupancy and the project is on track to deliver the stated outputs in accordance with grant funding requirements.</p> |
| <ul style="list-style-type: none"> • Implementation of capital regeneration schemes where funding is in place, including Town Deal projects in Scarborough and Whitby. | <p>In progress</p> | <p>On Target</p> | <p>The Towns Deal programmes are on track to spend the £37 million allocation by the end of the programme in March 2028. This year has seen significant progress in both towns. In Whitby the construction of the Maritime Hub commence with the building structure substantially complete by the end of the year ready for tenant fit out in 26/27; Spital Bridge junction, the first phase of the public realm, project was constructed; the restoration of the Old Town Hall made good progress and will be complete by summer 2026; and the land agreement was completed to enable Broomfields affordable housing development to go ahead. In Scarborough, work has started on the Cinder Track Junctions project; planning has been submitted for Station Gateway; digital skills sessions took place; successful events were held as part of Scarborough fair and a design review of the West Pier scheme took place. In addition to Town Deal, Scarborough also received a 'strong' approval for the Pride in Place programme and the Board selected the projects for delivery in the first 4 years following extensive community consultation.</p> |

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| <p>Scarborough Extreme, Scarborough Streets.</p> | <p>Completed (initial 3-year funded period) Ongoing (further 3-year funded period)</p> | | <p>Fringe and Scarborough Art. Within these festivals, there were 332 events at over 70 venues. 5,720 tickets were sold, at an average price of £6.45. In addition, there were a large number of free and non-ticketed events. We are awaiting visitor data for these from place informatics (currently being collated). We delivered over £10million in economic impact, with a social value of £37.19 per £1 invested, extending the visitor season with events and festivals outside the key summer period. 94% said The Scarborough Fair makes a positive change to the look and feel of Scarborough.</p> |
| <p>Working with partners and stakeholders to implement our Destination Management Plan for North Yorkshire, to boost the visitor economy/ promote a year-round visitor economy including launching a new Visit North Yorkshire website, developing a North Yorkshire Events Strategy and creating a Local Visitor Economy Partnership for York and North Yorkshire.</p> | <p>In progress - 2024-34</p> | <p>On target, prioritisation work around actions continues in reflection of industry needs.</p> | <p>During 2025/26, North Yorkshire Council's Tourism Team, working closely with partners and stakeholders, made significant progress in delivering North Yorkshire's Destination Management Plan (DMP). These efforts have focused on boosting a year-round visitor economy in line with Council Plan priorities. A major milestone was the successful launch of the new Visit North Yorkshire website, which showcases the region's attractions and supports consistent promotion throughout the year. The Council also prioritised better coordination of events across the county. A cross-council Events Strategy Group, chaired by the Head of Economy and Tourism, is developing a North Yorkshire Events Strategy and has already made progress on key actions to shape this plan. In parallel, the Tourism Team delivered multiple events, training sessions, and sector support activities, providing valuable opportunities for businesses and helping to strengthen the visitor economy.</p> <p>The York and North Yorkshire Local Visitor Economy Partnership (LVEP) was formally established and is now meeting under the Mayor's chairmanship, ensuring high-level commitment to the visitor economy. Additionally, Visit North Yorkshire set up a sector advisory group representing tourism</p> |

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| | | | businesses, so that industry voices directly inform the delivery of the DMP. These partnerships are fostering a more coordinated approach and aligning local efforts with the DMP's objectives. |
| Developing the Local Plan for North Yorkshire. | In Progress | Timescale being reviewed due to changes in national policy | The government launched a new plan making system in December 2025. Although work on the North Yorkshire Local Plan is underway, the council will need to ensure that it is prepared within the new system from the beginning of the process. Officers have carefully considered options for preparing the plan in the new system and will be recommending a preferred timetable to Executive in June. Work already undertaken will not be wasted and it is intended that, although the stages of plan preparation are different, adoption will still be in 2029 as previously planned. The Local Plan "Call for Sites" process has generated the submission of more than 2000 sites to date, which can be viewed on the Council's dedicated call for sites webpage. A further call for sites will take place later this year. |
| Proactively working with developers to ensure timely delivery of local plan allocations and other policy compliant schemes to maximise delivery against Housing, Infrastructure and Employment targets. | Ongoing/ in progress | N/A | <ul style="list-style-type: none"> • Adopted the Maltkiln Development Plan Document which provides robust policy framework to deliver Maltkiln. • Supporting more detailed planning of Maltkiln including agreeing a Masterplan Framework and exploring delivery options. • Ongoing support to deliver complex strategic sites across North Yorkshire, including the following funding secured: <ul style="list-style-type: none"> ○ £6.8m BIL funding for infrastructure Delivery at West Harrogate ○ £62k revenue funding plus ATLAS support for South Cayton development site (2,500 homes) ○ £60k RDEL funding to support site delivery on council owned land at Skipton and Selby |

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| | | | <ul style="list-style-type: none"> • Drafted an implemented a developer engagement strategy, including a developer engagement session in Summer 2025. • Published a site prospectus on our website that provides information on allocated development sites to support site delivery. • Continued to develop our Site Account Management service to support small and medium sized developers bring forward housing. • Contributed to the development of the YNY Strategic Place Partnership Housing strategy and pipeline of sites |
| Improving the quality of services for Council tenants by achieving full compliance against the new consumer standards. | In progress | On target | On target with the majority of actions and objectives within the Housing Improvement Plan and Strategy, including the completion of stock condition surveys in all homes, the development of an investment plan and enhanced opportunities for tenant involvement. The completion date for remaining actions is March 2027 with action plans in place to achieve this milestone. |
| Helping to meet the housing needs of residents by supporting the development of at least 800 new affordable homes a year including the provision of a minimum of 500 new Council homes over the next 5 years. | In Progress | On target | <p>We will be able to report on the overall affordable housing delivery against the Housing Strategy target of 800 homes per annum in June 2026 when we expect partners organisation to have made the data available.</p> <p>Overall, the Council added 69 homes to the Council stock over the last 2 years. The programme is now anticipated to accelerate with 433 homes in the pipeline for the next 3 years.</p> |
| Developing an additional 90 units of temporary accommodation including the development of a Place of Change supported housing facility for homeless | In Progress | Slightly off target | 8 additional units of temporary accommodation developed in 2025/6 (and 20 in total since the objective was set against a target of 25 homes). |

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| people with complex needs on the coast. | | | |
| Continue to lead on Housing Retrofit for Social and Private residential properties across North Yorkshire, including securing funding and developing a detailed strategy which defines the direction of travel and priority outcomes and benefits in support of our Climate Change Targets, regional objectives and national policy. | In progress | Slightly off target | <p>The Council continues to lead on the delivery of housing retrofit activity and secured significant levels of external funding in 2025/6 including £21,932,353 through the WH SHF W3 programme to improve 1664 homes in our social housing stock portfolio.</p> <p>We have secured £5.9m WH:LG funding covering a three-year period from 2025/26, to deliver energy efficiency measures for approximately 250 private sector households. In parallel, we are developing our offer for the able-to-pay market, with funding allocated to initiate a Solar Together scheme.</p> <p>The Council is actively supporting the development of the York and North Yorkshire Strategy for a sustainable future including the retrofit ambitions.</p> |
| Supporting the Council's wider ambitions around net zero through the delivery of the Social Housing Decarbonisation Fund and the Warm Homes Fund. | In progress | Slightly off target | <p>The Council continues to lead on the delivery of housing retrofit activity and secured significant levels of external funding in 2025/6 including £21,932,353 through the WH SHF W3 programme to improve 1664 homes in our social housing stock portfolio.</p> <p>We have secured £5.9m WH:LG funding covering a three-year period from 2025/26, to deliver energy efficiency measures for approximately 250 private sector households. In parallel, we are developing our offer for the able-to-pay market, with funding allocated to initiate a Solar Together scheme.</p> |

Sustainable and Connected Places

Protecting and enhancing our built and natural heritage by:

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| <p>Working in partnership with protected landscapes and key stakeholders seeking to protect and enhance North Yorkshire’s natural environment and natural capital assets; supporting our biodiversity, rivers and water bodies and attracting private investment to restore and sustain the natural environment.</p> | Completed | Complete/on target | <p>In April 2026, we published our first Biodiversity Duty Report which covers the reporting period from 1st April 2024 to the 31st March 2025. The report is a statutory requirement for the Council, and we are expected to communicate what we are doing to conserve and enhance biodiversity and what actions we have carried out to meet Biodiversity Net Gain obligations.</p> |
| | Completed | Complete/ on target | <p>The first Local Nature Recovery Strategy (LNRS) for North Yorkshire and York was published in February 2026. The preparation of the LNRS for North Yorkshire and York has been led by North Yorkshire Council following appointment by Defra as the Responsible Authority (RA) for its preparation, in collaboration with a wide range of regional stakeholders.</p> |
| | Next Phase: In progress | | |
| | In Progress | In progress | <p>Now that the LNRS has been published, the strategy transitions into a delivery phase with a focus on delivering the objectives, including the priorities and measures (actions), that the strategy has identified.</p> |
| | Completed | Completed | <p>Local Investment in Natural Capital (LINC) programme is a two-year Defra funded programme supported by the Environment Agency. LINC is a partnership programme between North Yorkshire Council (the lead authority), York & North Yorkshire Combined Authority and City of York Council, plus the two National Park Authorities – Yorkshire Dales and the North York Moors. The programme is designed to strengthen the abilities of local authorities to attract private investment to support the delivery of projects relating to LNRS, nature recovery, climate adaptation and resilience.</p> |

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| | | | <p>The Y/​&NY LINC programme has produced the How to Lead Demand-Side Engagement Strategies Guide and this document is published on the Green Finance Institute website. We also pump primed three key nature pilot recovery projects, and these projects have been developed into new case studies. This series of case studies can also be found on the Green Finance Institute website.</p> <p>Due to our success of positive partnership working, we have secured an additional six-month Defra funding to develop governance frameworks. These frameworks are intended to help us move towards the implementation phase where we can positively engage with different private investment businesses.</p> |
| <p>Taking action to improve the local environment, tackling and reducing environmental crime including littering, fly-tipping and dog-fouling, to ensure our air, streets, beaches and open spaces are kept clean and attractive.</p> | Complete | On Target | <p>Restructuring and convergence of predecessor Council environmental protection teams and multi-disciplinary enforcement teams is completed and new integrated services established, an environmental protection service and an environmental enforcement service. These services deliver environmental health statutory duties in accordance with law and Council priorities regarding environmental crime. Following the establishment of the new services we have successfully harmonised key policies required to provide the appropriate regulatory framework to deliver these services key examples being: North Yorkshire Enforcement Policy, North Yorkshire Fixed Penalty Notice Policy, North Yorkshire Unauthorised Encampment Policy, Public Spaces Protection Order for Dog Control (on the coast), North Yorkshire Local Air Quality Management Action Plan.</p> |
| Improve connectivity by: | | | |

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| <p>Working closely with the York & North Yorkshire Mayoral Combined Authority to improve transport options across the county. Key priorities include:</p> <ul style="list-style-type: none"> • Enhancing bus services. • Supporting active travel improvements. • Upgrading rail infrastructure—such as introducing half-hourly train services to Scarborough. • Ensuring the maintenance of high quality travel networks, including the dualling of the A66. | <p>In Progress</p> <p>In progress</p> | <p>March 2027</p> <p>Slightly off target</p> | <p>Work ongoing to deliver public transport services and infrastructure on behalf of YNYCA</p> <p>Impact of reduction in maintenance (£20M over 4 years from 26/27) not yet felt. Working with YNYCA to develop forward programme of improvement schemes for 26/27 onwards.</p> <p>Delivering active travel improvements through Active Travel England funding which has come directly to NYC but in addition delivered an upgrade to the Kildwick canal towpath in collaboration with the Canal and Rivers Trust and Bradford City Council using the Mayor’s Net Zero fund. In addition a bid was submitted to the Mayor’s Active Travel Fund in February 2026 for c £1.2m which we are still awaiting the outcome.</p> <p>In the 25/26 financial year NYC delivered the following:</p> <p>Delivered maintenance schemes on the Harland Way and Stonefall Park Cycle Path</p> <p>Delivered two new cycle & pedestrian crossing points on Wetherby Road & Oatlands Drive</p> <p>Delivered the Victoria Avenue pedestrian improvement scheme which improved crossing points along the length of Victoria Avenue, improved paving & public realm improvements including benches & footway lighting (there have been delays with connecting this due to issues with Northern Power Grid, but this is programmed to be resolved in May) as well as carriageway resurfacing</p> |
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| | | | <p>Made 197 streets 20mph in the Harrogate area</p> <p>Upcoming schemes in 26/27 financial year –</p> <p>Delivery of remaining 20mph schemes requiring traffic calming in Harrogate</p> <p>Improvements to Killinghall Greenway</p> <p>Maintenance of the Beryl Burton Cycleway</p> <p>Cold Bath Road & Pannal Ash road signals scheme, improving junction capacity and pedestrian experience</p> <p>Addition of pedestrian facilities to Wetherby Road/Railway Road junction</p> <p>TransPennine Express have announced that 2 trains per hour will be introduced at peak times from the December 2028 timetable change. This will possibly then be rolled out to 2 trains per hour all day at a later date.</p> <p>Continuing to work with National Highways on their A66 dualling proposals, providing comment on their detailed designs and preparations for handing over to the council de-trunked sections of the A66.</p> |
| Delivering the major road improvement scheme on the A59 | In progress | On target | Improved weather conditions in recent weeks have led to increased productivity across the site, enabling good progress in |

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| at Kex Gill to improve the resilience of this strategic link between Skipton and Harrogate. | | | several key areas of the Scheme. The impact of the wet start to the year means the opening of the new A59 section is currently programmed for Summer 2026, with works at Church Hill expected to be completed by the end of August, both remaining subject to weather conditions. |
| Delivering our new Parking Policy Framework across North Yorkshire to deliver good quality, value for money parking facilities, focused on understanding local need, improving air quality, supporting wider transport priorities and the local economy. | In progress | Complete/ on target | <p>During 2025/26, Parking Services has made strong progress in delivering the Council Plan ambitions by embedding the Strategic Parking Principles into day to day operations, policy development and investment decisions. The service has focused on creating well managed, accessible and financially sustainable parking that supports local places, the economy and wider transport objectives, while maintaining essential services through a period of continued organisational transformation.</p> <p>The Parking Policy Framework is fully embedded in service delivery, providing consistent, good quality and value for money parking that reflects local need while maintaining countywide coherence.</p> |
| Advancing broadband connectivity in North Yorkshire through NYnet and its full-fibre network, whilst collaborating with mobile operators and the Government to close coverage gaps. | In progress | N/A | The roll outs are now handled nationally. However, the council provides support where possible when asked. |
| Working in collaboration with partners to deliver the Emergency Services Network (ESN) project, involving 24 new masts in North Yorkshire. | In progress | N/A | The roll outs are now handled nationally. However, the council provides support where possible when asked. |
| Working towards net zero by: | | | |
| Delivering our climate change strategy and pathway. To work with | In progress | Slightly off target | Our net zero delivery team have worked across public sector organisations and community partners to develop strategic |

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| <p>partners helping to achieve the shared ambition that the region is net zero by 2034 and carbon negative by 2040. This includes creating and delivering our North Yorkshire Adaptation Plan to support services, residents, communities, and businesses to prepare for our climate to change.</p> | | | <p>working relationships to enable a collaborative approach to net zero. Practically this has been through workshopping to outline shared ambitions and join project potential to achieve our regional targets.</p> <p>The Climate Change Strategy was adopted in 2023 with ambitious target dates for various policies for the new Council to develop and for national policy to be published. This has taken longer to achieve than anticipated but are now coming to fruition across all the Directorates and several key national policy drivers. A great deal of progress has been made towards the 3 core aims of mitigation, adaptation and supporting nature 'on the ground'. External financial investment of several millions has been achieved to deliver projects for business, communities and residents to reduce carbon emissions whilst also improving cost of living outcomes.</p> |
| <p>Working towards our goal of the council becoming operationally net zero by 2030.</p> | <p>In progress</p> | <p>Slightly off target</p> | <p>Through our net zero delivery team, tools and feasibility studies are being developed to further inform and strategically seek opportunities that will support our authority becoming operationally net zero by 2030.</p> <p>Key operational areas of corporate property, fleet and 'grey' fleet (business mileage) are all progressing with plans in place to support the low carbon transition. Business plans are in development for key renewable energy opportunities to reduce future use of fossil fuels, but these are not 'quick wins' and will take time to progress.</p> |
| <p>Developing and delivering a net zero plan for corporate property.</p> | <p>In progress</p> | <p>Slightly off target</p> | <p>Close working relationships being developed across net zero delivery teams and property colleagues. Shared learnings and tools that can provide data related to energy efficiency across the corporate estate are being co-developed across net zero delivery and corporate property, with the intention to share a</p> |

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| | | | <p>finished product that is useful for property colleagues and helps inform net zero delivery across our corporate property.</p> <p>The Corporate Property Strategy was adopted in autumn 2025 and this includes sustainability as a core principle for all property investments.</p> <p>Projects Delivered: The Mayoral Renewal Fund was successfully deployed in year to include solar PV on leisure estate properties.</p> <p>PSHDS/Salix project has been successfully delivered at Nidderdale Leisure Centre, Pateley Bridge which includes installation of ASHP and PV's.</p> <p>Funding has been allocated for decarbonisation audits for several corporate properties to ascertain investment opportunities.</p> |
| <p>Delivering our Fleet Decarbonisation Strategy for all council vehicles, to increase access to fleet vehicles using alternative fuels such as electric, hydrogen and other low-carbon options.</p> | <p>In progress</p> | <p>Slightly off target</p> | <p>The Fleet Decarbonisation study has been completed and identifies opportunities for vehicle efficiency replacement and electrification of the fleet. Plans are to be developed which focus on right vehicle, right location for the correct use. A review will also be undertaken across services for pool car deployment for high mileage service users and opportunities to increase fleet car utilisation for work journeys.</p> <p>All Council light vehicle replacements will be challenged to ensure that where practical ICE powered vehicles are replaced with zero or lower emission alternatives.</p> <p>The council are working with suppliers of large vehicles to explore the possibility of introducing zero and lower emission</p> |

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| | | | <p>vehicles where they are proven in the market place and can deliver the councils services.</p> <p>Further work is underway to investigate options for other low carbon fuels for the larger HGV fleet where electrification is not technically a realistic option at present.</p> <p>EV charging facilities have been made available to staff and councillors to support grey fleet travel and staff using PHEV's and BEV's for work journeys.</p> |
| Harmonising recycling collections, to be more efficient, better value for money, reduce carbon and contamination. Implement a single approach to recycling collections across North Yorkshire. | In Progress | On Target | <p>We have agreed the future collection model with Members and successfully implemented it across the Malton locality, as well as a small number of properties in Harrogate and Northallerton. This new collection approach has been well received by residents and has already contributed to increased recycling rates. Missed bin reports have reduced across the service, and work to extend the 'twin-bin' model across North Yorkshire is progressing at pace.</p> |

Safe, healthy and living well

Support safe communities by:

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| Delivering our Youth Justice Inspection preparation action plan. | In progress | On target | <p>In progress dashboard being developed to provide full data report required, however data can be extracted manually if not fully developed Inspection prep group in place meeting monthly alongside wider Children and Families inspection group to which progress is reported. Presentations delivered to partnership, Youth Justice Service (YJS) management board and workforce, repeated termly with any updates on inspection themes from inspections undertaken. HMIP updates received at YJS Head of Service meetings which Head of Service attends.</p> |
| Establishing a new structure for community safety hubs across North Yorkshire, with a harmonised | In progress | Slightly off target | <p>Community safety hubs- A review of arrangements with North Yorkshire Police (NYP) completed. Consistent Hub arrangements with dedicated Hub police officers in place for 2</p> |

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| <p>CCTV system. Working with internal and external partners to rationalise the CCTV system across North Yorkshire.</p> | | | <p>Police Area Commands (5 Community Safety Hubs). NYP unable to recruit to 1 Police Command (2 Hubs)- who work closely with neighbouring police teams, rather than dedicated Hub police officer.</p> <p>Strategic CCTV review (public space)- Has been initiated, being undertaken by NYnet. Steering group established including NYP and MCA. Review at 'factfinding' stage, aim to report with clear recommendations. Provisional review completing date summer 2026.</p> <p>All NYC CCTV assets are being reviewed as part of a NYC Surveillance Device Governance Board. Public space CCTV, is part of these arrangements but also includes other directorates e.g. Property.</p> |
| <p>Working in partnership with the Police and the NHS to protect children from harm as part of the North Yorkshire Safeguarding Partnership.</p> | <p>In progress</p> | <p>On target</p> | <p>North Yorkshire Council continues to work closely with their Police and NHS partners in order to protect children from harm as part of the North Yorkshire Safeguarding Partnership Multi-Agency Safeguarding Arrangements. This close collaborative work can be evidenced through the recent Joint Targeted Area Inspection (JTAI) in Feb 2025 that provided the following feedback:</p> <p>Strong and effective multi-agency collaboration - Inspectors explicitly highlighted the strength of partnership working across North Yorkshire, noting that agencies worked well together to identify, assess and respond to risk for children and families. This included collaboration between local authority services, police and health partners.</p> <p>Positive relationships and shared responsibility - The JTAI found evidence of strong professional relationships across agencies, with a shared sense of responsibility for safeguarding children.</p> |

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| | | | <p>Inspectors observed that partners did not operate in silos and demonstrated commitment to working collectively at both strategic and frontline levels.</p> <p>Effective leadership and partnership structures - The inspection recognised the role of North Yorkshire Safeguarding Children Partnership (NYSCP) in coordinating and enabling partnership working. In particular:</p> <ul style="list-style-type: none">• Partnership governance and leadership arrangements were seen as effective.• Learning, audits and improvement activity were coordinated across agencies rather than held by a single organisation. <p>Similarly, the multi-agency arrangements are overseen by an independent scrutineer who outlined in the most recent NYSCP Annual Report 24/25 that the partnership benefited from:</p> <ul style="list-style-type: none">- Robust, effective and efficient multi-agency arrangement which includes the statutory partners North Yorkshire Council, Police and ICB as well as its named relevant agencies.- Strategic leads work collaboratively, with mature, well development relationships in place across the wider partnership.- Embedded relationship and multi-agency practice.- NYSCP consistently show evidence of innovative practice and a real determination to evolve and adapt to national requirements and seek and implement best practice.- Clear recognition of joint work across North Yorkshire Council, North Yorkshire Police and the Integrated Care Boards. |
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| Safe healthy communities that live and age well by: | | | |
| Delivering our Looked After Children's strategy, to ensure all children and young people are safe, happy and healthy, and renewing 'We care because you matter', our Children in Care and Care Leavers Strategy. | In progress | On target | We continue to make progress in delivering our Looked After Children's Strategy in line with the corporate parenting principles, regularly reporting progress and outcomes to the Corporate Members Group. <i>We Care because you matter</i> , our Children in Care and Care Leavers Strategy, has been rewritten to reflect current priorities, practice and the voice of children and young people, and will be presented to CYPLT within the next month. |
| Embedding and developing our strengths in relationships practice model, ensuring that children can stay with their families where it is safe to do so. | In Progress | | This year has seen a continuation of the practice model training to embed the practice. This has included extensive training and the development of the family group decision making as part of the Families First Partnership Programme reforms being built into the Strength in relationship lozenge, alongside the plans for further kinship work. The focus on family networks continues and support for the child to remain within their network where it is safe to do so. The going home staying home panel, continues to work on supporting children who can return home to their birth family with support. |
| Improving children and young people's mental health and work together across the health and care system to improve waiting times for assessment and access to services. | In progress | On target | Progress continues to be made in improving children and young people's mental health through joint working across the health and care system to support timely access to assessment and services. The Psychologically Informed Partnership Approach Service continues to support children in care and care leavers and liaises with Child Adolescents Mental Health Service colleagues where additional support or escalation is required. Representatives from CYPS also attend weekly Dynamic Support Register huddle meetings to identify and respond to children at risk of in-patient admission, supporting early intervention and coordinated planning. |

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| | | | In addition, we have refreshed staff skills on Strength and Difficulties Questionnaires' running two training sessions and further to this we are collaborating with UCL in MyVoice a mental health research project focusing on young people and their mental health and how this can be improved and support but their social worker. |
| Expanding stop smoking services to work towards a smokefree generation. | In progress | On target | In 2025/2026 a total of 1095 people Set a Quit Date (SAQD), a total increase of 4.5% on 2024/2025, and a 20% increase in Living Well Smokefree activity. The number of people who are smokefree after 4 weeks has also increased compared to 2024/2025, however at the time of writing full-year figures for 2025/2026 are not yet available. Regional and local campaigns with lived experience stories have highlighted the benefits of stopping smoking and how to access support, with 34 clinics now running across North Yorkshire alongside telephone support. To focus on reaching parts of the population where smoking is more common, Living Well Smokefree have been working in partnership with the NHS targeted lung health check programme, social housing/homelessness services, job centres and local employers. |
| Enhancing community prevention, working in partnership across the Council and with the voluntary sector. | In progress | On target | Development of a prevention plus offer working with local communities and community anchor organisations to provide targeted support for people. Work is underway to develop a competitive grants process which is expected to launch in the Summer with new services in place by October 26. |
| Developing and delivering a North Yorkshire approach to women's health. | In progress | On target | In 2025, North Yorkshire Council published the Women and Girls Health Survey Report: North Yorkshire Women and Girls health - survey report |

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| | | | <p>The report identified 10 priorities for North Yorkshire.</p> <p>A quarterly North Yorkshire Women and Girl’s Health Network was also established.</p> |
| Supporting more people to be physically active and to lose weight. | In progress | On target | <p>Through the free Healthy You service, inclusive activity programmes, community based support, environmental change and strategic leadership, Active North Yorkshire has significantly strengthened access to physical activity and help with weight loss – particularly for people who face the greatest barriers.</p> <p>Healthy You – Free Weight Management and Lifestyle Support One of Active North Yorkshire’s most significant contributions is the Healthy You service, a free, county wide programme focused on helping adults, children and families improve physical activity levels, eating habits and overall wellbeing.</p> <p>Community Based Lifestyle and Wellbeing Sessions Active North Yorkshire delivers local lifestyle and wellbeing sessions through leisure and wellbeing hubs across the county, designed to reduce barriers to exercise.</p> <p>These sessions help people build confidence, increase daily movement, and safely return to physical activity – particularly important for people living with obesity, long term conditions or low fitness.</p> <p>Inclusive and “Activities Without Barriers” Programmes Active North Yorkshire has intentionally expanded access to physical activity for people least likely to be active, recognising the links between inactivity, inequality and obesity.</p> |

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| | | | <p>By removing physical, financial and psychological barriers, these programmes support people to move more consistently, which is essential for long term weight management.</p> <p>Creating Active Environments and Outdoor Opportunities Beyond programmes, Active North Yorkshire has invested in places that make being active easier, particularly through outdoor and green spaces.</p> <ul style="list-style-type: none"> • Development of sports villages and accessible walking, wheeling and cycling routes in places such as Northallerton and Sowerby • Use of natural outdoor assets to encourage everyday physical activity • Support for walking and cycling as part of daily routines <p>Strategic Leadership on Obesity and Physical Activity Active North Yorkshire plays a delivery role in the Healthy Weight, Healthy Lives Strategy (2016–2026), which aims to reduce obesity by increasing physical activity across all ages. This includes:</p> <ul style="list-style-type: none"> • Coordinating partners across health, leisure, planning and transport • Aligning services with NHS weight management pathways • Embedding physical activity into prevention, not just treatment. <p>Investment in Modern, Welcoming Leisure Facilities To support long term participation, Active North Yorkshire has proposed and begun delivering major capital investment in leisure facilities, including upgrades to gyms, studios and swimming pools in towns such as Whitby, Selby and Skipton.</p> |
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| <p>Develop the new sport and active well-being approach following the Council’s Strategic Leisure Review to better support the physical and mental well-being of individuals and communities and make it easier for everyone to be active. Delivering a wide range of universal and targeted programmes to support people to be active.</p> | <p>In Progress</p> | <p>On target</p> | <p>Following North Yorkshire Council’s Strategic Leisure Review, Active North Yorkshire has fundamentally reshaped leisure services—moving from a traditional “leisure centre operator” model to a place-based sport and active wellbeing system leader. This transformation has focused on making it easier, fairer and more inclusive for everyone to be active, while directly supporting physical and mental wellbeing.</p> <p>The Strategic Leisure Review identified that traditional leisure models were not reaching those most in need, particularly people affected by inactivity, poor mental health, long term conditions and inequality. In response, Active North Yorkshire repositioned itself as a sport and active wellbeing service, embedding prevention, inclusion and wellbeing at the heart of delivery rather than focusing solely on facilities.</p> <p>What this means in practice</p> <ul style="list-style-type: none"> • Physical activity is now treated as a public health intervention • Leisure centres act as community wellbeing hubs, not just gyms and pools • Services are designed around people and places, not products <p>Designing services around physical and mental wellbeing outcomes</p> <p>Active North Yorkshire explicitly aligned delivery to:</p> <ul style="list-style-type: none"> • Prevention of long term conditions • Improved mental health and emotional wellbeing • Tackling obesity and inactivity • Reducing social isolation |
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| | | <p>Delivering a wide range of universal programmes (for everyone) Active North Yorkshire expanded everyday, accessible opportunities that help more people be active as part of normal life. Universal offers include:</p> <ul style="list-style-type: none"> • Modernised leisure centres with extended class programmes and flexible pricing • A wide range of group exercise, swim and outdoor activity sessions • Improved facilities and environments that encourage repeat participation • Development of walking, wheeling, cycling and outdoor activity infrastructure. <p>Targeted programmes for people least likely to be active Targeted delivery includes Healthy You – free, evidence-based support for adults, families and children to improve activity, diet and wellbeing, including structured weight management pathways</p> <p>Activity for people living with:</p> <ul style="list-style-type: none"> • Long term health conditions • Mental ill health • Learning disabilities and neurodiversity • Physical impairments <p>Bespoke sessions such as SEND swims, inclusive gyms, neurodiverse classes and supported fitness</p> <p>Following the Strategic Leisure Review, Active North Yorkshire has:</p> |
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| | | | <ul style="list-style-type: none"> • Repositioned leisure as a core wellbeing and prevention service • Made physical activity easier, fairer and more inclusive • Delivered both universal and targeted programmes based on need • Strengthened mental wellbeing through social, inclusive activity • Shifted from centre-based provision to community and place-based working • Invested in environments that help people start and stay active |
| In partnership with our Community Libraries, continue to maintain and develop a library network that offers safe, welcoming spaces with a comprehensive range of support and advice services that meet the needs of local people. | | | Our libraries continue to demonstrate the important role they play within their communities, seeing 1,909,289 visits over the year, an increase of 3.15% on last year. Across all our libraries we delivered 11,248 events and activities, covering a broad range of themes to support wider health and well-being, digital enablement, culture, creativity and early years development, as well as reading and literacy. We have launched a new mobile library that has enabled us to extend the reach of the service, incorporating 18 new communities into our routes, and we are partnering with a range of agencies to support access to wider services for our rural communities. Libraries continue to be the 'go-to' service for those who may struggle to access services digitally and we have continued to support access to the Household Support Fund, bus passes, blue badges and a wide range of online applications and services through our IT buddy network. We continue to deliver services in partnership with our communities and value the support of 1,560 volunteers to deliver our frontline services. |
| Improving and developing our adult social care practice so that it is | In progress | On target | In January 2026, the new adult social care structure was launched with the increase in staffing in both the Prevention and |

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| preventative, least restrictive and focuses on people's strengths – underpinned by a modern adult social care structure which develops the workforce and puts capacity where it is needed most. | | | <p>Access Team and Intermediate Care teams to focus on prevention and reablement. The longer term care and support teams are now specialist services to ensure practice is outcome focused and promotes independence and positive risk management.</p> <p>Practice Expectations session where run throughout last year. A new practice quality assurance diagnostic was completed in April 2026 and will frame the development of the next practice expectations sessions throughout this year.</p> |
| Work with unpaid carers and carers' organisations to improve advice and support. | In progress | On target | A number of key things are happening in regards to the carers work area that will improve advice and support. These are: Carers breaks evaluation, Developing the Care Confidence self-funder with York University and Sheffield, Online carers assessment, Trailblazer additional funding, Staff carer questionnaire to gather insight and support development. Wider engagement with community anchors and carer organisations. |
| Developing and delivering more extra care housing for older people and new supported housing for working age adults. | In progress | On target | A new model for Extra Care delivery was agreed by Executive in October 2025 which opens up opportunities for new models of Supported Housing Delivery. A series of procurements for new schemes are planned for Spring and Summer 2026. |
| Building new care and support hubs to provide intermediate care and specialist dementia care. | In progress | On target | Decision on progressing first two hubs in Harrogate and Scarborough to be made on 7 May 2026. Planning permission and procurement to follow decision. |
| Supporting more people at home through the development of our reablement service, intermediate care services with the NHS, home care services and re- | In Progress | On target | Integrated reablement and rehabilitation proposals currently being evaluated by ICB and NYC. Work continues to reduce the number of short-term beds being used. |

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| commissioned community equipment services. | | | |
| Improving support to people with complex life circumstances, including mental health, neurodiversity and substance use, through new services and improved practice. | In progress | On target | Through the adult social care restructure, we now have in place an intensive support team who work with people with complex life circumstance. We are continuing our work on the MEAM (Making Every Adult Matter) project alongside work with Kings College London around development of risk tools. |
| Providing more social care services online so that people have more choice around access. | In progress/ Ongoing | In progress | We have seen a good uptake in the online Care Act assessment and continue to prompt the online financial assessment tool. |
| Developing the care market to provide a broader range of better value for money services. | In progress | On target | We have launched the reprocurement of Care and Support services (APL), under the title 'Shaping Care.' Extensive engagement with providers, people with lived experience and NHS partners is underway to co-design service specifications, and we are harnessing expertise from across the Council to implement a detailed project plan. We have also commissioned independent consultants Grant Thornton to undertake a Cost of Care exercise that will inform our approach to fee setting and help ensure long term sustainability of the care market. |
| Working with the NHS to establish a North Yorkshire Health Collaborative, overseeing £850m of prevention and community investment and delivering our Ambitious for Health programme. | In progress | On target | North Yorkshire Health Collaborative is now in place with a programme of work which has been agreed. The emphasis for the current year is to review the community health offer across North Yorkshire with a view to having a more equitable offer across 5 existing providers and ensure standardised, proactive, integrated, and person-led community care enabling the three shifts: Professional to Person-led care, Treatment to Prevention, and Hospital to Community. The Collaborative is also supporting the Local Care Partnerships to deliver on Health Inequalities and to develop a NY wide model of Intermediate care. |
| Prepare for Care Quality Commission Adult Social Care | Completed | Complete | Although the inspection for last year is now completed, an action plan is in place for further areas of work. We will be undertaking |

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| Assurance and agree and implement any recommendations from this inspection. | | | an annual conversation through ADASS during the summer to support for the next round of assurance visits. |
| Maximise the potential | | | |
| For our children, by: | | | |
| Working in partnership with school leaders to champion educational excellence so all children attend inclusive provision that is Good or Outstanding in all four Ofsted areas, have high aspirations and are supported to achieve their full potential. This includes the delivery of the Local Area SEND Operational Plan and SEND Ofsted Improvement Plan. | In progress. The single word judgement was removed in September 2024. At this point 89% of NY state-funded schools were judged good or better compared to 90% nationally. | On target | The single word Ofsted judgement was removed in September 2024. At this point 89% of NY state-funded schools were judged good or better in their most recent graded inspection compared to 90% nationally. |
| Supporting schools in preparation for the Ofsted inspection framework. | In progress | On target | This is an ongoing objective given the cyclical nature of schools' inspection. A new Ofsted framework was introduced in November 2025. The Council's school improvement offer is being adjusted to reflect changes to the inspection framework. |
| Creating a strong partnership with Teaching School Hubs (TSH) in line with national developments. | In progress | On target | Termly meetings with Teaching School Hubs have been established. LA officer from SI team attends strategic committee meetings for each of the three hubs that operate within North Yorkshire contributing to governance and CPD strategies. |
| Working to mitigate the effects of poverty within the school environment, including the number of children accessing free school meals. | In progress | On target | Action for Poverty guidance produced that includes 6 themes and self-assessment checklists to help schools address some of the key themes in the renewed Ofsted framework. Recorded webinars about using the guide are available via the Healthy Schools North Yorkshire website. |

| For all, by: | | | |
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| <p>Ensuring that there are clear pathways for everyone after education through the promotion of apprenticeships, training, work placements and further education including adult education.</p> | <p>In Progress</p> | <p>On Target</p> | <p>Working closely with the York and North Yorkshire Combined Authority, the council is supporting the development of the Skills and Employment Interchange model. Using Trailblazer-funded teams, North Yorkshire Adult Learning is proactively engaging with residents to improve understanding of local skills and employment opportunities. Alongside this, the service is strengthening one of the key building blocks of the Interchange through the training and facilitation of community Navigators. Over 300 community Navigators are now in place and supported to confidently guide residents towards appropriate learning, skills and employment opportunities.</p> |
| <p>Supporting North Yorkshire residents and businesses to gain appropriate employment skills.</p> | <p>In Progress</p> | <p>On Target</p> | <p>The council is supporting North Yorkshire residents and businesses to develop the skills needed for sustainable employment through a coordinated, place-based approach to skills, employment and information, advice and guidance. Working with the York and North Yorkshire Combined Authority and local partners, we are developing an integrated Skills and Employment Interchange to improve access to learning, careers information and employment support. Through North Yorkshire Adult Learning, residents are supported to upskill and reskill via accessible provision and community-based engagement, including a growing network of over 300 trained community Navigators who help individuals understand and access appropriate opportunities. At the same time, businesses are supported to identify skills needs, upskill their workforce and navigate the skills system, helping to align provision more closely with local labour market demand and economic priorities. The Council also prioritised better coordination of events across the county. A cross-council Events Strategy Group, chaired by the Head of Economy and Tourism, is developing a North Yorkshire Events Strategy and has already made progress on</p> |

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| | | | key actions to shape this plan. In parallel, the Tourism Team delivered multiple events, training sessions, and sector support activities, providing valuable opportunities for businesses and helping to strengthen the visitor economy. |
| Establishing local employers' workforce needs, monitoring local skills levels and helping to enable delivery of appropriate training. | In Progress | Slightly off target | The council has made progress in establishing local employers' workforce needs and monitoring skills levels through its active role in the York and North Yorkshire Local Skills Improvement Plan (LSIP), working closely with employers, training providers, the Chamber of Commerce and the Combined Authority. Officers have contributed to LSIP Advisory Board meetings, employer-led discussions and formal reporting processes that identify priority sectors, skills gaps and emerging workforce pressures, including digital, construction, health and social care, engineering and green skills. This intelligence has been used to begin mapping and aligning adult learning provision and commissioning activity to employer demand, supported by employer engagement, labour market insight and partnership governance. While strong foundations are now in place—including a structure approach being developed on shared governance, employer input and improved understanding of skills needs—further work is required to embed this intelligence consistently across delivery and accelerate the translation of workforce insight into system-wide training outcomes at pace |
| Supporting the delivery of the York and North Yorkshire Local Skills Improvement Plan working in Partnership with Business and Skills Stakeholders. | In Progress | On Target | The council is actively supporting the delivery of the York and North Yorkshire Local Skills Improvement Plan (LSIP) through sustained partnership working with employers, business representative bodies, education and training providers and the York and North Yorkshire Combined Authority. Officers have played a central role in LSIP governance, including participation in the LSIP Advisory Board and employer-led engagement activity, helping to shape priorities, validate workforce intelligence and ensure the plan reflects local economic and |

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| | | | labour market needs. The council has aligned adult learning strategy, accountability statements and commissioning activity to LSIP priority sectors and cross-cutting themes, and has supported the translation of employer insight into practical delivery through curriculum alignment, pilot commissioning and collaborative planning with providers. This collective and structured approach has helped embed the LSIP as a shared framework for skills planning across the area and demonstrates effective partnership delivery in line with national expectations. Partnership working has been strengthened through new governance structures. |
| Supporting marginalised people, including migrant communities, to integrate and participate equally. | In progress | Complete/ On Target | <p>The Migrant Programmes Team provides regular specialist support and guidance to NYC staff, across CYPS, HAS and Housing, ensuring that front line officers are kept abreast of the frequent changes in guidance and partnership provision. In addition, the team has helped shape an action plan with Adult Social Care, to ensure equity of provision for ethnic minority communities.</p> <p>The Swift Website (www.swiftnorthyorkshire.co.uk) has now been launched and is fully operational. The multi-lingual and area-specific site contains a plethora of useful information for those arriving into North Yorkshire from overseas as well as providing an online referral system for individuals and groups to access specialist support.</p> |

One Council with strong, local and customer-led services

Developing One Council for the future by:

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| Continuing to be a financially sound council through a sound Medium Term Financial Strategy, treasury management, capital | Completed | complete | A comprehensive budget and MTFs, together with a capital programme and savings and transformation plan, was produced reflecting the significant levels of service demand and the |
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| <p>strategy and savings & transformation plan that supports both our ambitions and continued delivery of front-line services.</p> | | | <p>opportunities afforded by LGR for savings. This was approved at full council.</p> |
| <p>Delivering our overall Transformation Programme including:</p> <p>a. The Way We Work programme to ensure that the council’s working practices and procedures enable the delivery of high-quality services, whilst creating a positive working environment for staff, incorporating:</p> <p>i. Our people – delivery of our people strategy that will ensure we have an empowered and skilled workforce that work in well-connected teams.</p> <p>ii. Where we work – delivery of our office accommodation strategy, creating workspaces that support effective and efficient working wherever our staff are working, whether in the workplace or on the move.</p> <p>iii. How we work – digital strategy and convergence plan, ensuring all staff have the right tools and</p> | <p>In progress</p> | <p>On target</p> | <p>The Transformation Portfolio has made strong progress across both large, organisation-wide programmes and more targeted improvements within individual services.</p> <p>This year, the <i>Way We Work</i> programme has focused more on improving productivity and efficiency. It is delivering a mix of quick improvements that make an immediate difference, while also setting out a longer-term vision for how the council will operate in 2030.</p> <p>Good progress has also been made in developing a more innovative approach. New tools and technologies are being tested to help staff work more efficiently, improve services, and allow more time to be spent on activities that deliver the greatest benefit to residents and customers.</p> <p>Significant work has brought together budgets, policies, processes, customer insight, data and performance information, staffing structures and systems across 46 services. While some work is still ongoing as major systems are replaced, this progress means the council is well prepared for the next phase of transformation.</p> <p>Major programmes are underway to ensure that core support functions are fit for an organisation of this size. This includes introducing a new finance system, improving HR systems, and making better use of data to support decision-making. Alongside this, a new customer platform is being introduced to make it</p> |

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| <p>technology to work effectively with the smart use of technology and being data informed.</p> <p>iv. Determining our future vision of how we will work in 2030.</p> | | | <p>easier for people to contact the council and reach the right service more quickly.</p> <p>Service-specific improvement programmes are also continuing. These include supporting new ways of working in the waste service, improvements to the Active North Yorkshire service, and improvements to SEND services.</p> <p>The People Strategy roll out is on target, with this year's corporate priority being focussed on Attendance and the NYC Manager. There has been targeted interventions, from across services to help with the attendance management focus. The NYC manager framework is in development and is the main focus of AD Shared conversations and will then be part of the roll out plan. Directorate People Strategy Groups are all up and running and are key to the embedding of the People Strategy.</p> |
| <p>b. Our Customer Experience programme incorporating:</p> <ul style="list-style-type: none"> • One Council – Customer First-Placing customers at the heart of the organisation, our leaders and staff will adopt a mindset of customer excellence, setting the tone for the entire organisation. Staff will be empowered to provide the best possible customer experience. • Listen and Understand Our Customer Needs – We will use customer insights (data) and customer voice feedback to understand customer | <p>In progress</p> | | <p>Customer First masterclasses for senior leaders and key stakeholders have supported progress in embedding a customer-first culture across the organisation. The sessions have helped shift leadership mindset towards customer excellence, reinforcing the importance of designing services around customer needs and end-to-end journeys.</p> <p>This leadership focus is hoped to drive more joined-up approaches across the council and empowering staff to take ownership of customer outcomes, embedding the customer CARE commitments improving the consistency, accessibility, responsive and easy to access our services and overall customer experience.</p> |

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| <p>behaviours and needs, improve their experience, achieve best value, measure success, and protect customer privacy.</p> <ul style="list-style-type: none"> • Our Services are designed to meet customer needs – We will design our services to meet customer needs, ensuring a seamless end-to-end customer journey that is easy, accessible, consistent, responsive, informed, and respectful, regardless of the customer access channel used. • Improving and Enhancing Our Digital and Technology Offer – The council will explore technology and digital opportunities to harness a positive digital experience for our customers. • Continuous Improvement to Deliver Customer Excellence – We are committed to continuously improving the customer experience to achieve customer excellence. <p>c. Ensuring the council services that have come together have the right processes, technology and skills in place to operate well now</p> | | | <p>This year we focused on building the foundations for a stronger, council-wide approach to customer insight. A new telephony system and improved contact classifications were implemented, enabling better capture of customer feedback and more consistent understanding of customer needs. These changes position the council to develop more robust customer insight and use it to improve services in the next year.</p> <p>Progress has been made in strengthening how services are designed around customer needs, with a focus on improving end-to-end customer journeys. A cross-directorate service design group has been established and meets weekly to develop a consistent service design approach, including a clear service design pack aligned to the council’s customer principles and Target Operating Model.</p> <p>This work is supporting more joined-up service delivery across the organisation. As services converge, customer journeys are increasingly being designed to work across organisational boundaries and channels. For example, in the homeless service, converged working has enabled the creation of a shared call queue, improving accessibility and consistency for customers seeking support.</p> <p>Over the past year, the council has procured both a new contact-centre phone system and a new customer platform to modernise how customers access and interact with council services. The new phone system has now been implemented, improving how customer contact is handled and helping enquiries reach the right teams more efficiently.</p> <p>At the same time, we are building a new customer platform and case-management system to replace multiple existing CRM systems with a single, council-wide solution. This will enable,</p> |
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| <p>and in the future and ensuring that the core functions of finance, HR, data and technology infrastructure are fit for the future to support this.</p> <p>d. Service specific programmes that will transform key areas of the council, such as Transport, Sport & Active Wellbeing, Accommodation, Waste and Inclusion Services.</p> | | | <p>over time, a single view of the customer, bringing together customer information and interactions across services and contact channels.</p> <p>We have also procured and implemented a new complaint and compliments system that will link to the new council customer platform, over time. These changes provide essential foundations for future improvement. They will support more joined-up services, enable an omni-channel approach, and allow customer journeys to be designed and improved incrementally over time, making services easier to access, more consistent and better connected.</p> <p>Progress has been made in putting a more structured approach to continuous improvement in place. This year's focus has been on building strong foundations through service design activity, improved customer contact classifications, customer journey mapping and the implementation of a new telephony system. These changes will improve collection and visibility of customer demand and service performance This marks a shift towards a more evidence-led approach. While still at an early stage of maturity, this work provides the platform for using customer insight and performance data to drive service improvement as the new customer management system is introduced and services onboard onto the new customer platform in the coming years.</p> |
| <p>Embed our new performance framework, creating a culture of strong teams, delivering excellent service supported by processes that monitor performance and support continuous improvement and learning</p> | <p>In progress</p> | <p>On target</p> | <p>The performance framework was approved alongside the Q4 24/25 Corporate Performance Report. Following this, several initiatives have taken place to help develop the performance management culture of the organisation. These include the drafting of performance framework associated guidance. Arrangements are being made for this to be published on a new, dedicated space on the intranet.</p> |

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| | | | <p>A series of masterclasses took place as part of the Council's Leading into 2030 initiative. This masterclass explored techniques for developing effective indicators and different indicator types, and when to use them.</p> <p>Finally, the strategy and performance team have been undertaking a number of performance maturity assessments. These include recommendations which will feed back into the service as intelligence to help inform strategic planning.</p> |
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