

## Agenda

**Meeting: Corporate and Partnerships  
Overview & Scrutiny Committee**

**Venue: Brierley Room, No 3 Racecourse Lane  
Northallerton DL7 8QZ**

**Date: Monday 2 September 2019 at 10.30 am**

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### Business

1. **Minutes of the meeting held on 17 June 2019** **(Pages 5 to 10)**
2. **Apologies & Declarations of Interest**
3. **Public Questions or Statements**

Members of the public may ask questions or make statements at this meeting if they have given notice to Ray Busby (*contact details below*) no later than midday on Wednesday 28 August 2019. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);
- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

4. **Chairman's Announcements - Any correspondence, communication or other business brought forward by the direction of the Chairman of the Committee.**

- 5. Progress Update on Corporate Volunteering Project** – Keeley Metcalfe, Senior HR Advisor - Resourcing Solutions, Human Resources and Organisational Development (CSD)  
**(Pages 11 to 15)**

Purpose of Report – To provide a bi-annual update on the Corporate Volunteering Project and outline progress made to date.
- 6. Update on Equality & Diversity Objectives** – Deborah Hugill, Senior Strategy & Performance Officer, Policy Partnerships & Communities, NYCC  
**(Pages 16 to 35)**

Purpose of Report – To provide an annual update on equality work in the County Council, including progress on equality objectives agreed for the period 2016 – 2020.
- 7. Response to Notice of Motion – Funding Support for the Provision of Social Housing** – Michael Leah, Assistant Director Strategic Resources  
**(Pages 36 to 37)**

Purpose of the Report – To present information on Brierley Homes in response to a Notice of Motion at Full Council in July 2019., to enable the Committee to consider the proposal made and draft a response for the Executive’s consideration.
- 8. Brierley Group Annual Report for 2018/19** – Gary Fielding, Director of Strategic Resources  
**(Pages 38 to 47)**

Purpose of the Report – To provide an annual update on the work of the Brierley Group
- 9. Budget Setting** – Gary Fielding, Director of Strategic Resources

Purpose – A briefing, prior to the members seminar on 4 September, providing an overview of the proposed NYCC approach to budget setting; key pressures; options for the forthcoming year; longer term aims etc.
- 10. Annual Update on Implementation of Youth Justice Strategic Plan** – Vicky Metheringham, Head of Service, Looked After Children, Leaving Care & Youth Justice

Purpose – A presentation on implementation progress against the Youth Justice Strategic Plan.
- 11. Work Programme 2019/20** – Ray Busby, Principal Democratic Services and Scrutiny Officer  
**(Pages 48 to 51)**

Purpose of the Report – To consider, amend and adopt the committee’s work programme for the current municipal year.
- 12. Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances.**

BARRY KHAN  
Assistant Chief Executive (Legal and Democratic Services)

County Hall  
Northallerton

Date: 23 August 2019

## **NOTES:**

- (a) Members are reminded of the need to consider whether they have any interests to declare on any of the items on this agenda and, if so, of the need to explain the reason(s) why they have any interest when making a declaration.

The relevant Corporate Development Officer or Monitoring Officer will be pleased to advise on interest issues. Ideally their views should be sought as soon as possible and preferably prior to the day of the meeting, so that time is available to explore adequately any issues that might arise.

- (b) **Emergency Procedures for Meetings**

### **Fire**

The fire evacuation alarm is a continuous Klaxon. On hearing this you should leave the building by the nearest safe fire exit. If the main stairway is unsafe use either of the staircases at the end of the corridor. Once outside the building please proceed to the fire assembly point outside the main entrance

Persons should not re-enter the building until authorised to do so by the Fire and Rescue Service or the Emergency Co-ordinator.

An intermittent alarm indicates an emergency in nearby building. It is not necessary to evacuate the building but you should be ready for instructions from the Fire Warden.

### **Accident or Illness**

First Aid treatment can be obtained by telephoning Extension 7575.

# Corporate and Partnerships Overview and Scrutiny Committee

## 1. Membership

<b>County Councillors (13)</b>						
	<i>Councillors Name</i>	<i>Chairman/Vice Chairman</i>	<i>Political Group</i>	<i>Electoral Division</i>		
1	ARNOLD, Val		Conservative	Kirkbymoorside		
2	ATKINSON, Margaret		Conservative	Masham and Fountains		
3	BASTIMAN, Derek	Chairman	Conservative	Scalby and the Coast		
4	GOODRICK, Caroline		Conservative	Hovingham and Sheriff Hutton		
5	GRIFFITHS, Bryn	Vice-Chairman	Liberal Democrat	Stokesley		
6	HASLAM, Paul		Conservative	Harrogate Bilton and Nidd Gorge		
7	JORDAN, Mike		Yorkshire Party	South Selby		
7	MUSGRAVE, Richard		Conservative	Escrick		
8	PARASKOS, Andy		Conservative	Ainsty		
9	PARSONS, Stuart		NY Independents	Richmond		
10	RANDERSON, Tony		Labour	Eastfield and Osgodby		
11	TROTTER, Cliff		Conservative	Pannal and Lower Wharfedale		
12	WILKINSON, Annabel		Conservative	Swale		
<b>Total Membership – (13)</b>				<b>Quorum – (4)</b>		
<b>Con</b>	<b>Lib Dem</b>	<b>NY Ind</b>	<b>Labour</b>	<b>Ind</b>	<b>Total</b>	
<b>9</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>13</b>	

## 2. Substitute Members

<b>Conservative</b>		<b>Liberal Democrat</b>	
	<i>Councillors Names</i>		<i>Councillors Names</i>
1	CHAMBERS, Mike MBE	1	WEBBER, Geoff
2	ENNIS, John	2	
3	PATMORE, Caroline	3	
4	LUNN, Cliff	4	
5	JENKINSON, Andrew	5	
<b>NY Independents</b>		<b>Labour</b>	
	<i>Councillors Names</i>		<i>Councillors Names</i>
1		1	DUCKETT, Stephanie
2		2	
3		3	
4		4	
5		5	

# North Yorkshire County Council

## Corporate and Partnership Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Northallerton on 17 June 2019 at 10.30 am.

**Present:-**

County Councillor in the Chair – Derek Bastiman

County Councillors Val Arnold, Margaret Atkinson, Caroline Goodrick, Bryn Griffiths, Mike Jordan, Richard Musgrave, Andy Paraskos, Stuart Parsons, Tony Randerson, Angus Thompson, Cliff Trotter and Annabel Wilkinson

**Also in Attendance**

Executive Members: County Councillor David Chance

North Yorkshire County Council Officers: Odette Robson (Head of Community Safety), Chrys Mellor (General Manager of NYCC Libraries), Neil Irving (AD Policy Partnerships & Communities), Gary Fielding (Corporate Director Strategic Resources), Barry Khan (Assistant Chief Executive Legal & Democratic Services), Nigel Smith (Head of Highways Operations), and Melanie Carr (Principal Democratic Services and Scrutiny Officer).

**Apologies for Absence** were received from County Councillors Paul Haslam and Stuart Parsons

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**Copies of all documents considered are in the Minute Book**

**85. Minutes**

**Resolved –**

That the Minutes of the meeting held on 4 March 2019, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

**86. Declarations of Interest**

There were no declarations of interest.

**87. Public Questions or Statements**

There were no questions or statements from members of the public.

**88. Chairman's Announcements - Any correspondence, communication or other business brought forward by the direction of the Chairman of the Committee**

The Chairman made no announcements.

**89. Update on North Yorkshire Community Safety Partnership**

Considered –

An update on North Yorkshire Community Safety Partnership provided by Odette Robson, Head of Safer Communities, North Yorkshire County Council and Dr Justin Ives, Chair of the North Yorkshire Community Safety Partnership (CSP).

Dr Ives introduced the bi-annual update which provided an update on the roles and statutory responsibilities of the CSP, an overview of the agreed priority areas for delivery and an update on the arrangements in place to respond to domestic abuse

In regard to the Inter Board arrangements, it was confirmed that the Minutes of the meetings of the individual Boards were being shared to ensure each knew the other's business. County Councillor Bryn Griffiths sought reassurance that incidences of modern slavery would be identified and addressed through the inter board network.

It was confirmed that the Community Safety Hubs were going from strength to strength, with good practice being shared between them. Members noted that the Scarborough Hub was leading the way in regards to development and that the approach to multi-agency collaboration was considered a national exemplar. Odette Robson confirmed that the organisations involved were working well together to reduce crime and disorder and to promote community safety.

Members noted the implementation update on North Yorkshire & York's joint Domestic Abuse Strategy and questioned the funding contribution of the three partners. It was confirmed that pooled budget arrangements had been agreed between North Yorkshire County Council, Police, Fire and Crime Commissioner and City of York Council. This allows for a pooled budgets of £749, 000 per annum for services for victims and £224, 000 per annum for perpetrators services. Odette Robson confirmed the joint commissioned arrangements were unique and were generating lots of interest nationally.

Members noted there had been two recent Domestic Homicide Reviews, one in the Selby currently with the Home Office, and one in Filey close to completion. It was noted that post sign off, the lessons learnt would be looked at.

County Councillors Caroline Goodrick and Mike Jordon both queried the arrangements in place for issues that crossed county lines, and were given assurance that working arrangements were in place with neighbouring authorities to identify and address any such issues.

**Resolved – That:**

- i) The Dr Ives and Odette Robson be thanked for their update
- ii) A future update in six months be added to the Committee's work programme.

**90. Update on Library Services**

Considered -

The report of the General Manager of NYCC Libraries providing a detailed year two update on the delivery of library services and an overview of the planned review of NYCC's Library Strategy.

Chrys Mellow, General Manager introduced the report which provided background to the current arrangements, an overview of the model of service delivery and an update on the

lessons learned since its introduction. She also highlighted a number of areas of concern for libraries i.e.:

- GDPR
- IT parameters
- Procurement
- Short term leases on library buildings creating a barrier to making a library sustainable
- The challenge of maintaining community library committee membership

Members noted the model in place was considered a national trail blazer with positive articles appearing in various national newspapers, but agreed the strategy documents needed updating to reflect the positive changes made since its introduction.

They were also pleased to note that many community libraries were looking to extend their services, but expressed concern about volunteer recruitment e.g. the need to remove barriers to volunteering and maximize opportunities to attract new volunteers

County Council Tony Randerson raised concern that without NYCC support many community libraries would fail. The Committee acknowledged that county council support would have to remain part of the basic offer in order to ensure a community library service.

In regard to funding, it was noted that in some libraries management roles were being financially supported by local parish precepts.

Finally, County Councillor Val Arnold congratulated Grassington for its Library of the Year Award and members thanked the officer for the report.

**Resolved - That:**

- i) The report and its conclusions be noted and endorsed
- ii) A future update in 12 months be added to the Committee's work programme.

### 91. Locality Budgets

Considered –

The report of Neil Irving, AD Policy & Partnerships reviewing the fourth year of operation of the County Councillor Locality Budgets. The report provided a summary of the scheme and a breakdown of the committed funding for the financial year 2018/19.

Members noted the impact of the scheme as detailed in the report and welcomed the online submission process which had made it both easier and quicker to apply. They also noted that the proportion of funding going to voluntary organisations was the same as in previous years.

Members expressed concern that one member had not spent any of their locality budget, recognising the lost opportunity for community and voluntary organisations in that electoral division.

Members agreed it was a good tool for members particularly as it provided opportunities to access matched funding from elsewhere. With that in mind they agreed it was a shame the locality budgets were not more, particularly as it was noted that in other local authority areas Members were given greater funding to respond to local needs.

Finally, in regard to a forthcoming environmental budget decision, members expressed interest in how that element of funding might be delivered going forward.

County Councillor Derek Bastiman thanked Neil Irving for attending the meeting and asked that a further update be brought back to the Committee in 12 months' time.

**Resolved** - That:

- i) The operation of the County Councillor Locality Budgets during the 2018/19 financial year be noted
- ii) A future update in 12 months be added to the Committee's work programme.

### **92. Annual Report of the Brierley Group**

Considered -

The joint report of the Chief Executive, Director Strategic Resources, Assistant Chief Executive (Legal and Democratic Services) and Assistant Director Strategic Resources.

As Gary Fielding Corporate Director of Strategic Resources was unable to attend, members agreed to defer the item to a future meeting.

**Resolved** – That:

Consideration of the report be deferred to the committee's next meeting on 2 September 2019.

### **93. Update on the Operation of the Parish Portal**

Considered – A verbal update on the operation of the Parish Portal and on Parish Council engagement.

Nigel Smith, Head of NYCC Highways Operations provided an overview of the ongoing operation of the parish portal. He confirmed that since the last update a further 30 parish councils had signed up to using the portal, bringing the total number of Parish Council users to 390, and a 33% increase in search requests (total 4k+)

Members noted there were a number of other services that once integrated would further improve parish self-serve access to services and information. However, they drew attention to some of the barriers preventing its use e.g. technical issues and firewall permissions, and connectivity for more rural parishes etc. It was confirmed that those types of issues were being addressed through the provision of parish council workshops.

Members requested a list of parishes not already on the portal or those registered but not using it, so that they may encourage further take up and usage.

Nigel Smith went on to provide an overview of the considerations to providing a similar portal for Councillors and Daniel Harry, Democratic Services & Scrutiny Manager provided examples of the difficulties associated with providing usable data e.g. free school meals data or other sensitive data at a divisional level.

Members learned of an alternative tool under consideration, that of a Members Dashboard providing a snap shot of information on either a whole division, a particular parish or on a specific issue that a Councillor may wish to have visibility on. Members agreed that approach



would be a good way forward, and requested a future report on the Dashboard approach by the end of 2019.

County Councillor Derek Bastiman thanked Nigel Smith for his update.

**Resolved – That:**

- The update be noted
- Members be provided with a list of parish councils not registered on the portal, or registered but not using it.
- That an update on the provision of a Members Dashboard be provided at the Committee's meeting scheduled for 2 December 2019

## 94. Adult Reoffending Review

Considered -

Members considered the draft final report arising from their review of Adult Reoffending Rates in North Yorkshire. The report detailed the work undertaken by the Committee since 2017 to keep a watching brief on the ongoing work to embed changes to the delivery of probation services under the Government's Transforming Rehabilitation agenda.

Members agreed the key finding of their review centered on the lack of appropriate and timely access to education and training, a recognised barrier to reducing re-offending rates. They were therefore pleased to note that the Ministry of Justice was aiming to drive down reoffending through a wider education and employment strategy.

Having considered the report in full, Members recognised the need for fast and efficient access to appropriate education, relevant to individual needs. They therefore agreed to:

- i) Recommend to the Executive that they write to the National Probation Service to seek assurance that the provision of fast and efficient access to appropriate education would be addressed through the design of its new delivery model.

They also agreed:

- ii) To continue to monitor the work of the NPS and CRC, by virtue of an annual update, until such time as the new model outlined in the report was introduced
- iii) That once the new model was in place, to identify an appropriate method of monitoring its effectiveness, with a particular focus on the provision of education and training

## 95. Work Programme 2019/20

Considered -

The report of Melanie Carr, Principal Democratic Services and Scrutiny Officer, providing Members with a copy of the Committee's Work Programme for review and comment.

Members discussed the possibility of scrutinising:

- Opportunities for further partnership working
- NYCC land and property holding, with a focus on:
  - i) Identifying opportunities for improving best value e.g. through sharing premises with District Councils, and partner/voluntary organisations etc.

- ii) Considering rent/lease related issues experienced by community libraries

Melanie Carr asked Members to consider the Work Programme for the Committee and come back to her outside of the meeting if there were any other areas that people felt needed to be included.

**Resolved – That:**

- The Work Programme be noted.
- The officer explore the possible topics identified, for discussion at a future meeting.

**96. Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances**

There was no other business.

The meeting concluded at 12:10 pm.

MLC

**North Yorkshire County Council****Corporate and Partnerships Overview and Scrutiny Committee****Corporate Volunteer Project Update  
Monday 2<sup>nd</sup> September 2019****1.0 Purpose of Report**

- 1.1 To provide Members with an update on the Corporate Volunteering project and outline progress made to date.

**2.0 Introduction**

- 2.1 An overview on the Corporate Volunteer Project was provided at the Corporate O&S Committee in March 2019. Within this details were provided about how the Corporate Volunteer Project was approved as part of the 2020 Programme and how it aims to maximise and optimise the use of volunteers across all services, creating consistencies in: marketing, recruitment, induction, expenses, training, ongoing support and efficient volunteer processes with the purpose of optimising the use of volunteers and aiding retention. It was agreed that a further update would be provided on this project in Autumn 2019.

**3.0 Corporate Volunteering Project**

- 3.1 The Corporate Volunteer Project is being delivered by the Resourcing Solutions Team – HR, recognising the synergies between the volunteer journey and employee journey, whilst acknowledging that there are key differences between the two. The focus for this project is to achieve the objectives presented at the mid-cycle briefing last year. A Volunteer Sub-Group continues to meet regularly to provide a steer for the project, discussing challenges and priorities and inputting into areas of work as they progress. This group comprises of representatives from Stronger Communities and the Resourcing Solutions Team and lead officers from the services that manage volunteers.

**3.2 Volunteer Strategy**

At O&S in March a draft paper was shared; a Corporate Volunteer Strategy (Appendix 1), which outlines NYCC's commitment to volunteers. The draft strategy was produced in consultation with the volunteer sub-group, volunteer co-ordinators/managers in NYCC, our volunteers, HR Senior Management Team and Management Board; and has been well received by all the groups shared with to date. The strategy was adopted by the Executive on 13 August 2019 and will be uploaded to the NYCC internet and intranet to convey our commitment to volunteers.

### 3.3 Expenses

At the previous meeting Corporate O&S were advised that work had identified a series of inconsistencies relating to the way in which volunteer expenses were paid, and differing rates. Following consultation the volunteer sub-group, volunteer coordinators/managers, Unison and corporate Pay and Reward a paper was developed that proposed a framework for volunteer expenses for volunteers directly managed by NYCC. The framework will ensure volunteer expenses are paid across a consistent framework, ensuring equality for all. Impact of the new proposals was considered and are minimal. All of the previously mentioned parties confirmed that they agreed to the proposals and this has resulted in a Volunteer Expenses Policy being developed.

### 3.4 Celebration of volunteering

During Volunteers Week (1<sup>st</sup> - 7<sup>th</sup> June) NYCC promoted the valuable work our volunteers do by hosting various celebration events across the County, attended by the Chairman of the Council Jim Clark. Councillor Clark met a range of volunteers including those from Libraries, the Young People's Council, School Governors and Gardening Volunteers who help maintain a garden used by Health and Adult Services service users. Promotion of their efforts was also actioned via a lunchtime promotional space at County Hall, in partnership with Community First Yorkshire, press publicity and social media.

### 3.5 Volunteer Branding

New branding has been developed in partnership with volunteer coordinators and members of the volunteer sub-group. The branding aims to bring all of the NYCC volunteer projects common recognition and an identity. The branding is being rolled out across all NYCC volunteering marketing materials including a new pop-up banner that will be used to promote our volunteering projects.

## 4.0 **Future Focus**

4.1 The Corporate Volunteering Project is continuing to work on a range of projects to streamline the processes for attracting, recruiting and managing volunteers.

4.2 Elements include:

- Developing and implementing a marketing strategy to promote NYCC volunteering in an engaging and positive manner
- Reviewing the current Volunteer Policy and guidance
- Transitioning to customer focussed digital volunteer customer journey. Including online volunteer application form
- Developing a consistent customer focussed approach to volunteer induction and training
- Reviewing methods to celebrate, recognise and reward volunteers and raise the profile of volunteer value.
- Develop business tool to aid the assessment of appropriateness of volunteers as an approach including awareness of the minimum commitment and volunteer experience standards.

## **5.0 Recommendations**

- 5.1 It is recommended that Members review the update provided on the Corporate Volunteer Project and provide feedback, thoughts and ideas for future consideration in order that a consistent and equitable approach is adopted.

### **Report Author:**

Keeley Metcalfe  
Senior HR Advisor

Background Documents - Nil

## **North Yorkshire County Council Volunteering Strategy**

### **Introduction**

North Yorkshire County Council welcomes and celebrates the benefits of volunteering for individuals, organisations and communities.

The strategy is primarily focused on volunteers that are managed directly by the County Council, however there are also many volunteers managed by partner organisations who also contribute to our service delivery. All of them are valued for the contribution that they make. Where volunteers are managed by other organisations we will encourage the organisation to adopt and implement similar practice.

### **Who is a volunteer?**

A volunteer:

- commits their time and energy for the benefit of others;
- gives their time freely, through personal choice; and
- volunteers without expectation of financial reward.

A volunteer is not:

- a paid worker; or
- on a work placement, work experience or on government sponsored schemes.

Volunteers may be involved in one-off or longer term, regular activities and may be based in a building, out in the community or in the countryside within North Yorkshire.

Volunteers:

- bring additional skills, knowledge and expertise;
- enable a more responsive and flexible approach;
- give insight to the needs and priorities of communities;
- enable extended service provision in ways that would not otherwise be possible;
- champion causes and raising awareness within the wider community;
- enhance the quality of work and customer experience; and
- improve the wellbeing of customers, staff, local communities and themselves.

### **Our principles**

Volunteers are an integral part of service delivery, bringing benefits to customers, services and the volunteers themselves. We commit to ensuring that:

- good quality volunteering opportunities are available;
- volunteers are managed effectively, efficiently and consistently across the council;
- barriers to volunteering are removed where possible, enabling and encouraging a diverse range of people to volunteer;
- the benefits and costs of involving volunteers are understood; and
- the involvement of volunteers is appropriately resourced.

## **Roles and responsibilities**

The volunteer role is based on trust and mutual understanding. The volunteer can choose at their will to attend the tasks which meet their interests, however certain volunteering roles will have essential requirements such as health and safety, specified ways of working, or necessary training where refusal to participate will debar them from volunteering on that task/role. There is no obligation for the County Council to accept a volunteer, provide continuous opportunities or provide training unless it is essential to the volunteering.

However, there is a presumption of mutual support and reliability. Reciprocal expectations are acknowledged, both what volunteers can expect of us and what we expect of volunteers.

Volunteers can expect to:

- have clear information about what is and is not expected of them;
- receive adequate support, including relevant training;
- be insured and volunteer in a safe environment;
- be treated with respect and in a non-discriminatory manner;
- receive appropriate out of pocket expenses within the agreed County Council volunteers' expenses policy;
- have opportunities for personal development;
- be recognised and appreciated;
- be able to say 'no' to anything which they consider to be unrealistic or unreasonable; and
- know what to do and who to speak to if something goes wrong.

In return we expect volunteers to:

- be reliable and honest;
- participate in necessary training;
- carry out all tasks within specified ways of working and relevant County Council policies and procedures;
- uphold our values, contribute positively to the ambitions of the County Council and avoid bringing the organisation into disrepute.

## **Operational policies and practice**

The Chief Executive will have authority to agree operational policies and practice regarding volunteering including recruitment, training and expenses and may delegate this responsibility to a nominated Officer.

## North Yorkshire County Council

## Corporate and Partnerships Overview and Scrutiny Committee

2 September 2019

**Equality and diversity  
(including progress on objectives 2016 – 2020)****1.0 Purpose of report**

- 1.1 The purpose of the report is to update Members on equality work in the County Council, including progress on equality objectives agreed for the period 2016 – 2020.

**2.0 Our commitment**

- 2.1 In our [Equality and Diversity Policy Statement](#) the following commitment is made:

“North Yorkshire County Council welcomes and celebrates diversity and the strengths this brings to our communities and workforce. The council aims to provide excellent and efficient local services enabling everyone to fulfil their potential. To do this we must give everyone equal access to services and job opportunities.”

- 2.2 This commitment drives our work in relation to equality and diversity within the County Council and is reflected in our [Council Plan](#) ambitions:

- Every child and young person has the best possible start in life.
- Every adult has a longer, healthier and independent life.
- North Yorkshire is a place with a strong economy and a commitment to sustainable growth that enables our citizens to fulfil their ambitions and aspirations.
- We are a modern council which puts our customers at the heart of what we do.

**3.0 Legal obligations**

- 3.1 The [Equality Act 2010](#) imposes a duty on the County Council to pay due regard to equality in the exercise of its functions, in particular to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 3.2 The protected characteristics under the Equality Act are:

- Age
- Disability
- Race
- Sex
- Sexual orientation
- Gender reassignment
- Marriage and civil partnerships



- Religion or belief
- Pregnancy and maternity

3.3 The Council has chosen to pay due regard to two additional characteristics:

- Living in rural area
- Living on low income

3.4 The public sector equality duty also requires us to prepare and publish one or more equality objectives at least every four years. In September 2016 equality objectives for North Yorkshire County Council were agreed. These objectives are listed in Appendix 1, together with a summary of current progress.

3.5 These objectives, developed following engagement with customers and evidence of need from service data, are set for four years and are intended to stimulate the Council to achieve better outcomes for customers and staff in areas which are often complex, challenging and long term.

3.6 These objectives will be refreshed in 2020 in line with legal requirement.

3.7 The Council also [publishes information on its website](#) demonstrating compliance with the public sector equality duty, such as gender pay gap information and other information in relation to our workforce diversity.

#### **4.0 Paying due regard to equality**

4.1 The Council has chosen to use equality impact assessments (EIAs) as a tool to evidence due regard. All new services and any changes to existing services will be equality impact assessed by staff using standard templates. Guidance and training is available to support this process. Equality representatives in each directorate also provide advice and support. EIAs and the process of due regard are, however, owned by the service involved and assessments are signed off at an appropriate level, usually by the relevant Assistant Director.

4.2 As part of this approach, the annual budget report contains a section providing an overview of equality issues associated with the Council's budget proposals. It summarises the potential equality impacts identified in relation to the budget, and the steps taken to minimise any potentially adverse impact on protected groups during the development of the budget. All completed EIA documentation for savings proposals are also made available to Members.

4.3 The corporate equality group is made up of the directorate equality representatives and representatives from Human Resources, Legal, and Communications. It is chaired by the Assistant Director, Policy and Partnerships. The group develops and monitors the Council's equality objectives, the equality policy statement, equality monitoring guidance, EIA templates and guidance, equality and diversity training, and shares best practice and provides mutual support. It meets four times a year and works as a virtual network in between meetings.

4.4 There is a single point of contact for equality issues through the generic email address [equality@northyorks.gov.uk](mailto:equality@northyorks.gov.uk)

#### **5.0 Self-assessment and resulting actions**

5.1 The corporate equality group carried out a light touch self-assessment against the [Equality Framework for Local Government](#) last year. The Framework assesses performance against five areas: knowing your communities, leadership, involving your communities, responsive services and customer care, and a skilled and

committed workforce. The findings of the review were discussed at directorate leadership teams and then a report was taken to Management Board, which has previously been shared with the committee. The report highlighted two main areas where it was felt improvements could be made. These were leadership and vision, and governance of the equality impact assessment (EIA) process.

- 5.2 The report to Management Board was very well received and it was agreed that work would be undertaken to strengthen governance of the EIA process and that a Management Board task group would be created to develop proposals to improve leadership and vision.

### **Leadership and vision**

- 5.3 The task group has been established with the following members – Richard Webb (Corporate Director of Health and Adult Services), Justine Brooksbank (Assistant Chief Executive (Business Support)), Vanessa Glover (Head of Communications), and Neil Irving (Assistant Director – Policy, Partnerships and Communities). Deborah Huggill (Senior Strategy and Performance Officer) is facilitating the group.
- 5.4 The group has met and have agreed that in keeping with the Council's values as a modern, forward-thinking employer and service provider which values innovation and is responsive to its communities, we need to embrace a positive, inclusive approach, actively valuing and encouraging diversity.
- 5.5 This makes good business sense, as organisations which embrace diversity and are inclusive in their approach are also high performing organisations with more innovation, better decision making and lower turnover of staff. These organisations ensure that all staff have a sense of belonging and feel that the organisation supports them to be themselves. We must treat inclusion and diversity not as a single initiative owned by HR or a campaign on a particular issue, but part of the end-to-end employee and customer experience, enhancing NYCC's reputation as a service provider and attracting and retaining the best staff.
- 5.6 The task group have looked at the approach of other large organisations, in particular that of Lloyds Bank, and are developing a proposed action plan to be taken to Management Board, looking at the following areas:
- Embedding strong leadership and management support
  - Defining our key messages
  - Embedding key messages across policies and processes
  - Tailoring our communications
  - Creating opportunities to talk
  - Working with Executive and other Members
  - Measuring and evaluating

### **EIA governance**

- 5.7 A project brief has been produced proposing a work-flow solution to completing an EIA which will allow better oversight and quality assurance, and also collect data in a structured way, facilitating more understanding of cumulative impact both in relation to protected characteristic and geography.
- 5.8 This approach once developed and tested can form the basis of other impact assessment processes, for example environmental impact assessments which are likely to be implemented.

5.9 Through the corporate equality group, the corporate equality objectives will be refreshed to provide a better performance focus and these will be embedded into the corporate performance framework.

## 6.0 Engagement

6.1 Of course, outcomes and the impact on customers are the ultimate measures of our performance and it is very important to us to involve customers and communities of interest in progressing our equality objectives. Their 'lived experience' will help ensure that we are focussing on the relevant actions and indicators. To this end we are continuing to work closely with groups such as the North Yorkshire Disability Forum.

6.2 Work is ongoing separately to further develop the council's engagement activities and ensure that these are joined up, effective and produce maximum benefit for participants and the council.

## 7.0 Further information

- Equality section on the intranet <http://nyccintranet/content/equalities>
- Information about paying due regard and templates <http://nyccintranet/content/paying-due-regard-equality-using-equality-impact-assessments>
- Online learning on Learning Zone – mandatory equality and diversity course for all staff, discretionary course on equality impact assessment.
- Directorate equality reps - <http://nyccintranet/content/equalities-contacts>
- Demographic Information - [www.datanorthyorkshire.org](http://www.datanorthyorkshire.org)  
[www.northyorks.gov.uk/equal-opportunities-information](http://www.northyorks.gov.uk/equal-opportunities-information)  
<http://nyccintranet/content/our-diverse-communities>

## 8.0 Conclusion

8.1 Equality and diversity is an important priority for the Council. Paying due regard to equality is not just a legal obligation but good customer service. Work being undertaken as a result of the self-assessment against the EFLG will continue to ensure that we are taking a positive and inclusive approach to our staff and customers, and that we are better informed about any cumulative impacts on specific groups and geographic areas. Equality objectives will be better integrated into the Council's performance management framework and will reflect the needs of our communities.

8.2 The role of Members is to challenge services to progress and embed the objectives, and to take a leadership role in communities. Progress will continue to be reported to the committee on an annual basis, or as required.

## 9.0 Recommendations

Members are recommended to note the report and provide comments and suggestions for additional improvements

Deborah Hugill  
Senior Strategy and Performance Officer  
August 2019

Background documents - Nil

**Appendices** Appendix 1 - Progress towards equality objectives as of August 2019

## Summary of progress towards equality objectives as of August 2019

No	Objective	Progress
1	Ensure that people can maintain access to essential services	<p>This objective seeks to ensure that essential services are accessible to all who need them, regardless of protected characteristic. There are a number of strands to this. For various reasons including reduced finances, many public and private sector services are increasingly being centralised, and in a large rural county it is inevitable that this will mean increased travel for many people, so good public transport links are vital. Alternative means of access to certain services also need to be considered and good quality broadband and mobile phone coverage are particularly important here, as assistive health technology e.g. telecare. Provision of community based services can also ensure that services are local and tailored to the needs of communities. Equality impact assessments are carried out on all changes to NYCC service provision and are integrated into 2020 project processes.</p> <p>Indices of Deprivation statistics for England are published by the Ministry for Housing, Communities &amp; Local Government and include a measure of Geographical Barriers to services which is calculated using road distances to a GP surgery, supermarket or convenience store, primary school and post office. The latest figures (2015) show that more than 40% of North Yorkshire Lower Super Output Areas (LSOAs) fall within the lowest national quintile in terms of the Geographical Barriers sub-domain (155 LSOAs in total). The LSOA which covers the Dales ward in Ryedale is the most deprived in England for Geographical Barriers to Services.</p> <p>As part of work to improve access to modern communication in the county a post was created in 2017 to progress improvements to the mobile phone network. Following the results of a survey in 2018 to review mobile phone coverage, we identified 9 areas where NYCC could potentially use the £1m YNYER Local Enterprise Partnership funding to improve coverage. After a public consultation we tendered for 6 of these sites to be built. Arqiva, the UK's largest independent infrastructure provider, were awarded the contract in Jan 2019 and are currently trying to attract a mobile operator to operate from the potential sites. Following the tender it became clear that we would only be able to fund three or four new masts, due to the cost of the provision. The lack of interest from the mobile operators has led the current programme to slip, however we are hopeful that we will shortly get a mobile operator to agree heads of terms and the new mobile masts will be built. We expect the programme to be complete by March 2021.</p> <p>Provision of good quality broadband is also a priority and work is progressing through Superfast North Yorkshire, the partnership between North Yorkshire County Council and BT. The contract for Phase 3 was awarded in early 2018. During phase 3 we expect to extend coverage to a further 14250 homes and</p>

	<p>businesses, which would take coverage to about 95% of homes and premises. Detailed maps showing the whole county are available on the Superfast NY website, with advice to those with or without coverage about how to access improved broadband performance.</p> <p>Access to more services is being provided online and our online community directory signposting to a wide range of providers of support and community services has been launched. Customer led design input into the new website is making self-service easier.</p> <p>Our customer strategy has been developed and is being applied to service design. Use of digital technology may, of course, pose problems for some people and objective 2 aims to ensure that our 'digital by default' approach does not discriminate against any groups of customers. More details are provided in the next section.</p> <p>New methods of service delivery, as well communications, are also being rolled out and assistive health technology is one example. Telecare and telehealth provide access to services remotely and can reduce avoidable hospital admissions and enable people to be discharged from hospital earlier. They also allow people to be more independent, remain in their own home longer and play an active role in managing their own conditions.</p> <p>The purpose of the Stronger Communities Programme is to support communities to play a greater role in the delivery of services in the county, and as such the work of the team and their partners, both inside and outside the council, is vital.</p> <p>Of course, effective transport solutions to access services are not only vitally important to the communities of North Yorkshire, but are also integral to the delivery of mitigation activity across the other Stronger Communities priorities, in particular health and social care. In response to this identified need, all projects developed and supported through the Stronger Communities Programme must consider transport solutions as part of their project development.</p> <p>Stronger Communities have also produced an <a href="#">investment prospectus</a>. As part of this they have developed a set of outcomes to which funded projects will have to demonstrate they are making a positive contribution. The first of these outcomes is 'reduced inequalities' which specifically lists 'improving access to services or removal of barriers'.</p> <p>The community library programme has been successful in maintaining a comprehensive network. Twenty-two libraries transferred to community ownership on 1 April 2017, and business levels countywide have been</p>
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		<p>maintained on previous years, and in some cases improved thanks to the more than 2,000 volunteers across the county.</p> <p>Increased and more sustainable community transport remains a priority for Stronger Communities in its own right and several schemes are being supported. Recent work has been carried out to develop a North Yorkshire community transport brand, golocal – connecting people and places. The branding has been co-designed with community transport providers and will support local providers’ individual branding and marketing activity to create a recognisable North Yorkshire family of providers with the aim of increasing the public’s awareness, perceptions and usage of community transport.</p> <p>A website has been developed to support this work <a href="http://www.golocal-northyorks.community/">http://www.golocal-northyorks.community/</a> and a promotional video is also available at <a href="https://www.youtube.com/watch?v=NbM26_F16IE">https://www.youtube.com/watch?v=NbM26_F16IE</a></p> <p>The programme has also funded an accessible car for Esk Moors Caring to improve access for their clients to medical appointments and other essential services.</p> <p>Transport is a hugely important issue for the young people of the county, as well as those who are older, and North Yorkshire Youth Voice is working on a campaign to improve access to transport for young people.</p> <p>The road network in North Yorkshire is the third largest in England and both roads and pavements are maintained to a high standard which aids pedestrians and those reliant on good roads to attend appointments, day centres and social events so as to combat isolation and loneliness.</p> <p>A review of availability of banking and post office services in communities across North Yorkshire was carried out by the Transport and Communications Overview and Scrutiny Committee in 2018. North Yorkshire Disability Forum provided a submission to the Executive when the access to banking/POs report was considered, on the effects of reduction of access to high street facilities on disabled people.</p> <p>Earlier in 2018, government consulted on their revised interpretation of European Regulations that govern s19 and s22 permit operations for community transport. This was seen as putting community transport providers at financial risk and the proposal could undermine the viability of many community transport providers in rural areas. At the time of writing, the DfT is still formally considering the consultation responses.</p>
2	Working with customers, ensure that the council's digital by default strategy is inclusive of the widest range of customers as possible, taking	Importantly, the County Council, in moving to provide services online, is ensuring that current channels of communication and service delivery are not removed. Customer led design input into the new website is making self-service easier.

<p>into account different access requirements and the needs of those who experience digital exclusion</p>	<p>When services are designed we get involvement from as wide a range of people as possible in the design and testing of the service – using all channels.</p> <p>We ensure that our approach to the design and implementation of services supports the delivery of the Accessible Information Standard with which we have a legal duty to comply in relation to health and social care issues. We have agreed a number of sets of principles for the design of services online, one set of which relates to accessibility, including compatibility with industry standards, appropriate font size and contrast, consistent and Plain English content, and that users of assistive technology can easily access the site. Regular user testing is built in.</p> <p>Each service is considered individually and accessibility routes across all channels are explored. Demand and feedback on all channels is regularly monitored. For example, age or disabled bus passes can now be applied for online. An automatic renewal process to save customers time and effort is now in place for the older persons' bus pass and, in some cases, the disabled persons' bus pass, following customer feedback.</p> <p>Face to face engagement with customers is also part of the customer strategy and includes a four stage offer which provides different levels of support that are relevant and appropriate for different services and buildings. This is being developed to ensure the provision of Face to Face support is available throughout the County for customers with different needs; such as sign-posting them to other services or accessing a computer because they have the skills to do this but don't have their own equipment.</p> <p>Consultation and engagement with the public, including specific groups representing disabled and older people, was carried out recently on the council's customer strategy, and the feedback from this has informed the development of the strategy. 86% of respondents agreed with the approach outlined in the strategy. Reasons for people not agreeing with the approach included concerns about those who cannot, or do not wish to, access services digitally, and as mentioned previously no alternative channels of communication will be removed. However, carers, for example, were on the whole supportive of online services as they can then access them at times to fit around their caring role. Some disability groups, such as those with hearing impairments, can find online services such as web-chat particularly useful. Exploratory work is being carried out to consider the feasibility of providing video relay services for those customers who use British Sign Language.</p> <p>The Stronger Communities Programme are training volunteers to be assisted digital buddies. The aim of these volunteers will be to help more people access online services, if the barriers to them doing so are around confidence and skills. This is being carried out in conjunction with the library service and adult learning. Funding streams are also being sought to procure devices, such as tablets.</p>
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3	<p>Improve the wellbeing and inclusion of lesbian, gay, bi-sexual and trans children and young people</p>	<p>The LGBT strategy partnership group continue to meet and the following progress is being made:</p> <ul style="list-style-type: none"> <li>• NYCC came first in the Stonewall Education Equality Index 2019. The index measures practice as well as policy and looks at three key areas: the role of the LA, working with schools and working with the community to celebrate difference, tackle homophobic, bi-phobic and transphobic bullying and supporting LGBT children and young people.</li> <li>• The range of updated guidance for schools to access to support them challenge homophobic, transphobic and bi-phobic (HBT) bullying, celebrate difference and support LGBT children and young people are continually updated. The guidance documents can be accessed at <a href="http://cyps.northyorks.gov.uk/equalities-and-diversity">http://cyps.northyorks.gov.uk/equalities-and-diversity</a></li> <li>• All schools can continue to access training to support them being LGBT inclusive and ensure they have LGBT inclusive relationships and sex education (RSE) as RSE is becoming statutory for all schools in September 2020</li> <li>• NYCC Personal, Social and Health Education (PSHE) guidance for primary and secondary schools has clear reference to work on different families, relationships, gender and LGBT issues including three films that have been made by LGBT young people</li> <li>• There continues to be a named LGBT lead councillor</li> <li>• The LGBT champions continue in the Early Help service, Healthy Child Team, Compass BUZZ, North Yorkshire Youth and now CAMHS. They all receive regular Continuing Professional Development (CPD) opportunities.</li> <li>• The LA are working in partnership with Stonewall during 2019 -2020 to pilot a train the trainer LGBT and Mental Health training for professionals who work with young people in North Yorkshire</li> <li>• Barnardo's have received continued funding to work in North Yorkshire which has increased the capacity to provide training to a number of professionals and work one to one with LGBT children and young people</li> <li>• Harrogate has now run three Prides starting in 2017. The LGBT flag was flown over County Hall to support Harrogate Pride in June 2019.</li> <li>• The LGBT youth groups continue to run across the County and two areas have set up monthly support groups for parents and families of LGBT young people</li> <li>• Some members of the NYCC Youth Executive Board are young people from the LGBT community and they have fed into a number of consultations about how things could be better for them in North Yorkshire.</li> </ul> <p>NYCC have hosted the Yorkshire and Humber regional LGBT youth voice events a number of times. All events receive very positive feedback.</p>
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		<p>2019 update - LGBT adults: Healthwatch North Yorkshire are carrying out an engagement project to seek LGBT adults' views and experiences of health and social care, with a particular focus on mental health. The findings of this will inform the North Yorkshire Mental Health strategy and Joint Strategic Needs Assessment, and should assist health and social care commissioners &amp; providers to consider how to better meet the needs of LGBT people.</p>
4	<p>Improve rates of progress for vulnerable groups of children and young people (as reflected in our <a href="#">children and young people's plan - Young and Yorkshire</a>)</p>	<p>The joint local area Special Educational Needs and Disability (SEND) inspection by OFSTED of North Yorkshire in July 2016 identified that:</p> <p><i>“The needs of children and young people are supported well through effective outreach work from special schools and enhanced mainstream schools “</i>  <i>“Transition arrangements between settings are effective, ensuring that children and young people have a settled start in new places of learning. “</i></p> <p>But the inspection also identified that <i>“The differences in outcomes in the early years, key stage 1 and key stage 2 between children who have special educational needs and/or disabilities and their peers are wider than the national averages.”</i></p> <p>The Coastal Opportunity Area Plan should help a number of potentially disadvantaged children to reach their full potential but it will take a number of years before we see the long term impact of such projects.</p> <p>Other projects such as “Closing the Gap” or “Achievement Unlocked” should also help improve rates of progress for vulnerable young learners.</p> <p>New methods of measuring achievement at KS4 now focus on the progress made in comparison to groups with similar starting points (Attainment 8). This will focus attention on to this area and therefore in time should bring about improvements for vulnerable groups who have traditionally not achieved at the same levels as their peers.</p> <p><b>‘Achievement Unlocked’</b> was a funded opportunity to work in a collaborative partnership with up to 45 invited schools across North Yorkshire County to improve outcomes for disadvantaged pupils.</p> <p>2017/18 report : The ten foundations are:</p> <ol style="list-style-type: none"> <li>1. Consistent, values led leadership</li> <li>2. Relationships</li> <li>3. High quality, inclusive teaching and learning</li> <li>4. Characteristics of less successful learners</li> <li>5. Addressing barriers to learning</li> </ol>

	<p>6. Literacy and oral language  7. Research evidence  8. A school-wide understanding of the strategy  9. Monitoring and evaluation  10. Accountability</p> <p>2017/18 Achievement Unlocked Summary Update Report including school reports June 2018  <a href="http://cyps.northyorks.gov.uk/raising-achievement-vulnerable-learners">http://cyps.northyorks.gov.uk/raising-achievement-vulnerable-learners</a></p> <p>2017 Data</p> <p><b>North Yorkshire Schools Overall: Performance for disadvantaged pupils has improved at every Key Stage.</b></p> <p><b>Free School Meals</b>  The performance of pupils eligible for Free School Meals in any of the last 6 years has improved. At Key Stage 4 we are generally above the national and regional benchmarks.  There remains a significant gap between disadvantaged (eligible for free school meals in any of the last six years, looked after in care or adopted) pupils and other pupils at every Key Stage and this has generally widened as the rate of improvement for other pupils has been greater.</p> <p><b>Achievement Unlocked NY Schools</b>  Early Years Foundation Stage – Disadvantaged pupils in Achievement Unlocked schools  Achievement of a good level of development (GLD) by disadvantaged pupils in Achievement Unlocked schools improved by 1%. Although only a slight improvement on the previous year is a higher rate of improvement than other pupils in North Yorkshire (outcome was static at 53%).</p> <p>Phonics – Disadvantaged pupils in Achievement Unlocked schools  The proportion of disadvantaged pupils in Achievement Unlocked schools working at the expected standard in Phonics rose by 7% between 2016 and 2017 and now matches North Yorkshire’s for all pupils.</p> <p>KS2 – Disadvantaged pupils in Achievement Unlocked schools  There was an improvement of 9% to 35% achieving the expected level or above in reading, writing and maths.</p>
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	<p>This shows a higher rate of improvement compared to North Yorkshire as a whole (7%).The disadvantage gap in Achievement Unlocked schools is narrower than the county average, however, both remain wider than national.</p> <p>Key Stage 4 – Disadvantaged pupils in Achievement Unlocked schools Although there was a decline in the attainment 8 score for Achievement Unlocked pupils it was less of a decline than seen for North Yorkshire as a whole.</p> <p>There was a slight increase in the progress 8 score for disadvantaged pupils in Achievement Unlocked pupils against a national decline (-0.02) and statistical neighbours decline (-0.09).</p> <p><b>Special Educational Needs and Disability (SEND):</b> A Raising Achievement of SEND working group has been established, and data and outcomes analysed. There is a focus on early identification, with guidance and moderation opportunities for SEN Co-ordinators. Secondary pupils being removed from SEN support are particularly vulnerable to underachievement and we are investigating why and when children are being removed. Also vulnerable to underachievement are pupils with speech, language and communication needs (SLCN) – we are working with targeted schools re. SEND practice plus SLCN screening, assessment and intervention, with the aim of producing a SEND toolkit.</p> <p><b>Social, Emotional, Mental Health (SEMH): Back on Track with Social, Emotional and Mental Health needs (BoT SEMH)</b> is an extension of the No Wrong Door offer and has been operational since September 2017. A multi-disciplinary team who work with schools, young people, families and other professionals to promote best practice in supporting young people with social, emotional and mental health needs. They ensure young people's needs are being met so that they can thrive in education, at home and in the community reducing high risk behaviour and empowering children and young people to build and restore relationships.</p> <p><b>Early years (EY)</b> Closing the Gap (CTG) delivery plan is in place to run until 2018. We are looking to renew next year though the four key priorities are still valid. Working with all partners to share pertinent data as above, identify and target areas and schools/settings/CMs within them. Targeting resources and evaluating impact of spending. Further develop links and partnerships in the sector through EY Leads, Special Leaders of Education and outstanding providers/schools to support partnership improvement work. Two year old assessment data is being collated to identify and target themes for earlier intervention. Gender gaps are identifiable at the age of two years for funded children. We will continue liaison with virtual school team, social care, Inclusive</p>
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		<p>Education Service, Prevention Service and adult learning to enable a holistic model of CTG from parents to children.</p> <p><b>Service Pupils</b> Catterick project 2016/17: Implementation of emotional first aid and emotional health and wellbeing targeted project with school, Strategic coaching for targeted schools, on entry assessment pilot and maths intervention training. Emerging work through the Service Families Strategy Group (SFSG) into 2017/18 to focus on those with SEND, progression rates to higher education &amp; engaging with Director of Children and Young People's Services / DfE over analysis of performance data, as well as roll-out of emotional first aid training.</p> <p><b>Young Carers</b> Young carers cards now in place in primary and secondary schools to help identification and supporting their needs. Schools are signposted to young carers resources and training</p> <p><b>Looked After Children.</b> Virtual school awarded Careers Mark Quality Award. Focussed work to improve quality of personal education plans from Early Years upwards. 12 month contract with Welfare Call to provide daily/weekly analysis of attendance, targeted case work. Further reduce the number of fixed term exclusions of children in the care of NYCC. Training for schools on attachment and trauma.</p>
5	<p>Improve access to employment opportunities for young people not in education, employment and training (NEET) and those with a disability</p>	<p>Despite historically low 'Not in Education, Employment or Training' (NEET) levels in the County there is still a small cohort that are difficult to identify and who may not be responsive to offers of support. Legislation to raise the participation age and a focus on tracking 16 and 17 year olds has helped the Local Authority target its resources more effectively but the issue still remains.</p> <p>Children &amp; Families Service through their Early Help Offer contact all 16 &amp; 17 year olds who are known to be NEET to offer them support and signposting to a range of providers who are able to most effectively engage them in education, employment and training opportunities.</p> <p>The joint local area SEND inspection of North Yorkshire by OFSTED in July 2016 identified that <i>"Post-16 provision is effective. There are strong links to local colleges and the proportion of young people who have special educational needs and/or disabilities who go on to further positive destinations when leaving secondary school is similar to the national average."</i></p>

		<p><i>“Discussions with young people demonstrate that their destinations post-16 are well matched to their aspirations. Young people who have managed to secure post-19 provision also state that their destinations are appropriate to their aspirations.”</i></p> <p>But it also noted that <i>“not all areas have a range of post-19 opportunities for young people (with SEND) to continue their journey to adulthood.”</i></p> <p><b>Skills Team Plan 16-17 - Improvement &amp; ‘Business as Usual’ Actions for NEET</b></p> <ul style="list-style-type: none"> <li>• Strategic overview of NEET figures including unknowns</li> <li>• Active Support contract (to Aug 2018) to reduce unknowns</li> <li>• Liaison with schools and colleges for timely reporting of data to improve quality of data submitted to DfE and consequently NYCC standing in league tables.</li> <li>• European Social Fund NEET projects <ul style="list-style-type: none"> <li>○ Alignment with other related projects.</li> <li>○ Representation on district steering groups.</li> <li>○ Reporting progress and outcomes to Skills team.</li> <li>○ Feedback from Skills team to help shape future Local Enterprise Partnership NEET procurement.</li> <li>○ Preventative work - 147 students Yr10 &amp; Yr11.</li> <li>○ Support for NEET – 252 young people up to age 19 (24 with SEND)</li> </ul> </li> </ul> <p>Apprenticeships have changed with the government’s new scheme including the apprenticeship levy and public sector targets, which present both challenges and opportunities for the council. Previous reports to the committee have already highlighted these, but they include availability of apprentices and requirement within the service both of which are out of step with the targets. However, services are using the levy as an opportunity to shape future workforce needs where possible.</p>
6	Take opportunities, where it is proportionate to do so, to improve accessibility of public transport	<p>Many people rely on public transport in North Yorkshire, including people who have a disability which prevents them from driving and older people who no longer can or choose not to drive. So accessibility standards on public transport are very important.</p> <p>Since 2000 all new buses must be accessible. For buses manufactured before 2000 single deckers in service have had to be fully accessible since 1 January 2016 and double-deckers in service have had to be fully accessible since 1 January 2017. Single and Double deck coaches manufactured before 2005 have until 1 January 2020 to be accessible. All North Yorkshire County Council operated buses are fully wheelchair accessible.</p>

	<p>Feedback from users of commercial bus companies has tended to focus around the problems of driver attitude, conflict between parents with a pram and wheelchair users, and buses only having one wheelchair space. A recent Supreme Court ruling (Jan 2017) held that bus drivers must make efforts to ensure that other passengers make room for wheelchair users. Following that ruling, the Department for Transport established a stakeholder 'Task and Finish Group on the Use of Wheelchair Spaces on Buses' (the group). The group made 4 specific recommendations:</p> <ol style="list-style-type: none"> <li>1. That the Public Service Vehicles (Conduct of Drivers, Inspectors, Conductors and Passengers) Regulations 1990 (the Conduct Regulations) are amended to enable drivers to remove passengers from the bus who unreasonably refuse to move when requested from the wheelchair space</li> <li>2. The associated guidance is amended to better reflect the behaviours expected from drivers and passengers with respect to use of the wheelchair space</li> <li>3. Further work is conducted to consider how best to raise public awareness of the behaviours expected from passengers with respect to the wheelchair space, for example a public awareness campaign, or improved signage on buses</li> <li>4. That conditions of carriage and disability awareness training best practice guidance are updated to reflect the fact that passengers will be required to move from the wheelchair space should it be required by a passenger in a wheelchair</li> </ol> <p>.</p> <p>North Yorkshire County Council plays an influencing role to encourage commercial bus companies to enforce this ruling, and we will also take up individual complaints and comments on a case by case basis to try to improve the experience for bus users.</p> <p>Feeling safe on public transport can also be an issue which affects people's ability and willingness to use it and in North Yorkshire satisfaction with bus services ranked amongst the highest in the country with personal security on the bus being in the top 3 drivers of satisfaction for our residents. Results from the Bus Passenger Travel Survey 2015 conducted by Transport Focus recorded overall satisfaction in NY as 94%, (joint top with Nottinghamshire); satisfaction amongst vulnerable groups was particularly high, with Older People (pass holders) at 98% and people who declared they had a disability at 93%. Satisfaction for Personal Safety was also high at 91%.</p> <p>Driver training is also key here, as are anti-hate crime campaigns aimed at making it clear that hate crimes will not be tolerated and how it should be reported. Through the North Yorkshire Community Safety Partnership, North Yorkshire County Council contributes to campaigns and other pro-active work to ensure</p>
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		<p>that hate crime is prioritised and vulnerable people are able to feel safe in their communities. Our community cohesion workers also work directly with communities to promote good relations.</p> <p>North Yorkshire County Council continues to work with Network Rail, rail franchisees (Northern Rail, Transpennine Express), on station studies at Thirsk, Northallerton, Malton, Seamer and Selby, with a number of aims including improving the accessibility of these stations.</p> <p>As detailed under objective 1 community transport is a key priority of the Stronger Communities programme and more details are provided under that section.</p> <p>Self-advocates from the North Yorkshire Learning Disability Partnership Board were members of the regional Talking Travel group facilitated by Inclusion North. This group looked at transport access issues and actively engaged with public transport providers to increase disability awareness. The group has now ceased but the Partnership Board is considering local opportunities to raise awareness of the importance of accessible travel.</p> <p>Local dementia groups are also engaged in projects to raise awareness of the needs of passengers with dementia and improve accessibility.</p>
7	<p>Take opportunities, where it is proportionate to do so, to improve physical accessibility around towns</p>	<p>This objective aims to improve the everyday experiences of disabled people and others for whom physical accessibility may be an issue, for example older people and parents with prams. Accessibility was a major concern for people who took part in recent engagement for the development of the County Council's dementia strategy, and work to make North Yorkshire more accessible will also make it more 'dementia friendly'. The economic argument for improving accessibility is also strong as the 'purple pound' (potential annual spending power of disabled people, their carers and their families) has been estimated at £439.9m (2012/13). If North Yorkshire's towns are not accessible this potential income will be lost to other geographic areas or to online purchases.</p> <p>This objective covers the public realm over which the council has some direct influence, and also buildings within town centres, most of which are outside the council's control, such as shops. The council has no enforcement role in this regard, either through planning law or equality law, and as such an influencing approach must be taken.</p> <p>Disability forums across the county are highly motivated around this area of work given the major impact it has on everyday lives. Several local forums have carried out their own <a href="#">street audits</a> and they are working with local area highway offices to understand what improvements can be made. So far this has been productive and has forged closer working relationships, enabling a better understanding of issues on both sides. The Assistant Director - Highways attended the countywide forum in September 2017, and Highways</p>

		<p>representatives have attended subsequent meetings. Members of the forum presented at a meeting of BES / Highways senior management team in January 2018. Subsequently, dialogue has continued and arrangements are being put in place for local forums to have more direct liaison with local area highways teams. This is working well.</p> <p>A number of potential improvement issues have been identified around (1) improving everyday communications with local disability forums, and about (2) how highways staff can better understand and consider the experience of disabled people including those using wheelchairs, as they go about their everyday work. As a result of developing this objective and exploring the issues, a decision was made in July 2017 to more than double the current investment in the highways accessibility fund, taking it to £75k from 2018/19, and to keep accessibility funding under review. This will enable a greater number of improvements, such as dropped kerbs, to be provided. In June 2018, NYCC Highways proposed to pilot an approach to see how the North Yorkshire Disability Forum would prioritise the list of proposed schemes to be funded out of the 2019/20 highways accessibility fund budget. This project is currently on hold due to staff absences, but we intend to recommence when capacity allows.</p> <p>In terms of accessibility of shops and other buildings we continue to work with the North Yorkshire Disability Forum to:</p> <ul style="list-style-type: none"> <li>• better publicise accessibility information which is already available</li> <li>• develop ‘top tips’ advice for local businesses</li> <li>• develop toolkits to enable disability groups to carry out their own audits</li> <li>• improve understanding across the council, officers and members, of disability access issues</li> </ul> <p>As part of this work we have carried out research into work being done at other local authorities and have visited Chester with members of the Disability Forum to understand how they have achieved European Access City Award 2017. In March 2018, NYDF members delivered a presentation to County Councillors on the importance of access to businesses for disabled people and for the economy. This was well-received and the next step is to build on this to continue the conversation.</p> <p>The Flying High Group - young people, aged 16-25, who have disabilities and additional needs – is also concerned about these issues and active in this area, as are other groups including the North Yorkshire Learning Disability Partnership Board and local dementia groups.</p>
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		<p>There are currently in the region of 30 Changing Places across North Yorkshire in a variety of buildings. Changing Places are toilets designed to provide extra facilities for people with severe or multiple disabilities. The information on the NYCC website about the location of Changing Places has been checked and uploaded to the national Changing Places website, and the NYCC page updated to link to the Changing Places website. This means that the location information will be much easier to access and keep up to date. <a href="https://www.northyorks.gov.uk/changing-places">https://www.northyorks.gov.uk/changing-places</a></p> <p>A review of our own property portfolio is also being undertaken to inform future work to improve standards.</p>
8	Foster good relations between our staff who share a protected characteristic and our staff who do not	<p>Key to improved relations between staff is better understanding and visibility of protected characteristics and the perception of North Yorkshire County Council as an employer who encourages diversity and supports a wide range of staff. A communications plan is being developed to give better visibility to diversity within the workforce and to dispel myths. Information from the most recent staff survey will again be analysed to understand how well staff feel they are supported in this regard.</p> <p>Blogs by the Chief Executive and two other Management Board members, have highlighted the experience of NYCC staff with different mental health problems. These personal stories, together with the supportive comments left by staff, managers and elected members, highlight the increased openness and willingness to talk about mental health problems and demonstrate top level support. Resources which are available to staff to support health and wellbeing include:</p> <ul style="list-style-type: none"> <li>• The intranet site 'Boost' <a href="http://nyccintranet/content/boost">http://nyccintranet/content/boost</a> supports employees to take responsibility for health and wellbeing and provides advice, support and activities to help make healthy lifestyle changes</li> <li>• Part of the site includes a 'Your Support' page <a href="http://nyccintranet/content/your-support">http://nyccintranet/content/your-support</a> which takes staff to the employee assistance programme with factsheets and information and online self-assessments focusing on diet, exercise, fitness, personal coaching, medical information and emotional support</li> <li>• Confidential telephone support is also available 24/7 for all NYCC staff and family members living at the same address and covers telephone counselling, tax advice, legal advice (except for employment law), eldercare, childcare and medical information. The service is accessed via a free phone number on 0800 030 5182</li> <li>• Stress related conditions can be linked to financial difficulties and so a scheme has been introduced to support staff financial wellbeing, including help with debt management. The <a href="#">Neyber scheme</a> was introduced in November 2017. There has been increasing participation in the low cost loan scheme with 90 staff now signed up. The educational hub shows 821 staff have set up a profile. A new savings scheme has launched in July 19 enabling staff to access ISAs and savings products from as little as £10 per month. The savings product is not processed through payroll but directly with the employee via direct debit.</li> </ul>

	<p>North Yorkshire County Council has also pledged to be a good employer for carers and workplace policies are in place to support them.</p> <p>Work has been carried out to monitor and understand gender pay gap statistics within the council. The Council's first <a href="#">gender pay gap</a> figures were published in March 2018 with an action plan to improve opportunities for all to reduce the gender pay gap. The issue for NYCC is to achieve a more equal balance of female: male in traditionally lower paid predominantly female jobs, where currently traded cleaning and catering services show a 75: 25 split. Adult social care is still dominated by women with an 87: 13 split, and the current 'Care Matters' recruitment campaign has focussed on increasing the number of male applicants. Action is focussing on the 6 areas recommended by the Equality and Human Rights Commission including education, work opportunities, work flexibility, shared childcare arrangements, tackling unconscious bias and reporting progress. March 2019 saw the gender pay gap reduce from 12% to 10.9%. An equality impact assessment of the new pay structure introduced in April 2019 predicts a further small improvement in the impact on women's pay relative to men's.</p> <p>A programme of one-year internships has now been launched aimed at those who are not ready yet for an apprenticeship scheme. This is likely to be suitable for care leavers or those with learning disabilities. Partnering with Supported Employment and Adult Learning colleagues, Resourcing Solutions secured Supported Internships for a cohort of 4 young people with a range of disabilities in 2017/18. The Supported Internship programme provides an unpaid 12 month placement for individuals alongside study with the aim of enabling them to secure employment at the end of the 12 months. We are currently reviewing our approach and planning an increased cohort for 2018/19. Resourcing Solutions, in partnership with Children's Social Care Leaving Care Team, progress employability initiatives for young people who are care leavers. In 2018 one work experience placement for a care leaver was secured and apprenticeship opportunities were offered, but unfortunately no care leavers wanted to pursue this opportunity. In 2019 a range of Supported Internship opportunities were established and promoted to SEN young people including; Care &amp; Support, ICT, Cleaning and Catering, Library, Passenger Transport and the Print Room. Four young people expressed initial interest in the placements and three are progressing to commence their internships in September.</p> <p>NYCC had a careers stand at the Harrogate Pride and Diversity event in June 2018 and again in July 2019. This annual parade and party promotes diversity in Harrogate - lesbian, gay, bisexual, and transgender, ethnicity and mental health. Staff were encouraged to support the stand to promote careers at the Council, including care and support.</p> <p>News items on the staff intranet regularly promote awareness of events and work which support this objective, for example mental health, dementia, carers, autism and deafblind awareness themes. A recent</p>
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		<p>blog by the Chief Executive also highlighted work by the Local Enterprise Partnership promoting young women into engineering.</p> <p>All staff are required to complete the mandatory equality and diversity essentials package. The package takes 1 ½ to 2 hours to complete and covers equality, diversity and inclusion, breaking down barriers, and how to challenge unacceptable behaviour. It is one of the requirements for a successful appraisal review (and incremental pay progression) that this is completed every 3 years.</p> <p>NYCC is commissioning a bespoke equality and diversity training programme, to be rolled out initially in Health and Adult Services. The programme will be tiered, starting at Director and Assistant Director level, and the application of the learning would be at a strategic, community and individual/interpersonal level.</p> <p>Systems are being improved and developed to capture more information on staff's protected characteristics for reporting and analysis purposes, whilst being careful to ensure such sensitive information cannot be widely accessed to protect people's privacy.</p>
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**North Yorkshire County Council****Corporate and Partnership Overview and Scrutiny Committee  
Mid-cycle Briefing****2 September 2019****Brierley Homes Profit****Report of the Assistant Director – Strategic Resources BES/CS****1.0 Purpose Of Report**

- 1.1 To present information on Brierley Homes in response to a Notice of Motion at Full Council in July 2019. This information has been provided to enable the Committee to consider the proposal made and draft a response for the Executive's consideration.

**2.0 Background**

- 2.1 At Full Council on 24 July there was a Notice of Motion on Social Housing proposed by County Councillor Geoff Webber (and seconded by County Councillor Bryn Griffiths) that stated:

'That this council allocates 20% of the net profit made by Brierley Homes to a fund specifically to support the provision of social housing.'

- 2.2 Brierley Homes is a start-up business created by the County Council to develop housing and to create value for its shareholder. The business operates as a commercial sector organisation and conforms to local planning policy, including the need to be policy compliant with affordable housing at each of its sites on a case by case basis, subject to viability.
- 2.3 In-line with the agreed business plan, any profit generated is initially to be reinvested into the business to allow it to grow, and any future dividend distributions are to be used to subsidise Council business therefore partially offsetting the need to reduce frontline services.

**3.0 Considerations****3.1 Cash Issue**

The business plan approved by the Shareholder Committee on 23 April outlines the existing portfolio of sites that are being considered for development up to 2023/24. Within that timeframe, the company has highlighted the need to drawdown £8m of the £25m loan available. The plan also highlights the need to reinvest any surplus generated from sites to avoid drawing down further on the loan. Subsequently the company will be obliged to repay the loan. As such in the medium term (next 5 years) the company will not have cash available to distribute profit for the purpose of social housing.

3.2 Issue of Principle

The County Council has progressed the commercial agenda as a means to reduce the impact of austerity by using surplus generated to support frontline services. Within the Council's existing medium term financial strategy £1.6m saving has been achieved through commercial endeavours. This is a direct benefit to the Council reducing its need to make savings elsewhere and therefore to some extent relieving the pressure on frontline services.

3.3 Planning Compliance

Brierley Homes operates in a competitive environment, through that it must ensure compliance with planning policy in the same way any private sector organisation would do. As such Brierley Homes delivers the affordable housing component of a site where viability allows, on a site by site basis.

**4.0 Recommendation**

4.1 As the business is still in early stages of its own development, it is recommended that any ask of its profit not be considered at this point in time so that the company has the ability to grow in-line with its approved business plan.

MICHAEL LEAH  
Assistant Director  
Strategic Resources BES/CS

Author of Report: Michael Leah

Background Documents: None



Brierley Group

2018-19 Annual Report

## **Brierley Group Headlines**

The performance of the Brierley Group through the financial year 2018/19 was mixed. Overall the Group delivered a net profit (before interest and tax) of over £1.6m, however this fell £1m short of the target of £2.6m. The main factors driving this performance were:

In the Education sector there is a significant squeeze not only on the Group's ability to attract new sales but increasingly the ability to retain business. There are two key drives of this:

1. Schools coming under growing financial pressure and therefore reducing their non-frontline spend, which is the predominance of Brierley Group's offer. For example, Cleaning Service within North Yorkshire Education Services has seen a number of schools seek alternative arrangements.
2. The trend for schools to convert to academy status and then join a MAT (multi-academy trust) has continued. The impact is that those chains tend to bring services 'in house' and therefore reduce spend with third parties. In addition, MATs also consolidate together to undertake a larger procurement exercise which not only increases competition but also increases the cost to sell through having to undertake a bid process.

This double squeeze has served to congest the market in terms of competitor vying for a reducing volume of business. The knock on is that margins are squeezed across the board.

Yorwaste – a combination of factors has resulted in a difficult financial year for the company, notably the recyclate market, commercial competition and increased costs of maintaining assets:

3. Recyclate market – after China banned the import of certain recyclate/waste at the start of 2018, several Asian countries have now followed suit in order to get a grip on the flood of plastics waste. Export to China and Hong Kong, Vietnam, Malaysia, India and Indonesia – previously important destinations – has dropped by 40% compared with 2017.
4. There is continuing price pressure across locations in North Yorkshire, particularly the coast. Competition is targeting waste in those areas and squeezing the price down. Given Yorwaste is tasked with attracting enough waste to achieve the 'sweet spot' into AWRP, then it must remain price competitive.
5. Given the age of some assets across the business, a number of them are costing more to repair, and now require investment. The additional cost in 2018 is both in terms of maintenance but also lost time. The plan for 2019 is to begin a staggered investment programme to bring the estate up to the required standard.

Following the implementation of Allerton Waste Recovery Park (AWRP) in February 2018, a few operational challenges presented themselves – which is normal following mobilisation for this type of project. Specifically, Yorwaste have been facing increased, unbudgeted queue times attempting to deliver waste to the plant through the year. There is now a resolution to the issue, however in 2018/19 it meant that Yorwaste carried additional transport cost although most of that cost has been recovered through a claim to the Council clients (York & North Yorkshire).

To counter the issues described above, the Group continues to explore areas where there are benefits of scale through synergy. Examples include shared sales and marketing, where First North Law and North Yorkshire Education Services have jointly delivered sales in the Teesside region; and non-operational overheads, where Finance, HR and other support functions are

delivered across the Group. There is importance in the Group leveraging its scale to generate further efficiencies and remain cost competitive.

## **Notable successes in the year**

Growth out of county:

1. North Yorkshire Education Service (NYES) – the sales plan to deliver out of county sales is gaining traction, through 2018/19 the lead conversion rate has been enviable and generated significant new business. Notable areas of growth include schools in Redcar & Cleveland, Doncaster and York, with further potential into West & South Yorkshire and into Cumbria.
2. Veritau – through the GDPR product, 2018-19 was a highly successful year for the company. The roll out of a full Data Protection Officer service for schools has provided to be attractive, particularly in the North East and Cumbria. Working closely with NYES the company signed approximately 500 schools, council and other organisations up to the service.
3. Align Property Partners (APP) has gone from strength to strength by opening another branch, based in Selby, to complement their existing offices in Penrith and Northallerton. In addition to the Cumbria County Council framework, APP have been successful across a number of areas and clients. Notable examples include Hambleton District Council, Teesside University, Cleveland County Police, West Yorkshire Combined Authority and a number of larger academies.
4. First North Law has built momentum through 2018/19 having now been awarded over 40 new contracts with schools across York, Teesside and the West Yorkshire region.

For Brierley Homes, the pilot at Thorpe Willoughby has been a success – at least if the measure is by sales and expected return. This is a significant milestone for the company as it now seeks to develop a number of other sites in its pipeline. The next such site is at Marton-cum-Graton, where planning consent was received in November 2018.

One of the key objectives for Yorwaste is to deliver the ‘sweet spot’ to Allerton Waste Recovery Park (AWRP); the company adopted to ‘teckal’ status to not only allow it to transfer waste from York and North Yorkshire – as key clients – but also attract commercial waste as a top-up. Delivering the right volume of waste to AWRP generates significant shareholder value for both clients and was successfully achieved in 2018-19.

## **Current challenges**

As described in the previous section, the Education sector continues to be a challenging environment to operate in. Financial pressure on this key sector, in addition to changing buying habits, remains a hurdle for the Group and its ability to make progress.

Competition in the marketplace across all sectors whether from MATs pulling services ‘in house’, from third party providers or from new entrants, the pressure is on the Group to remain competitive and relevant. A current example of this is for NYnet where developments in ubiquitous next generation access allow competitors to enter the market in this region putting price pressure on the business.



To accommodate a number of recent changes in the composting sector, SJB has had to change its business model. Those factors are the cessation of co-disposal, the need for larger breaks between rows to comply with EA fire guidelines, an increase in maturation time required (for PAS 100 compliance) from 8 weeks to 12 weeks and a more robust maintenance and replacement plan for its heavy plant. The result of these changes has increased the cost to SJB in delivering the service.

## Future areas of development

The creation of a Highways 'teckal' company. Following the April 2019 decision by NYCC's Executive to migrate the existing operation from Ringway into a wholly owned company, there is significant work required to meet the implementation date of April 2021. The project is in full flow, however it is worth noting a couple of key issues that need managing:

1. Service continuity and transition through the period of change; making sure the service continues to deliver to a high standard by continuing to work closely with the contractors: Ringway and WSP.
2. Staff engagement and communication to ensure the workforce are kept informed and aware through the change, minimizing disruption and risk of an impact on the existing high performance of the teams.

It is anticipated this company will sit within the Brierley Group.

## 2018/19 Financial Summary

The following table is the draft 2018/19 financial position for North Yorkshire County Council's share of the Brierley Group:

Brierley Group	2018/19 Full year - draft	Full Year Budget	Full Year Variance
	£,000	£,000	£,000
Revenue	77,671	79,016	(1,345)
Cost of Sale/Service	(67,624)	(67,645)	21
<b>Gross Profit</b>	<b>10,047</b>	<b>11,371</b>	<b>(1,324)</b>
Overheads & Other Costs	(8,292)	(8,279)	(13)
Other Trading Income/(Loss)	274	-	274
Other Gains/(Losses)	(399)	(416)	17
<b>Operating Profit</b>	<b>1,629</b>	<b>2,675</b>	<b>(1,046)</b>
Finance Income	-	-	-
<b>Profit before Interest &amp; Tax</b>	<b>1,629</b>	<b>2,675</b>	<b>(1,046)</b>
Interest Paid	(689)	(679)	(10)
Tax (Expense)/Surplus	8	(198)	206
<b>Profit after Tax</b>	<b>948</b>	<b>1,798</b>	<b>(850)</b>

## **North Yorkshire Education Services**

NYES delivered its financial target for the year and contributed a return to the County Council. The performance by service unit was:

### **Property and Facilities Management**

Overall the unit overachieved against its target for 2018/19, despite the challenge of business retention. One of the main factors for this performance was that overheads were less than budget.

Looking ahead the unit is building a robust three year plan which aims to address the issue of retention.

### **Education and Skills**

The unit concluded the year down against target; some of the services found the commercial environment particularly difficult to win business and generate sufficient income to cover service costs. In addition, new products launched in the year have not been as successful as anticipated. However there is room for some optimism though for the unit, as schools continue to see the value of the School Improvement offer and NYES brand is well placed.

### **Professional Support Services**

A number of services overachieved within the Professional unit through generating new business outside of North Yorkshire. Whilst the sector is highly competitive, customers are still drawn to a value for money proposition and the unit has used this to achieve its financial target for 2018/19.

## **NYnet**

NYnet have posted a net profit for 2018/19 slightly below budget, but better than previous forecast. In the face of increasing competition, this was a successful year for the business.

The "Schools Accord" is now signed. An extension to the accord is now being completed. The extension will return the commercial relationship with NYES to a more standard footing, reflecting the same principles as that of NYCC corporate.

The company is continuing to develop a plan to address market competition, working closely with customers and its shareholder to make sure the proposition remains relevant and attractive.

## **First North Law**

The draft year end accounts for 2018/19 show the business is running ahead of its business development plan by overachieving in the year. This has been driven by the additional income from other Brierley Group entities and also from winning new customers out of county.

These figures indicate that First North Law is starting to move towards profitability, though the year end position is still forecast as a small loss, stemming primarily from the set up costs of the Company. The expectation is that First North Law will move towards profitability as it further establishes itself in the marketplace as a commercial provider of legal services. First North Law remains reliant on loans from North Yorkshire County Council to support it in the short term.

Additional staff have now been recruited and revenue has increased during Q4 2018/19 with income generating services coming on-stream. This will enable the Company to recover initial investment costs and move to profitability during 2019/20.

First North Law is currently servicing a contract with Brierley Homes. Legal Services have also been identified by NYES as having significant out-of-county sales potential and both First North Law and NYES will be targeting the acquisition of commercial contracts in the Academy and MAT sector outside of North Yorkshire. Any proactive sales approach will need to be factored in to forward planning accordingly. Both areas of work provide an indication of effective synergies across the Brierley Group of companies.

The key issues and risks for First North Law remain its ability to both win and resource the necessary level of future work within timescales that ensure the Company grows in a timely and stable way.

## **Brierley Homes**

The company experienced a financial loss in 2018/19 which was driven by the running costs of the company including staffing, management and financial and legal costs which have been incurred prior to the sale of any homes. The initial development costs of the site at Eshton Road site have also been taken to the P&L account as this site is no longer progressing.

Key activity during the year has included advance of design and planning works at Marton-cum-Grafton, together with preparatory design and pre-application engagement on further pipeline sites. It is anticipated that the Thorpe Willoughby construction phase of development will complete in August 2019. Sales commenced in Q1 2019/20 with reservations on 11 homes of 17 to date.

The forecast expenditure relating to the land purchase for the Marton cum Grafton development has been put back to Q1 2019/20 and therefore total expenditure within the 2018/19 financial year has been reduced. Tender analysis is underway and works on site are anticipated to commence during the 2019/20 financial year, with income expectations for the site realised during the 2020/21 - 22 financial years.

Woodfield Square, Harrogate was submitted for planning in May 2019, and land acquisition is forecast in the winter of 2019. Millfield Street, Pateley Bridge is expected to be submitted for planning in summer 2019 with land acquisition now anticipated towards the end of the 2019/20 financial year. Design and feasibility works are underway for Whixley and Leyburn.

## **Align Property Partners**

The company has had a successful year with total income and profit for 2018/19 ahead of target; this was mainly due to increased external sales as income from NYCC was below expectation. Also a positive note was that there were no accidents, incidents or RIDDOR reportable events through the year and that all APP staff undertook the UKATA Enhanced Asbestos Awareness e-learning course. APP have also recently retained their prestigious Association for Project Safety Corporate Office status.

Looking ahead, the business is seeking to expand its operations in Cumbria using the Council's framework and office in Penrith as a platform for that growth. It is also developing business in West Yorkshire through the Selby office.

## **Yorwaste/SJB**

### **Recent Developments**

The 31 March 2019 saw the conclusion of the two-year transition period from a business focused on landfill operations to one focused on transfer and recycling operation with a commercial collection business. This period saw the acquisition and integration of Todd Waste Management, the closure of the Harewood Whin Landfill, and the ramp-up of the Allerton Waste Recovery Park, which collectively represented a fundamental change to the Yorwaste business model.

In addition to the internal challenges, the wider waste management industry has also seen significant change. The widely discussed "Blue Planet" effect resulted in higher quality thresholds for recyclate material being demanded from the supply chain and heavily influenced the recent Government Waste Strategy, which in turn detailed the need for further investment and innovation in the industry.

Closer to home, the Regional waste market saw a "race for waste" as competitors sought to increase volumes, resulting in flat-to-declining average real commercial rates.

### **Achievements of 2018/2019**

To respond to the ever-changing market Yorwaste has to be more customer focused, more efficient operationally, and more forward thinking in innovation and investment. Yorwaste always needs to prioritise safety in an industry widely acknowledged as one of the most dangerous in the UK.

To meet these challenges Yorwaste has over the past year:

- Set a target of achieving ISO 45001 this year supported by the rollout of behavioural-based Health & Safety.
- Streamlined and refocused the management team to increase accountability and improve decision-making.
- Increased management training for senior and middle management, and implemented management succession planning.

- Invested in information systems to support real-time tracking of vehicles and route optimisation.
- Upgraded the Harewood Whin based Materials Recycling Facility (MRF) to improve recovery rates and meet modern quality thresholds.
- Standardised employment terms and conditions to reduce administration overheads; promote operational flexibility and fairness; and simplify staff rostering.

Whilst significant progress has been made, the Company has been negatively impacted by market pressure on recyclate quality and commercial collections, costs arising from the transition to supplying AWRP and the need to modernise plant and equipment to improve operational delivery and reliability. These combined elements contributed to a loss in the 2018/19 financial year.

SJB has had a difficult year with its composting operation due to a very wet Q1 and very dry summer and autumn, with the impact of these issues partially offset by a one off project generating additional revenue.

## **Veritau**

2018/19 was a successful year for the company and the wider group. The group achieved an operating profit ahead of target. The main focus was on the development and roll out of a full Data Protection Officer service for schools and other public bodies. The offer proved attractive to schools across Northern England. Working closely with NYES, the company signed up approximately 500 schools, councils and other organisations. To support the delivery of the service additional specialist staff had to be recruited and investments made in new technologies.

The company retained its Investors in People accreditation and was shortlisted for a number of awards. The company also received a positive assessment report following an external review of its internal audit working practices.







**North Yorkshire County Council  
Corporate & Partnership Overview & Scrutiny Committee  
2 September 2019  
Committee Work Programme**

**Purpose of Report**

The report asks Members to consider the Committee's draft work programme for 2019/20, taking into account the outcome of discussions on previous agenda items and any other developments taking place across the County.

**Work Programme**

The Work Programme is attached at Annex A and Members are asked to consider, amend and add to the draft Work Programme for the coming municipal year, as required.

**Committee Remit**

The Corporate and Partnerships overview and scrutiny committee scrutinises the Council's corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality and diversity, performance management, communications, partnership working, community development and engagement and community safety (as the designated Crime and Disorder Committee).

This committee has a specific legal duty, under the Police and Justice Act 2006, to act as the crime and disorder overview and scrutiny committee, giving the committee the power to:

- Review or scrutinise decisions made, or action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions
- Make reports or recommendations to the local authority with respect to the discharge of those functions.

**Scheduled Committee Dates & Mid-Cycle Briefing Dates in 2019/20**

Forthcoming committee dates are:

- 10.30am on 2 December 2019
- 10.30am on 2 March 2020

Forthcoming mid-cycle briefing dates are:

- 10.30am on 28 October 2019
- 10.30am on 20 January 2020
- 10.30am on 20 April 2020



**Scrutiny Topic Proposal**

The Committee have been asked to consider carrying out a scrutiny review on whether the County Council is making it as easy as possible for small to medium sized local business (SMEs) to provide goods and services to the Council.

This would involve examining the County Council's procurement policy and practices and Local Authority best practice from elsewhere.

**Recommendation**

Members are asked to:

- i. Consider, amend and add to the Committee's draft work programme for the coming municipal year.
- ii. Consider possible topics for detailed scrutiny review during 2019/20.

Melanie Carr  
Principal Democratic Services & Scrutiny Officer  
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## Corporate & Partnerships Overview and Scrutiny Committee Remit

### Scope

- The Council's corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality and diversity, performance management, communication and access to services.
- Partnership working, community development, community engagement, community strategies and community safety.
- This Committee is the Crime & Disorder Committee for the purposes of Part 3 of the Police and Justice Act 2006.

**Agenda Briefings** (Attended by Group Spokespersons only) - will be held at 9.30am on the day of the committee meeting, in the Elm Room

## Corporate and Partnerships Overview and Scrutiny Committee Draft 2019-2020 Work Programme

### Committee Meeting - 17 June 2019 @ 10:30am in Brierley Room

Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson
Community Libraries	Update on Libraries Services – Chrys Mellor
Locality Budgets	Annual Update on delivery – Neil Irving
2020 Council – Partnerships and Traded services	Overview of Partnership Arrangements & Traded Services – Annual Report of the Brierley Group – Gary Fielding - DEFERRED
Customer Access	Update on the Operation of the Parish Portal and Parish Council engagement – Nigel Smith
Adult Reoffending Review	Draft Final Report – Melanie Carr

### Mid Cycle Briefing – 29 July 2019 @ 10:30am - CANCELLED

Work Plan 2019/20	Consideration of the work programme for this municipal year
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### Committee Meeting – 2 September 2019 @ 10:30am in Brierley Room

Corporate Volunteering Project	Six-monthly progress update on corporate volunteering project – Marie-Ann Jackson
Equality and Diversity	Overview of progress with achieving the Council's Equality and Diversity objectives & update on the development of an Action Plan by Management Board Task Group – Deb Hugill
Annual Council Budget Setting	An overview of the approach to budget setting; key pressures; options for the forthcoming year; longer term aims etc – Gary Fielding

Brierley Group Annual Report 2018/19	Annual update on the work of the Brierley Group – Gary Fielding (deferred from June 2019 meeting) – Gary Fielding / Michael Leah
Notice of Motion on Social Housing	Officer response to notice of motion on social housing and Brierley Homes - Michael Leah
Community Safety – Youth Justice	Presentation on Annual Update on Implementation of the Youth Justice Strategic Plan – Vicky Metheringham & Steve Walker
<b>Mid Cycle Briefing – 28 October 2019 @ 10:30am in</b>	
Work Plan 2019/20	Consideration of the work programme for this municipal year
NYCC Property / Land Holdings	Discussion regarding possible scrutiny review of NYCC property/land holdings
<b>Committee Meeting – 2 December 2019 @ 10:30am in Brierley Room</b>	
Community Safety - PFCC	Update on the implementation of plans for collaboration between North Yorkshire Police and North Yorkshire Fire & Rescue Service – Julia Mulligan, Police, Fire & Crime Commissioner
Investment Strategy	Update on NYCC's Investment Strategy & its Investments – Karen Iveson
Customer Access	Update on the Operation of the Customer Portal - Sarah Foley
<b>Mid Cycle Briefing – 20 January 2020 @ 10:30am in</b>	
Work Plan 2019/20	Consideration of the work programme for this municipal year
<b>Committee Meeting – 2 March 2020 @ 10:30am in Brierley Room</b>	
Community Safety - NYCSP	Bi-annual Update on Implementation of the CSP Plan and Partnership Working
North Yorkshire Syrian Refugee Settlement Programme	Annual Programme Update – Jonathan Spencer
Annual Workforce Plan	Review of Annual Plan – Justine Brooksbank
Corporate Risk Register	Annual Review of Corporate Risk Register – Fiona Sowerby
Insurance	Annual Update on Insurance Claims, Risk Exposure & Management – Fiona Sowerby
<b>Mid Cycle Briefing – 20 April 2020 @ 10:30am in</b>	