

Council Plan 2020-2024

1. Foreword

Welcome to our 2020-24 Council Plan, which identifies the opportunities for our district, as well as the challenges we face and how we are going to help tackle them over the next four years. This is your plan, and you - the people of Ryedale - are at its heart.

We want to build communities for all, create inclusive growth that works for everyone, and protect our unique environment for future generations. Good quality jobs, affordable housing, thriving town centres and strong communities, will underpin our success, as will meeting our environmental responsibilities while delivering economic growth. As a Council, we are also passionate about innovation, tackling challenges in new ways and delivering value for money.

We recognise the importance of building long-term partnerships with Government, business and others working in the public, voluntary and community sectors to achieve our ambitions. These partnerships will help us to attract new investment to our area and ensure that Ryedale maximises funding and opportunities. We will also use our voice to lobby and influence regional and national agendas where this benefits Ryedale and its communities.

This Plan does not list everything we will do over the next four years. In a rapidly changing world, our Council Plan will evolve and change over time to ensure it remains relevant and meets the latest challenges. But it does state our core vision for our district and the key things we will likely need to do to achieve it.

To deliver our ambitions, we will work together over the next four years. We will update you on our progress and refresh this Plan annually so you know what we have delivered so far and what we are doing next.

Councillor Keane Duncan, Leader
Stacey Burlet, Chief Executive

2. Our challenges and opportunities

Opportunities: The positive factors we should embrace

- Recognised nationally as one of the happiest places to live in the UK
- Strategic location with links to National Parks, cities and the coast
- Diverse jobs and industries, working locally, nationally and internationally
- Yorkshire's capital for food and drink, world class products, exceptional taste experiences
- An amazing natural environment
- Vibrant market towns
- Increasingly popular visitor destination with leading heritage attractions, resorts, theme parks and unique events

Challenges: The issues we need to tackle

- Sustainability of rural services, communities and economy
- Housing affordability
- Low wages and talent drain out of the area
- Meeting the needs of an ageing population
- Poor digital, transport and communications connectivity
- Rapidly changing national and local policy
- Challenges in managing the natural environment

3. Our vision, values and behaviours

Our vision: A great place to live, work and visit, which is culturally unique, environmentally sustainable and supports connected communities to thrive. We have a strong rural economy, with world-class assets and new jobs linked to growth including bio-renewables, food, farming, agriculture, the visitor economy and carbon reduction technologies.

Our values: the values that underpin everything we do

- Innovative, enterprising and unafraid to work in new ways
- Open, honest and transparent
- Connected and working with others to make things happen
- Ambitious, facilitating and promoting new investment opportunities
- Providing value-for-money
- Nurturing, creating opportunities for young people
- Supporting those in need or are vulnerable
- Valuing our fantastic employees and partners

Our behaviours: the behaviours we use to create a positive, open and constructive working culture

- Strong: We are open to change, optimistic about the future and determined to achieve
- Supportive: We support our people, are fair to each other and show trust and respect
- Communicate: We are transparent, positive, listen, share feedback and seek out opportunities
- Challenge: We promote trust, are confident and have self-belief
- Passionate: We celebrate our achievements, inspire others and perform our best

4. Our priorities

Our communities: strong, inclusive and attractive

Help for those in need

- We will tackle homelessness, rough sleeping and poverty by providing services in partnership with others to prevent homelessness.
- We will offer advice, support and budgeting assistance to those who need it, helping them to manage their finances, ensuring they can access Citizens' Advice services and working with the credit union to promote access to small loans. We will also act promptly to process benefit applications.
- We will create a district where everyone feels welcome and can thrive. We will safeguard vulnerable people, become a 'dementia-friendly' and 'autism-friendly' council, and ensure that equalities, mental health and well-being are at the heart of service design, giving training to our employees and encouraging businesses and communities to do the same.
- We want everyone in our communities to be able to live independent lives. We will promote our Lifeline service and provide wellbeing services, Disabled Facilities Grants and handyperson services to enable people stay in their own homes. We will also support community transport schemes to help those in need get around.
- We will work with partners including health and education to ensure a fair share of infrastructure investment. We will be a champion for sustainable public services that continue to meet the specific needs of Ryedale's communities.

Healthy and happy communities

- Ryedale is home to hundreds of voluntary organisations delivering invaluable services for local people. We will work with this essential sector to ensure it continues to flourish. We will aim to build strong communities by contributing to community events, activities and facilities through our community grants scheme.
- We will promote health and wellbeing for all by offering leisure facilities and access to physical activity. We will work with our leisure provider and other partners to expand access to these opportunities and identify funding streams that will support our aims.
- We will promote our creative industries and expand our cultural offer by supporting Ryedale's network of skilled craft businesses and thriving arts hubs.

A place like no other - to live, work, visit and invest

- We want everyone to enjoy Ryedale's natural beauty, market towns, shops and amazing attractions. We will promote our area as a hub for food, drink, creative culture and active recreation.
- We will work with partners to meet shortfalls in our visitor accommodation and increase visitor spend. We will promote the district's niche and unique activities, as well as the development of eco-tourism.
- We will support our market towns to thrive by installing free Wi-Fi, keeping our streets tidy and devising a new car parking strategy with residents and visitors at its heart.
- Thousands flock to the district's popular events, we will expand our events programme by working with regional agencies, businesses and community groups.

Our economy: harnessing Ryedale's unique economy to deliver growth, homes and jobs

Quality homes local people can afford

- High house prices and rents mean it is difficult for local people to get onto the property ladder. We will work with our partners to deliver more affordable homes and ensure a supply of good quality housing that reflects the needs of our communities at all stages of their lives. We will work with developers and use our own assets to achieve this, as well as bring more empty properties back into use.
- We want people to live in high quality, safe and sustainable homes. We will promote the highest standards of construction and work in partnership to improve energy efficiency and achieve carbon reduction. We will work with landlords to ensure rental accommodation, in particular houses in multiple occupation, comply with the law and follow best practice.

A connected rural economy

- We want everyone, no matter where they live, to be digitally connected. This will enhance business effectiveness, create higher paid jobs and enable people to take advantage of opportunities beyond Ryedale's boundaries. We will support measures to improve digital skills, expand broadband and mobile telephone coverage, accelerate changes within town centres and drive competitiveness by investing in digital innovation.
- We want to improve our road and rail connectivity to unlock economic growth. We will work with partners to improve the A64, integrated public transport connections and station facilities.
- We will support and invest in measures to cut congestion and improve traffic flow in our market towns, including HGV reductions in urban centres. We will facilitate the construction of new infrastructure through the Local Plan.

Open for business

- We want entrepreneurship to flourish across our district. We will promote and support micro, small and medium sized businesses by exploring the introduction of a competitive grants scheme for start-ups and offering advice as we recognise the long term success of this sector is essential to Ryedale's future success.
- We will work with Government, industry and businesses to bring new investment to the area, expanding the commercial space on offer within the district in a sustainable way. We will develop the council's role in providing workshop, incubator and scale-up space for small start-up businesses and facilitate the expansion of business parks.
- We want young people to believe that Ryedale is a place to build their future. To retain our young people in the district, we will offer information, training and opportunities to meet the needs of our modern economy. We will work with partners to support their start up ideas and build relationships with higher and further education institutions, focusing upon future skills needs e.g. engineering, green construction and clean energy.
- The Council will champion the benefits of good quality apprenticeships and graduate opportunities across Ryedale's business community. We will promote their value and lead the way as an employer in our own right by employing more apprentices and graduate trainees.
- We will capitalise upon local innovation, world-class agriculture and proximity to world class higher education establishments. We will seek opportunities related to the major chemicals industry, emerging bio-renewable opportunities, research and development.

Our environment: a sustainable, safe and clean place to live

Sustainability into the future

- We will take ambitious steps to reduce our carbon footprint through regional and local initiatives. This includes implementing our Climate Change Action Plan.
- We will lobby Government to provide national structural and policy changes that allow us to deliver innovative and ambitious climate change actions.
- We will work collaboratively with industry, businesses, communities and others to deliver local and community led energy solutions, that fulfil the ambition to deliver carbon neutrality.
- We will build the case for installation of income-generating, energy-efficient and renewable technologies at council-owned buildings. We will replace our street lights with energy-efficient LEDs, procure more energy-efficient vehicles when replacing our fleet, and facilitate more tree planting. We will encourage others to do the same by maximising the impact of our supply chain, partnerships and plans.
- We will promote sustainable transport by installing extra electric vehicle charging points, opening cycle routes and identifying new ways to link our communities in sustainable ways e.g. electric buses.
- We will increase our recycling rate in line with emerging national policy, including by promoting recycling awareness, investing in our mini-recycling centres, exploring the possibility of recycling a wider range of materials and working with more trade and garden waste collection customers. We will also work with partners to expand 'circular economy' schemes across the district.

A safe place to live

- Ryedale is a low crime area, but not without its problems. We will tackle anti-social behavior by working closely with North Yorkshire Police and other partners. We will also empower communities to identify effective solutions to tackle speeding.
- We want to reduce flooding risk by investing in flood alleviation measures and working with partners to provide an emergency response.
- We will work in partnership to uphold the highest standards of animal welfare, train staff to deal with issues and hold public information events.

Clean and attractive streets

- We will take tough action on littering, dog fouling and flytipping through proactive and dedicated enforcement, prosecuting where required.
- We will improve air quality in our market towns by working with partners to tackle congestion and promote sustainable transport and commerce.
- We want to keep our streets clean. We will improve our Streetscene operations and support communities to do more.
- We will protect Ryedale's heritage and natural capital by regularly reviewing our listed buildings, historic assets, protected landscapes and conservation areas.

Our organisation: an innovative, enterprising council

Value for money

- We will maintain strong finances into the future by delivering customer-focussed and cost-effective core services.
- We will drive service improvements. We will ensure we process applications and requests promptly and monitor the effectiveness of our contracts and commissioned services. We will also develop a capital programme that invests in the equipment and resources we need to achieve more efficient services.
- We will deliver services in new ways, acting in a more enterprising manner, exploring opportunities to generate income on a case-by-case basis.

Accessible to all

- We will transform our customer services, using new ways of working to improve our responsiveness. We will revamp our website, increase our social media presence and introduce digital systems for you to report issues and receive information. We will support those who are digitally excluded or need support to access on line services. We will bring partners into Ryedale House and provide options for a “one-stop” Public Services Hub.
- We will tackle inequality. Delivering better equality across the district is central to everything we do and we are committed to doing all we can to be a welcoming and inclusive place characterised by diversity.
- We will be open, honest and transparent by publishing key policies and financial information and responding promptly to freedom of information requests.
- We will improve our engagement with you, asking for your views, and using your feedback. We will ensure decisions are taken in the most effective way, by consulting with those affected and strengthening the voice of councillors at ward level.

A great place to work

- We will ensure the council is a great place to work by recruiting and retaining motivated, skilled employees. We will empower them to deliver ambitiously for Ryedale, promote wellbeing and publish the results of staff surveys.
- We will nurture talent through succession planning, recruiting graduate trainees and apprentices, implementing a work experience programme for care leavers, and ensuring that training and development opportunities are available for all employees.

5. Our approach: Strategies, services and partnerships underpin the delivery of our Council Plan

Strategies

Our plan is supported by a number of key strategies:

- Local Plan
- Medium-Term Financial Strategy
- Commercial Strategy
- Capital Programme
- Ryedale Homelessness and Rough Sleeping Review and Strategy 2020-2025

We also deliver strategies in partnership with others:

- Destination Development Plan
- North Yorkshire Community Safety Partnership Strategic Plan
- Area of Outstanding Natural Beauty Management Plan
- NYCC Local Flood Risk Strategy
- Ryedale Housing Strategy Action Plan 2015- 2021

Other key plans, such as our Climate Change Action Plan, are also routinely monitored because of their importance in shaping our work.

A governance and monitoring framework is also in place to support this strategic work. This includes the Council's constitution, performance framework and its underpinning policies, operating procedures, service planning, budget monitoring and delivery programmes.

Services

We deliver a range of frontline services including:

- Housing options and homelessness prevention and support
- Ryecare Lifeline Service/24-hour Support Centre for elderly and vulnerable people
- Household and trade waste collection and recycling
- Street cleansing and emptying litter and dog bins
- Public toilets
- Pest control
- Grounds maintenance and grass cutting
- Street lighting (RDC owned)
- Enforcement activity against anti-social behaviour, fly-tipping, litter, dog fouling, planning transgressions, graffiti, public nuisance
- Benefits services and the collection of Council tax and business rates
- Advice and assessment of planning applications
- Conservation services including listed buildings and tree and hedgerow protection
- Community Infrastructure Levy and Section 106 monies
- Inspecting food premises, food sampling, coordinating the Food Hygiene Rating Scheme, food poisoning investigation and control, implementing imported food controls and issuing Export Health Certificates
- Registration of premises (tattooing, skin piercing, acupuncture and electrolysis)
- Licensing taxis and private hires, alcohol and entertainment, animal welfare, dangerous wild animals, gambling, street trading and scrap metal
- Customer services and complaints management
- Community development and engagement
- Support for businesses including referral and signposting services that help them to grow and / or locate in Ryedale

This work is enabled by a range of other services including finance, human resources and organisational development, legal and democratic, communications, technology and business change, facilities management, procurement and vehicle and transport management.

We also provide funding to support:

- Access to grants, ranging from community groups to Disabled Facilities Grants
- Access to Wellbeing and Handy person's service
- The delivery of leisure services through Everyone Active
- The delivery of advice services through Citizens' Advice
- The delivery of the Building Services Partnership

Partnerships

We work in partnership to:

- Promote community safety through prevention, intervention and enforcement work, including road, home, personal and public safety, and multi-agency work.
- Safeguard vulnerable people
- Combat radical extremism and anti-terrorism
- Prevent child exploitation and modern slavery
- Address and support those affected by domestic abuse
- Support care leavers and young people in care
- Prepare for emergency situations occurring locally
- Manage and alleviate flooding
- Secure funding for new developments and improve existing facilities
- Improve air quality
- Support communities to produce Neighbourhood Plans, Parish Plans and Village Design Statements
- Co-ordinate new development across York and North Yorkshire
- Facilitate the delivery of affordable homes
- Promote and develop the Ryedale tourism sector and visitor economy through supporting product development and delivering marketing and promotional campaigns.
- Support the creative economy through securing new and continued investment and maximising opportunities to use the arts, heritage and events to promote improved health and well-being.
- Identify and deliver projects to develop land, provide premises, improve infrastructure and enhance our towns and villages by securing external funding and investment opportunities
- Carry out practical work, provide advice and offer grants towards land management, landscape and biodiversity enhancements, alongside community and leisure and recreation activities through working with the NYMNP and the HH AONB.

Our partners include:

- Charities and third sector organisations operating throughout Ryedale
- All district councils across North Yorkshire, North Yorkshire County Council and York City Council
- North Yorkshire Police, North Yorkshire Fire & Rescue and the North Yorkshire Police, Fire and Crime Commissioner
- Parish and Town Councils
- York and North Yorkshire Armed Forces
- York and North Yorkshire Local Enterprise Partnership (YNY LEP), working with public and private partners to deliver economic growth
- Local Estates including Fitzwilliam Malton Estate (FME) and the Castle Howard Estate

- Attractions and businesses operating throughout Ryedale
- Welcome to Yorkshire (WtY) - tourism agency for North Yorkshire
- North York Moors National Park Authority (NYMNP)
- Howardian Hills Area of Outstanding Natural Beauty (HH AONB)
- North Yorkshire Business & Education Partnership (NYBEP), working with schools and businesses to develop skills and talent
- York and White Rose Home Improvement Agency, delivering our Disabled Facilities Grant and our Wellbeing and Handyperson's services
- Yorkshire Derwent Catchment Partnership
- North Yorkshire Local Resilience Forum
- Yorkshire Energy Solutions, delivering our Energy Efficiency grants
- Warm and Well in North Yorkshire, the single point of contact for energy efficiency advice
- Community First Yorkshire, delivering community engagement services around Community Led housing