

## Agenda

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

**Venue: Brierley Room, County Hall,  
Northallerton DL7 8AD**

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

Recording is allowed at County Council, committee and sub-committee meetings which are open to the public, please give due regard to the Council's protocol on audio/visual recording and photography at public meetings, a copy of which is available to download below. Anyone wishing to record is asked to contact, prior to the start of the meeting, the Officer whose details are at the foot of the first page of the Agenda. We ask that any recording is clearly visible to anyone at the meeting and that it is non-disruptive. <http://democracy.northyorks.gov.uk>

### Business

- 1. Minutes of the meeting held on 2 September 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. Attendance of the Police, Fire & Crime Commissioner**

Purpose of Attendance – To provide a ‘one year on’ progress update & overview of activity since the Transfer of Governance from North Yorkshire Fire Authority to the North Yorkshire Police, Fire & Crime Commissioner

**6. Update on the Operation of the Customer Portal – Robert Ling, AD Technology & Change, NYCC**

**(Pages 11 to 36 )**

Purpose - A presentation providing an update on the use of the Customer Portal. The last update was received in January 2019

**7. Year 2 Review of NYCC’s Alternative Investments – Karen Iveson, Assistant Director Strategic Resources**

**(Pages 37 to 44)**

Purpose of the Report – To provide an update on progress with the delivery of the alternative investment framework, approved by the Executive in August 2017

**8. Bi-annual Update on the work of the Community Safety Partnership – Odette Robson, Head of Community Safety**

**(Pages 45 to 56)**

Purpose of the Presentation – To provide an update on Domestic Abuse and Domestic Homicide Reviews

**9. NYCC Property Services – Approach to Rationalisation – Jon Holden, NYCC Head of Property Services**

**(Pages 57 to 64)**

Purpose – A presentation on the rationalisation work of NYCC Property Services

**10. Brierley Group Governance Arrangements – Vicki Dixon, Head of Finance, Business Partner Services**

**(Pages 65 to 72)**

Purpose of the Report – To provide an overview of the governance arrangements in place for the Brierley Group

**11. Work Programme 2019/20 – Ray Busby, Principal Democratic Services and Scrutiny Officer**

**(Pages 73 to 76)**

Purpose of the Report – To consider, amend and adopt the committee’s work programme for the current municipal year.

**12. Council Plan Development** – Louise Rideout, Senior Strategy & Performance Officer, NYCC  
**(Pages 77 to 88)**

Purpose of the Report – To provide a progress update on the Council Plan Priorities and action plan going forward. Plus, an outline of what is being considered as part of the development of the refreshed plan

**13. 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: 22 November 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                              | PEACOCK, Yvonne         |                               | Conservative           | Upper Dales                     |              |
| 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>10</b>                      | <b>1</b>                | <b>0</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 on Monday 2 September 2019 at 10.00am at County Hall, Northallerton.

#### Present:-

County Councillor Derek Bastiman in the Chair

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

Also in Attendance County Councillor Geoff Webber.

North Yorkshire County Council Officers: Ray Busby (Principal Scrutiny Officer, Gary Fielding (Corporate Director Strategic Resources), Marie Ann Freed (Head of Stronger Communities Programme, Policy Partnerships and Communities (CSD)) Deborah Hugill (Senior Strategy and Performance Officer), Michael Leah (Assistant Director Strategic Resources), Keeley Metcalfe (Senior HR Advisor), Vicky Metheringham (Head of Service West ( LAC, Leaving care and YJS), Children and Families) and Steve Walker (YJS Planning & Development Officer, Children and Families)

Apologies for Absence were received from Stuart Parsons

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

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#### 97. Minutes

##### Resolved –

That the Minutes of the meeting held on 17 June 2019 having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

#### 98. Declarations of Interest

There were no declarations of interest to note.

#### 99. Public Questions or Statements

The committee was advised that no notice had been received of any public questions or statements to be made at the meeting.

#### 100. Corporate Volunteer Project Update

##### Considered

Report providing Members with an update on the Corporate Volunteering Project and outlining progress made to date.

## Item 1

Marie-Ann Freed introduced the report. She suggested that the adoption of the strategy by the Executive represented a milestone for the Authority. The review report highlighted the work undertaken to date to meet the strategy's objectives.

Some particular points of note were the adoption of a clearer procedure for volunteers to claim expenses. In response to Members to questions she confirmed that the rate payable was comparable to those for NYCC staff.

The adoption of an ID badge scheme, with a unique volunteer logo, was not only for practical, security purposes but it was also symbolic: the branding emphasised the esteem with which the Authority viewed the volunteer contribution.

Marie-Ann confirmed that volunteers were given the opportunity of maintaining and retaining a record of their involvement with services which amounted to a form of Curriculum Vitae - especially valuable for younger volunteers in terms of their future career options. This centralised record would come to be seen as a sort of "a voluntary passport", essentially a certificate which ensured that the contribution made and skills acquired could be recognised by all service departments.

### **Resolved –**

That the update report be noted and the progress made towards meeting the aims of the Corporate Volunteer Project be welcomed

## **101. Equality and Diversity (including progress on objectives 2016 – 2020)**

### **Considered –**

A report updating Members on equality work in the County Council including progress on equality objectives agreed for the period 2016-2020.

Deborah Hugill introduced the report. She explained the County Council's obligations under the Equality Act 2010 regarding under equalities and diversity.

She highlighted the results of a light touch self-assessment by the Corporate Equality Group, against the Equality Framework for Local Government last year. Two main improvement areas had been identified: leadership and vision; and governance of the equality impact assessment (EIA) process.

Management Board had been pleased with the update of the report for two reasons - it makes solid business sense in terms of recruitment and retention ensuring that the Authority is attracting the most diverse workforce, and, secondly, it ensures that the Authority is a forward-thinking employer and service provider which values innovation and is responsive to its communities.

One of the major successes has been the efforts made to embed the compilation and use of Equality Impact Assessments. A work-flow solution had been deployed, making the process not just clearer but also facilitating better collation and presentation of data and information.

Members complimented the progress achieved. They also endorsed the primary role of the Scrutiny Committees in terms of ensuring and maintaining the Authority has a record in respect of equality and diversity to be proud of.

### **Resolved -**

That the report be noted.

**102. Response to Notice of Motion****Considered**

Report presenting 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.

County Councillor Geoff Webber addressed the committee in support of his motion.

The Government acknowledges that housing is a priority at both national and local level, recognising that it is a key driver for other strategic ambitions such as growth, education, health and for stronger communities. Britain faces a housing crisis; there is a shortage of affordable homes in many areas, particularly social homes for rent.

Everyone deserves a safe, secure, and affordable place to call home. Quoting from a recent shelter report, adequate social housing provision contributes to the wellbeing of both parents and children. Studies show that children in stable housing do better in school and are less likely to experience disruption in their education due to unwanted moves. Housing also is important to the economic vitality of communities.

County Councillor Bryn Griffiths added that social housing and affordable homes can attract and retain employees to our communities, and support the local workforce so they can live close to their jobs. A healthy mix of housing options ensures opportunities for all individuals to improve their economic situation and to contribute to their communities.

Proper provision of social housing is, therefore, at the heart of what we, as a local authority, are trying to achieve in terms of the welfare of the population we serve. While housing is a responsibility of district councils, a lack of council houses impacts on a number of county council responsibilities, such as education, public health and social services.

County Councillor Geoff Webber concluded by saying that the county council shares a common purpose with all local authorities and housing associations to find ways to stimulate and support social housing initiatives. What is stopping us is a lack of political will. Adopting the motion in order that the county council pursues the course of action proposed would ensure that we are doing our bit.

Michael Leah reiterated the advice in his report.

The substance of the motion and the implications of adopting it were deliberated upon at great length.

Members expressed concern at the likely effect of adopting the motion on the business operation of Brierley Homes and the Brierley Group. They referred to the intention for any profit generated to be initially 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.

It was also recognised that the business is still in early stages of its own development. Were any profit be used in the manner advocated in the motion, this may disrupt the company's capacity to grow in-line with its approved business plan.

**Resolved –**

For the following two main reasons, members concluded (by majority vote) that the Executive be advised that the Committee does not support the motion.

- a) Members acknowledged the laudable intentions underpinning the motion - that of improving the availability of housing bearing in mind its key role in promoting health and opportunity. Local government is at the heart of the housing solution. And, like all local authorities, the county council has a role to play in promoting housing activity - across all tenures - and ensuring delivery to meet the housing market needs of their local population. But the county council does not have a statutory duty for housing. In a two tier area the responsibility in relation to the provision of social housing remains with district and borough authorities. Any intervention into this arena must not prejudice the council's interests.
- b) Members were mindful of committing Brierley Homes, so early in its business plan and development, to a course of action the effect of which would be to restrict and most likely impair the Group's ability to achieve its primary objectives.

**103. Brierley Group Annual Report for 2018/19**

**Considered -**

The Committee considered the Annual Report of the Brierley Group for 2018/19.

Michael Leah drew attention to the successes achieved so far as listed in the report.

In response to a questions, Gary Fielding explained that the £8m loan from the Authority to the Group had been set at commercial rates.

Some Councillors were unconvinced that the "good year" the report appeared to be representing was a realistic impression to give. Quoting examples from the corporate, commercial world a number of Members posited that without strong leadership and governance the recorded £1.6m profit could potentially change to a loss making position – especially bearing in mind the spread of services the Brierley Group was responsible for, and the variable financial position of those component companies.

Members emphasised that the governance arrangements and the accountability of the Brierley Group to the rest of the Council and Scrutiny in particular ought to be a matter of interest to this scrutiny committee.

**Resolved -**

- a) The Annual Report of the Brierley Group be received.
- b) The Committee schedule in its Work Programme a report on the Brierley Group's governance arrangements.
- c) The committee is looking for reassurance that there is sufficient challenge and scrutiny no just written into the arrangements but evidenced by practice.
- d) The committee would want to consider what might be its role in this accountability relationship.
- e) The timing of such a report be subject to discussions between the Chairman, Group Spokespersons and officers supporting the Brierley Group. It was likely that the optimum time for this would be when the Group is looking at performance towards the end of the financial year, and refining its objectives for the next.



**104. Annual Update on Implementation of Youth Justice Strategic Plan****Considered -**

Steve Walker introduced a presentation on implementing progress against the Youth Justice Strategic Plan for 2018-20. This outlined structural changes in the Youth Justice Services and practice changes, the principle benefit of which was making space and time for staff to do more work with children, young people, their families and carers.

Members noted that feedback from parents and carers was suggesting they felt more positively supported by their Youth Justice Service Worker.

Members Asked about Skill Mill. Steve explained that this is an access to employment project for young people aged 16-18 in the Scarborough area. It supports young people who have missed out on normal opportunities because of previous difficulties in their lives, by giving them a first experience of paid employment by undertaking a wide variety of unskilled labour tasks, for a very competitive daily rate.

Members suggested that information about the scheme should be made more widely available to councillors in order that they could promote its benefits. It might be that some councillors would consider it an appropriate use of their localities grant. Steve agreed to circulate the information to Members more widely.

**Resolved –**

That the report be received.

**105. Work Programme**

The report of the Principal Democratic Services and Scrutiny Officer inviting 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.

**Resolved -**

- a) That the report be received.
- b) The subject of the earlier discussion on the accountability relationship and governance of the Brierley Group be added to the Committee's Work Programme

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# Customer update

November 2019

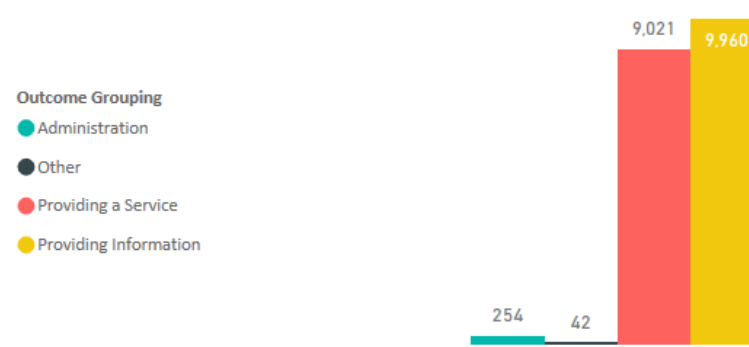
|  |             |
|--|-------------|
| <b>Total Telephone CSC Service Requests</b>                            | <b>9441</b> |
| <b>Customer Telephone Service Requests Minus Professional Contacts</b> | <b>5361</b> |
| <b>Online Service Requests</b>   | <b>4553</b> |
| <b>Total Customer Service Requests</b>                                 | <b>9914</b> |
| <b>% Service Request online</b>  | <b>46%</b>  |
| <b>2020 Customer target</b>  | <b>70%</b>  |

|                                 |   |   |                         |
|---------------------------------|---|---|-------------------------|
| Carers Emergency Card           |     |     | Item 6<br>HWRC Permit   |
| Disabled Buss Pass              |    |    | Street lighting         |
| Older Persons Bus Pass          |    |    | Pot Holes               |
| HAS Online Assessment           |    |    | Flooding                |
| HAS Online Financial Assessment |    |    | Footway Fault           |
| Birth Registration              |   |   | Highways Fault          |
| Death Registration              |  |  | Tree, Vegetation, Grass |
| Notice of Marriage              |  |  | Blue Badge              |

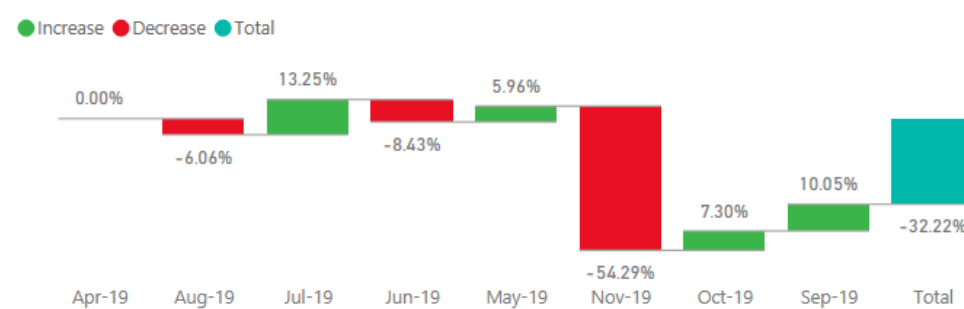
Number of cases by subject

| Subject Name by Directorate            | # Cases       |
|--|---------------|
| HAS Social Care front-door             | 4,444         |
| CYPS Social Care front-door            | 2,348         |
| CS Registrars                          | 1,783         |
| CS Blue Badge                          | 1,366         |
| BES Transport services                 | 1,356         |
| BES Street Lighting                    | 951           |
| BES Roads                              | 792           |
| BES Waste                              | 780           |
| BES Flooding and Drainage              | 563           |
| NYC_Social Care                        | 534           |
| CS Technology and Change Management    | 429           |
| CS Finance                             | 334           |
| HAS Care and Support Local Teams       | 321           |
| CS Social Care front-door              | 264           |
| BES Pavement Condition                 | 223           |
| CS Employment Support Service          | 218           |
| CYPS Admissions and Transport          | 217           |
| BES Road Works                         | 214           |
| BES Licences                           | 191           |
| BES Tree Vegetation and Grass Cutting  | 175           |
| BES Network Strategy                   | 155           |
| BES Planning                           | 154           |
| CS Local Assistance Fund               | 150           |
| Portal                                 | 148           |
| CYPS Adult Learning and Skills Service | 140           |
| BES Integrated Passenger Transport     | 136           |
| Highways                               | 134           |
| BES Signs and Illuminated Signs        | 99            |
| CYPS Inclusive Education Service       | 91            |
| County Searches                        | 81            |
| CSC HARA                               | 81            |
| CYPS Healthy Child Team                | 75            |
| BES Parking and Waiting Restrictions   | 72            |
| CYPS Safeguarding                      | 64            |
| External Waste                         | 64            |
| HAS Screening Tool                     | 64            |
| BES Countryside Access                 | 62            |
| External Government Agencies           | 51            |
| External Revs and Bens                 | 47            |
| Carers Emergency Card                  | 44            |
| External Environmental                 | 44            |
| BES Business and Consumer Services     | 43            |
| CS Legal and Democratic Services       | 43            |
| CYPS Prevention                        | 41            |
| BES Street Works                       | 40            |
| CRC Frontline                          | 38            |
| <b>Total</b>                           | <b>20,389</b> |

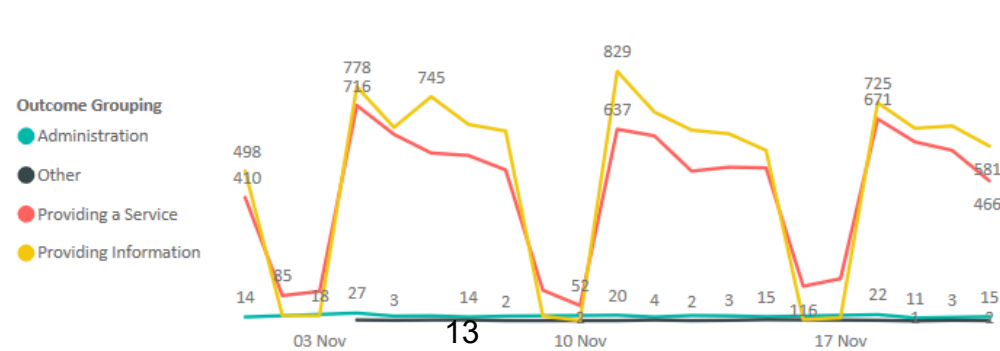
Number of cases by outcome grouping



Monthly trend and % Month-on-Month variance



Number of cases by date and outcome grouping



Select Date Range

01/11/2019 22/11/2019

Filter by Directorate

|            |      |       |
|------------|------|-------|
| BES        | CSD  | HAS   |
| Commercial | CYPS | Other |

20,389

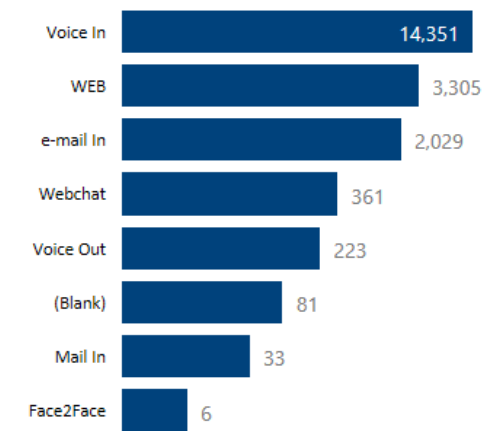
# Cases this period

31,459

# Cases Previous Month

Search

Number of cases by channel



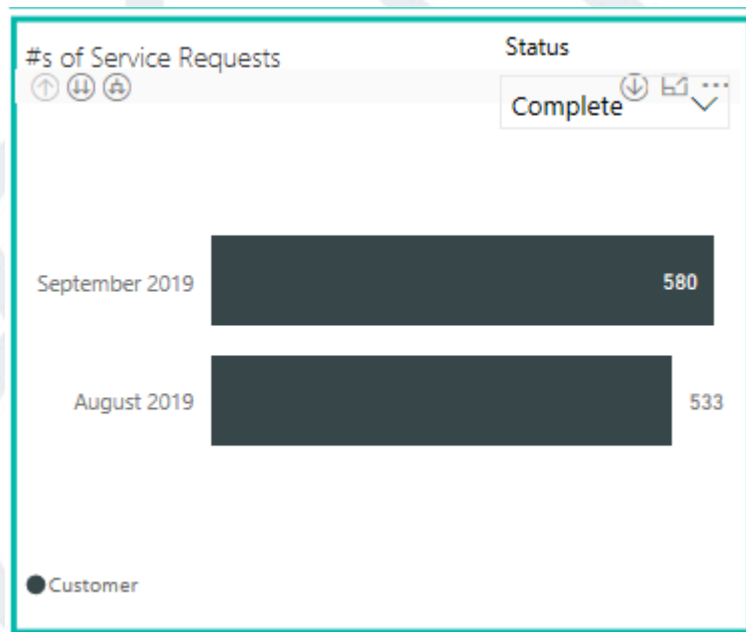
# HWRC Commercial Vehicle Permits (Aug-Sep) <sup>Item 6</sup>

Social media message views – 14,117

Web page views – 6,412

75% increase in page views compared with Aug/Sep 2018.

## Service requests 2019



If you use a commercial or commercial-like vehicle to deliver waste to our household waste #recycling centres your pass will need to be renewed if it has expired or doesn't have a date.

Find out more [northyorks.gov.uk/hwrc-registrat...](https://northyorks.gov.uk/hwrc-registrat...)



# Street lighting – clocks changing

**Facebook** – 10,005 views

**Twitter** – 15,334 views

**Instagram** – 717 views

**Total** – 26,056



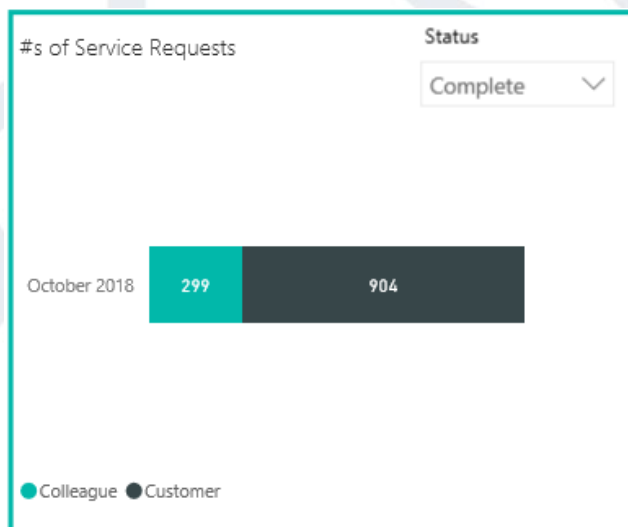
Item 6

After the clocks changed this weekend you may notice some of our part-night #streetlights  switch off earlier than expected.

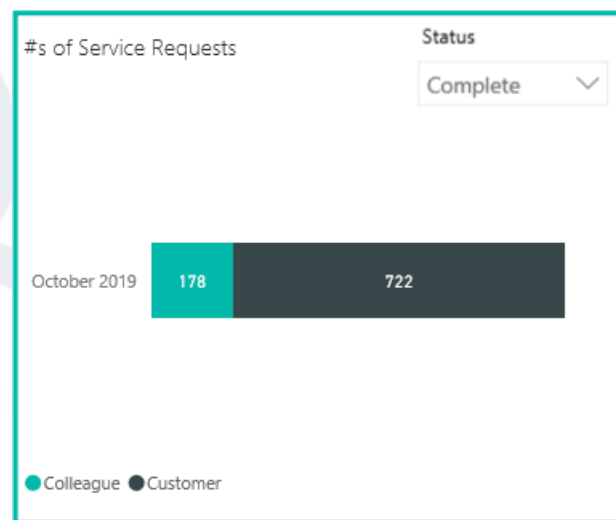
They will recalibrate on their own over the next couple of weeks. There's no need to report it to us unless the problem lasts beyond two weeks.



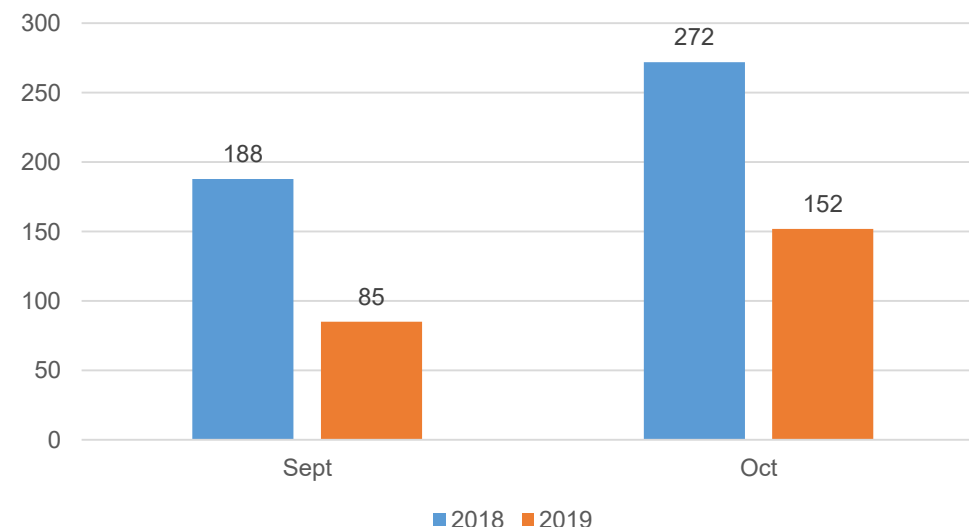
Service requests October 2018



Service requests October 2019



Street Lighting Calls



# Blue Badges

Twitter – 17,705 views

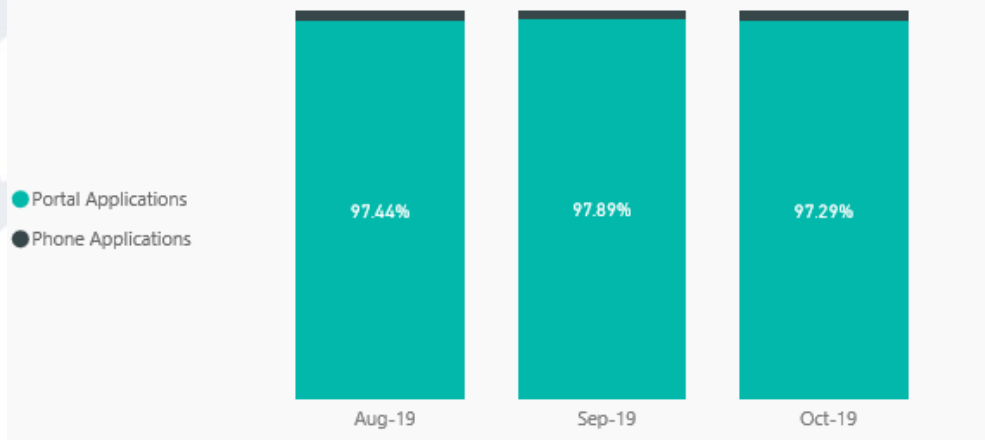
Website page views – 5,878

Increase on October 2018 – 76%

## Service requests 2019

### 833 Blue Badges issued in October

Monthly Completed Portal vs Phone Applications



North Yorkshire CC @northyorksc - 21h

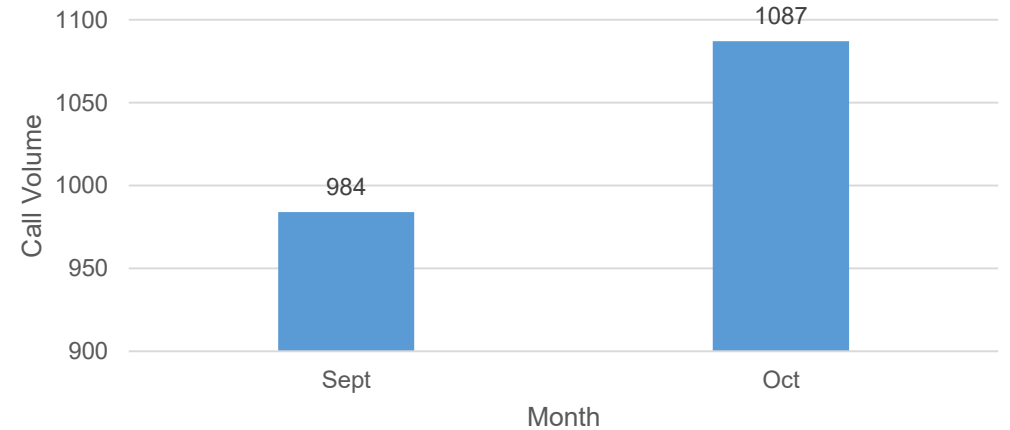
Need a new blue badge? Apply for or renew a blue badge on our website 24 hours a day at a time to suit you. #DoltOnline

Item 6

[northyorks.gov.uk/blue-badge-par...](http://northyorks.gov.uk/blue-badge-par...)



Blue Badge Calls





# Website Overview Oct 2019

1,048,049 page views with 55,546 (5%) visits to the homepage and 23,184 (2%) using the site search. Top ten areas by visits:

| August 2019                |        | September 2019                         |         | October 2019             |        |
|----------------------------|--------|--|---------|--------------------------|--------|
| Search and apply for a job | 23,219 | UCI                                    | 372,703 | Libraries                | 52,501 |
| UCI                        | 22,534 | Jobs and careers                       | 49,202  | Jobs and careers         | 46,454 |
| Roadworks                  | 18,552 | Libraries                              | 29,097  | My Account               | 16,634 |
| Libraries                  | 18,411 | Roadworks                              | 22,002  | School term/holidays     | 16,358 |
| Jobs and careers           | 15,969 | My Account                             | 18,118  | Apply for a school place | 15,084 |
| School term/holidays       | 14,872 | School term/holidays                   | 14,910  | Roadworks                | 12,851 |
| My Account                 | 13,207 | School admissions                      | 12,726  | School admissions        | 12,677 |
| Roadworks Map              | 11,335 | Apply for a school place               | 12,307  | Roadworks map            | 9,180  |
| Libraries – browse items   | 8,563  | Contact Us                             | 9,187   | Libraries – browse items | 8,969  |
| Whitby Park and Ride       | 7,660  | Libraries – browse items <sub>17</sub> | 8,741   | Contact Us               | 7,627  |





# Communications Marketing/Campaigns

The overarching customer communications marketing/campaign plan and calendar are published and in use as a means of monitoring/trend/data analysis and informing planning, channels and message.

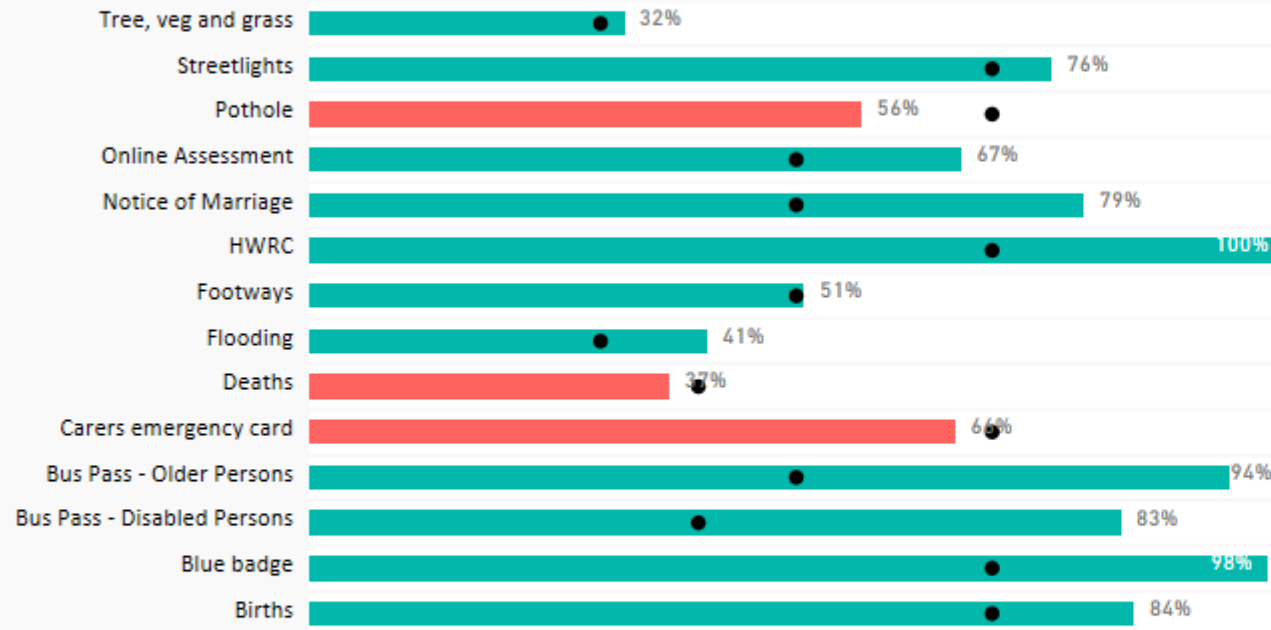


# Customer Portal

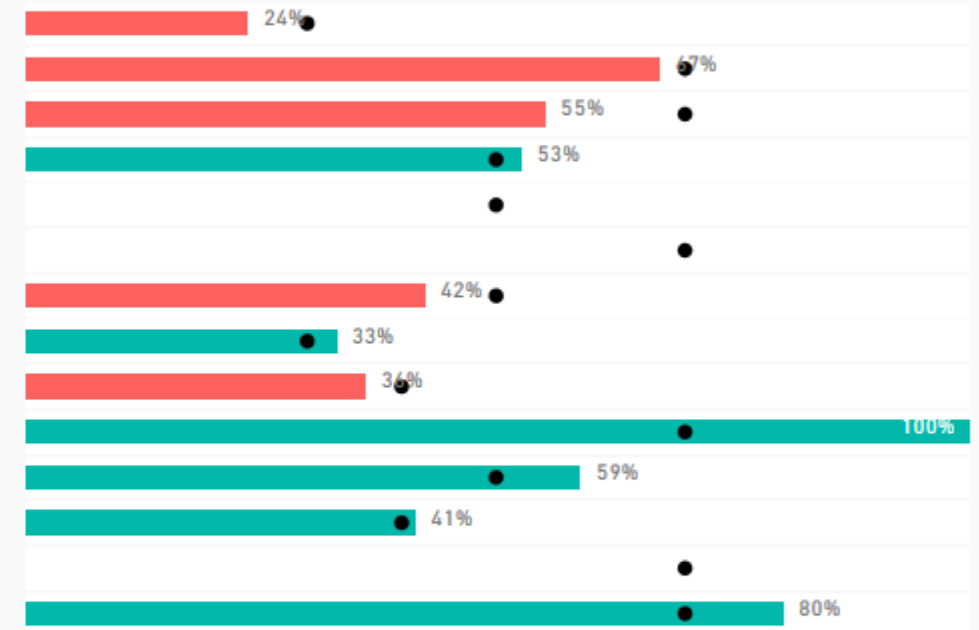
The screenshot shows the 'My account' section of the North Yorkshire County Council website. It features a navigation bar with 'Available services', 'Accessibility', 'Help', and 'Log in'. The main content is divided into two columns: 'Log in' and 'Register for an account'. The 'Log in' column includes a 'Log in' button, a 'Forgot your password?' link, and input fields for 'Email address' and 'Password'. The 'Register for an account' column includes a 'Register' button and descriptive text about account benefits and privacy. At the bottom, there is a link to 'View help and request support'.

-  3,047 new account registrations in October (2018 avg. 1,394)
-  Total to 52,049 customer accounts by the end of October
-  4,727 service requests made in October (2018 avg. 2,678), 3,423 of these by registered users
-  1002 new subscriptions to marketing emails in October, which is 33% of all registrations.

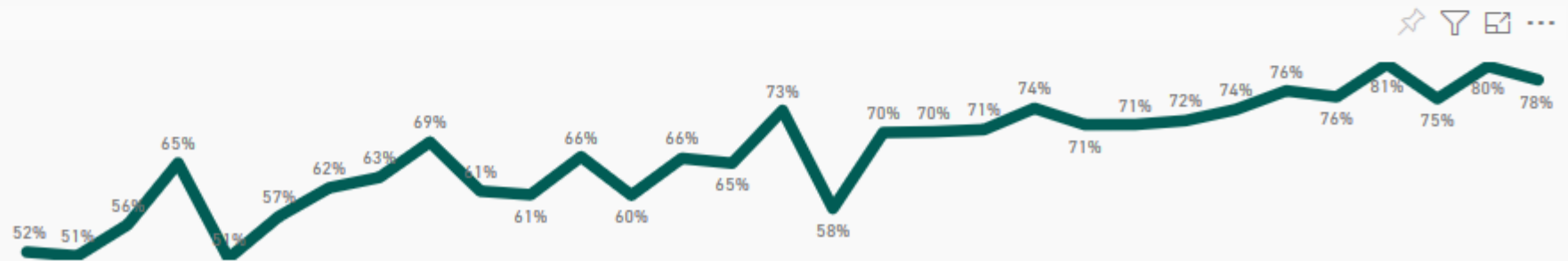
## Last Months Performance



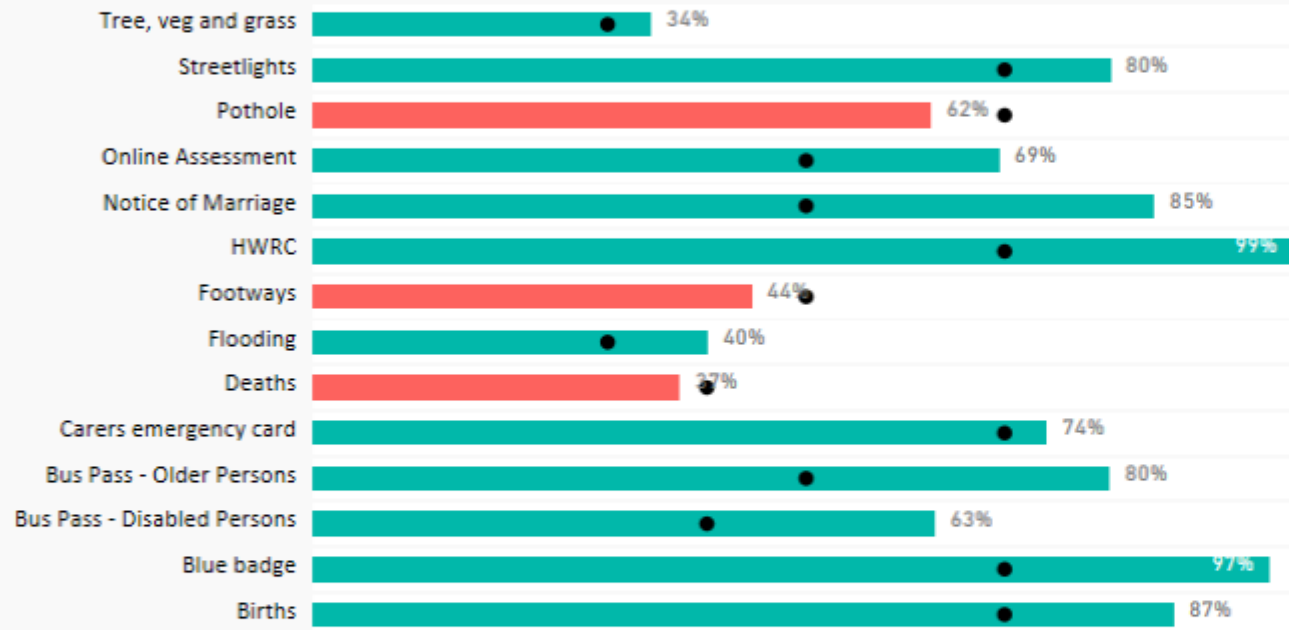
## Last Year Performance



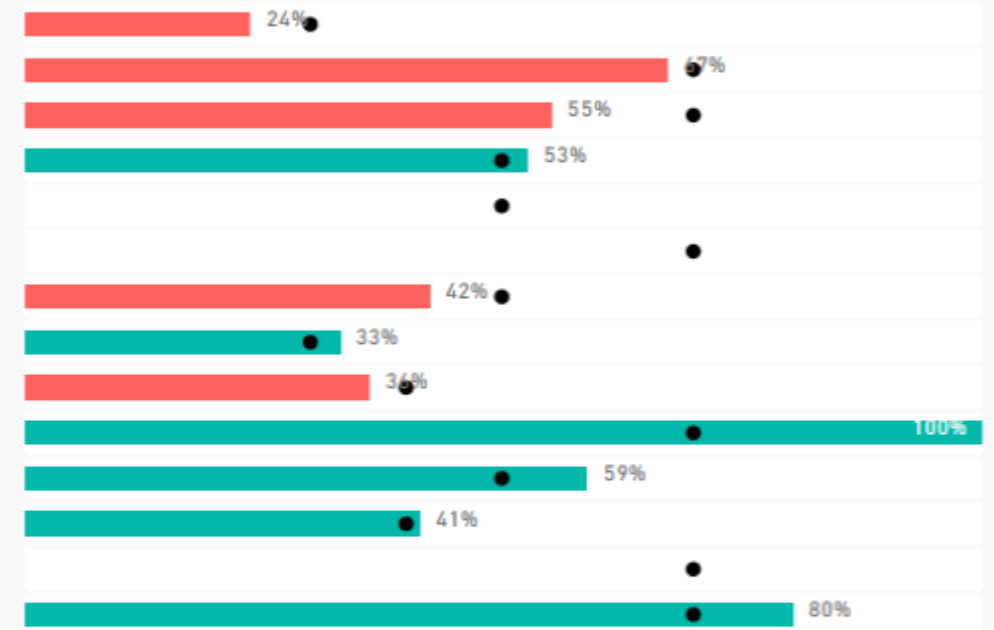
## Overall Digital demand, Trend over 2 years



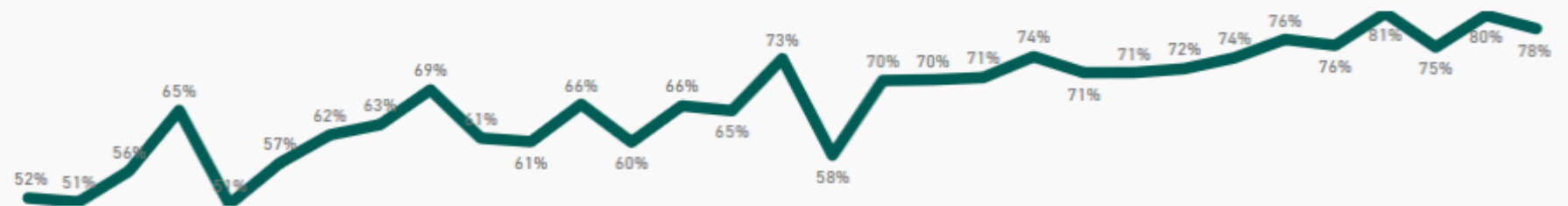
## Last Months Performance



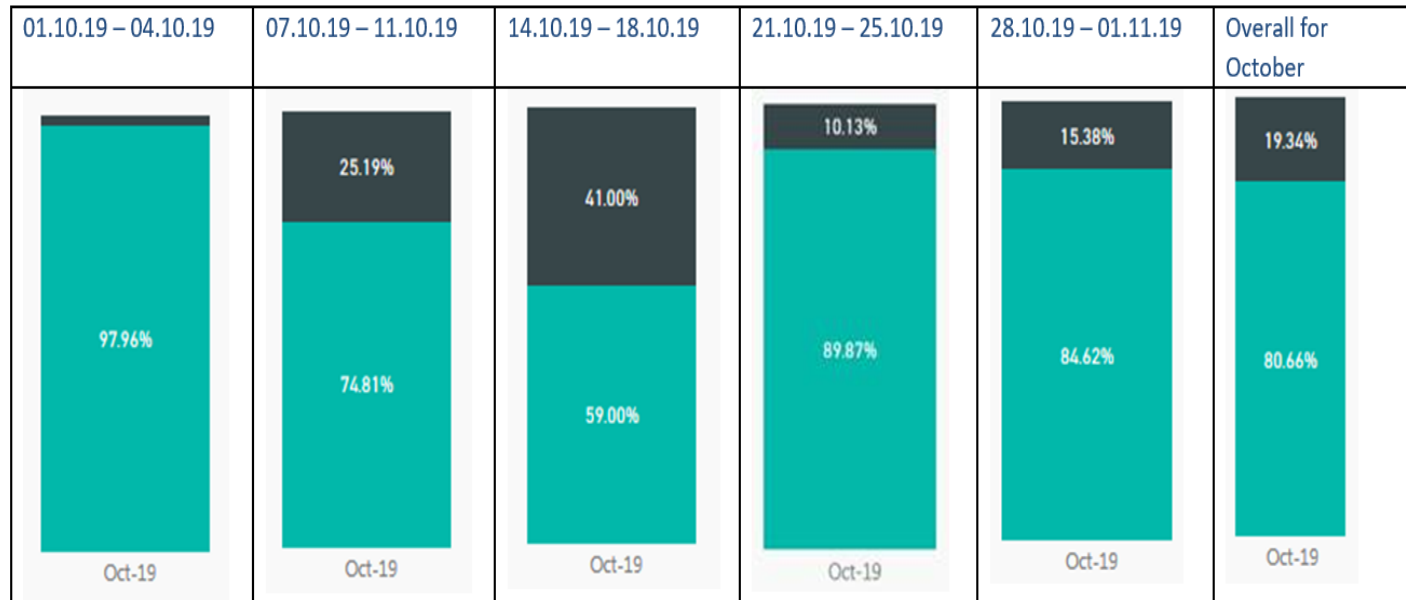
## Last Year Performance



## Overall Digital demand, Trend over 2 years



# Reduction in performance of concessionary bus pass

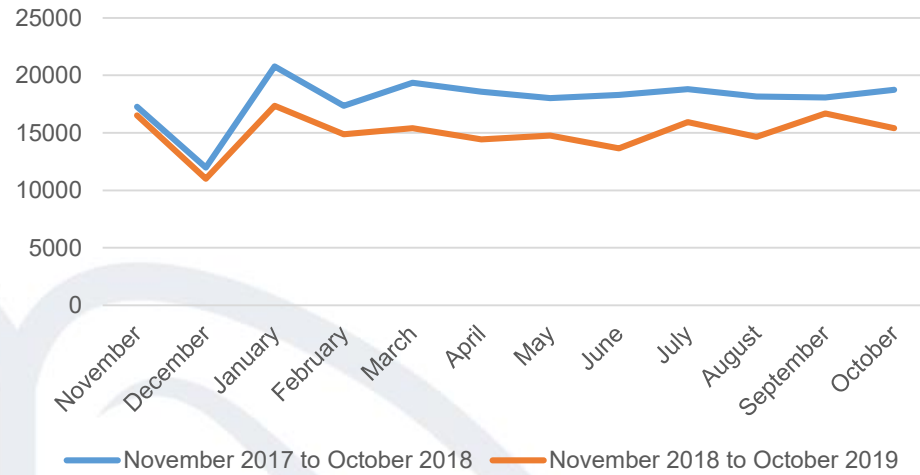


- Clearing Back Logs
- Gazetteer Issue
- Domain Black Listing

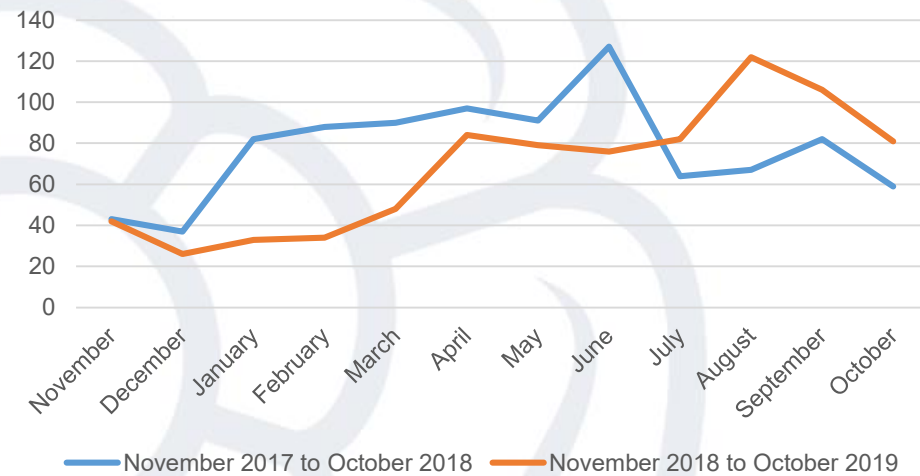
- On-line performance to be checked daily to spot changing trends quicker
- Continually learning - cause and effect – What activity can impact on On-line performance

# CSC Frontline Story

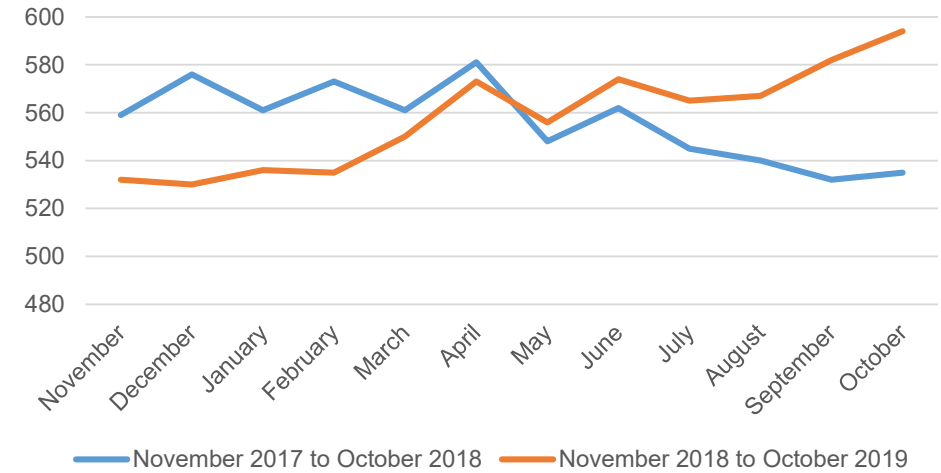
### Frontline Calls Offered



### Frontline Average Speed of Answer

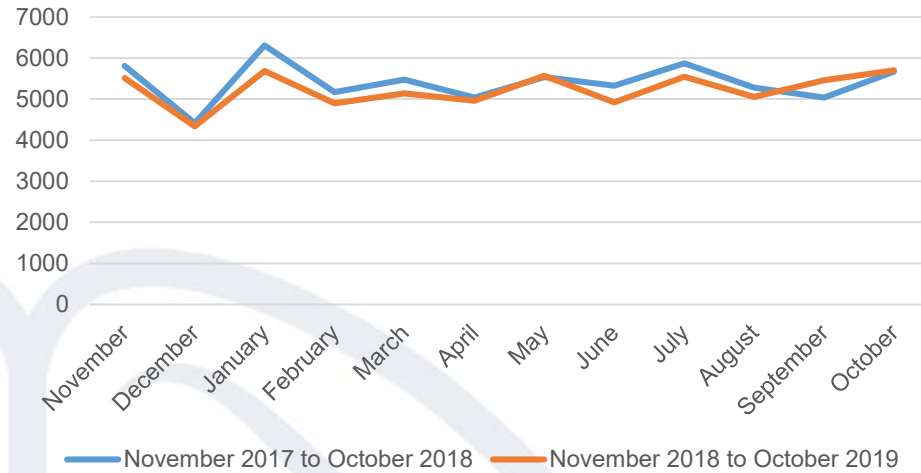


### Frontline Average Handling Time



# CSC Social Care Story

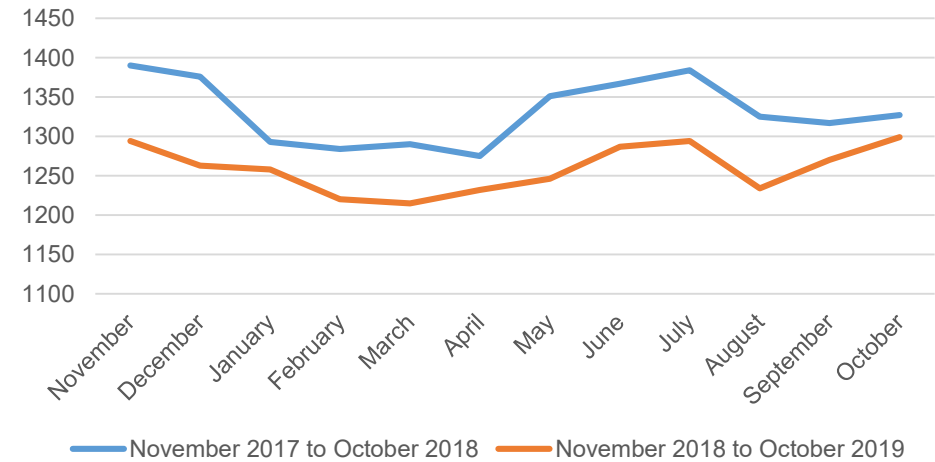
### Social Care Calls Offered



### Social Care Average Speed of Answer



### Social Care Average Handling Time





# I'm calling because...

| Blue Badge – Top 3                                      | % calls | Recommended Change/ Test  |
|---|---------|---|
| My badge has expired and I need to renew                | 28      | Specific message on IVR. If badge has expired quickest way is online. We aim to renew badges in 2 weeks...comms around how you can help family reapply  |
| My badge has expired and I need to renew/ online issue  | 17      | Specific message on IVR and wider marketing explaining the benefits of renewing on-line. Review portal support process in CRC and better analyse issue they are having setting up account. More messages about getting friends and families helping you apply on-line |
| You left me a message to call back. (need further work) | 17      | Review of current processes requiring a call back to a customer. How can we improve?  |
| Bus Pass – Top 3  | % calls | Recommended Change/ Test  |
| I need to renew my disabled bus pass                    | 22      | Specific message on IVR. Quickest way to renew is online. We aim to renew pass in 2 weeks if you still qualify... Friends and family can support.   |
| I've changed my address                                 | 22      | Customer have to call to change address, can't be done in the portal and feed other LOB systems. All manual processes.  |
| I've lost my bus pass – when is the work planned in?    | 17      | Online process being developed for lost/ stolen/ damaged.   |

| HWRC – Top 3  | % calls | Recommended Change/ Test   |
|---|---------|--|
| Can I take...to HWRC?   | 17      | Specific message on IVR – direct to website. Future AI option.   |
| I'm not happy I need to register my vehicle when my rubbish is not commercial | 17      | HWRC site staff to reassure customer why important. Key messages on the website – Why is it important. |
| What time does...open?  | 17      | Specific message on IVR.   |

# Top 3 web chats October



## Registrars Book a Ceremony

Customers contacting CSC for information on Ceremony fees and how to book a registrar and notice of marriage information.

## BES Transport services

Customers querying age and disabled bus pass new applications and replacements

## BES Waste

Customers querying what is accepted waste at HWRC and how to apply for new HWRC vehicle pass



# Online forms migration update



# Starting position

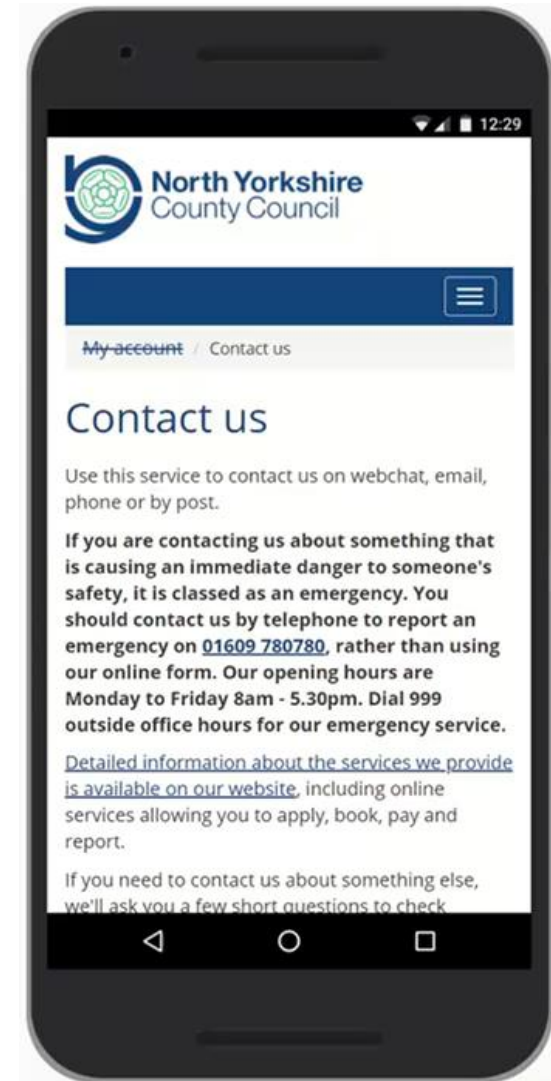
- 70 customer forms available on the website which enable customers to transact with us online/self serve.
- 29 of those 70 forms were allocated to the online forms migration project to be rebuilt in an accessible format, resulting in improved customer experience, increased online take-up, streamlined interaction, efficiencies in fulfilment and removal of legacy systems.
- All forms to go live by March 2020.

| Form type   | Number of forms |
|---|-----------------|
| Complex forms – require customer account and lagan integration- potential change to fulfilment process  | 19              |
| Simple forms - managed as simple rebuild, as there is limited business change required and can use existing components and defined business process | 10              |

# Contact Us form

- Prototype updated to include Comments and Complaints service and Jobs and Careers
- Analyse the requests coming through
- All contact will go through to the CRC with the exception of Complaints and Recruitment queries

Item 6



## Current position – forms in progress

- Improvements to core portal functionality will increase efficiency throughout the project.
- Agile delivery methodology applied to increase pace to achieve deadline of March 2020

| Form  | Type        | Progress update  | Benefits  |
|---|-------------|--|---|
| Contact us (incorporating complaints and compliments) | Simple- New | <ul style="list-style-type: none"> <li>• Prototype signed off and build underway</li> <li>• Potential go live date of early December</li> </ul>  | <ul style="list-style-type: none"> <li>• Opens up email channel- Structured online contact</li> <li>• Accessibility requirements met</li> <li>• Channel shift and service efficiencies to be confirmed</li> </ul>   |
| Residents' parking permits                            | Complex     | <ul style="list-style-type: none"> <li>• Options being explored with current enforcement provider, which may enable paperless permits.</li> <li>• Wireframes produced and pending sign-off and build.</li> <li>• Agreed with service this form will launch following renewal period (Nov - Jan)</li> </ul> | <ul style="list-style-type: none"> <li>• Estimated service efficiencies:</li> <li>• Estimated channel shift saving:</li> <li>• Accessibility requirements met</li> </ul>  |
| Call back form  | Simple- New | <ul style="list-style-type: none"> <li>• Requirements currently being scoped</li> </ul>  | <ul style="list-style-type: none"> <li>• Consolidation of forms</li> <li>• Solution for low volume forms</li> <li>• Accessibility requirements met</li> <li>• Channel shift and service efficiencies to be confirmed</li> </ul>                                     |
| FOI   | Simple      | <ul style="list-style-type: none"> <li>• Discovery phase underway</li> </ul>   | <ul style="list-style-type: none"> <li>• Accessibility requirements met</li> <li>• Compliance with legislation</li> <li>• Channel shift and service efficiencies to be confirmed</li> </ul>   |
| Pavements and dropped kerbs                           | Complex     | <ul style="list-style-type: none"> <li>• Discovery phase underway – workshop is taking place with service on 14 November.</li> </ul>   | <ul style="list-style-type: none"> <li>• Reduced CRC time screening eligibility criteria</li> <li>• Objective eligibility</li> <li>• Reduces BS time re-keying information into Symology (if applicable)</li> <li>• Service efficiencies to be confirmed</li> </ul> |
| Adult learning service enquiry                        | Simple- new | <ul style="list-style-type: none"> <li>• Requirements being established – may incorporate into contact us form</li> </ul>  | <ul style="list-style-type: none"> <li>• Accessibility requirements met</li> <li>• Streamlined digital contact</li> <li>• Channel shift and service efficiencies to be confirmed</li> </ul>   |



# HAS Online Financial Assessment Launch

Key messages from the 'HAS Online' project.

# HAS Online Financial Assessment (OFA)

North Yorkshire County Council

My account > Complete a financial assessment

## Complete a financial assessment

Check whether you will have to pay towards your care

You may have to pay for any care services you receive from us. You can use this form to find out if, or how much, you may have to pay towards your care.

**Please do not avoid asking for social care and support due to cost.**

After checking whether you are likely to have to pay towards your care, you can choose to continue and find out how much you may have to pay for your care. You'll need to provide information about your income, capital and expenses. You'll then be given the option to submit your financial assessment to us.

[Further information about financial assessments is available on our website.](#)

By using this form you agree to our [legal and data protection policies](#).

[Continue](#)

[Return to a saved financial assessment](#)

If you have previously saved a financial assessment, you need to [sign in to your account to resume where you left off](#).

[View help and request support](#)

North Yorkshire County Council

My account > Complete a financial assessment

## Complete a financial assessment

You need to complete all the following steps before submitting your financial assessment.

**Step 1: Check before you start**

Check if you will have to pay towards the cost of your care ✓ Completed

**Step 2: Begin your assessment**

|                             |              |
|-----------------------------|--------------|
| Personal circumstances      | ✗ Incomplete |
| Savings and assets          | ✗ Incomplete |
| Benefits                    | ✗ Incomplete |
| Disability benefits         | ✗ Incomplete |
| Pensions                    | ✗ Incomplete |
| Other income                | ✗ Incomplete |
| Essential expenditure       | ✗ Incomplete |
| Disability related expenses | ✗ Incomplete |

**Step 3: View your likely contribution**

Calculation summary

Assistance towards the cost of your care

**Step 4: Provide evidence**

Provide proof of savings and assets

**Step 5: Submit**

Read and accept declaration

Submit your assessment

[Save and return later](#)

[View help and request support](#)

‘Eligibility checker’ and  
‘full assessment’ in  
one customer journey



# Key outputs

**Digital assessment** – the customer can now enquire, check eligibility and complete their assessment online. The offer is reinforced by a continued offline offer from the B&A officer which provides support and assurance.

**Learning** – digital frameworks and patterns for re-use which are now tested with a highly complex pathway. Used to develop HAS online pipeline approach and reduce resource impact overall.

**Process clarification** – creating an online suitable service means ensuring the process itself is standardised and documented. This ‘single version of the truth’ supports the service overall, across all channels including digital.

# Coming Soon

Item 6

## 19 Nov Live





## Questions

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**NORTH YORKSHIRE COUNTY COUNCIL**  
**CORPORATE AND PARTNERSHIPS OVERVIEW AND SCRUTINY**  
**COMMITTEE**

**2 December 2019**

**Alternative Investments – Year 2 Review**

**1. INTRODUCTION AND BACKGROUND**

- 1.1 In August 2017 the Executive approved an alternative investment framework with £50m earmarked for longer term, more commercial investment. This was in response to the financial environment and low Bank Base Rate (BRR) which meant that the Council was (and still is) getting incredibly low returns on traditional investment of the Council's cash balances. In January 2019, following a review of the first year's activity, the overall sum available for investment was increased to £60m.
- 1.2 The approved strategic approach to managing cash resources was in accordance with the Council's Treasury Management Strategy and aimed to improve treasury returns, achieve revenue savings and potentially support the Council's wider objectives – for example driving additional income to support the Council's savings plans which in turn helps to ease pressure on front-line services.
- 1.3 The aim through this approach is to identify, assess and implement longer term (5 years plus) investment decisions including an element that targets commercial returns whilst ensuring the Council has access to sufficient cash to manage its day to day operations.
- 1.4 This report reviews the progress made over the last year, identifies lessons learned and the intended direction for the year ahead. Monitoring of the investments is incorporated into both the quarterly Capital Plan and Treasury Management reports to Executive.

**2. OPTIONS CONSIDERED**

- 2.1 The opportunities for investment fall into 3 broad categories:
- Internal Financing Adjustments – these opportunities are concerned with the use of resources within the Council, allowing resources to be earmarked or set aside to achieve revenue savings. They may not include the actual transfer of cash and as such can provide flexible opportunities.
  - Alternative Treasury Management Instruments – these opportunities involve extension of the institutions and/or cash investment vehicles available to the Council through its traditional treasury management function.
  - Alternative commercial investments – these opportunities are associated with the potential to invest in physical assets and projects delivered either directly by the Council or by/with partners in order to achieve a payback of the investment and an added return.

**3. THE FRAMEWORK**

- 3.1 The options available to the Council are varied and individual investments are subject to business case. However, limits on the sums invested and targets for investment returns ensure an appropriate balance between risk and reward, a diverse portfolio to help manage risk, and churn of cash to take advantage of future opportunities down the line.

- 3.2 The current approved high level decision framework comprises the following limits and target returns:

| Type of investment   | Risk         | Maximum Exposure<br>£000   | Maximum Term<br>Years | Target Rate<br>(above<br>BBR)<br>% |
|--|--------------|----------------------------|-----------------------|------------------------------------|
| <b>Alternative treasury instruments - <i>note already covered in Treasury Strategy</i></b> | <b>Low</b>   | <b>20,000 per category</b> | <b>1 - 5</b>          | <b>&gt; 0.1</b>                    |
| <b>Alternative Investments (overall Max):</b>  |              | <b>60,000</b>              |                       |                                    |
| Spend to Save  | Low          | 5,000                      | 7                     | 4.0                                |
| Loans to Council Companies   | Low - Medium | 25,000                     | 10                    | 443.0                              |
| Loans to Housing Associations  | Medium       | 10,000                     | 20                    | 3.0                                |
| Solar Farm (or similar)  | Medium       | 5,000                      | 20                    | 7.0                                |
| Commercial Property  | High         | 20,000                     | 10                    | 5.0                                |

- 3.3 Consideration of individual investment opportunities are subject to detailed business cases with their risks and rewards assessed.
- 3.4 Given the technical nature of such investments and strong linkages to the Council's Treasury Management function, appropriate governance and decision making arrangements are needed to ensure robust due diligence and the necessary agility to act. The Commercial Investment Board considers the identified opportunities and oversees the arrangements.
- 3.5 The Executive delegated authority to enter into individual investments up to £2.5m within an overall total of £10m p.a. The Board's approved terms of reference are attached at **Appendix A**.
- 3.6 The Board meet routinely every 2 months but more frequently when opportunities are actively being considered. This flexible approach enables a degree of agility for lower value opportunities, with investments in excess of £2.5m requiring Executive approval and therefore a longer lead in time.

#### 4. YEAR 2 – A REVIEW OF ACHIEVEMENTS

- 4.1 The investment framework approved by the Executive identifies a range of potential investment options. Each of the investments identified under the framework has been explored, with significant progress made in the following areas over the last year:

##### **Alternative Treasury Management Instruments**

- 4.2 A number of alternative instruments are potentially available to the Council – some already covered by the approved Treasury Management Strategy but not yet used. Typically, higher credited rated instruments offer lower rates of return and therefore some of these types of investment have limited impact on overall returns. However, they do provide alternatives to the investment we currently use and as such allow us to diversify our portfolio. Options currently used are:

- i) Money Market Funds
- ii) Certificates of Deposit (CDs)
- iii) Property Funds

4.3 A review of the Council's Treasury Management Strategy was undertaken in 2017/18 and a £20m limit was included for these opportunities. The infrastructure for the alternative investment options identified is now in place.

#### Money Market Funds

4.4 Following a selection process supported by the Councils Treasury Management advisers the following Money Market Funds were selected for investment:

- BlackRock Money Market Fund
- State Street Global GBP Liquidity Fund

4.5 Accounts have been opened with both funds and investment opportunities are continually monitored against other Treasury Management investment options. Money Market Fund investments are highly liquid with daily access to funds available – an average balance of £10.7m at 0.72% has been invested in funds up to 30 September 2019.

#### Certificates of Deposit (CDs)

4.6 The Council has now established a custodian account to enable investment in a wider range of treasury instruments, including Certificates of Deposit (CDs). In 2018/19 the Council invested in Nat West Bank (£5m) and Credit et Industriel Bank (£5m). Both of these investments matured in early 2019. While further potential investments continue to be monitored, rates available with approved institutions have not been competitive.

#### Property Funds

4.7 A detailed selection process was undertaken in 2018/19, supported by the County Councils Treasury Management advisers and, two Property Funds were selected for investment:

- BlackRock UK Property Fund
- Threadneedle Property Unit Trust

Accounts were opened with both funds and a £3m investment in each fund was agreed with transactions completed at the end of October 2018.

4.8 Over the last year the funds have provided a good revenue returns but have experienced capital losses - £67k in 2019/20 and £41k in 2018/19. Given the on-going wider economic and political uncertainty capital losses and impacts on revenue returns are expected and these funds are monitored closely.

4.9 Property funds are long term investments and valuations can, therefore, rise and fall, over the period they are held. Any gains or losses in the capital value of investments are held in an unusable reserve on the balance sheet and do not impact on the General Fund until units in the funds are sold.

### **Alternative Commercial Investments**

#### Loans to Council Companies

4.10 The Council currently owns (in whole or part) a number of companies which have been established to deliver a variety of objectives. The Council provides cash flow support to these companies and has £20.9m loans (at 30 September 2019) on its balance sheet at a variety of terms (duration and interest rates).

- 4.11 Given the nature of the companies and the Council's direct involvement in their operation, relative to other types of investment these are considered lower risk and are currently offered at a rate of bank base rate plus 4% but this is under review.
- 4.15 Loans are classed as capital expenditure and financed through internal borrowing in accordance with the Council's Treasury Management Strategy. Current Loans to Limited Companies at 30 September 2019 are:

| Company Loan            | Total Loan Approved<br>£k | Interest Rate<br>% | First Drawdown<br>Date | Total Loan 30/09/2019<br>£k | F'cast Int 2019/20<br>£k |
|-------------------------|---------------------------|--------------------|------------------------|-----------------------------|--------------------------|
| NYNet*                  | 10,000                    | Base + 3.0         | 01/04/2006             | 9,872                       | 268                      |
| Yorwaste I              | 3,700                     | Base + 4.0         | 23/05/2012             | 3,700                       | 176                      |
| Yorwaste II             | 3,850                     | Base + 4.0         | 19/06/2017             | 2,721                       | 139                      |
| Brierley Homes          | 25,000                    | Base + 4.0         | 12/05/2017             | 4,557                       | 349                      |
| Align Property Partners | 500                       | Base + 4.0         | N/A                    | 0                           | 0                        |
| First North Law         | 250                       | Base + 4.0         | 09/05/2017             | 85                          | 12                       |
|                         | <b>43,300</b>             |                    |                        | <b>20,935</b>               | <b>944</b>               |

\* The NYNet Loan is an overdraft facility.

- 4.16 As shown in the table above, there is an increasing demand for loans from the Councils limited companies and lending limits will be kept under review.

#### Commercial Property

- 4.17 Direct investment in commercial property can be aligned to the Council's Economic Development Strategy and/or can be undertaken on a purely commercial basis. Returns can vary significantly and each opportunity has to be considered on its merits having due regard to risk and reward. To date the Council has shortlisted 51 potential property investments; taken 17 to business case stage; six bids have been formally submitted; and three of these properties have been successfully acquired. Details of property investments to date are as follows:

#### **Bank Unit in Stafford Town Centre**

- 4.18 The acquisition of a freehold bank unit and lease in Stafford Town Centre, Staffordshire. The property is currently let to Bank of Scotland plc trading as Halifax and is held on a lease that runs to November 2031. The property was purchased for £850k with purchase of costs of £33k. The current rent is £53k p.a. providing a Net Initial Yield of 6.0%.

#### **Harrogate Royal Baths**

- 4.19 The acquisition of a leasehold restaurant / leisure investment in Harrogate Town Centre. The lease was purchased for £9,050k with purchase of costs of £546k. The property comprises of four commercial units - three units are currently let with expiry periods ranging from 2027 – 2038. One unit was vacated in early 2019 after the tenant entered administration and is now being marketed. There has been a good deal of interest in the unit and there is a high degree of optimism that a quality long term tenant will be found due to the nature of the property. This does, however, illustrate that commercial investment returns are in exchange for risk so this is likely to be a recurring feature in the future. A further unit has also undergone a refurbishment to retain tenant viability, resulting in



renegotiation of timing rent payments. Due to the vacant unit the current rent is £376k p.a. (previously £501k p.a.).

### **Co-op Store**

- 4.20 The acquisition of a freehold retail unit and lease in North Somercotes, Lincolnshire. The property is currently let to Co-Operative Group Food Limited on a 15-year lease that runs to 20 September 2033. The property was purchased for £1,428k with purchase costs of £69k. The current rent is £80k p.a. providing a Net Initial Yield of 5.3%.

## **5. ESTIMATED RETURNS**

- 5.1 **Appendix B** sets out a summary of the estimated returns from the investments made to date. In total MRP savings of £600k have been achieved, returns on treasury investments are estimated to be £377k and returns on the alternative investments in place are estimated at £1,578k p.a. The total projected annual gross income/savings generated from the alternative investments to date is £2,555k – this is a margin of £1,846k over traditional treasury management returns.
- 5.2 The report which set out the proposed framework indicated that annual revenue savings/returns of in excess of £1.7m could be reasonably achieved (subject to projects being identified and approval of business cases).
- 5.3 A 2% top-slice of the additional returns contribute to the Finance savings programme - which based on returns of £1,846k estimated to date, would result in a top-slice of £37k. This will be kept under review as further investments are made.

## **6. LESSONS LEARNED**

- 6.1 Whilst significant returns are expected from these investments the resource input required from within and external to the Council is also significant. Each proposition requires careful assessment of the market, the legal issues, and the risks and the returns expected in order to inform a robust business case.
- 6.2 The competitive nature of the market for these investments means that a degree of failure to secure investments is to be expected and indeed some business case work will be abortive as some investments will not be considered appropriate for investment. Where possible early sifting of proposals aims to focus efforts on opportunities worth pursuing but inevitably not all business cases will result in a successful acquisition.
- 6.3 Appropriate due diligence is crucial in order to take decisions for investment and it is important that timely expert advice is sought when necessary, in order to adequately assess the potential risks and rewards from such opportunities.
- 6.4 Commercial asset ownership brings landlord responsibilities and whilst where possible and appropriate, managing agents will be used, there is an overhead which cannot be outsourced and the capacity in this areas needs careful monitoring to ensure sufficient oversight is maintained.

## **7. NEXT STEPS**

- 7.1 Over the coming 12 months opportunities will continue to be sought but our efforts will be focused on the following:

### Commercial Investment

- 7.2 Further opportunities for commercial investment will be sought over the coming year building on the experience gained to date. The aim will be to maximise the investments within the approved framework. There is currently £8,123k available for investment.

Solar Farm (or similar)

- 7.3 Following the previous feasibility work undertaken, work is currently underway to understand the potential for the County Council to invest in solar farms. This is a rapidly expanding industry and the country's first two subsidy free solar farms are now in operation. The development of battery storage technology appears to be a key factor in achieving subsidy free electricity generation.
- 7.4 A soft market testing exercise is currently in progress to test the market's appetite for delivering a turnkey project and to provide the intelligence we need to develop a business case for investment. Subject to a favourable business case and member approval, work will then progress to procurement during 2020/21 and then delivery.

Loans

- 7.5 There has been limited interest from Registered Social Landlords (RSLs) for housing loans, as the amount of funding NYCC is able to offer is not of sufficient scale to make a significant impact.
- 7.6 The Council's commercial agenda however, provides opportunities for extending the level and number of loans to NYCC's growing portfolio of companies. We will continue to support this agenda and keep lending limits under review.

Debt Repayment

- 7.7 The Council currently has external borrowing of £288m as at 30 September 2019 with varying terms and interest rates. Repayment of borrowing would reduce the Council's Capital Financing Requirement and hence it's MRP charge and would save external interest payments however there may be penalties for loans repaid early.
- 7.8 Link, the Council's treasury management advisors regularly review the Council's debt portfolio and current interest rates and future forecasts suggest that it is not beneficial to repay debt at this time as there would be little opportunity for early repayment without the Council incurring substantial premium charges. This will continue to be monitored as part of the Council's on-going treasury management activity.

**8. CONCLUSIONS**

- 8.1 Good progress has been made on alternative investments and together this new approach has secured estimated annual revenue savings/income of £2,555k a margin of £1,846k over traditional treasury management returns.
- 8.4 Further work to pursue the options within the approved framework will be undertaken over the next 12 months with a focus on exploration of investment in solar energy.

**9. RECOMMENDATIONS**

- 9.1 It is recommended that Overview and Scrutiny Committee:
- i) Review the progress to date and provide comments on the future actions proposed.

Karen Iveson  
Assistant Director, Strategic Resources  
21 November 2019

## **Commercial Investment Board**

### **Purpose**

**The Board will not be a constituted body and will therefore not have formal decision making powers. However, it will be the chief means of identifying, reviewing and recommending schemes for investment decisions. Such formal decisions will be taken within the existing delegations namely through delegated authority to the Corporate Director, Strategic Resources and further decisions as made by the Executive.**

To consider and recommend detailed business cases for alternative investments within the framework approved by Executive.

To approve individual investments to a limit of £2.5m per investment and up to a total of £10m in any one financial year.

To consider appropriate due diligence, proportionate to the investment/risk/reward proposed.

Notwithstanding the Corporate Director, Strategic Resources authority to terminate investments should concerns be raised - to consider and recommend cases for early termination of alternative investments.

To monitor returns against approved performance targets.

To report performance of alternative investments to the Executive on a quarterly basis

To make recommendations to Executive on any proposed changes to the framework.

### **Membership**

Lead Member for Finance (Chair)

Lead Member for Growth

Corporate Director Strategic Resources

Corporate Director Business and Environmental Services

Assistant Director Strategic Resources – LBP to CFO

Assistant Director BES - Growth, Planning and Trading Standards

### **Frequency of meetings**

Board meetings likely to be held quarterly however the nature of investment opportunities will require agility and meetings will be arranged as required outside of the quarterly schedule.

Approved 15 August 2017

Updated January 2019

Investment/Returns at 30 September 2019

| Alternative Investment Options                                  | Max Exposure             | Actual Investment | Actual rate of return % | Term               | Actual/Forecast Yield/ Saving p.a. £ | Comments/Notes                             |
|---|--------------------------|-------------------|-------------------------|--------------------|--------------------------------------|--|
| <b>Additional MRP (non-cash movement)</b>                       | <b>N/A</b>               | <b>15,000</b>     | <b>4%</b>               | <b>N/A</b>         | <b>600</b>                           |  |
| <b>Treasury instruments</b>                                     | <b>£20m per category</b> |                   |                         | <b>5 years max</b> |                                      |  |
| Property Funds  |                          | 5,930             | 3.93%                   | 5 -10 years        | 233                                  |  |
| Certificates of Deposit   |                          | 0                 | 0                       | N/A                | 0                                    | No investments currently in place          |
| Money Market Funds  |                          | 20,000            | 0.72%                   | Instant Access     | 144                                  |  |
|   |                          | <b>25,930</b>     | <b>1.45%</b>            |                    | <b>377</b>                           |  |
| <b>Alternative Investments</b>                                  | <b>£60m max</b>          |                   |                         | <b>Various</b>     |                                      |  |
| Spend to Save   | 5,000                    |                   |                         | 7 years max        |                                      |  |
| Loans to LA owned companies                                     | 25,000                   | 20,935            | 4.28%                   | Various            | 944                                  | Balance and Forecast Return as at 30/09/19 |
| Commercial property investment                                  | 20,000                   | 11,877            | 5.34%                   | 10 years max       | 634                                  |  |
| Loans to housing associations                                   | 10,000                   | 0                 | N/A                     | N/A                | 0                                    |  |
| Solar Farm or similar   | 5,000                    | 0                 |                         | 30 years max       | 0                                    |  |
| <b>Total Alternative Investments (subject to risk appetite)</b> |                          | <b>32,812</b>     | <b>4.66%</b>            |                    | <b>1,578</b>                         |  |
| <b>Total annual saving/income</b>                               |                          | <b>74,307</b>     | <b>3.40%</b>            |                    | <b>2,555</b>                         |  |
| Treasury Management Return                                      |                          |                   | 0.96%                   |                    | 709                                  |  |
| <b>Total annual margin over standard returns</b>                |                          |                   | <b>2.44%</b>            |                    | <b>1,846</b>                         |  |

## Domestic Abuse Update

- Domestic Homicide Reviews
- 'Julie'
- Domestic abuse arrangements in North Yorkshire and York



## Current DA definition

- Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those involved 16 or over, who are or have been intimate partners or family members regardless of gender or sexuality



## Domestic Homicide Reviews

- Death of a person aged 16 or over
- Resulted from violence, abuse or neglect by
- A person whom he/ she was related or had been in an intimate personal relationship; or



## Domestic Homicide Reviews

- A member of the same household
- Held with a view to identifying the lessons from the death



## Domestic Homicide Reviews

- “ where a victim took their own life (suicide) and circumstances give rise to concern, for example it emerges that there was coercive, controlling behaviour in the relationship, a review should be undertaken, even if a suspect is not charged with an offence or they are tried and acquitted”



## National Picture

- 2018- 173 people were killed in domestic violence related homicides
- 75% of victims of domestic killings by a partner, ex-partner or family member were women



## National Picture

- “invisible victims of knife crime”
- “that’s part of the issue about violence against women, it mostly remains invisible”
- Professor Sandra Walklate,  
Liverpool University



## Key Findings

- Among both men and women the highest proportion of domestic homicides was among those aged 30-50 (40%)
- Most common method of killing was by a knife or a sharp instrument





### Analysis Group (40)

- 33 intimate partner homicides, 15 included dependent children
- Mental health issues present in 25 of the 33
- In 24 of the 33, the perpetrator had a history of violence



### Themes- Intimate Partner (33)

- Record keeping 22 (66%)
- Risk assessment 27 (82%)
- Communication and information sharing 25 (76%)
- Known possible signs of DA 24(73%)
- 'Training' highest proportion of recommendations



## Julie

“Confident, outgoing and independent”

“Julie loved the outdoors and being active and enjoyed holidays”



## Family involvement

- <https://vimeo.com/167567940>



## Julie

- Marcus “has taken every bit of happiness out of this family. She was the force within the family that held the family together”
- “She pulled me up if I was going down. She never let me sink.”



## Julie

- 21<sup>st</sup> August 2013
- Julie reported DA to the Police
- Had occurred 4 days earlier while on holiday in Greece
- Serious incident
- Contact with Marcus' sons



## Julie

- 28<sup>th</sup> June 2014
- Julie telephoned '999' to report she had been strangled
- Secure hospital
- October 2014, pleaded guilty at York Crown Court and was detained on a Hospital Order



## Julie

- March 2015 discharged to the care of community health services
- 4 separate MARAC meetings



## Julie

- 5<sup>th</sup> March 2018
- Marcus made a '999' call to police stating he had killed his ex-partner



## Key Issues

- Good practice
- **Communication/ record keeping/ information sharing**
- **Risk assessment**
- Being aware of the 'child'
- On/ off nature



*We cannot say with any certainty that the homicide could have been prevented...missed opportunities should be balanced against some of the positive actions taken by agencies to protect Julie. These actions included advice to leave such a violent partner.*



*Her family also pleaded with her to end the relationship..  
Julie did not feel able to make a complete break from this destructive relationship.*



## Actions

- **Training**
- DA- push/ pull factors and pressure on victims
- Risk assessment
- Child focus “putting the child at the centre of their thinking irrespective of the reason they are involved”
- Stalking and harassment



## Actions

- **Processes**
- Closure of incidents
- Flagging
- **Record keeping-** cross reference
- **Review of MARAC arrangements**



## DA arrangements

- Domestic Abuse Joint Coordinating Group- North Yorkshire and City of York
- Joint commissioning arrangements
- Joint DA strategy



## DA arrangements

- Victims- IDAS (Young Perps)
- Perpetrators- Foundation
- Therapeutic Service- Foundation
- Re-commissioning refuge and accommodation based services
- Further work children and young people





**Corporate and Partnerships  
Overview and Scrutiny Committee  
2 December 2019**

**Approach to Property Rationalisation**

**Jon Holden  
Head of Property Service**



**Background**

**2020 Property Programme**

- New Property Management Arrangements
- Rationalisation of the Property Portfolio



## **New Property Management Arrangements**

### **‘Corporate Landlord’ Approach**

- Clear focus on property and property services, including energy
- Value for Money
- Management of Risk issues
- Support front line services in understanding requirement for property and services



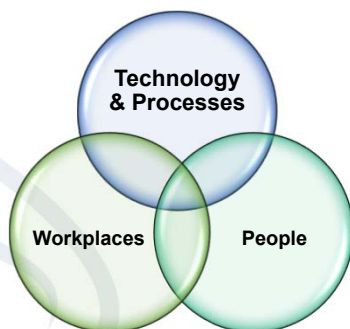
## **Property Rationalisation**

### **Drivers**

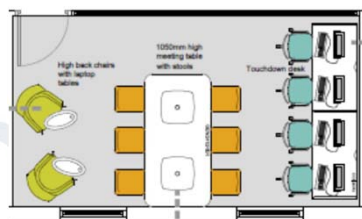
- Changes to Service Delivery Models
  - Library Service
  - Elderly People’s Homes
- Modern Council
  - Changing Requirements for / of office space



# Modern Council



# The Modern Workplace



# Scarborough






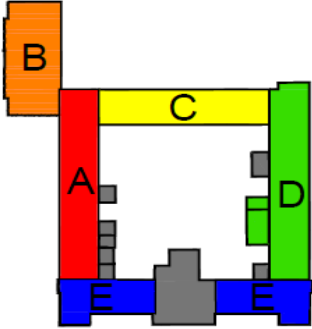
**Scope of Project**

**Remodelling and Refurbishment to: -**

- A** Ground and First Floor
- B** Ground and First Floor
- C** Ground Floor Only
- D** Ground Floor Only

**Refurbishment only to: -**

- E** Ground Floor Only



## Benefits

- Provision of Modern, Fit for Purpose, Workplace to Meet Modern Council Requirements
- Efficient Investment in Backlog Maintenance and Building Services
- Environmental Impact (?)
- Additional Car Parking at the Campus
- Disposal of 50 South Parade and Morgan House
- Annual Revenue Savings of £173,000 by 2022/23



## Summary

|                |  |
|----------------|--|
| Savings Target | £1.5 million   |
| Achieved       | £ 644,000  |
| Planned        | £ 216,000 – Disposals (By 2021-22) <ul style="list-style-type: none"> <li>• Station Bridge, Harrogate</li> <li>• Delta House, Harrogate</li> <li>• Swaledale House, Catterick</li> <li>• Crayke House, Easingwold</li> </ul> |
|                | £ 173,000 (By 2023) <ul style="list-style-type: none"> <li>• Northallerton</li> </ul>  |
| Total          | £1,033,000   |





# Next Steps



North Yorkshire  
County Council



# Any Questions?



North Yorkshire  
County Council



## North Yorkshire County Council

### Corporate & Partnerships Overview & Scrutiny 2 December 2019

#### Brierley Group Governance Arrangements

Report of the Assistant Director, Resources & Commercial

#### 1.0 Purpose of the Report

- 1.1 To describe the existing governance arrangements for the Brierley Group.

#### 2.0 Executive Summary

- 2.1 It is important that the Council ensures that the companies act in the best interests of the Council overall and contributes to the Council's objectives. This report describes the existing governance arrangements for these companies and how they help ensure that the Council properly exercises its rights as the owner or majority shareholder of our range of companies (as distinct from a customer perspective) and ensure they sit within the strategic direction of the Council.

#### 3.0 Background

- 3.1 Local Authorities have been encouraged to create companies through legislation for a variety of reasons, not least to generate profit for the public purse in times of austerity.
- 3.2 It is important to ensure that the Council, as a shareholder/trustee/owner of these organisations has robust governance arrangements to exercise its relevant powers to ensure that they operate under and contribute to delivering the Council's priorities.
- 3.3 Further, proper governance arrangements should include safeguards and arrangements for oversight of the Council's ownership rights to protect the Council from poor performance, inappropriate risk taking and potential decisions that would not be in the best interests of the owner of the Companies.
- 3.4 Best practice determines that the Council as either the sole owner or a part shareholder of these companies, should have robust arrangements to carry out the following activities:
- Being clear and transparent that the Council is the owner/joint owner of the company.
  - Approve and sign off strategic business plans.
  - Monitor performance and financial delivery against strategic business plans.
  - Exercise decision-making over reserve matters.
  - Determine remuneration of Directors.
  - Delegating certain matters for each Company to be 'Reserved' so that they need approval of the Council as the shareholder/owner

- 3.5 The Council currently has ownership rights for the following companies:

- (a) NYnet (100%)
- (b) Yorwaste (77.7% owned by NYCC)
- (c) First North Law (100%)
- (d) Align Property Partners (100%)
- (e) Brierley Homes (100%)
- (f) Veritau (37.5% owned by NYCC)

In addition the Council has historically sold a number of services to schools which it now operates under the branding of “NY Education Services”, but this is not set up as a separate company.

#### **4.0 Governance Hierarchy**

4.1 As diagrammatically shown in Appendix 2, the governance structure is tiered into multiple levels:

- (a) Executive
- (b) Shareholder Committee
- (c) Shareholder Group Representative (Group Chief Executive)
- (d) Individual Company Boards

4.2 Each tier within this hierarchy has a different responsibility and performs a different role regarding the governance of the Brierley Group.

#### **5.0 Shareholder Committee**

5.1 As a shareholder, the Council’s role is not to manage the business on a day to day level. The Company’s Board will be responsible for running the business and should be given sufficient freedom to deliver the strategic and operational priorities of the Company. The Board should have Directors with the right skill to be able to manage the business of the company.

5.2 The Shareholder Committee is a sub-committee of the Executive and carries out the functions as identified in Appendix 1. Certain functions are still be retained by the Executive as identified in the Appendix however the vast majority of formal decision making on behalf of the Council regarding the Companies is be made by the Shareholder Committee.

5.3 The Shareholders Committee is chaired by the Leader of the Council and is comprised of two additional Executive members. The Shareholder Committee meets every six months and monitors the performance of all the companies.

#### **6.0 NYCC Commercial Stakeholder Board – advisory body to the Shareholders Committee (known as the ‘Brierley Group Board’)**

6.1 Regular discussion between the Members of the Shareholders Committee and senior officers occur which ensures that there is a clear and agreed strategy on commercial matters. This Advisory Board is called the “*Brierley Group Board*” which consists of:

- i. The Leader
- ii. Two Executive Members
- iii. Chief Executive
- iv. Corporate Director, Strategic Resources
- v. Assistant Chief Executive, Legal & Democratic Services

vi. Assistant Director, Resources & Commercial – in attendance

- 6.2 This Board receives a report covering the overall performance of the Brierley Group and of each individual Company within, including key issues and risks and the financial performance. The Board also invite company representatives to a “deep dive” on a rotating basis, where a more detailed discussion takes place with the relevant MD from each respective Company.
- 6.3 Each Company produces its own Business Plan which is then monitored throughout the year on performance against the plan. The Shareholder Committee approves each final business plan and therefore it is helpful that the Brierley Group Board has early sight of and the ability to shape the Business Plan before it is finally submitted to the Shareholders Committee for approval. This then ensures that the Board can have appropriate input and understanding in considering the Company’s targets and objectives. Such early dialogue and engagement from the company with its shareholders is seen to be good practice.

## 7.0 Sector Practice Comparison

- 7.1 In terms of the commercial agenda, North Yorkshire County Council is more progressive than many other authorities, including its governance arrangements. However comparisons can be made – where information is available on the approach and practice within the sector.
- 7.2 A number of Councils have comparable governance including:
- (a) City of York Council
  - (b) Harrow London Borough Council
  - (c) Cheshire East Council
  - (d) Waltham Forest Council

## 8.0 Recommendation(s)

- 8.1 Note the governance arrangements outlined in the report.

### Appendices:

Appendix 1: Terms of reference of the Shareholder Committee and Shareholder Group Representative

Appendix 2: Governance Structure

### Report Author:

Michael Leah, Assistant Director  
Resources & Commercial  
01/11/2019

### Presented by:

Vicki Dixon, Head of Finance  
Business Partner  
Services

## **Terms of reference of the Shareholder Committee and Shareholder Group Representative**

### **Delegations of decision-making powers for companies**

For matters relating to a company which would require a Council decision or where approval of the Council is required within the company's governance arrangements the following distribution of powers will apply:

#### **Decisions reserved to the Executive**

1. Approving steps to wind up a company.
2. Making loans in excess of (£500k) other than by way of normal trade credit.

#### **Decisions which would fall within the remit of the Shareholders Committee**

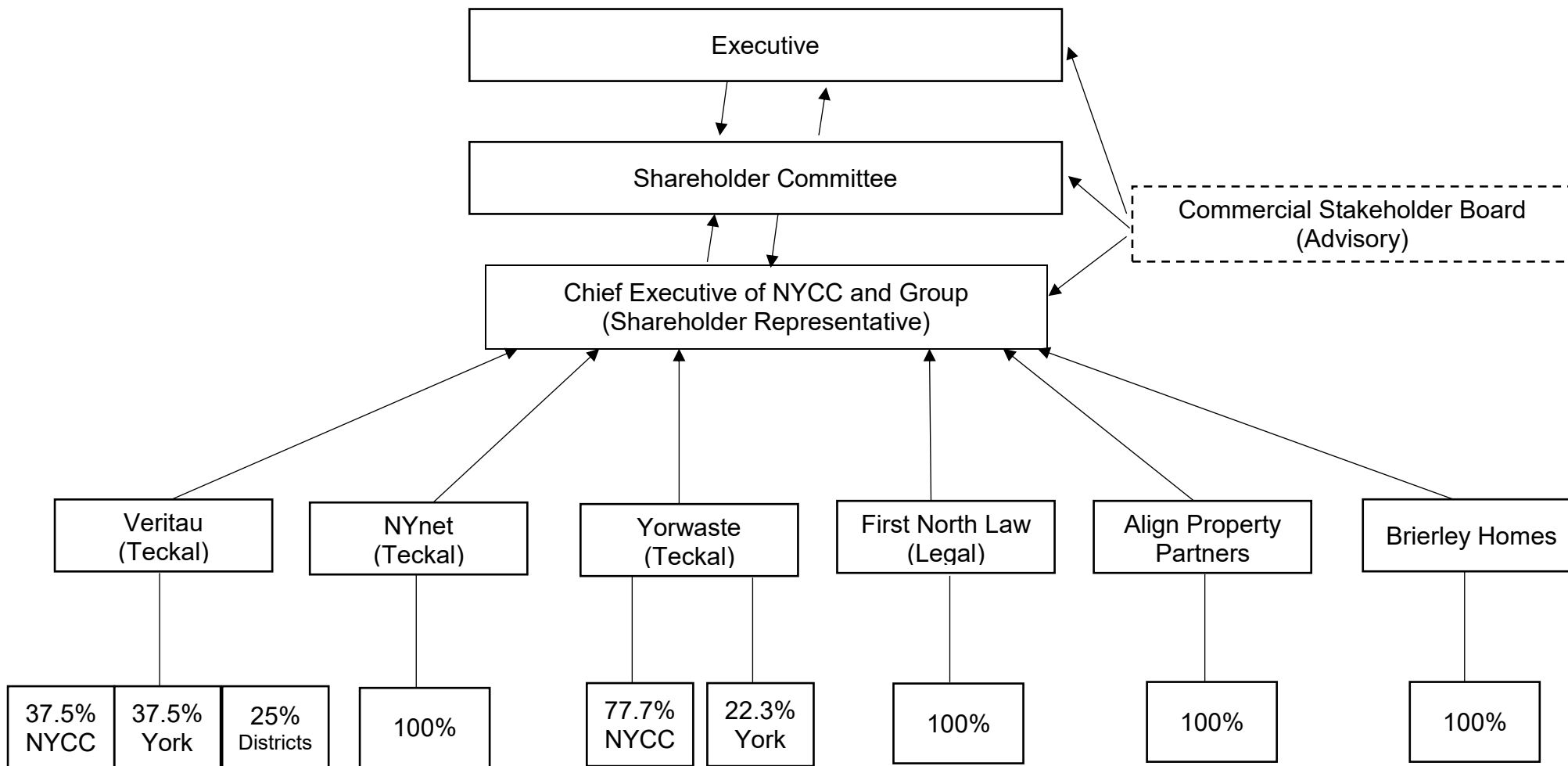
3. Approving or making amendments to the strategic or business plans.
4. Monitoring the strategic and business plans
5. Acquiring shares in another company.
6. Changes to company governance eg changes to Articles, Shareholder Agreements.
7. Establishing subsidiary companies.
8. Approving disposals of assets valued over (£500k) [subject to the Company's articles of association]
9. Approving borrowing in excess of (£500k). [subject to the Company's articles of association]
10. Entering, amending or terminating any agreements which create a potential liability for the company in excess of £500k. [subject to the Company's articles of association]
11. Making changes to the nature of the company's business.
12. Matters relating to the approval of dividends requiring Council consent.
13. Reviewing the decisions of the Chief Executive Shareholder's representative

#### **Decisions which fall within the remit of the Chief Executive Shareholder Group Representative**

14. Monitoring the strategic and business plans and approving emergency amendments.
15. Approving the appointment or dismissal of company Directors including the Chair.

16. Matters relating to the terms and conditions of company Directors.
17. Matters relating to the entering of any contracts with company Directors.
18. Matters relating to the employment of senior management team of the company.
19. Changes to share capital and admission of shareholders.
20. Making changes to the nature of the company's business.
21. Approving changes to the area in which the company works.
22. Altering the company's name or registered office.
23. Where required giving any further specific approval to a matter provided for within the approved business plan.
24. To Act on behalf of the Shareholder's Committee to monitor Performance of the Company
25. To take appropriate action and decisions as the Shareholder as directed by the Shareholders Committee
26. To take all other decisions as the Shareholder as provided for by legislation or the Company's governance documents.

**Governance Diagram**





**North Yorkshire County Council  
Corporate & Partnership Overview & Scrutiny Committee  
2 December 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 March 2020

Forthcoming mid-cycle briefing dates are:

- 10.30am on 20 January 2020
- 10.30am on 20 April 2020

**Recommendation**

Members are asked to:

- i. Consider, amend and add to the Committee's work programme for the remainder of the current municipal year.
- ii. Consider possible topics for detailed scrutiny review.

Melanie Carr  
Principal Democratic Services & Scrutiny Officer  
North Yorkshire County Council  
Tel: (01609) 533849  
Email: [melanie.carr1@northyorks.gov.uk](mailto:melanie.carr1@northyorks.gov.uk)



## 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 |
|                   |   |

### 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 |
| Customer Access   | Update on the Operation of the Customer Portal - Robert Ling, AD Technology & Change 11am  |
| Investment Strategy   | Update on NYCC's Investment Strategy & its Investments – Karen Iveson, AD Strategic Resources  |
| Community Safety  | Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities  |
| Council Plan Development  | Progress update on implementation of Council Plan Priorities & an overview of the development of a refreshed Council Plan – Louise Rideout, Senior Strategy & Performance Officer    |
| NYCC Property Services  | Overview of NYCC Property & Land Holdings - Current challenges, risks and aspirations – Jon Holden, NYCC Head of Property Services   |
| Brierley Group Governance Arrangements                                | An overview of the current governance arrangements for the Brierley Group – Vicki Dixon, NYCC Head of Finance, Business Partner Services   |
| <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> |  |
|--|--|
|  |  |
|  |  |

Melanie Carr  
May 2019

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**North Yorkshire County Council  
Corporate and Partnerships Overview and Scrutiny Committee  
2<sup>nd</sup> December 2019**

**Council Plan Refresh**

**1.0 Purpose of the Report**

- 1.1 To update the Corporate and Partnerships Overview and Scrutiny Committee on what is being considered as part of the refresh of the 2020 -2024 Council Plan.

**2.0 Council Plan Refresh**

- 2.1 The Council Plan 2020 – 2024 will require approval by full Council on 19 February 2020 (alongside the Medium Term Financial Strategy), with prior consideration at Executive (on 28 January 2020).
- 2.2 A refresh of the current plan is being undertaken. The process of refreshing the plan has begun with discussions with senior managers, assistant directors, Management Board and members of the Executive. These discussions have centred on reviewing current progress against the current plan.
- 2.3 The Council plan is largely fit for purpose, however we are considering the inclusion of a new ambition that would describe how we promote North Yorkshire as a place shaper, this ambition would include:
- The work around the Rural Commission
  - Better Together
  - Devolution
  - Health (e.g. HARA/Joint needs assessment)
  - Climate change / environment
  - Communities / Libraries
- 2.4 Corporate and Partnerships Overview and Scrutiny Committee is asked to comment on the progress made against each ambition as set out in Appendix A, and consider the inclusion of a new ambition.
- 2.5 As in previous years, it is proposed to circulate by email the draft plan to members of the Corporate and Partnerships Overview and Scrutiny Committee by 13 December 2019, with a request for comments by 6 January 2020.

Neil Irving - Assistant Director - Policy and Partnerships  
27 November 2019

**Appendix A** - Council Plan Refresh – Ambitions and progress

## Appendix A: Council Plan Refresh – Ambitions and Progress against the plan

| Key ambitions for the Council   | High level outcomes   | Priorities for the next four years   |
|---|---|--|
| <p>We are a modern council which puts our customers at the heart of what we do.</p> | <p>Customers easily and effectively access the County Council services they need.</p> <p>More resilient, resourceful and confident communities co-producing with the County Council.</p> <p>We have a motivated and agile workforce working in modern and efficient ways.</p> <p>Staff and Councillors are supported by professional services to work in as effective and efficient a way as possible.</p> <p>We operate on a commercial basis, where this is</p> | <p>Make sure we understand the needs of our customers and communicate effectively with them and maximise the use of customer feedback to improve services.</p> <p><b>Support new and existing community provision of services</b> through our Stronger Communities programme, including:</p> <ul style="list-style-type: none"> <li>• Community libraries</li> <li>• Community led prevention services that help to improve health and reduce, prevent or delay demand for social care services</li> <li>• Opportunities for children and young people</li> <li>• Community transport</li> </ul> <p><b>Review and challenge the way services operate</b> to make sure productivity is increased and delivery is optimised for customers, including:</p> <ul style="list-style-type: none"> <li>• Using quantitative and qualitative data to benchmark ourselves against the best, in order to deliver value for money</li> <li>• Supporting staff and councillors to make effective decisions on efficiencies and new ways of working, based on a thorough understanding of performance and customer perceptions</li> <li>• Using a robust system of governance to approve service change and measure delivery</li> <li>• Providing professional support to continue delivering value for money and further efficiencies through innovation and new ways of working, including with partners and communities.</li> <li>• Maximising the delivery of traded services to reduce financial pressure on core services</li> </ul> <p><b>Operate commercially</b> to ensure we are:</p> <ul style="list-style-type: none"> <li>• Maximising the value of spend through effective commissioning and procurement</li> <li>• Being cost conscious and driving efficiencies on spending throughout the organisation</li> <li>• Managing demand for services, for example through our prevention services and more effective decision making around individual and community need.</li> </ul> |

|  |  |  |
|--|--|--|
|  | <p>prudent and appropriate, to deliver a return which supports service delivery.</p> | <ul style="list-style-type: none"> <li>• Identifying and delivering commercial income through trading our services and relevant investments.</li> </ul> <p><b>Embed the principles of modern council</b> into our everyday activities so they become the way we do things and how we support service delivery:</p> <ul style="list-style-type: none"> <li>• New ways of working to support a culture of staff empowerment, innovation, continuous improvement and commercial awareness.</li> <li>• New innovative models of service delivery with partners and communities.</li> <li>• Improved use of technology to enhance and enable the needs of a more agile workforce and improve customer experience</li> <li>• Affordable and fit for purpose property assets which provide value for money and enable us to work more flexibly.</li> </ul> <p><b>Ensure we have the numbers of staff and skills we need</b> to meet service and customer demand through workforce and succession planning.</p> <p><b>Promote attractive career opportunities</b> including apprenticeships and graduates, working with educational institutions to ensure the supply of appropriate skills.</p> |
|--|--|--|

**Highlights from recent progress**

**We have:**

**Enabled customers to easily and effectively access the County Council services they need.**

The customer portal continues to make it easier for customers to contact and access the services they require. There are now 13 services that can be accessed on-line, which not only means customers can access the services when they want, but has also reduced waiting times for many of these services. As a result of this work to bring services on-line, 13% of all contacts are now on-line, 27% of transactions are handled on-line and for those services in the portal, 79% of contact is on-line.

**More resilient, resourceful and confident communities co-producing with the County Council.**

The Stronger Communities programme has been operating in North Yorkshire since late 2014 and works in partnership with community groups and the voluntary and community sector to achieve some key community objectives including, developing the ability of communities to look after themselves to a greater degree than they already do, reducing demand on statutory services and mitigating some of the cuts in public services. During the year the Stronger Communities team undertook a survey of voluntary, community and social enterprises (VCSEs) about the services they provide and found that 82% of those

responding had done more for their community in the last two years; and of these 85% attribute resultant outcomes in part or wholly to the Stronger Communities Programme.

Volunteers play a key part in the community's delivery of services and there has been an increase in the amount of support provided by volunteers across the authority. There are now over 6,000 volunteers undertaking over 18 different roles to support the work of the County Council. This now includes the "Ready for Anything" volunteers who were deployed for the first time during the Summer of 2019 to support the flooding work in Richmondshire.

#### **A motivated and agile workforce working in modern and efficient ways.**

Every two years the Council undertakes a staff survey to gauge how employees feel about their role and the contribution of their team to the performance of the Council. The 2019 survey showed an improvement in levels of satisfaction for most questions asked, and where satisfaction had declined, it was by very little. The highest levels of satisfaction were around being clear on how the work of employees contributes to the success of the County Council and being clear about they are expected to achieve in their role. Overall, 79% of staff were satisfied with their line management, 75% were satisfied with their role and the overall perception of the council was 69%, however only 56% were satisfied with the leadership of the council.

Part of having a motivated and agile workforce is having recruitment initiatives that attract the right candidates, and if we are promoting career opportunities, ideally the right young people who can progress within the authority. The forecast for 2019/20 identifies a potential additional 202 starts which would increase apprenticeship starts in total to 440.

Staff can now access the Council's information technology network from non-County Council buildings, making it easier for them to work from partners' premises, other offices or even from home. This enables more flexible working and reduces the need for employees to come into the office just to access the network. This not only reduces the time wasted travelling to an office, but also reduces our requirement for physical office space. Now, on an average workday, over 1,000 employees work remotely using their mobile devices, a figure that peaked at 1,232 during the week beginning 23<sup>rd</sup> September, the week of the UCI event which emphasises that not only does this technology provide the workforce with flexibility but it also makes services more resilient.

#### **Supported staff and councillors with professional services to enable them to work in as effective and efficient a way as possible**

All services have undertaken a comprehensive review of what they deliver and how. This programme of work, originally under the banner of "Better Efficiency through Sustained Transformation" (BEST) is now part of the annual service planning routine and has enabled services to compare their performance and spend with other authorities or organisations delivering similar services, which has in turn, led to a list of areas where services believe further efficiencies can be driven out.

Councillors and staff are also provided with professional support, including technical, legal, financial, human resources and general business support.



| Key ambitions for the Council   | High level outcomes   | Priorities for the next four years  |
|---|---|---|
| <p><b>Every child and young person has the best possible start in life.</b></p> | <p>A healthy start to life with safe and healthy lifestyles.</p> <p>Education as our greatest liberator with high aspirations, opportunities and achievements.</p> <p>A happy family life in strong families and vibrant communities.</p> | <p><b>Promote health and wellbeing through positive choices from conception to adulthood</b></p> <p><b>Improve social, emotional and mental health and resilience of children and young people</b></p> <p><b>Address the wider social, economic and environmental determinants which influence health inequalities and compromise the health, well-being and life chances of children and young people</b> (e.g. child poverty, home and road safety)</p> <p><b>Work in partnership with school leaders to champion educational excellence so all children, irrespective of background, attend inclusive provision that is good or outstanding</b>, have high aspiration and are supported to achieve their full potential so they can build a good life for themselves.</p> <p><b>Develop a system wide working model of greater collaboration through Childhood Futures</b> facilitated by early identification, intervention and targeted community capacity building.</p> <p><b>Create a strong partnership with Teaching School Alliances (TSA)</b>, particularly in line with the new direction of travel following the recent national developments.</p> <p><b>Support sustainability of small schools</b> with regards to finances, curriculum, retention and the number of pupils</p> <p><b>Continue to focus on closing the disadvantaged gap</b>, particularly for children eligible for Free School Meals and Service Children.</p> <p><b>Continue to focus on raising outcomes for young people</b>, particularly for primary school age children with a focus on literacy.</p> <p><b>Support schools with regard to preparation for new Ofsted Inspection</b></p> <p><b>Strengthen the early identification of special educational need and respond to increasing demand by providing high quality local support and governance across the universal, targeted and specialist continuum to meet needs</b> so that children and young people are able to fulfil their potential and achieve their hopes for adulthood.</p> <p><b>Strengthen the range of education provision for children &amp; Young people with SEND to ensure their needs can be met locally.</b></p> |

|  |  |  |
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|  |  | <p><b>Work with school leaders to reduce the use of fixed term and permanent exclusions to reduce exclusions</b> as we fully understand the negative impact of both fixed term &amp; perm on the outcomes for children and young people.</p> <p><b>Work with local school leaders to improve attendance of children and young people with SEND.</b></p> <p><b>Raising the outcomes of children and young people with SEND</b> through data-led analysis to identify schools that are showing significant levels of under achievement.</p> <p><b>We will support our children, young people and families to thrive.</b> Through early intervention our Education providers, Early Help Team and Health partners will work with families to overcome their challenges, with the ability to sustain this without any further intervention.</p> <p><b>Safeguarding children and supporting families in difficulty to ensure they receive help at the earliest opportunity.</b> We will work with families to overcome their challenges by setting clear outcomes to enable them to stay together.</p> <p><b>Our Looked After Children’s strategy sets out how we will deliver our duties as corporate parents.</b> Where it is unsafe for a child to remain at home, we will provide safe, stable and secure permanence arrangements and ensure that children are well supported to leave the care system.</p> <p><b>Enabling more children and young people to lead lifelong healthy lifestyles</b> with improved mental and emotional health, and reduced health inequalities.</p> |
|--|--|--|

**Highlights from recent progress**

**We have:**

**Worked to improve educational outcomes**

Educational outcomes in North Yorkshire continue to be good. The proportion of children achieving a good level of development at Early Years continues to grow, up from 71.6% in 2017 and 72.5% in 2018 to 72.8% in 2019. Not only is this showing consistent improvement, our performance is consistently better than the national rate. Whilst Early Years continues to excel, we have seen challenges with outcomes at Key Stage 1 compared to previous years – this will be an on-going area of focus into the next year. Performance at Key Stage 2, whilst remaining below the national average, has continued to develop further on last highlighting the gains that have been made through the increased focus on this area over recent years. The table below shows the direction of travel for Key Stage 1 and Key Stage 2.

| <b>Key Stage 1</b> | <b>2017</b>  |                 | <b>2018</b>  |                 | <b>2019</b>  |                 |
|--------------------|--------------|-----------------|--------------|-----------------|--------------|-----------------|
|                    | <b>NYCC</b>  | <b>National</b> | <b>NYCC</b>  | <b>National</b> | <b>NYCC</b>  | <b>National</b> |
| <b>Reading</b>     | <b>74.7%</b> | <b>75.6%</b>    | <b>74.8%</b> | <b>75.4%</b>    | <b>73.6%</b> | <b>74.9%</b>    |
| <b>Writing</b>     | <b>67.7%</b> | <b>68.2%</b>    | <b>69.9%</b> | <b>69.9%</b>    | <b>67.8%</b> | <b>69.2%</b>    |
| <b>Maths</b>       | <b>74.1%</b> | <b>75.1%</b>    | <b>75%</b>   | <b>76%</b>      | <b>74.3%</b> | <b>75.6%</b>    |
| <b>RWM</b>         | <b>62.2%</b> | <b>63.7%</b>    | <b>63.6%</b> | <b>65.3%</b>    | <b>62.4%</b> | <b>64.9%</b>    |

| <b>Key Stage 2</b> | <b>2017</b>  |                 | <b>2018</b>  |                 | <b>2019</b>  |                 |
|--------------------|--------------|-----------------|--------------|-----------------|--------------|-----------------|
|                    | <b>NYCC</b>  | <b>National</b> | <b>NYCC</b>  | <b>National</b> | <b>NYCC</b>  | <b>National</b> |
| <b>Reading</b>     | <b>71.1%</b> | <b>71.5%</b>    | <b>75%</b>   | <b>75.3%</b>    | <b>72.6%</b> | <b>73.2%</b>    |
| <b>Writing</b>     | <b>75%</b>   | <b>76.3%</b>    | <b>77.7%</b> | <b>78.3%</b>    | <b>78.4%</b> | <b>78.5%</b>    |
| <b>Maths</b>       | <b>71.4%</b> | <b>74.9%</b>    | <b>72.1%</b> | <b>75.6%</b>    | <b>76.6%</b> | <b>78.7%</b>    |
| <b>RWM</b>         | <b>59%</b>   | <b>61.1%</b>    | <b>62.1%</b> | <b>64.4%</b>    | <b>63.2%</b> | <b>64.9%</b>    |

*\*Please note: North Yorkshire County Council is not accountable for attainment of academies; this sits with the DfE. To an extent, this has limited how effectively we can support some schools in North Yorkshire. This being said, we continue to maintain strong links with academies.*

During the 2018/19 academic year, collaborative working with schools saw a 20% reduction in the number of children permanently excluded from schools in North Yorkshire, this was accompanied by a 2.5% reduction in the number of Fixed Term exclusions. As we head into the new academic year, we will continue to focus on further reducing the number of exclusions, both permanent and fixed term, experienced by pupils in North Yorkshire as we know the detrimental effect exclusions can have on a young person's outcomes.

#### **Improving our support for Children and Young People with Special Educational Needs and Disabilities.**

In line with the principles laid out in North Yorkshire's Strategic Plan for SEND, over the past year we have continued to focus on proving the right support at the right time in the right place. The move to locality based teams, with oversight being provided by locality boards, is now providing a more relevant and appropriate

response to the needs of pupils as these vary greatly from one district to the next, providing effective local area partnership governance arrangements to ensure SEND provision meets local needs and partners are jointly accountable. The past year has also seen developments in terms of North Yorkshire's capacity to support pupils with more complex needs in more specialised provision with the opening of our own special schools – the Mowbray Satellite School in Ripon and the new free school in Selby. To further improve the offer of support to children and young people in North Yorkshire with SEND, we have developed a new model of Enhanced Mainstream Schools (EMS), moving from an outreach approach to an in-reach approach with outreach support available – this provides pupils with more holistic support to improve outcomes at an earlier opportunity and ties in with the work currently being undertaken towards the earlier use of Alternative Provision which is due to 'go live' in September 2020. We have also successfully launched the 'ladder of intervention' with outlines the levels of support that schools should put in place to support children that are displaying challenging behaviour in schools and signposts to where additional support is available from.

### **Supported Looked After Children and Child Protection**

'Strengthening Relationships Practice Model' brings together systemic practice, signs of safety, family network finding and restorative approaches into a single, defined approach to practice. This has helped inform our workforce, partners and (uniquely) our judiciary of our ambition for children & families. With the countywide focus being on the importance of family in supporting children and young people, the service has recently funded Family Finding training to ensure that family networks are understood and engaged at the earliest possible opportunity across the service, aligning with the vision of relationship based practice. At the heart of this is ensuring that children continue to live within their families and networks where safe to do so within North Yorkshire. We have recently commissioned and embedded Psychologically Informed Partnership Approach (PIPA) within the Children & Families Service to ensure we have a deep understanding of the therapeutic needs of children and their families.

Recognising the important role that partners have in providing early help and intervention to children and their families, this year we have redesigned our Early Help offer to create a shared approach to meeting enhanced need across the wider children's sector. This has been accompanied by a revised strategy which, developed to create and endorse the key principle of working with, not doing to, families. This strategy establishes the foundation of the local authority working together with partners to facilitate a move to a shared approach. We have also launched a new LAC strategy which establishes joint approaches with partners to drive forwards outcomes for Looked After Children.

Our services for looked after children and safeguarding have been inspected by Ofsted and found to be outstanding in every aspect. The last 6 months of 2018/19 have seen demand pressures on the front door subside, with fewer contacts being received by the MAST leading to fewer referrals to Children's Social Care. Somewhat reflective of this, we have seen the number of Children in Need (excluding Looked After Children and Children subject to a Child Protection Plan) fall by 11% from 1,200 at the start of 2018/19 to 1,070 at the end of March 2019. The number of children subject to a Child Protection Plan has remained stable this year, consistently falling within our expected range. Our rate of Looked After Children also remains low, at 37 per 10,000 0-17 year olds. This is significantly lower than the latest national average of 64 per 10,000. This enables us to provide more timely and targeted support to those who do need to be looked after, allowing us to provide high-quality, stable placements. Roughly 3 in every 4 children in care live with a North Yorkshire registered and approved foster carer, providing a safe and caring environment to better support the outcomes for some of the most vulnerable young people in society.

To ensure that we are providing the best possible outcomes for young people, we have embedded a Quality of Practice Framework. Tying together the 3 key strands of Performance, Quality Assurance and Practice, the new framework has also introduced a more rigorous, outcomes focused approach to auditing through the implementation of 'Learning Spaces', completed by a worker and manager and reviewed by a moderator to ensure an accurate reflection of the case.

| Key ambitions for the Council   | High level outcomes  | Priorities for the next four years  |
|---|--|---|
| <p><b>Every adult has a longer, healthier and independent life.</b></p> | <p>Vulnerable people are safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse.</p> <p>People have control and choice in relation to their health, independence and social care support.</p> <p>People can access good public health services and social care across our different communities.</p> | <p><b>Prevention</b> – Supporting people to live longer, healthier lives, independently in their own homes by preventing, reducing and delaying the need for longer term social care services.</p> <p><b>Extra Care</b> – expanding the scale and scope of the programme to provide opportunities for more people in different parts of the county to live more independently and to provide wraparound health and social care services to support the discharge to assess pathway.</p> <p><b>Strength-based approach</b> – embedding the approach to work with people to help them draw on their strengths and assets, including what others around them, in their relationships and their communities, are, or could be, doing to support them. This is part of a programme to ensure confident and consistent practice that meets people’s needs.</p> <p><b>Integration</b> – Working with the NHS to develop integrated models of commissioning and service delivery in each area of North Yorkshire, to ensure that the people of North Yorkshire have a cost efficient, effective and joined up health and social care provision.</p> <p><b>Care Market</b> – Working with a range of organisations from the health, independent and voluntary sectors to develop a sustainable, diverse and innovative care market that meets the varied needs of the people of North Yorkshire and ensures quality and dignity for all.</p> <p><b>Workforce</b> – ensuring social care teams have a full complement of staff with the right mix of skills and experience to fulfil the roles required for the new delivery model to operate effectively.</p> <p><b>Technology</b> - Exploiting opportunities for the innovative use of technology to support people to maintain independence and wellbeing.</p> |

**Highlights from recent progress**

**We have:**

**Supported care providers** - our Quality Improvement Team has worked with 60 of the 295 regulated providers of residential or domiciliary care services, developing and delivering tailored packages of improvement support. So far, 18 of the supported providers have been re-inspected and all have achieved improved

CQC ratings.

**Promoted careers in care** - we have made extensive use of social media to raise the profile of 'Make Care Matter', our campaign to attract people to a career in care. We have implemented an apprenticeship scheme that has the largest uptake in health and adult services, with over 60 new starters for its level 2 qualification and 30 staff wanting to undertake an up-skilling programme leading to a level 3 qualification.

**Increased our Extra Care provision** – we have opened new schemes in Harrogate and Helmsley, providing more than 110 new extra care units.

**Expanded the service offered by Living Well** - we have developed a more distinct Supported Employment Service, with our Living Well Team providing increased support with employment. We brought the stop smoking service in-house and Living Well is offering an improved range of free support services to people who want to give up smoking.

**Improved public mental health** - working with our partners, we developed a pathway of support for children and young people with self-harming behaviour and/or suicidal ideation. This is an online tool that contains information and guidance for parents, and professionals working with children and young people. We also allocated funding to develop a postvention offer across the Integrated Care Systems footprint. Postvention is an intervention conducted after a suicide, largely taking the form of support for the bereaved, as family and friends affected by a suicide may be at increased risk of suicide themselves.

**Improved integration with the NHS** - we have worked with our partners in Harrogate, including the acute hospital trust, primary health care providers, the mental health trust, and the Clinical Commissioning Group, to develop the Harrogate and Rural Alliance (HARA), which is delivering health and social care services in Harrogate and the surrounding rural district through joint health and social care teams.

**Improved overall population health** - we developed Discoveries on Your Doorstep, collections of walks around Scarborough and Selby with things to see and activities to do along the way. We plan to roll out this project for Harrogate district aligning with local policies around air quality and active travel. We also bid successfully for national Childhood Obesity Trailblazer funding to deliver a three-month 'discovery phase' to explore specific problems and drivers of childhood obesity in Scarborough and Selby.

**Joined up support for domestic abuse victims** - we have worked with York city and the Office of the Police, Fire and Crime commissioner to jointly commission an enhanced and complete package of support, including refuge and accommodation based services, to help all victims and survivors cope with the effects of domestic abuse.

**Improved support for carers** – we set up an implementation group to deliver actions identified in the Carers Strategy, launched early 2018. The group has worked in partnership to improve the early identification of carers, to provide an initial response to enquiries and to ensure we offer more carers assessments. We have also re-procured our carers respite sitting services, and we have been exploring new ways to build carers' influence into the planning and delivery of the carers' offer at different stages of their caring journey.

| Key ambitions for the Council  | High level outcomes  | Priorities for the next four years   |
|--|--|--|
| <p><b>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.</b></p> | <p>A larger business base and increased number of good quality jobs in North Yorkshire.</p> <p>People across the county have equal access to economic opportunities.</p> <p>Increased overall average median wage.</p> | <p><b>Creating high quality places and increased housing provision</b> – in partnership with District Councils, National Parks, Local Enterprise Partnership and Local Nature Partnership – by supporting the delivery and development of housing and employment sites, and the regeneration of town centres.</p> <p><b>Delivering a modern integrated transport network</b> – delivering our Strategic Transport Prospectus and Local Transport Plan (LTP4), connecting North Yorkshire to the rest of the North and the UK.</p> <p><b>Increasing skills levels and ensuring that the workforce meets the needs of North Yorkshire’s economy</b> - providing clear pathways for young people from education to training and employment, and supporting the development of a workforce that meets the social and economic needs of the county.</p> <p><b>Keeping the workforce healthy and happy</b> – by supporting initiatives, including adult health, social care and road safety, that promote good mental and physical health in people of all ages.</p> <p><b>Creating the right conditions for business growth and investment</b> – by promoting it as a vibrant, high value location with high quality provision of education and skills and distinctive local places with an excellent quality of life offer, and a high quality transport and communications network.</p> <p><b>Enhancing the environment and developing tourism and the green economy</b> – by promoting and improving the county’s environmental, ecological and heritage assets to deliver a high quality natural and built environment, and by supporting low carbon energy generation and the development of sustainable local communities. Allerton Waste Recovery Park aims to reduce the need for costly landfill to 5% and ensure that 50% of collected waste is recycled by 2020.</p> <p>As part of our commitment to enhancing the environment, we will produce a countywide air quality strategy during 2019/20. We will continue to work with partners on improvements to air quality across the county, leading to better health for the residents of North Yorkshire.</p> <p><b>Delivering a modern communications network</b> – working to support the roll out of latest broadband and mobile communications technology to 100% of the County’s residents.</p> |
| <p><b><u>Highlights from recent progress</u></b></p> <p><b>We have:</b></p>  |  |  |

**Increased housing provision** - Overall housing delivery is exceeding the Local Plan requirements, with 2,759 new homes being completed in 2017/18 and planning permission being granted for an additional 6,000 dwellings. The rate of housing completions per 1,000 households has increased by 13% in the year to March 2018, this is almost twice as much as the national rate of increase (England 7%).

**Further developed a modern integrated transport network** – We are continuing to work on major highway schemes including the A1(M) Junction 47 improvement scheme at Flaxby and the A59 Kex Gill Diversion Scheme. The National Highways and Transportation survey show a significant improvement in public satisfaction in almost all areas of the service and we have re-opened routes where bridges were washed away during the summer flooding.

**Developed the right conditions for business growth and investment** - The YNYER Spatial Framework is gathering support from Local Planning Authorities and will help identify the necessary infrastructure interventions that are needed to support growth. The “Better Together” Steering Group endorsed the commencement of the Sherburn Growth & Infrastructure Plan and we are supporting new industrial and commercial investment opportunities throughout the County (Eggborough, Dalton Park, “Create Yorkshire”).

**Enhanced the environment and developed the green economy** - Natural Capital Assessments are being undertaken in order to better understand what our natural environment offers and how it might better support communities and the economy. The Local Nature Partnership has been progressing an anaerobic digester (AD) project that would use roadside verge cuttings and other organic waste to produce power. A low Carbon Task Force has been initiated to look at the decarbonisation of the County and the percentage of waste going to landfill has been reduced from 40% in 2015/16 to less than 9% in 2018/19.

**Further developed a modern communications network** - The Superfast North Yorkshire (SFNY) project is continuing to roll out fibre based broadband to premises and homes; by the end of 2017, 89% of premises had access to superfast broadband. £1m of Growth Fund funding was agreed by Local Enterprise Partnership (LEP) in 2018 and is being used with Arqiva to enhance the mobile network (masts) and we are currently working with the Home Office team to ensure the new Emergency services Network programme is rolled out successfully.