



COUNCIL BUSINESS PLAN 2020-25

2023 UPDATE



EAST RIDING
OF YORKSHIRE COUNCIL

We are pleased to present the 2023 update of the Council Business Plan 2020-25 which sets out the council's priorities. As the leader of the council, I am determined to build on our strong track record of delivering high quality services. This has been another particularly challenging year, not just for the East Riding but across the world. Our primary focus, both for the next year and beyond, is to support and empower our communities through the cost of living crisis and for a continued strong and healthy recovery from the pandemic, for our residents, communities, businesses, partnerships and staff. We are, building on our learning and experiences whilst continuing to successfully deliver and develop those services vital to our residents and the area.

We hope you can take the time to read this plan which, in this ongoing period of change and transition, sets out our desire for everyone we serve to have the best possible quality of life and equality of opportunity. This builds on our collective ambition for the East Riding across its unique and diverse communities. Our five council priority areas, which we review on an annual basis, set out the framework for how we work towards the delivery of our vision for the area and achieve our goal of creating a safe and thriving place to live and visit, centred on strong and empowered communities.



GROWING THE ECONOMY is at the heart of our plans, recognising that a strong economy contributes significantly to improving other factors that can contribute to a healthy population. We will continue to build on our approach to business growth, skills development and our strong track record of attracting high profile inward investment, together with the branding and promotion of a strong and sustainable tourism and cultural offer for the area.
Our Ambitious Mission: We will be a national pace-setter for economic growth that benefits everyone - using our influence to grow skills, improve connections and attract new investment into good jobs.




VALUING THE ENVIRONMENT tackling climate change, safeguarding our heritage and countryside whilst developing our infrastructure remain key priority areas. Flood alleviation and construction projects continue, with the priority being to provide residents and businesses with the confidence that their homes and assets are safe.
Our Ambitious Mission: Homes and communities will be more resilient to climate change and the council will be a force that accelerates the region's transition to a sustainable economy.



EMPOWERING AND SUPPORTING COMMUNITIES is being driven through a strong and active commitment, working with our partners (particularly the VCSE and Town and Parish Councils' through the new Charter) to support resilient and healthy communities. Fundamental to this will be delivery of the Health and Wellbeing Strategy, local co-ordination structures and development of the community offer. Strong and effective communication and engagement with our communities will be key. Tackling inequalities, particularly those around health, which in a number of instances have been exacerbated by the COVID-19 pandemic, will be a focus within our recovery planning.
Our Ambitious Mission: More people will live healthy, connected, independent lives for longer whatever their background, enabled by our investment in community assets and engagement with health partners.



PROTECTING THE VULNERABLE and supporting residents in times of need runs throughout all our work. Our Strategies for Adult Social Care and for Children and Families set out our approaches to maximising our resources and investing in opportunities that prevent through the earliest intervention, reduce and avert crises or the need for high cost and more intensive support. There is a much greater focus on the community offer, personal resilience and the single point of access into our services using a 'strengths based approach'.
Our Ambitious Mission: Our adult social care services will be easier to access, more personalised, and effective in helping more people avoid the need for long term care.



HELPING CHILDREN AND YOUNG PEOPLE recognises the importance of focusing on supporting and inspiring children to raise their aspirations and reach their potential. Working effectively with partners and schools for the benefit of all children and young people, yet with a particular focus on providing early help to support and protect, particularly those with special educational needs and disabilities, children looked after by the council or those eligible for free school meals, to ensure they achieve their full potential. Our planning and actions over the coming year will continue to focus on ensuring that the impact of the pandemic on learning and development does not blight future prospects.
Our Ambitious Mission: East Riding will be a place that inspires young lives through excellent schools and high achievement and where those who need help get it.

Underpinning these priority areas will be the delivery of our overarching business change programme which brings together our strategies for agile working, digital and commercialism. Broad reaching developmental activity and work is ongoing as we move on from the experience and learning gained from the pandemic to introduce new ways of working to ensure that the council is able to maximise the opportunities presented across these areas. This plan also contains key information on how we will use our resources effectively to achieve our priorities through sound financial planning.

We hope you can take the time to read this plan which, in this ongoing period of change and transition, sets out how we will do things differently to ensure we can continue to deliver our priorities and maintain the quality of life we value in **Your East Riding... where everyone matters.**

Councillor Johnathan Owen
 Leader of East Riding of Yorkshire Council



We are proud of who we are and ambitious for what we can achieve together

The East Riding is a hidden gem - it's a great place to live, work and do business, with lots of potential and opportunities. It has many unique characteristics and a wide range of built and natural assets such as the varied coastline - which includes some of the highest cliffs in England and home to unique seabird colonies, to some of the lowest lying and fastest eroding - together with beautiful countryside, historic parishes and busy market town high streets with quality shops and restaurants. All of which is in close proximity and connected to the two historic cities of York and Hull and the Humber estuary providing huge opportunities to drive further ongoing economic growth in the area, especially in the field of net zero carbon reduction and green energy provision.

If there was one phrase to sum up the true spirit of the East Riding of Yorkshire and its council, it would be continuous ambition. We want to help and sustain our residents throughout their lives and our approach will be characterised by the traditional qualities that make this part of the country great, like hard graft, reliability, practical good sense and putting others first.

We're proud that during tough times, like the recent pandemic - and in the recent past flooding - the council and the strong, diverse and resilient communities we serve, have always been there for our people, working together to keep them safe and protecting the most vulnerable. Our residents know best what they and their communities need to flourish and we are there to support them. We also have a long serving, committed and talented workforce who have a strong

affinity for our place and we will continue to support them to develop and deliver the best services possible.

We nevertheless recognise that as the world changes around us, we need to change too and we know that not everyone achieves the best outcomes possible, with some people experiencing some real inequalities. We won't rest on our laurels if we can do better at helping local people meet the challenges we collectively face, both now and in the future.

We want everyone to benefit from the expansion of the economy and innovation in our area, taking advantage of exciting developments in areas like green technologies to help deal with the energy crisis and mitigate climate change. Supporting jobs and promoting skills development, as well as improving the range of our housing offer, for example, is high on our agenda because it enables access to the good jobs, better connections and the new investment that comes from economic growth and will help reduce inequalities.

Great schools can help to achieve this, inspiring our young people to do their best, stay in this area and find good, fulfilling jobs whilst all the time seeing the East Riding as a great place to live and work.

Working closely with key partners like health and with community groups has enabled us to help more people live healthy, connected, fulfilling independent lives for longer, whatever their background. There is, however, always more that we can do and there are ongoing challenges for us too. In services supporting our most vulnerable, such as adult social care

and support for those with special educational needs, for example, demand continues to grow, outstripping our resources.

We therefore need to be ambitious, bold and innovative, continuing to improve our key services wherever possible.

Our geography means we have seen first hand the impacts of climate change, especially flooding and coastal erosion. We must tackle the impact that climate change and our residents are keen for us to lead the way in doing so through our new Climate Change Strategy which we have developed with them.

By conserving and enhancing our unique natural environment and assets, we can also lead the way to a sustainable economy and tourism offer built on a shared understanding of the value that our environment provides.

The East Riding has a tremendous range of assets and our clear ambition for the area will make sure that potential is maximised and our priorities delivered. We will achieve this by working with all our partners in the private, public and voluntary and community sectors, but most of all with our local communities who will provide the bedrock for our continuing and future success as an area.



£2.7m scheme for Hornsea Mere to help reduce flooding due to begin early 2024.

We have a strong track record of effectively managing challenges, including emergency response, recovery and future planning, such as in relation to flooding events or significant financial and community challenges. This approach means we have been able to continue to deliver good quality services whilst very effectively managing our finances and maintaining good performance.

However, the ongoing pressure on resources, brought about by the widespread impacts of the pandemic, together with a 40 year high in inflation rates are immense and come at a time of continuing increases in demand for services. Recruitment and retention of key staff continues to be a significant issue, but we have taken this as an opportunity to develop a new total pay and reward strategy and to redesign our structures to best place us to deal with our future challenges.

In response, we have shown ourselves to be resilient, adaptive and innovative, seizing opportunities where these exist or can be created to help ensure that we continue to deliver the best range of services possible. This culture, and the ability to work in a focused and flexible way, will support the Council to deliver through a period of significant financial challenges, whilst grasping opportunities such as driving further ongoing economic growth, especially in the field of net zero carbon reduction and green energy provision.

We realise that we are in a period of rapid change in national policy, not least affecting children's and adult services and climate change, which means we have to be flexible and proactive in our response.

A future-fit council

As a council, we are ambitious for our future

and determined to build upon our success. We are facing a number of challenges that mean we must redesign how we structure and deliver our services. We need to build on our strengths to become a future-fit council equipped to deliver the actions set out in this plan. To do this, we need to structure and deliver our services differently through a new model which realises potential efficiency savings. Following consultation and implementation of the initial phase of the programme in late 2022/23, detailed work will be undertaken for future phases of this transformation.

Total pay and reward

In 2021 the council committed to the development of a total pay and reward strategy (TPRS) for its workforce, as part of the ambitions of the people strategy. This programme of work considers all aspects of pay and reward (tangible and non-tangible benefits) and is being developed in collaboration with our business partner, Korn Ferry. It is designed to improve staff recruitment and retention to meet current and future workforce challenges, providing effective career pathways for development to ensure that we continue to deliver high quality services to our residents, businesses and communities.

A modern workforce in a modern workplace

Strongly linked to the people strategy is the aim to become a more agile council. This ambition builds upon our achievements, both from before and throughout the pandemic, learning lessons from our response and building on the successes so we can be an even better service provider and employer.

This has been a catalyst to look at new and more effective ways of working, being more



focused on what our staff achieve rather than where they work. We are using tools and approaches which encourage innovation and creativity, coupled with a robust, positive performance management system.

We also continue to redefine how we use our workspaces, underpinned by great digital technology, to ensure we create the working conditions to deliver the best possible services for our customers.

Digital strategy

Digital technologies have changed the way in which people live their lives, including how they shop, bank and communicate. This has

raised the expectations of our residents for transactional services and information to be available through their own device, any time, day or night, mirroring the experience they have with banking and retail. Whilst the council recognises the challenge it faces in these areas, for example around the availability of reliable broadband connections in rural areas, it is also aware of the huge opportunities presented by increasing its use and development of digital technologies.

The council is actively looking at how it can channel these technologies to further improve the way it works, through its digital, customer and agile strategies.

Commercialism

In 2021, the council agreed its commercial ambition through its commercial framework. The commercial framework has one main outcome which is to enable the council to become a more commercially focused and resilient council, investing its resources responsibly in commercial opportunities to generate surpluses that will be reinvested to support the council's corporate priorities. We will continue to develop our wide range of existing income generating services across the council ensuring we deliver the best value for money services for our residents and customers. Our commercial services are meeting the challenge of enhancing our trading in post-pandemic markets by looking for new opportunities and understanding the role we have in shaping local trading markets. We will also seek new commercial ideas to optimise charging, trading, assets and investment opportunities to generate income, surpluses and to reduce costs supporting corporate priorities.

Our change programme

Our change programme has three workstreams, covering children's services,

adult social care and the wider council. All three will focus on digital and agile change and the development of commercial opportunities to maximise council budgets and improve services. The national cost of living crisis and the international economic position make it essential the council does everything it can to be as efficient as possible.

Our performance framework

A new councillor-led performance framework is now in place based around the five council priorities.

Performance is routinely discussed/monitored at all levels in the council, including the directorate management teams' performance dashboards and councillor briefings. The performance dashboards are designed for each directorate and help to monitor operational performance on a regular basis. They often provide more up-to-date and interactive data (using InPhase software where they are hosted) promoting performance-based conversations. Their role is to provide assurance, but also to help discussions of areas of concern/focus. This has progressed farthest with Communities and Environment who regularly use their dashboard to support

councillor briefings and within the *Line of Sight* meetings in respect of Children Services. It is intended that future dashboard development will have an element of co-production with councillors who sit on the Cabinet.

Please visit: <https://intel-hub.eastriding.gov.uk/new-performance-framework>

Risk Management

This five-year council business plan will continue to take advantage of the opportunities available to help tackle the ongoing challenges faced within the East Riding. Risk management is a key part of the council's corporate governance arrangements providing assurance to meet the requirements of the Accounts and Audit Regulations 2015, supporting the council's annual governance statement and ensuring the council understands and manages the risks it faces at a strategic, service, partnership, and project level.

Working in partnership

Partnership working is fundamental to our current and future working arrangements and critical areas of activity include closer working with the voluntary and community sector, particularly in supporting our communities through the cost of living crisis, supporting the successful establishment of the integrated care board (ICB), a new NHS body, which brings health and social care services closer together, working towards *net zero* (carbon emissions) through our climate change strategy and progressing the *Levelling Up* and devolution agendas.



Our priorities and ambitions for the East Riding of Yorkshire

Growing the economy

We will be a national pace-setter for economic growth that benefits everyone - using our influence to grow skills, improve connections, and attract new investment into good jobs.

Helping children and young people achieve

The East Riding will be a place that inspires young lives through excellent schools and high achievement and where those who need help get it.

Empowering and supporting communities

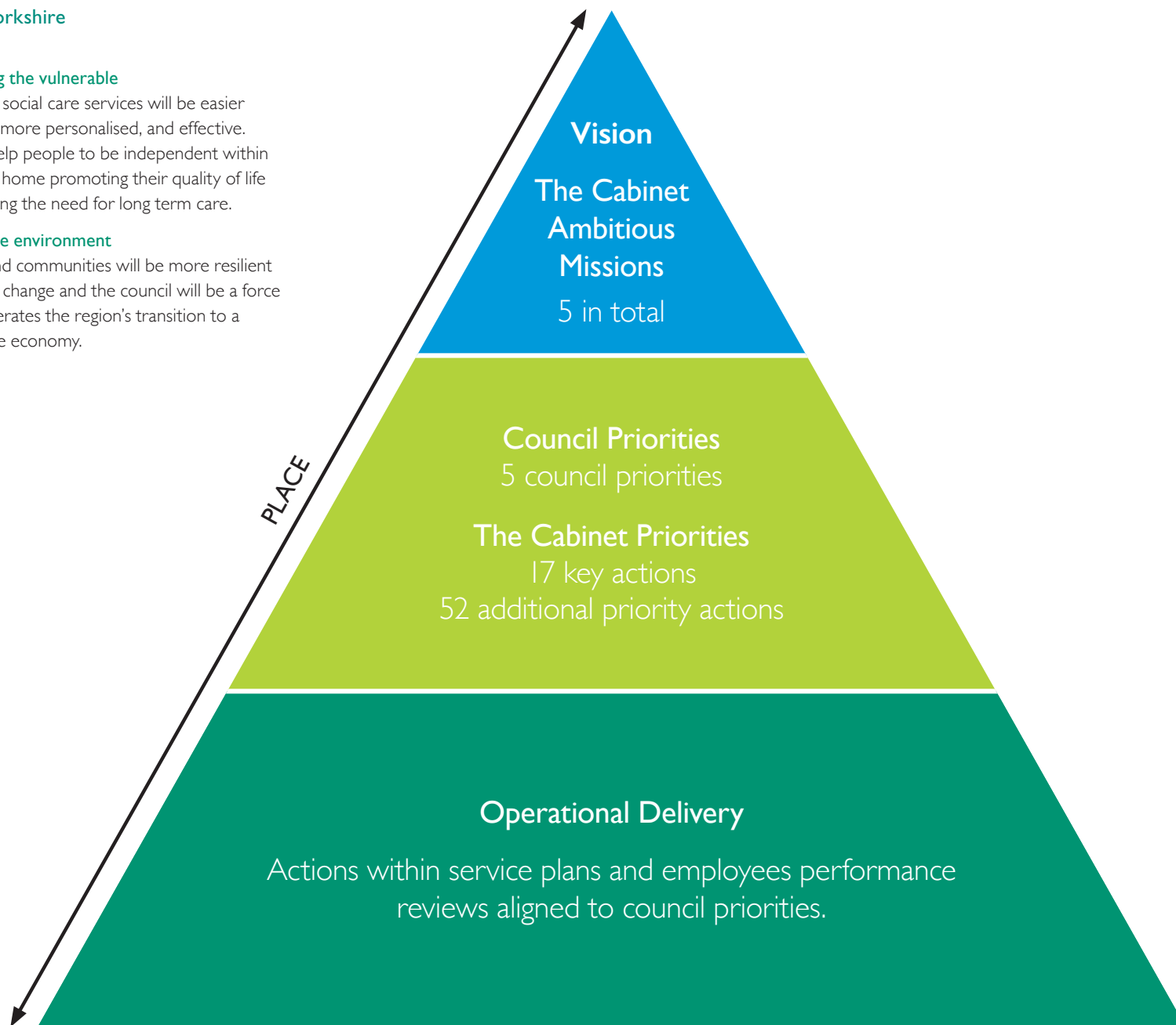
More people will live healthy, connected, independent lives for longer whatever their background, enabled by our investment in community assets and engagement with health partners.

Protecting the vulnerable

Our adult social care services will be easier to access, more personalised, and effective. We will help people to be independent within their own home promoting their quality of life and avoiding the need for long term care.

Valuing the environment

Homes and communities will be more resilient to climate change and the council will be a force that accelerates the region's transition to a sustainable economy.



KEY FACTS ABOUT THE EAST RIDING OF YORKSHIRE



342,200 people live in the East Riding of Yorkshire ⁽¹⁾



159,000 households in an area covering approximately **930 sq/m** ⁽²⁾



45,329 school pupils in **149** schools (including academies). **8,722** are eligible for free school meals. ⁽²⁾



96% households with at least superfast broadband ⁽⁴⁾



£178,375,630 council spend in the East Riding Economic Area ⁽²⁾



146,674 population in rural areas
187,505 population in urban areas ⁽⁶⁾



Average annual tourist spending of **£97 million** ⁽⁵⁾



79.6% employment rate (population aged 16-64) ⁽⁷⁾



196,469 people of working age (16-64)
90,631 people aged 65+
11,178 people aged 85+ ⁽¹⁾

OUR COUNCIL SERVICES

7



The council is responsible for **3533km** of road ⁽¹⁾



70,882 concessionary bus passes held by East Riding residents ⁽²⁾



11,379 traditional council dwellings for rent and **75** shared ownership dwellings ⁽⁶⁾



1,293,664 library transactions **23** public libraries and **4** mobile libraries ⁽³⁾



39,662 street lights owned by East Riding of Yorkshire Council
+2,832 community owned/funded ⁽²⁾



77.8% of people say that social care services have made them feel safe and secure ⁽⁴⁾



4.05 million visits a year to our leisure facilities ⁽²⁾



6,209 corporate East Riding of Yorkshire Council employees and **4,928 school based** employees ⁽⁵⁾



47,085 tonnes of general waste,
44,070 tonnes of garden and food waste and
35,358 tonnes of recyclable waste collected ⁽²⁾

Your East Riding... where everyone matters and help guide how we work with each other; with our partners and residents and communities to achieve the vision.

Your East Riding...

WHERE EVERYONE MATTERS

OUR VALUES AND BEHAVIOURS... how we work day-to-day

Quality

We work together to provide the best services possible

I do my best for the people I serve

I make every pound of the public purse count

I work with colleagues and external partners to achieve the best results

Pride

We are proud of what we do and we positively embrace change

I am an ambassador for East Riding of Yorkshire Council

I am motivated and strive to continually improve services

I have a flexible attitude and strive to innovate

Respect

We treat people fairly and are open, honest and lead by example

I can be trusted to do the right thing and be ethical in my actions

I care about my work, my colleagues and the people and communities I serve

I value people, listen and respect their views

We use local intelligence and data to inform what we need to prioritise and to better understand customers, residents and their needs. It is more important than ever that we use quality research, data and intelligence to help us target our services at those who need them most. Our use of local intelligence, working closely with our partners where appropriate, helps us ensure that residents' needs are met and that services are delivered in the right places, at the right time and in the right way. Some of the ways we use intelligence and share it with our partners are:

National census data

The census happens every ten years and gives a picture of all the people and households in England and Wales. Census day was on Sunday, 21 March 2021. Residents' answers to census questions help to make decisions on planning and funding public services in your area. The Office for National Statistics (ONS), which manages the census, published the first data from the 2021 census in June 2022. More is expected in 2023 and will be used locally to help us better understand our population and their needs.

Needs Assessments

We conduct a range of strategic assessments, often with partners, in order to analyse demand on services and to plan and deliver services effectively. We use a combination of published data and directly available intelligence from partners and residents to undertake needs assessments. Assessments undertaken include:

- Population Assessment
- Local Economic Assessment
- Joint Strategic Needs Assessment

- Strategic Housing Market Assessment
- Pharmaceutical Needs Assessment
- Thematic Assessments, including debt and poverty, armed forces and Lesbian, Gay, Bisexual and Transgender (LGBT).

Customer Insight

We use a range of tools and techniques that provide insight into customers' preferences and needs and have developed an East Riding specific segmentation to support this process. This approach helps us to design and deliver services that are more effective and targeted at those residents who will benefit most from them. We also use intelligence to design social marketing campaigns which can inform and support people, e.g. smoking cessation, healthy weight management, alcohol misuse by adults.

The East Riding intelligence hub is designed to ensure that residents and service users can easily access and use key data about the East Riding. The site not only draws together vital information about the area, but presents it in a comprehensive format with the addition of a supporting narrative from service area specialists. The indicators used on the website provide further information

on deprivation, education and skills, economy and employment, housing, crime, and the environment. By drawing down from open-source data, the website is able to automatically update with the most recent releases as well as using national data sets and service specific data from across the public sector.

Consultation

Consultation is regularly undertaken to capture the public's input on matters affecting them, using a variety of methods including focus groups and surveys. Its main aim is to improve the efficiency, transparency and public involvement in decision making processes. Internal consultations also provide staff views, expertise and suggestions to guide decision making. All current consultations can be found on the consultation finder (on the council's website) along with the outcomes of previous consultations.

Town and Parish Council Charter

The council has prepared and signed up to the charter in response to a desire for closer

working relationships expressed both to and by East Riding of Yorkshire Council's town and parish council communication review panel (2019). It seeks to strengthen the relationships between town and parish councils and East Riding of Yorkshire Council by setting out their shared aims, values and understanding in order that work between the two tiers of local government in the area are characterised by professionalism and mutual respect. Work continues to actively promote the Charter, including encouraging more town and parish councils to recognise its value and sign up.

Cross-partnership Intelligence

We work with a wide range of local, regional and national partners on a regular basis, which helps to gain broader knowledge on the needs and experiences of our residents, businesses and visitors. This includes formal and statutory bodies such as safeguarding boards, local enterprise partnership and the integrated care board, led by the NHS, as well as long standing local arrangements such as the voluntary sector steering group and children and families partnership board.



The council priorities show how we will achieve the vision of **Your East Riding... where everyone matters.**

The following section outlines the key actions we will take to deliver these priorities. In planning our actions, we have undertaken equality analyses of key policies and strategies which underpin these priorities to ensure that any potential impact is identified. All equality analyses for the council Business Plan can be found on our website.



OUR PRIORITY

GROWING THE **ECONOMY**

Working with others to support sustainable economic growth and strong communities, ensuring the East Riding is a great place to invest in, live, work and visit. **Our Ambitious Mission:** We will be a national pace-setter for economic growth that benefits everyone - using our influence to grow skills, improve connections, and attract new investment into good jobs.

OUR PRIORITY

EMPOWERING AND SUPPORTING **COMMUNITIES**

Helping to build strong and resilient communities, where everyone can actively participate and contribute. **Our Ambitious Mission:** More people will live healthy, connected, independent lives for longer whatever their background, enabled by our investment in community assets and engagement with health partners.

OUR PRIORITY

VALUING THE **ENVIRONMENT**

Responding to climate change, developing our infrastructure and safeguarding our heritage. **Our Ambitious Mission:** Homes and communities will be more resilient to climate change and the council will be a force that accelerates the region's transition to a sustainable economy.

OUR PRIORITY

HELPING CHILDREN AND YOUNG PEOPLE **ACHIEVE**

Supporting and inspiring children to raise their aspirations and reach their potential. **Our Ambitious Mission:** East Riding will be a place that inspires young lives through excellent schools and high achievement and where those who need help get it.

OUR PRIORITY

PROTECTING THE **VULNERABLE**

Supporting in times of need, protecting from harm and improving the quality of life. **Our Ambitious Mission:** Our adult social care services will be easier to access, more personalised, and effective in helping more people avoid the need for long term care.



GROWING THE ECONOMY



We will be a national pace-setter for economic growth that benefits everyone - using our influence to grow skills, improve connections, and attract new investment into good jobs

KEY ACTIONS

- Support economic growth and resilience by attracting new investment and enable existing local businesses to survive, grow and prosper.
- Maintain and enhance our towns, villages and high streets as attractive, safe, connected and vibrant centres for business, homes, visitors, services and facilities, creating prosperity with support for regeneration.
- Work closely with government to achieve the best possible deal for East Riding of Yorkshire residents from the Levelling Up agenda.

- Deliver the local plan review that will consider sustainable development across the East Riding of Yorkshire in line with national requirements.
- Improve the range of housing, quality and choice available to meet the needs of our residents and deliver 1,000 affordable homes.
- Improve connectivity and capitalise on digital technology and opportunities within the East Riding to enable the area to be a place of innovation and inclusion, where the benefits of digital investment are maximised.
- Strengthen the rural economy through delivery of the new Rural Strategy for the East Riding of Yorkshire.
- Develop the East Riding of Yorkshire tourism offer and response to the national destination management organisation review.
- NEW Provide support to businesses through the cost of living crisis and in particular challenges in the supply chain and support for micro businesses.

OTHER PRIORITY ACTIONS

- Work to equip people with the skills they need to enter, re-skill and progress in the labour market and meet the demands of the local economy, with a focus on Apprenticeships and working with employers to increase apprenticeship opportunities.
- Support transport connectivity for residents and businesses.



The 60th anniversary of the land trains in Bridlington.

Performance Indicators

- Annual change in enterprise birth rate.
- Annual change in enterprise death rate.
- Business churn rate.
- Percentage of businesses in the green sector (priority growth).
- Percentage of new businesses surviving one year.
- Communities and Place Priority - UK Shared Prosperity Fund.
- People and Skills Priority - UK Shared Prosperity Fund (UKSPF).
- Supporting Local Business Priority - UK Shared Prosperity.
- Average town centre retail vacancy rates.
- Percentage dwell one to two hours based on footfall counts.
- Tourism Net Promoter Score.
- Advance and Higher Apprenticeship starts (level 3+).
- Percentage of occupations requiring level 4+ qualifications.
- Number of people achieving level two qualification.
- Percentage of residents claiming out of work benefits.

Please visit <https://intel-hub.eastriding.gov.uk/new-performance-framework>



Homes and communities will be more resilient to climate change and the council will be a force that accelerates the region's transition to a sustainable economy.

KEY ACTIONS

- Protect and enhance the natural environment of the East Riding to encourage sustainable development and support economic growth.
- Building on the council's climate emergency declaration and working collaboratively with the Yorkshire and Humber region, deliver the climate change strategy for the East Riding through development of the action plan.
- Ensure that in becoming a more agile organisation, the council seeks to maximise the environmental benefits and impacts and helps to reduce carbon emissions wherever possible.
- Provide a sustainable approach to flood risk management ensuring that homes, communities and businesses are resilient to the impacts of climate change, including through the delivery of the local flood risk management strategy.



Yorkshire Wolds.

OTHER PRIORITY ACTIONS

- Provide a sustainable and realistic approach to coastal management ensuring that communities and businesses are resilient to the impacts of coastal change.
- Promote and encourage the development of a circular* economy, including through the prevention of waste and optimisation of re-use and recycling rates.
*Involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products to reduce waste and pollution.
- In support of the Agriculture Act, enhance the connectivity between land management, farming and food production.
- In support of the Environment Act and declaration of an ecological emergency, work to conserve and enhance biodiversity across the East Riding of Yorkshire.
- Deliver the local transport plan to support the adoption of healthy and sustainable travel options.
- Encourage the take up of electric vehicles through the delivery of the public electric vehicle infrastructure strategy.
- Continue to support the process to designate the Yorkshire Wolds as an area of outstanding natural beauty.



David Waterson - Withernsea.

Performance Indicators

- Municipal waste recycling (inc all blue bins, bring sites, HWRS).
- Tonnage of blue kerbside bin.
- Tonnage of brown kerbside bin.
- Tonnage of green kerbside bin.
- Number of properties at reduced flood risk.
- Number of trees planted - Humber forest and partners.
- Proportion of dwellings approved in flood zone one.
- Percentage of developments built on brownfield sites.
- Percentage of planning applications approved within biodiversity metric three.
- Percentage of developments built on greenfield sites.
- Additional length of new cycling infrastructure.
- Calculated carbon emissions for direct/indirect emissions.
- Percentage of East Riding of Yorkshire Council fleet vehicles that are hybrid/electric.
- Percentage of council homes with an energy performance.
- PH - Number of council homes with energy efficiency works.
- Per capita emissions (tCO2e).

Please visit <https://intel-hub.eastriding.gov.uk/new-performance-framework>



Our adult social care services will be easier to access, more personalised, and effective. We will help people to be independent within their own home, promoting their quality of life and avoiding the need for long term care.

KEY ACTIONS

- Support adults in the East Riding to live the life they want and do the things that are important to them as independently as possible, living in their own homes.
- Work with partners to ensure that adults have care and support that is coordinated through joint working to meet their needs.
- Ensure that vulnerable adults are protected from abuse and neglect, enabling them to access support to keep them safe when needed.
- Work with partners, through seamlessly integrated health and care services, to support individuals who have multiple needs to live a good life in their community.
- Ensure that safeguarding is personal, people know how to get help if they are being abused or neglected, and they are supported to be safe.
- Implement the East Riding domestic abuse strategy and utilise best practice from other areas.
- Take action to address rough sleeping and the rise in homelessness in the East Riding of Yorkshire.

OTHER PRIORITY ACTIONS

- Ensure the right support is available for East Riding carers to balance their caring role and their ability to pursue their lives and interests.
- Support people to be independent at home, through the greater use of technology enabled care and through the offer of short-term support and reablement.
- Support the development of a strong and sustainable market for care and support through provider engagement and the commissioning of services that meet local needs.
- Work with partners to continue to build a skilled and confident workforce to deliver good quality health and care services, responsive to the changing needs of our population including development of our workforce education programme.



Page 26 July Grapevine.

Performance Indicators

- Carer reported quality of life.
- Percentage of carers who are very or extremely satisfied with the support they receive.
- Overall satisfaction of carers with social services.
- Adjusted social care-related quality of life - impact of adult social care services.
- Social care-related quality of life.
- Net change score for clients before and after reablement.
- Number of people who have completed reablement.
- Percentage of care homes achieving a 'good' or 'outstanding' rating from the CQC.
- Percentage of home care achieving a 'good' or 'outstanding' rating from the CQC.
- Advocacy - sliding scale (one - five) of scoring relative improvement.
- Percentage of care homes and home care service (combined) operating at lowest concern level.
- Impact logs.
- Unit cost of service delivery.
- Percentage occupancy of care home beds.
- Homecare demand vs capacity to deliver.
- Council tax arrears.
- Homelessness - number of presentations.
- Number of health appointments supported (Medi Bus).

Please visit <https://intel-hub.eastriding.gov.uk/new-performance-framework>



More people will live healthy, connected, independent lives for longer whatever their background, enabled by our investment in community assets and engagement with health partners.

KEY ACTIONS

- Strengthen links with town and parish councils and the voluntary and community sector to identify and deliver opportunities for empowering and supporting communities.
- Develop the assets of our communities to promote and embed self-reliance.
- Work with our partners to address complex health and wellbeing issues within our communities, promoting self-help, preventative approaches and personal resilience.

OTHER PRIORITY ACTIONS

- Promote healthy lifestyle choices and improve the social, environmental and economic circumstances affecting health and wellbeing.
- Learning from the experiences of the pandemic, build upon and support the volunteering capabilities in the East Riding of Yorkshire, particularly in relation to older volunteers.

- Work with our residents and partners to co-produce health and wellbeing initiatives and innovations.
- Maximise the East Riding's cultural offer to support community health and wellbeing.
- Monitor the longer term impacts from the pandemic and cost of living crisis on the future health and wellbeing needs of our population using data, intelligence and insight to inform our plans.
- Develop the use and management of our natural environment for recreation and increased health and wellbeing.
- Support residents who may be vulnerable and financially disadvantaged, particularly during the cost of living crisis through the implementation of the financial inclusion strategy.

Performance Indicators

- Total number of compliments for the council.
- Percentage attending leisure centre based health programmes whose health and wellbeing is reported to have improved.
- Percentage of people losing five per cent of their initial body weight (Live Well programme).
- Percentage of town and parish councils who have adopted the town and parish

charter.

- Percentage of household with ultrafast broadband (>100Mbps).
- Online service requests (as percentage of all requests that could be done online).
- Passenger numbers on demand responsive transport (DRT) services.
- Passenger numbers on subsidised bus routes.

Please visit <https://intel-hub.eastriding.gov.uk/new-performance-framework>



One of 42 decorated sculptures of puffins along the coast from Bempton to Spurn Point (with a few inland), promoting the themes of: the endangered wildlife of the coasts and seas; global warming and the growth of green energy; and people and stories of the East Yorkshire coast.

East Riding of Yorkshire will be a place that inspires young lives through excellent schools and high achievement and where those who need help get it.

KEY ACTIONS TO SUPPORT ALL OUR CHILDREN AND YOUNG PEOPLE

- Work with all school leaders, in the context of the Government's policy intentions for the school system, to ensure that in a changing education landscape, we maximise the opportunities to support the best learning outcomes for all children.
- Work with our partners and schools to develop a new early help offer that is bespoke to the differing needs across the East Riding, increases resilience and is delivered at the heart of our local communities.
- Continue to develop and deliver access to good, impartial advice about education, pathways, skills development, and employment opportunities for all young people.

KEY ACTIONS TARGETING SUPPORT FOR OUR MOST VULNERABLE CHILDREN AND YOUNG PEOPLE

- Continue to implement, and review the impact of, the children's social care improvement and development plan.
- Continue to work with partners, parents and carers and young people to deliver the local area 10-point SEND improvement and development plan, to ensure all children and young people with SEND are supported to achieve their full potential.



Arts Council England funded library event.



Performance Indicators

- Ofsted: Percentage of Primary Schools judged as Good/Outstanding for overall effectiveness.
- Ofsted: Percentage of Secondary Schools judged as Good/Outstanding for overall effectiveness.
- Percentage of providers who are rated outstanding - early years.
- Percentage of providers who are rated outstanding - schools.
- Percentage of *on-time* Primary school place applications for Reception entry allocated their first preference.
- Percentage of *on-time* Secondary school place applications for Year 7 entry allocated their first preference.
- Children in need, rate per 10,000.
- Emotional health of looked after children.
- Home education - percentage of attendance at primary school.
- Home education - percentage of attendance at secondary school.
- Percentage of 16-17 year olds not in education, employment or training (NEET).
- Percentage of 16-17 year olds with SEND in education or training.
- Percentage of EHC plans issued within 20 weeks - including exceptions (all).
- Family Information Services Hub (FISH) web hits.
- Number of 2 year old children benefitting from funded early education.
- Take up of 3 and 4 year olds benefitting from early education.
- Number of permanent exclusions - Primary Schools.
- Number of permanent exclusions - Secondary Schools.

Please visit <https://intel-hub.eastriding.gov.uk/new-performance-framework>



Monitoring and Review of the Business Plan

Progress against the council priorities and key actions will be monitored by Overview and Scrutiny and Cabinet during 2023/24. The business plan will continue to be reviewed on an annual basis to ensure it remains fit for purpose and reflects the priorities for our area.

Please visit <https://intel-hub.eastriding.gov.uk/new-performance-framework>



EAST RIDING
OF YORKSHIRE COUNCIL

This document can be made available in other languages or formats if required.
To request another format, please contact us on  (01482) 393939 or email  policystrategy@eastriding.gov.uk