



## Agenda

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

**To:** Councillors Bryn Griffiths (Vice-Chair), Val Arnold, Margaret Atkinson, Caroline Goodrick, Mike Jordan, Richard Musgrave, Andy Paraskos, Yvonne Peacock, Tony Randerson, Matt Scott, Cliff Trotter, Annabel Wilkinson and 1 x Vacancy.

**Date:** Monday, 13th September 2021

**Time:** 10.30 am

**Venue:** Remote meeting held via Microsoft Teams

Under his delegated decision making powers in the Officers' Delegation Scheme in the Council's Constitution, the Chief Executive Officer has power, in cases of emergency, to take any decision which could be taken by the Council, the Executive or a committee. Following on from the expiry of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, which allowed for committee meetings to be held remotely, the County Council resolved at its meeting on 5 May 2021 that, for the present time, in light of the continuing Covid-19 pandemic circumstances, remote live-broadcast committee meetings should continue, with any formal decisions required being taken by the Chief Executive Officer under his emergency decision making powers and after consultation with other Officers and Members as appropriate and after taking into account any views of the relevant Committee Members. This approach will be reviewed in September 2021.

The meeting will be available to view once the meeting commences, via the following link - [www.northyorks.gov.uk/livemeetings](http://www.northyorks.gov.uk/livemeetings). Recording of previous live broadcast meetings are also available there.

### Business

1. **Minutes of the meeting held on 26 July 2021** (Pages 3 - 4)

2. **Apologies & Declaration of Interest**

3. **Public Questions & Statements**

Members of the public may ask questions or make statements at this meeting if they have given notice and provided the text to Melanie Carr of Democratic Services (*contact details below*) no later than midday on Wednesday 8<sup>th</sup> September 2021. 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.

If you are exercising your right to speak at this meeting, but do not wish to be recorded, please inform the Chairman who will instruct those taking a recording to cease whilst you speak.

**4. Attendance of Police Fire & Crime Commissioner**

Purpose: To provide an update on the implementation of plans for collaboration between North Yorkshire Police and North Yorkshire Fire & Rescue Service

**5. Annual Update on Stronger Communities (Pages 5 - 20)**

Purpose: To provide an update on the work of Stronger Communities, together with an update on the Corporate Volunteering project.

**6. Youth Justice Service Performance Update (Pages 21 - 36)**

Purpose: To provide an update on Youth Justice Service key performance data and development themes.

**7. Resilience & Emergencies Overview (Pages 37 - 58)**

Purpose: An overview of the National Resilience Standards and NYCC's current performance, together with an overview of ongoing Resilience and Emergencies work

**8. Update on the Operation of the Parish Portal & Parish Council Engagement (Pages 59 - 70)**

Purpose: To update Members on the Parish Portal and Members' Dashboard, and to seek the Committee's support for wider roll-out of the latter.

**9. Work Programme 2020/21 (Pages 71 - 74)**

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

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

**Contact Details**

Enquiries relating to this agenda please contact Melanie Carr Tel: 01609 533849 or e-mail:

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Barry Khan  
Assistant Chief Executive  
(Legal and Democratic Services)

County Hall  
Northallerton

31 August 2021

## North Yorkshire County Council

### Corporate & Partnerships Overview & Scrutiny Committee

Minutes of the remote meeting held on Monday, 7th June 2021 commencing at 10.30 am.

County Councillor Derek Bastiman in the Chair. plus County Councillors Margaret Atkinson, Caroline Goodrick, Mike Jordan, Richard Musgrave, Andy Paraskos, Yvonne Peacock, Tony Randerson, Cliff Trotter and Annabel Wilkinson.

Officers present: Neil Irving, Jon Holden, Chrys Mellor & Melanie Carr.

Apologies: County Councillors Bryn Griffiths, Val Arnold and Angus Thompson. .

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

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#### **150 Minutes of the Meeting held on 19 April 2021**

##### **Resolved –**

That the Minutes of the formal meeting held on 19 April having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

#### **151 Apologies & Declaration of Interest**

Apologies were received from County Councillors Bryn Griffiths; Val Arnold and Angus Thompson Mike Jordan.

There were or declarations of interest to note.

#### **152 Public Questions & Statements**

There were no public questions or statements received.

#### **153 Bi-annual Update on Community Safety Plan Delivery & Partnership Working**

Members were disappointed to note the absence of Dr Justin Ives - Chief Executive of the Community Safety Partnership. In his absence they agreed to submit the following questions to the Head of Safer Communities with a request for a written response:

- In regard to the new Domestic Abuse Commissioner monitoring the effectiveness of local authorities and other statutory agencies – did those other statutory agencies include Wetherby Young Offenders Institute?
- How much liaison/work took place with District Council Housing departments?
- What counselling was offered to victims of domestic abuse?
- In regard to Serious and Organised Crime, which organisations made up the multi-agencies referred to in the report?

Finally, as there was no mention in the report of LGBT Groups, the Chair questioned whether they were included in the information on hate crime and community cohesion. He also asked that in future a more detailed report be provided, that included an update on any LGBT related issues.

Members were pleased to note the new Domestic Abuse Act. In particular they were pleased to see that GPs would no longer be able to charge a domestic abuse victim for a letter in support of an application for legal aid.

The Committee requested the attendance of the new Chairman of the Community Safety Partnership and the Head of Safer Communities, the next time the Committee was scheduled to receive a bi-annual update.

**Resolved** – That:

- i. The report be noted
- ii. The questions agreed at the meeting be submitted for a written response

#### **154 Property Services Bi-annual Performance Update**

Jon Holden, Head of Property Services provided a progress update on the Council's approach to property services and the rationalisation of NYCC's property portfolio, which included:

- An overview of the ongoing objectives for the Service;
- An update on the savings achieved to date against the target set as part of the 2020 Programme;
- A breakdown of the different types of properties within the County Council's portfolio;
- An overview of the re-modelling works for NYCC headquarters which were completed on budget but not on time, due to Covid;

He also provided an update on the other challenges, risks and issues associated with Covid, which included:

- The need for regular inspections of workplaces – it was noted that the HSE had given the County Council a clean bill of health following its spot checks;
- The significant impact on works planned or already underway
- The risks associated with maintenance contractors going in to the buildings;

In regard to the ongoing works to reduce carbon and improve energy efficiency, Members noted the Smart Campus review underway – looking at what technologies could be implemented to further improve efficiency and the opportunities arising for staff to work in a more efficient way. It was confirmed that energy efficiency advice and guidance had been made available to staff working from home. They also noted the continuing work to promote behavioural change.

Members queried whether going forward, the County Council had the technology available for holding hybrid meetings, they also questioned what work may be required if the Local Government Review was successful.

In response, Jon Holden confirmed that should LGR prove successful, property services would work closely with the District Councils to assess all buildings, and that the benefits that had arisen from remote meetings e.g. reduction in travel time, the improved experience / attendance of outside bodies and members of the public would feed in to the decision making around future meetings.

Members thanked Jon Holden for his update report and it was

**Resolved** – That:

- i. The update be noted
- ii. That a further update be provided in 6 months.

## **155 Annual Update on Library Services**

Members received a presentation from Chrys Mellor, General Manager of NYCC Libraries, providing an overview of their work since April 2020, throughout the Covid pandemic.

Chrys Mellor confirmed:

- The new Library Strategy was approved by Council in July 2020 with its new core priorities of Digital; Literacy & Learning; Health & Wellbeing; and Communities;
- There were a number of challenges e.g. capacity, skills, and IT kit for frontline staff. There was also much concern initially about loss of income but most community libraries had since received COVID grants. There had also been some reluctance to do things online, followed by a fear of re-opening and coming back into the physical spaces;
- Many volunteers were shielding;
- Originally, returned books were being quarantined but now they were comfortable with just wiping them clean;
- At the start of lockdown over 3,500 new members registered;
- A new library app was introduced in June 2020, making it easier to access the digital library;
- In November 2020 a new Select & Collect service was introduced, with over 3000 members now registered for the service. It's success had led to a decision to retain the service post COVID;
- A Young Adults Group was formed providing online sessions for other young adults across the county;
- Virtual classes were successfully piloted in the Scarborough area and would be rolled out across the county;
- Funding was received to pilot some telephone/online reading groups to reduce isolation and support well-being;
- Libraries had worked with Stronger Communities to deliver a telephone Befriending Service;
- A number of libraries had received a make-over;
- Libraries became a drop off point for North Yorkshire's Reboot Project;
- 142,000 new books were processed;
- Libraries were open only 41% of the year but by the end of June 2021, opening hours were nearly back to normal;
- Library priorities had been re-jigged to bring them inline nationally with how can support recovery

Chrys Mellor went on give an overview of the lessons learnt -'Give it a go'; 'Keep calm'; and 'Communicate'.

Members noted the challenges ahead, which included improving customer confidence, increasing volunteer capacity and volunteer retention, and funding. In order to encourage more donations, they asked that a press release be issued confirming that NYCC was prepared to wipe clean data on IT equipment donated via the Reboot Project.

In regard to volunteers, concern was expressed about the over reliance on their use. Suggestions were made about alternative routes in to volunteering. Members also queried how residents who were not online, were made aware of all the services provided by libraries, and it was confirmed it was a challenge but often through press releases, radios and word of mouth. It was noted that the volunteers also acted as advocates for the library service.

Members questioned the possibility of residents using a private space within a public library to access and participate in online NYCC meetings e.g. a home to school transport appeal. It was confirmed that not all libraries had such a space but it was something they could work on. Finally, it was confirmed that post pandemic, there would be no loss of the services previously provided (as a result of the introduction of new services), although for some a mixed hybrid approach may be required initially.

Members recorded their appreciation for the work of volunteers and library staff, and it was

**Resolved** - That the annual Library Services update be noted.

## **156 Annual Review of Locality Budgets 2020/21**

Members received a report reviewing the operation of County Councillor Locality Budgets in the financial year 2020/21.

Neil Irving, Assistant Director - Policy, Partnerships and Communities, Policy Partnerships and Communities (CSD) introduced the report, which confirmed the Locality Budgets were in their sixth year.

Members were disappointed to note that two County Councillors had not spent any of the budget allocation, and it was confirmed that it was a mixed picture in terms of seed funding, with many not requiring match funding.

**Resolved –**

That the report on the operation of County Councillor Locality Budgets during the 2020/21 financial year be noted.

## **157 Work Programme 2020/21**

Members received a report of the Principal Democratic Services and Scrutiny Officer inviting Members to consider the Committee's Work Programme for the remainder of the 2020/21 municipal year, taking into account the outcome of discussions on previous agenda items and any other developments taking place across the county.

County Councillor Mike Jordon drew attention to a recent fire in Scarborough caused by the use of a solar battery charger used to charge equipment in a caravan. He agreed he would keep a watching brief on the issue and would report it to Trading Standards if necessary.

The Chair agreed to follow up on the Safer Communities item and the lines of enquiry identified earlier in the meeting, and asked that it be added to the work programme for the Committee's next meeting.

**Resolved –** That the work programme for the next meeting be amended to include the additional item identified.

The meeting concluded at 12.18 pm.

## North Yorkshire County Council

### Corporate & Partnerships Overview & Scrutiny Committee

13 September 2021

#### Stronger Communities Programme Update:

Report of Assistant Director Policy, Partnerships and Communities

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#### 1. Purpose of Report

- 1.1 To update the Committee on the work of Stronger Communities. The report will focus on the work the team has undertaken to support people and communities during the pandemic and outline the on-going work of the Community Support Organisations (CSOs) and volunteers. It will also highlight future opportunities for the CSOs and other emerging Stronger Communities projects and priorities.

#### 2. Background

- 2.1 The network of CSOs was established at the start of the pandemic outbreak supporting residents to self-isolate. Volunteers have also supported the NHS with both testing and vaccination programmes.
- 2.2 As part of both the Council's – and the Local Resilience Forum's - pandemic recovery planning a number of priorities have been agreed for further investigation of which the retention and longer term sustainability of CSOs is one.

#### 3. Community Support Organisations

- 3.1 Since April 2020 NYCC has been working alongside 31 VCS organisations who working together formed 23 Community Support Organisations (CSOs) across the county to support people during the pandemic.
- 3.2 The CSOs have provided a range of practical help to people to enable them to self-isolate. This support has been both long term for clinically vulnerable or older people and short term for those who have had contact with someone who has tested positive and were required to self-isolate by NHS Test and Trace.
- 3.3 As the pandemic evolved over the past 15 months the support offered was able to flex and evolve alongside the changing needs and support requirements. CSOs offered additional services including transport to medical appointments – including vaccinations - and supporting the NHS with stewarding volunteers for both testing and vaccination centres. Harrogate CSOs in particular, with support from Stronger Communities, secured funding from the Harrogate Primary Care Network to provide volunteer coordination at the Harrogate Showground vaccination site.
- 3.4 CSOs are also supporting a range of recovery activities as part of both the NYCC internal recovery planning activities and are also highlighted as being a priority in the NYLRF Humanitarian work-stream recovery plans, in helping to mitigate the impact of the pandemic on people's physical, financial and mental well-being by supporting people to regain their independence and confidence as restrictions are lifted.

### 3.5 CSO Operating Model

The model established is very flexible: the 'ask' of the VCS organisations at the start of the outbreak was simple and clear 'to provide a single point of contact for people in their locality to access a range of practical support to self-isolate'. The organisations were encouraged to use their local assets and networks to determine how the support would be delivered on the ground.

3.6 Some CSOs provided the majority of the support themselves; some formed a consortia across a number of charities in their area with one being the single point of contact; others co-ordinated and supported a network of local providers and smaller grass root charities across their localities. The depth and integration of CSOs in their local networks is impressive, most work with at least 3, typically 10 and in one case up to 37 different individual or types of organisation (over 150 in total) across health, care, mutual aid, food poverty, faith, education, community transport, employment services, hardship, parish councils, housing association and business sectors. In total, 31 VCS organisations have been supported by core funding to provide the 23 CSOs as in some areas 2 or more organisations have formed a single point of contact consortia.

3.7 This flexibility has been cited in the evaluation of CSOs that is being undertaken as extremely important, enabling and empowering CSOs to optimise the use of their local resources and community assets.

*"We have felt supported and trusted to get on and do what our community needs to get through the initial response and since then to enable us to be able to continue to offer additional support as we identified areas that were lacking."*

## 4. **CSO Evaluation and Evolution to Community Anchors**

4.1 The CSO model is being evaluated by SkyBlue, the Stronger Communities learning partner. The success of the CSO model as an effective, agile, community based response during the pandemic has been recognised across the authority and by partners. Their level of performance represents good value for money – see Annex A. Using proxy national volunteering values (the UK Median Hourly Rate) the financial value of the volunteer hours alone is over £2m for a total annual investment in 2020/21 of just under £940k. Innovative evaluation of just one of the CSO's performance (Boroughbridge Community Care) estimates that in fulfilling its role in 2020-21 alone, it has generated £2 million of social value (£13.59 per £1 invested) and has significantly mitigated the negative wellbeing effects of the pandemic on its community population.

4.2 The evaluation headlines identified during the evaluation include:

- CSOs are locally rooted, motivated organisations with a passion for supporting their communities.
- Support from Stronger Communities Delivery Managers acting as relationship managers was critical to their success and scored 96% for being very appropriate.
- Over 9 in 10 said the experience of being a CSO had strengthened their relationship with, and trust in or by NYCC.
- The level of financial grant from NYCC to fulfil their CSO role scored 87% very appropriate / appropriate with 9% rating it as adequate.
- CSOs report many benefits including being able to reach, understand and support new (vulnerable) members of their community, learning more about local needs, raising their local profile and collaborating more with others.

- Most but not all have an appetite to sustain most of the CSO functions amongst beyond the grant period and over 80% have a strong appetite to develop into Community Anchor Organisations.
- Across 22 adult social care, wellbeing and prevention services canvassed, there is strong interest from CSOs to build their capacity and track record providing support is in place from Stronger Communities in terms of both helping them strengthen their infrastructure and range of services and 19 wish to develop their credentials further in order to be in a position to deliver local authority contracted prevention services.
- Almost all CSOs wish to continue working with others to share expertise, strengths and experience; and wish to shape future services by actively engaging with their community giving voice to what matters to them locally.

4.3 As part of the evaluation, which has been undertaken with the participation of the HAS Service Development Team as part of their wider transforming commissioning work, we tested the level of interest, ambition and capability for CSOs to evolve into place based Community Anchors Organisations. The Anchors would have a broader role, being both a community hub - providing a range of place based services and activities (similar to those of the CSO) and also a more strategic role providing strong local community leadership, building local capacity and where appropriate working alongside public services.

4.4 An update on the Corporate Volunteering Project is attached at Annex B.

## 5. Strategic Alignment

5.1 To date the CSOs have been funded as pandemic response organisations using the national funding made available for this purpose. However, there are a number of short and long term benefits of both retaining and building further on this model.

### 5.2 Short Term

As the county moves between response and recovery it is essential that the Council's Outbreak Management arrangements retain an effective and comprehensive support service for people who are self-isolating and for those who have lost confidence and experienced a deterioration in physical, financial and mental well-being as a result of the lockdown restrictions and need support to reclaim their independence.

5.3 This ambition has been highlighted in a range of internal and external recovery plans including: NYLRF, NYCC Corporate, HAS, CYPS, NYCCG, VoYCCG, Districts.

### 5.4 Long Term

In addition to the pandemic related role, the evolution of CSOs who are interested in to Community Anchors also aligns to a range of existing or emerging strategies:

- UK Shared Prosperity agenda
- Levelling Up our Communities: Danny Kruger MP report
- Health Equity in England - Marmot Review 10 years on
- NHS Long Term Plan – focus on prevention
- West Yorkshire Care Partnership & Humber Coast & Vale ICS focus on Prevention and working alongside communities
- Devolution and unitary government proposals around community networks
- Stronger Communities strategy – People, Places & Power

- HAS Transformation Programme
- CYPS review of Early Help services
- Public Health – review of Healthy Child Programme (Growing Community Capacity is a key strategic outcome)

## 6. Financial

6.1 The 23 CSOs (made up of 31 VCS organisations) have received core grant funding since 1 April 2020. These arrangements will continue until the end of March 2022.

6.2 The average investment per CSO has been £3400 per month. This has been financed through both the national Shielding Grant from MHCLG and the Covid Practical Support ring-fenced grant from DHSC. There is some variation across districts. This largely reflects the differing levels of need and the number of VCS organisations that make up the CSOs. In some localities the CSO is a single charity serving a market town and its hinterland whereas in others, notably in Ryedale and Scarborough, the CSO has been formed by a number of charities working collaboratively as a CSO.

### 6.3 Funding split by districts

#### 2020/21

District	Number of CSOs (individual VCS orgs)	Total Cost	Average per CSO
Craven	3 (5)	126,500	42,167
Hambleton	4 (5)	132,500	33,125
Harrogate	6 (7)	184,800	30,800
Richmondshire	4 (5)	129,000	32,250
Ryedale	1 (2)	72,325	72,325
Scarborough	2 (5)	177,000	88,500
Selby	3 (3)	114,000	38,000
	23 (32)	936,125	

#### 2021/22 – 6 months April – September

District	Number of CSO (VCS)	Total Cost (6 months)	Annual cost	Average per CSO
Craven	3 (3)	36,000	72,000	24,000
Hambleton	4 (4)	66,000	132,000	33,000
Harrogate	6 (7)	93,000	186,000	31,000
Richmondshire	4 (4)	60,000	120,000	30,000
Ryedale	1 (2)	38,250	76,500	76,500
Scarborough	2 (5)	87,000	174,000	87,000
Selby	3 (3)	60,000	120,000	40,000
	23 (28)	440,250	880,500	

6.4 This regular income has ensured that VCS organisations could continue to operate particularly when they were struggling or unable to generate any earned income themselves. For some CSOs this financial investment has been a lifeline and has prevented them from closing completely during the pandemic.

6.5 The funding has enabled them to stay open throughout the pandemic, retain/take on staff to coordinate, train and deploy volunteers, ensure there is a single point of contact for

referrals, process North Yorkshire Local Assistance Fund applications and develop covid safe practices and procedures on behalf of smaller local community groups and charities in their localities.

- 6.6 As restrictions eased the focus from Stronger Communities has been to work alongside both the CSOs and health and social care services to support people to re-gain their independence. However, it is worth noting that there is still anxiety and a loss of confidence from some of the county's more vulnerable residents and support is still being provided to them (circa 5000 in June 2021).

## **7. Other Stronger Communities activities**

- 7.1 In addition to the work of the CSOs, the Stronger Communities has also delivered a range of other pandemic and non-pandemic related programmes over the last 12 months.
- 7.2 Pandemic Related  
Managed the DEFRA investment for food support and financial advice through 3 rounds of community grants supporting food banks and other food and meal delivery services.
- 7.3 Supported over 200 small community groups to run services and activities for local people in their community in Covid safe and compliant ways.
- 7.4 Delivered 12,000 activity packs to children eligible for free school meals as part of the Department for Education's Holiday Activities and Food Programme. Stronger Communities are leading a partnership of voluntary sector partners (North Yorkshire Sport, North Yorkshire Youth and Rural Arts) and a range of local delivery partners to deliver 46 summer holiday clubs under the branding FEAST.
- 7.5 Non-pandemic related  
Managing over £200k investment from NHS to support suicide prevention and mental well-being projects.
- 7.6 Developing opportunities for community involvement in services for children and young people as part of a review of early help services and also the re-commissioning of the Healthy Child Programme.
- 7.7 Community engagement activities relating to the pilot of 5G capacity in Richmondshire.
- 7.8 Launch of Reboot North Yorkshire – a recycling and digital support programme to increase digital inclusion. This programme offers re-cycled equipment to both children and families and also older people to help them get on-line. As well as equipment we are also recruiting a network of Digital Buddy volunteers.

## **8. Future Opportunities**

- 8.1 In addition to supporting the recovery activities, discussions are also underway regarding options for the long term sustainable retention of CSOs.
- 8.2 As detailed in 5.4 above, there are significant benefits in retaining investment in CSOs beyond the end of this financial year in order to enable the development of those willing CSOs into Anchors – or to identify possible new potential Anchors if appropriate - and to identify and secure long term sustainable financial models.

- 8.3 There are a number of emerging options to transition Anchors away from a reliance on grants to one of a mixed funding economy that includes social care and prevention contracts, NHS contracts and earned income.
- 8.4 A number of HAS contracts are scheduled to be re-commissioned in 2022, discussions are taking place to better understand the role of Anchors (the CSOs) in responding to these opportunities. This will potentially reduce the grant burden for those who are in a place to successfully secure contracts.
- 8.5 Selby Well-being and Prevention Pilot  
Due to a provider withdrawing from a contract in Selby recently, the Well-being and Prevention budget allocation for Selby district has been re-purposed for the remaining 12 months of the contract. The budget is being used instead to run a 12 month pilot using a competitive grants process with 3 localities identified that mirror the CSO footprints. Encouragingly all three CSOs submitted applications and have been successful. There is the potential to extend this pilot to the whole budget next year.
- 8.6 Discussions are also underway with both CYPS (Early Help) and the Healthy Child Programme to understand what the potential role of Anchors may be to help grow community grass roots provision to support both programmes. This will build on the Grow and Learn school readiness pilot operating in Scarborough and Ryedale.
- 8.7 It is likely that some core investment through grants will continue to be needed over the medium to long term in order to develop the capabilities and capacity of CSOs/Anchors. This is highlighted as a priority in the Stronger Communities developing strategy – People, Places and Power.
- 8.8 Withdrawal of or a significant reduction in investment over the next two years could result in missing the opportunities that have been created through the pandemic response to further strengthen community resilience and add value to health and social care systems and delivery of services.

## 9. Risks

- 9.1 Return to pandemic response
- With the ongoing uncertainty in relation to the trajectory of the pandemic there is a risk that there is a need to return to *response* mode during the winter. Retention of CSOs through the winter will ensure a resilience community support offer is in place if needed.
  - However, a return to *response* will slow down the ambition to evolve CSOs in to Anchors.
- 9.2 Legal and procurement processes
- In order to open up more opportunities to the VCS to benefit from public sector investment through devolved services, there will be a need to review procurement and legal processes and risk tolerances.
  - As part of the Recovery working group this has been identified as a priority action.
- 9.3 Capability and Capacity of VCS
- The evaluation of the CSO response revealed varying levels of ambition, confidence and capacity across the CSOs. In order to ensure that the ambitions around an

evolution to Anchors aligns to strategic and investment opportunities support will need to be in place to facilitate the development.

- This is highlighted in the Stronger Communities People, Places and Power strategy and a support platform is being proposed.

#### 9.4 Impact measurement

- Discussions with HAS commissioners and CSOs reveal a desire to make a difference, but there is more work to do in order to develop an outcomes framework that is proportionate, flexible and yet rigorous enough to enable the investment to be measured in agreed ways.
- There is a risk that too rigid a framework will alienate the VCS sector participants whilst a loose framework will induce a nervousness amongst commissioning and procurement teams. Co-produced learning will mitigate this risk.

### 10. Next Steps

- 10.1 In order to consolidate the work that has taken place during the pandemic by communities and voluntary organisations and to further develop the opportunities for greater involvement of communities and volunteers in the delivery of services, the Stronger Communities programme is shaping its future strategy (People, Places and Power) upon three core building blocks: Growing Community Capacity, Narrowing the Gap (in particular those around health inequalities) and Place Based Social Action.
- 10.2 It is suggested that a report is brought to a future meeting of this committee to outline the draft strategy, inviting Members consideration of the short and long term priorities.

### 11. Recommendations

- 11.1 It is recommended that:
- a) Members note the work of the Stronger Communities programme during the pandemic and the future priorities and ambitions outlined in the report.
  - b) A further report is brought to a future meeting of the Committee to consider the priorities for the Stronger Communities People, Places & Power Strategy.

#### **Report Author**

Marie-Ann Jackson, Head of Stronger Communities

24 August 2020

#### **Appendices:**

Annex A – CSO Model Evaluation

Annex B – Corporate Volunteering Project Update

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# Corporate Volunteers Project

## Key Project Updates

### **Team North Yorkshire; Covid Support Volunteers**

Last year we established a group from our existing NYCC volunteers of people who would be willing and able to help deliver shopping, prescriptions etc. Circa 100 volunteers.

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### **Volunteer Recruitment; Online application**

NYCC volunteers have started to transition to online applications. Some services have been operational for 3 months with applications successfully received.

# Corporate Volunteers Project

## Key Project Updates

### Volunteer Celebration Events

2021; majority scheduled for September / October

Page 2  
Different events across the County to celebrate the work of volunteers.

Community Support Organisation volunteers and NYCC volunteer representatives



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# Corporate Volunteers Project

## Key Project Updates

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Currently working in partnership with Strategy and Performance to develop a Volunteer Feedback Survey. Consulting with Volunteer Coordinators and some Volunteers on content with view to this being issued in Sept/Oct

Provide a good baseline of data and help us to develop NYCC Volunteering.



# Corporate Volunteers Project

## Key Project Updates

### **Digital Volunteer Journey incorporating Training and Learning – under development**

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A digital volunteer journey through from point of application, accessing information, processing expense claims, logging volunteer hours etc. All in one user friendly place.

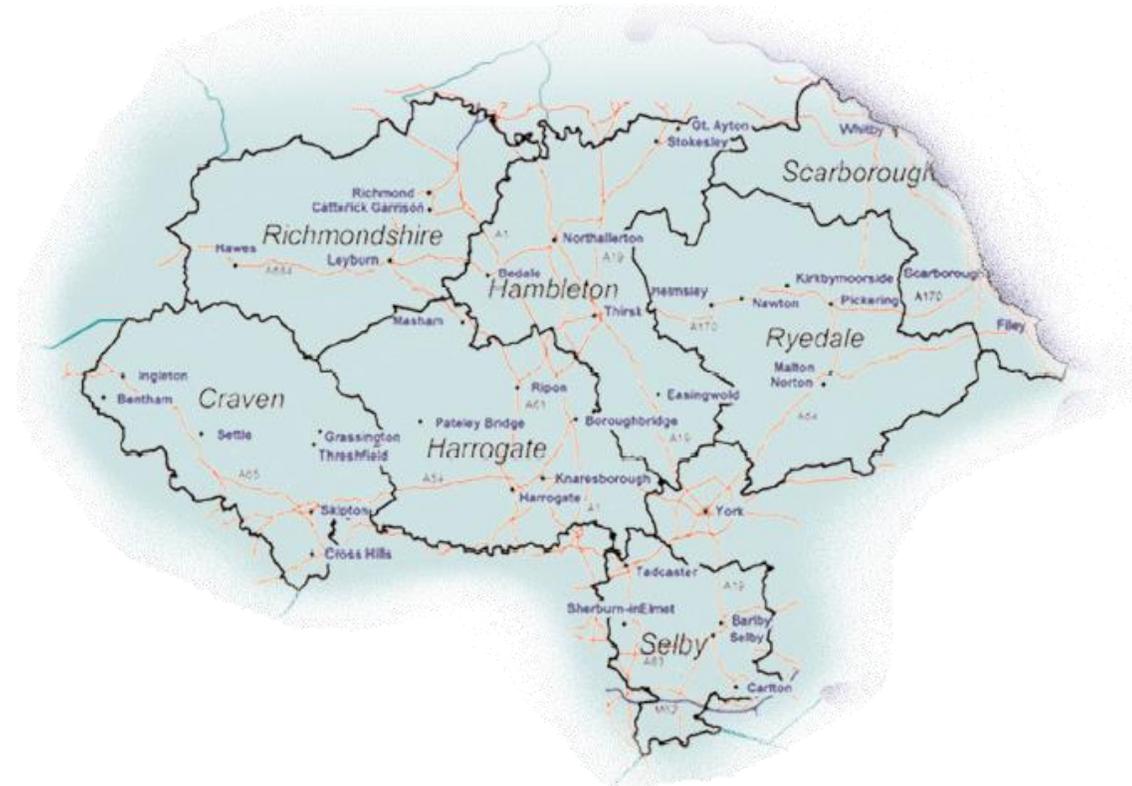
Once a prototype is developed there will be user-testing opportunities.

Consultation has already taken place with volunteers re. what the needs and requirements for the above need to be

# Questions?

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## Youth Justice Briefing for Corporate & Partnerships OSC

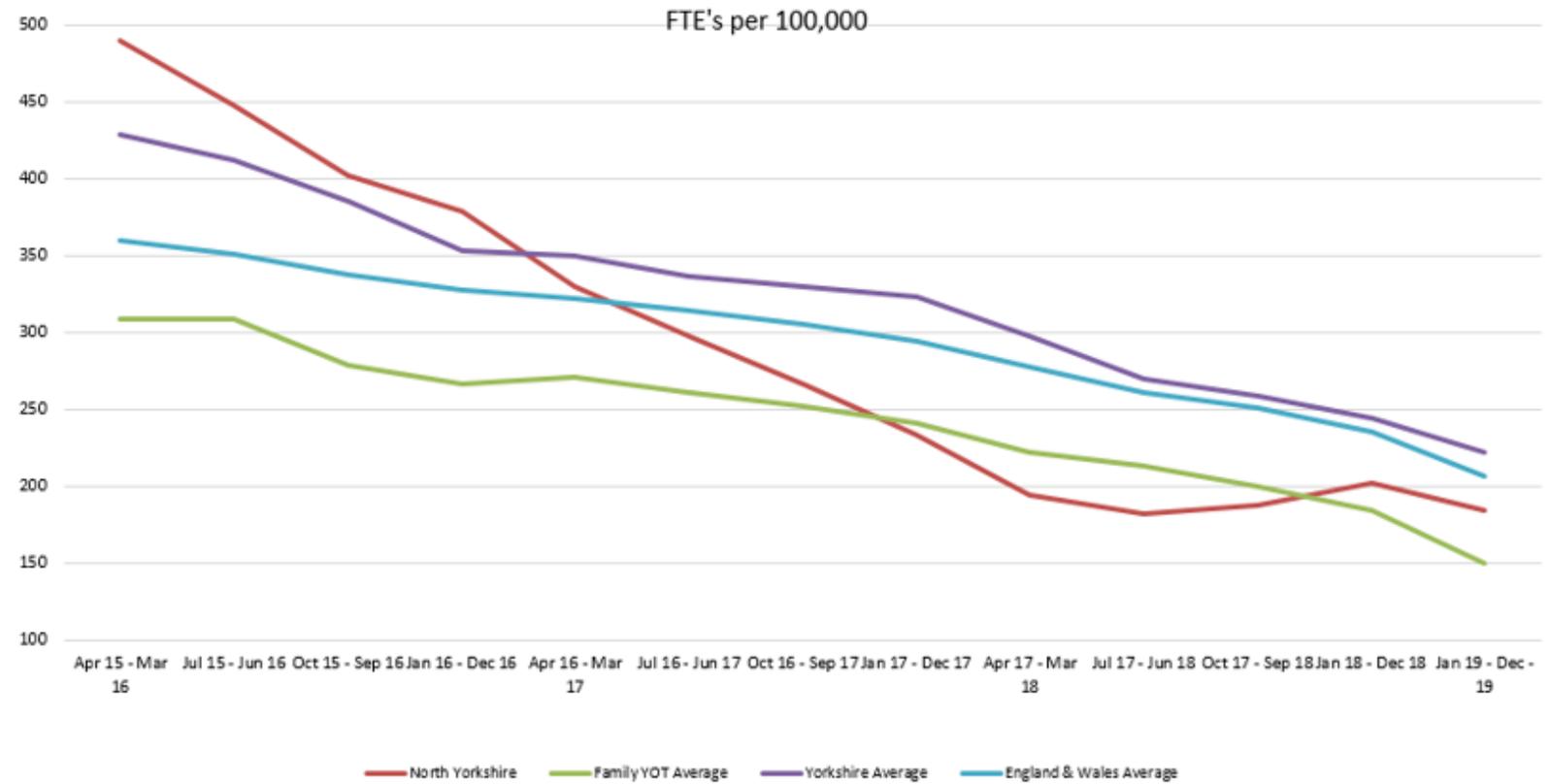
Steve Walker – 13 Sep 2021

## First-Time Entrants

The Ministry of Justice have been unable to provide updated First-Time Entrant data from PNC during the Covid pandemic. We also know from experience that the quarterly PNC reports include some First-Time Entrants we were unaware of, and also some 'false positives' which have been incorrectly assigned to North Yorkshire. The most recent data available through the YJB's YOT Data Summary (YDS 106) indicates that North Yorkshire is well below the national and regional average rates, although still behind our highest-performing family comparators. Only 2 of our 11 'family' YOTs have higher First-Time Entrants rates than North Yorkshire (one being City of York).

Further reduction of First-Time Entrants is a major priority for 2021-22 (see p10). Two of our highest-performing 'family' YOTs have reduced their FTE rate to less than 100 per 100,000, demonstrating that there is room for significant further progress.

We know from research that children who are formally criminalised will often experience shame or stigma in their family, community and school, and by internalising the 'criminal' label may become more vulnerable to negative influence. This underlines the importance of effective partnership diversion.



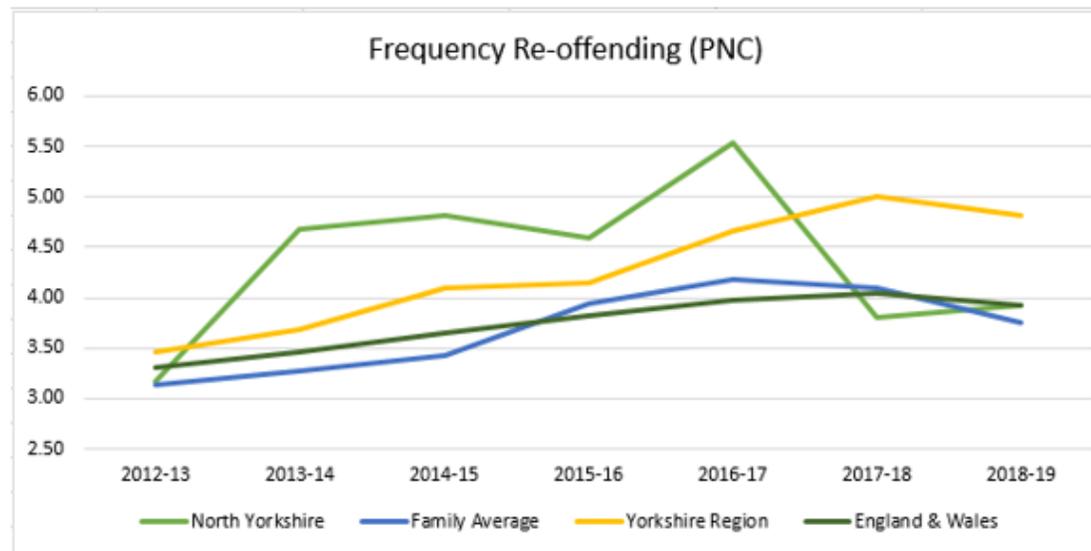
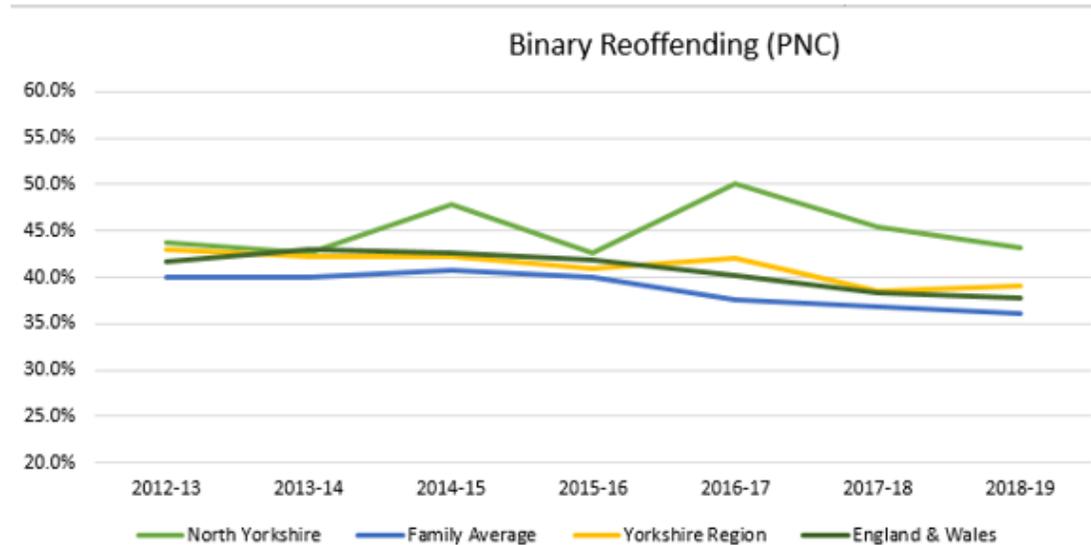
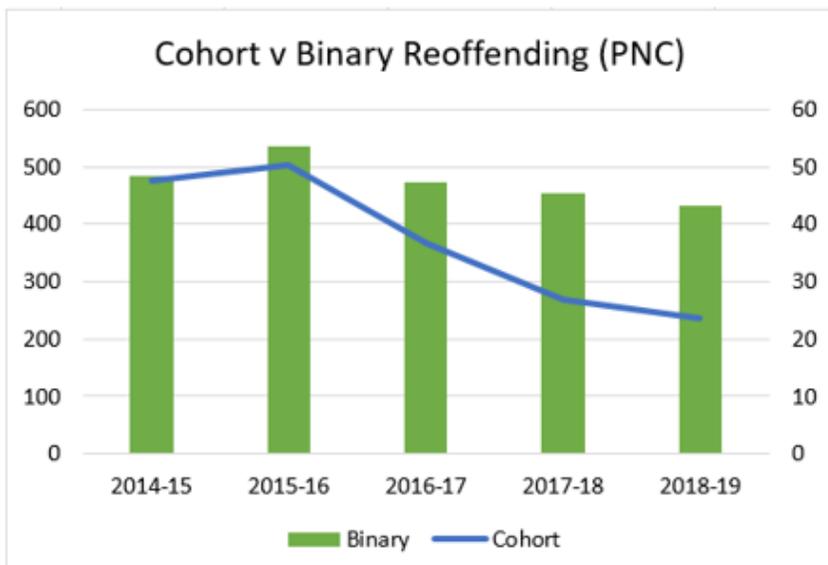
Reduction of First-Time Entrants has been included as a high-level Key Performance Indicator (KPI) in the North Yorkshire Children and Families Service Plan 2021/24, signifying the importance of this priority.

## Reoffending

The Ministry of Justice have been unable to provide updated Reoffending data from PNC during the Covid pandemic. The most recent data available relates to the Apr18-Mar19 cohort, which offers limited value in the present. The available PNC data does however evidence a welcome improving relative trend in both binary and frequency reoffending.

It is also significant that this reducing trend has been achieved in the context of a much smaller cohort, driven by our continued work to divert children from the formal justice system wherever possible. This has reduced the cohort under statutory supervision by more than half since 2015, but with the inevitable result, that general levels of need & risk in the PNC cohort are further concentrated.

A modest statistical reduction of reoffending in this context actually represents very substantial improvement of service impact.



## Custody

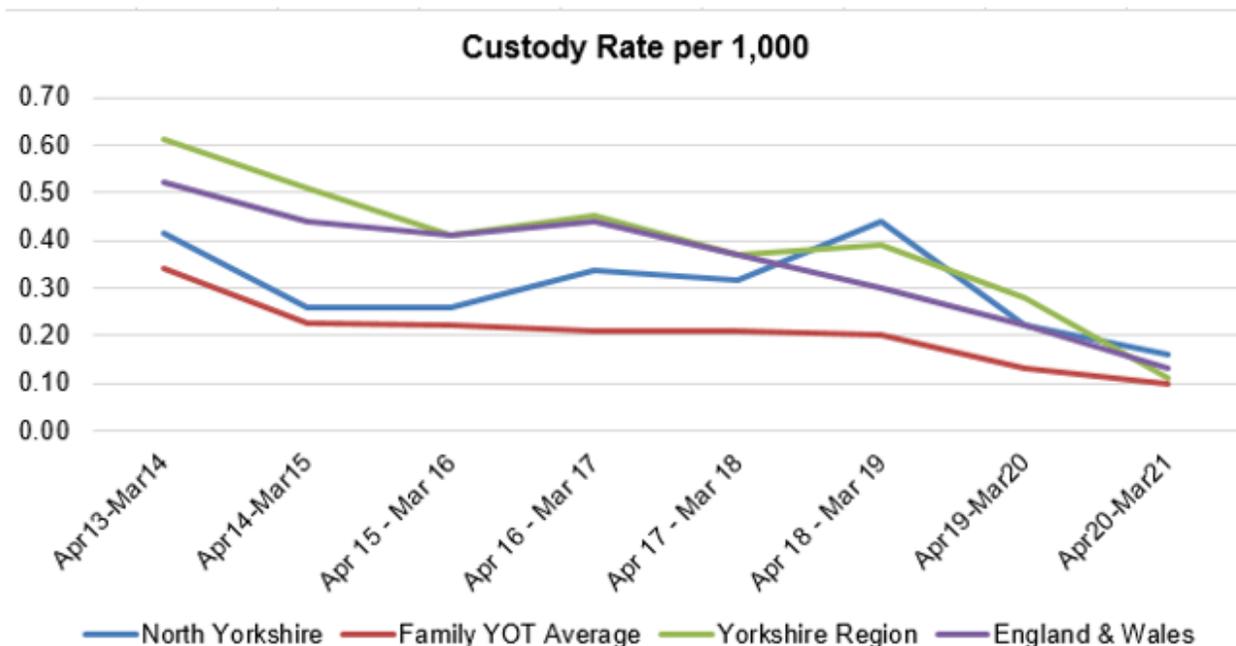
Reduction of custodial sentencing remains a key priority for North Yorkshire, and we are making good progress. In the 12 months ending 31 March 21, our frequency rate decreased to 0.16 per 1,000, representing only 9 custodial sentences in the previous year. This is our lowest ever rate of custodial detention, and we can confidently project further reduction this year.

While celebrating this achievement, we can see that our regional and family comparators are also improving, and that further work is still needed to drive custodial sentencing down to its proper place - as a last resort to protect the public from serious harm.

In those few cases where detention is strictly necessary, those children usually have very substantial and complex needs, which cannot be properly met in the environment of a Young Offender Institution (YOI). While respecting the hard work of the Governors and staff, these large prison-like institutions simply cannot offer the stability, safety, care and positive rehabilitation required for very vulnerable children. This view has been reinforced by the Children's Commissioner's reports on YOI conditions during the Covid pandemic.

As set out in our National Standards Strategic assessment in June 2020, our service therefore works hard to identify the needs and vulnerabilities of detained children, and to advocate for appropriate placement. As a result of this, 68% of our detained children are placed in the smaller, welfare-led Secure Children's Homes (SCHs) compared to a national average of 28%.

It is a continuing concern that secure estate funding arrangements significantly penalise North Yorkshire's welfare-led approach. YDA Remand placements in SCH's cost £500 per night more than a YOI placement, yet we receive a disproportionately small Youth Custody Service grant.



## Early Prevention & Diversion

The key purpose for integrating our Youth Justice Service into Early Help is to more effectively focus on 'upstream' prevention and diversion. Although we provide excellent support for children who are already involved in prolific or serious offending, this is costly and often has limited effect. It may be difficult or impossible to undo the harm already suffered by that child, and by their families or victims.

Youth Justice expertise is supporting the wider Children & Families Service - Early Help to better identify and support the children at greatest risk. It must be emphasised that this is not exclusively about risk of offending, we know that the same vulnerable, traumatised child may equally be at risk of many other adverse outcomes - educational exclusion, entry to care, mental health, substance use, exploitation or self-harming behaviour for example.



During 2021-22, we will increase our work with local voluntary sector partners, helping them to secure resources and provide critical early support through organic, non-stigmatic activities in local communities – sports, youth projects, performing arts etc. We will work with local schools to develop North Yorkshire's [Ladder of Intervention](#), building their capacity to support emergent needs within the child's everyday environment.

We will work closely with our partners in Police & Community Safety to identify positive, preventative and diversionary solutions for children at risk, for example the [North Yorkshire Youth Change Direction](#) (funded by the Police, Fire & Crime Commissioner), and the [North Yorkshire Sport Get on Track](#) projects.

Finally, we will build new provision by mentoring and supporting the development of Community Networks to support the universal Early Help Offer, with the aim of establishing stronger, more resilient and creative neighbourhoods, better able to care for their children together.

***"There comes a point where we need to stop just pulling people out of the river.***

***We need to go upstream and find out why they're falling in."***

**Desmond Tutu**

## Youth Outcomes Panel

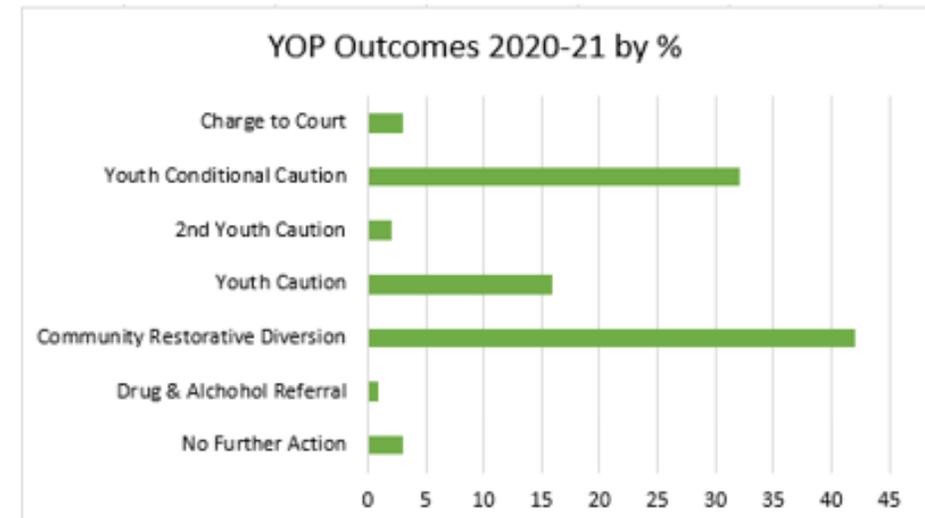
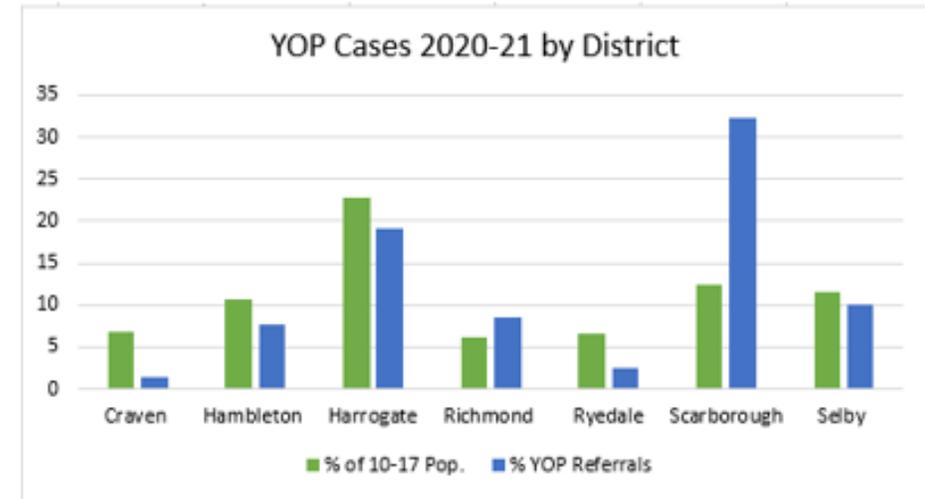
The Youth Outcomes Panel (YOP) has a key gatekeeping function in diverting children from formal criminalisation. This pre-court work is now a major part of the service's overall activity, representing around 50% of our typical caseload. YOP interventions are usually shorter than court orders, so those children comprise two-thirds of our annual throughput.

Children who reach the Youth Outcomes Panel will often have substantial and complex needs, which early prevention & diversion could not meet. There is a disproportionate referral rate from Scarborough, at 2.6x that District's 10-17yrs population, reflecting high levels of social exclusion. All children referred to YOP receive a comprehensive, holistic assessment, leading to a bespoke diversion support proposal. About half of YOP referrals result in an informal outcome.

**"A wide variety of information is gathered to assist decision-making, supported by a range of assessment tools. Good professional relationships between the YJS and the Police enable the YJS to contribute effectively to decision-making for out-of-court disposals and, when needed, provide effective challenge. There is a shared culture of making decisions in the best interests of the child, while considering the wishes of victims." HM Inspectorate of Probation, Sep 2020**

Reoffending within 3 months is very low (6.8%) but over a 12 month tracking period this rises to 35.8%. This is not unexpected for complex, high-need children, and the YOP system accepts re-referrals where appropriate.

33% of YOP cases during 2020 were repeat visits, and 7 exceptionally needy or vulnerable children (e.g. children in care) have been diverted via YOP on 3 separate occasions during a 12-month period. North Yorkshire Police & YJS will always try to find an effective diversionary solution for our highest-need children, and minimise the harmful use of formal criminalisation. Alongside this, we also review multiple re-referral cases to identify opportunities for improvement.



### **Reducing Exclusions and Supporting Attendance –**

The Virtual School Head represents YJS in the NYCC Strategic Attendance and Exclusions Group, which monitors and challenges schools with high levels of exclusion or low attendance rates. School improvement is supported by provision of training and guidance to implement advanced Relational Behaviour Management and Emotionally Based School Avoidance approaches. Creative development of Alternative Provision is further supporting reduction of fixed term and permanent exclusions.

### **Elective Home Education (EHE) –**

Our service considers home education to be a poor option for most children, especially those with complex needs and risks. We believe that a structured onsite education provides a greater range of learning opportunities, pastoral support and social development. This is especially important for safeguarding those children who may be vulnerable to criminal or sexual exploitation. We therefore discourage parents from Elective Home Education, unless the circumstances are exceptional. At present we have only two YJS children being educated at home. This work will be reinforced by North Yorkshire's new EHE Pathway, which provides for a pre-decision meeting led by an independent advisor, where parents, children and professionals can be supported to discuss their wishes.

#### **Best Practice Example -**

The Transition Project is a national pathfinder funded by the Coastal Opportunity Area, and provides close mentoring support for a cohort of 63 highly-vulnerable Year 6 pupils in Scarborough who are expected to struggle with transition to secondary school in September. Research evidence suggests that achieving a positive transition will have critical benefits in reducing later issues with attendance and behaviour, and also a range of other adverse outcomes.

### **Special Educational Needs and Disabilities (SEND) and Education and Health Care Plans (EHCPs) –**

The children we support have high prevalence of special needs, which can be a significant barrier to engagement and attainment unless promptly identified and met. The service has the benefit of specialist Speech & Language Therapists, and approx. 70% of our young people are assessed to have speech, language and communication needs (SLCN). Speech & Language support has recently been extended to the Youth Courts. Our Education Liaison Advisors are trained & accredited Thrive practitioners, enabling them to provide assessments and recommendations for supporting complex need. Approx. 41% of our children have a formal Education and Health Care Plan (EHCP). Our Education Liaison Advisors work closely with SENDIASS (Special Educational Needs and Disabilities Independent Advice and Support Service) to support parents in obtaining the advice and support their child needs.

We have been working for some time to establish a real-time shadow tracker for the MoJ reports, using our own case management system to generate actionable insights from live data.

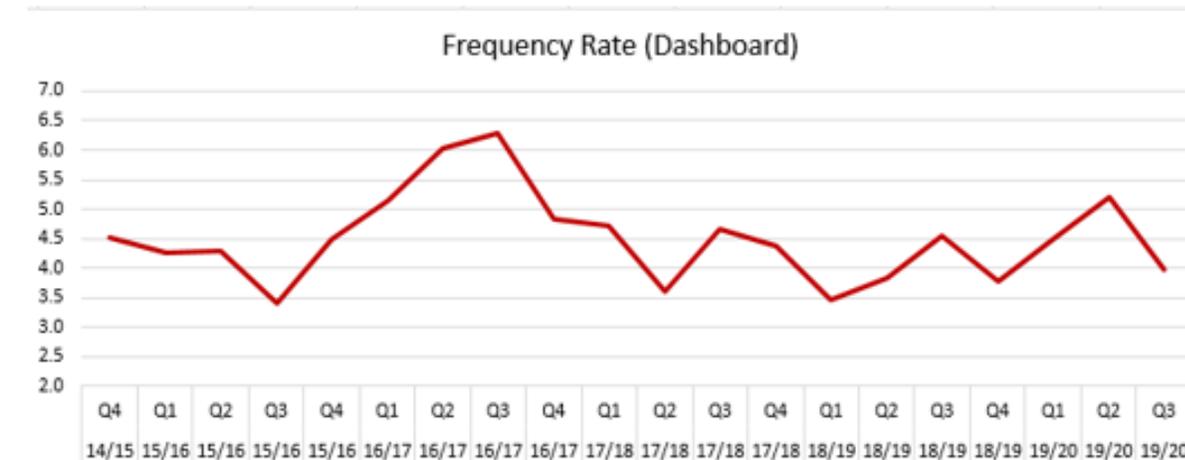
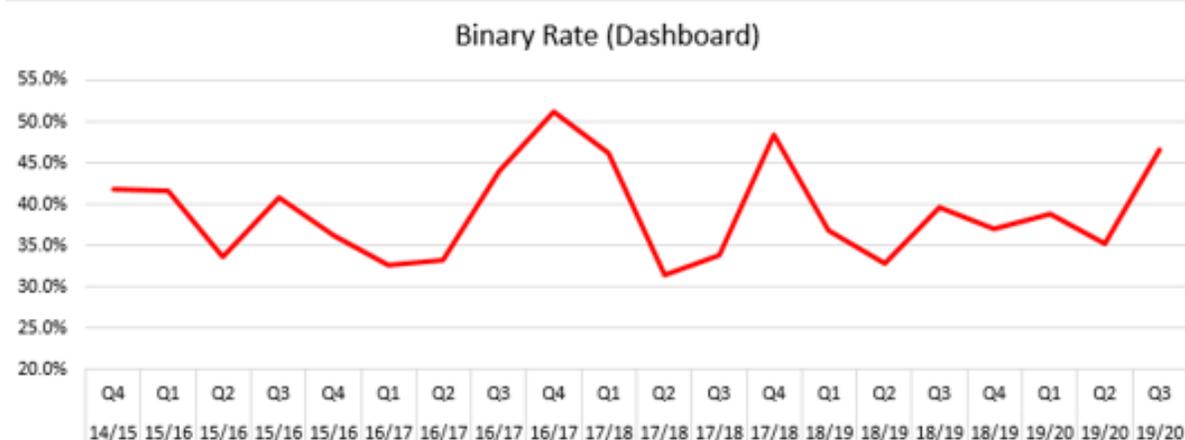
Although this 'dashboard' can only provide an isolated view of North Yorkshire, it will be important in our mission to further reduce re-offending. At present, our internal data suggests that good progress has been maintained, albeit with a seasonal Binary spike in Q3 2019-20.

Accessible local data will also allow us to more effectively drill-down into the underlying trends, and to cross-match data with other services to identify the most vulnerable children and communities. This will be especially important in addressing complex, multi-faceted pockets of need.

For example, Scarborough has only 16.7% of North Yorkshire's 10-17yrs population, but comprises 29.2% of the current YJS cohort. Scarborough children are significantly more likely to reoffend (55.8%), and to commit significantly more re-offences. 35% of the Scarborough cohort are girls, compared to the national rate of 15.8%.

We do not have easy answers for this disproportionality, which arises from the compounded social exclusion seen in many seaside towns. Further layers of intersectional disadvantage can be identified for BAME families, children in care and asylum-seekers, etc. A number of investment and regeneration projects are underway, and the forthcoming change to a single unitary local authority will help to address the underlying factors. The YJS Management Board has directed a programme of review to ensure that the service and wider partnership achieve best impact.

It is also important to note that this large, diverse County has many other hotspots of need, including poverty and social isolation in our most beautiful rural areas, and the large military base at Catterick. By more effectively using our data with partners, we will better understand the support needs of those communities.



## My Assessment & Plan

ASSETPlus is the mandatory national assessment & planning framework for youth justice. Although ASSETPlus has certain strengths, particularly in managing very complex, risky young people, portability between YOT areas and secure establishments etc, it also presents significant barriers to effective practice. The 2016 Taylor Review recommended that developing local compatibility & interoperation could achieve better overall outcomes for children.

In 2017, our Youth Justice Service began a strategic integration into North Yorkshire's Children & Families Service - Early Help. One of the key aims was to develop a seamless support offer for children at risk of offending or reoffending. Our practitioners quickly identified ASSETPlus as a key barrier, because of its siloed, bulky and inaccessible format. This inhibited close collaboration with service users and colleagues, and also required a high level of desk-based work.

We were very proud to become one of three high-performing Local Authorities who were granted special dispensation to devise and pilot locally integrated assessment and planning systems, commencing this practice leadership role in Apr 2019. Our MAP model is an advanced, family-centred and strengths-based assessment, designed for close alignment with the Signs of Safety model. It is a radically condensed approach compared to ASSETPlus, usually comprising less than 20 pages of plain and direct language, set out in a simple, clear framework, which is readily co-produced and understood, by children and their families.

***'My Assessment Plan' (MAP) model is a radically condensed and sharply focused approach, written in simple direct language and with full participation by the children and families. This methodology builds on the strengths of children, rather than using the previous risk and deficit-based approach"***

**- HM Inspectorate of Probation, Sep 2020**

An initial scoping evaluation by NATCEN noted that the that the new pilot approaches appeared very promising, but further research would be required to explore longitudinal impact upon re-offending. It has not yet been possible to complete this external evaluation, because of the Covid pandemic and the absence of PNC data. However, we are highly confident that MAP has been very effective, in both the quality of impact & positive change for children and also the benefits for local compatibility & interoperation. Our own Interim Evaluation (Dec 2020) found strong evidence of significant advantages, in particular the strength of positive support from families.

Clearly, there is substantial work ahead to support our communities through Covid recovery, but when this has been achieved we will work with national government and other key stakeholders to develop a full and independent evaluation process for MAP. If those findings are consistent with our internal assessment of performance, quality and impact, we believe the transformative benefits will be recognised and shared across the national youth justice sector. We are immensely proud to hold this national practice leadership role, reflecting the high standards and aspirations of our service, and we are grateful for the continued support of DfE and YJB.

## Strengths in Relationships Practice Model

Developing My Assessment & Plan (MAP) has allowed us to build a converging alignment with the many other teams and services working across North Yorkshire Children & Families. The Strengths in Relationships practice model is the defining theme of our local approach, a common language of skills, values and behaviours, which support deep, sustainable positive change.

Systemic practice focuses upon the child's whole family & social context, understanding that their feelings & behaviour are profoundly shaped by the people around them. Vulnerable children must not be 'adultified' as if autonomous actors. Durable solutions must be built from the family's needs and strengths.

Restorative practice means we are constantly working to rebuild and reintegrate a safe, nourishing environment around the child. Repairing harm, re-establishing trust and inclusion. This applies fully to our work with victims, where we seek authentic reconciliation, healing and resolution to support good closure.

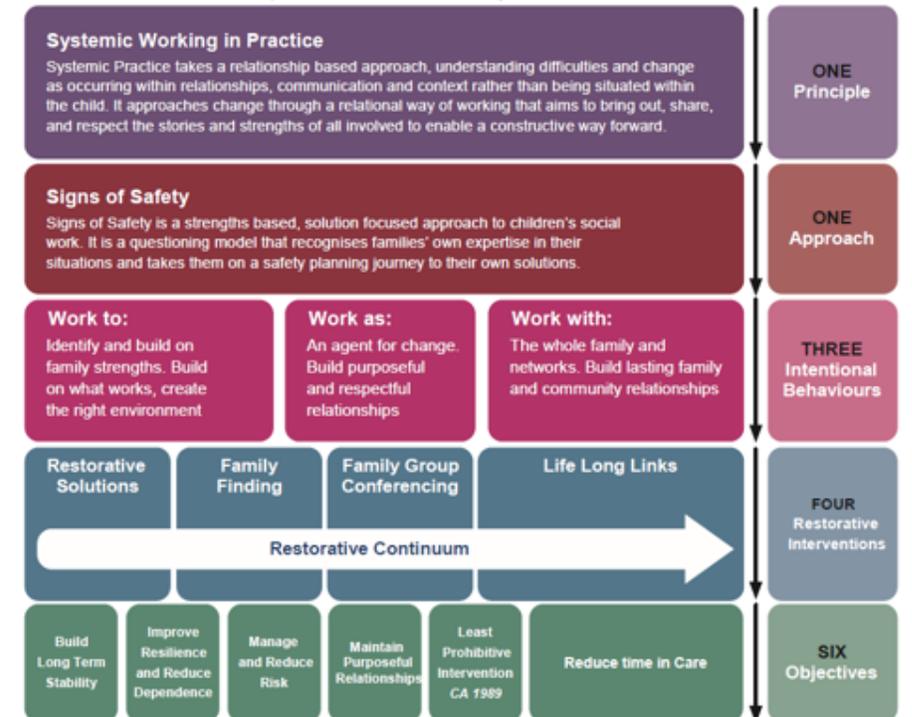
Relational practice means establishing warm, honest, resilient and purposeful relationships, and using those relationships to support positive change. This will not be achieved by filling out forms or writing reports in our offices, it requires sustained and authentic engagement with the child and family.

These advanced skills and practices form the core of our new Youth Justice model, supported by extensive training and system changes. But it is important to understand that they do not replace or dilute our statutory duties. We must unflinchingly recognise and assess risk for example, for the safety of both the child and the wider public. The key difference is in how we then manage and reduce that risk, recognising that supervision and control is at best a temporary scaffolding to support long-term healing, hope and inclusion.



### Our Purpose

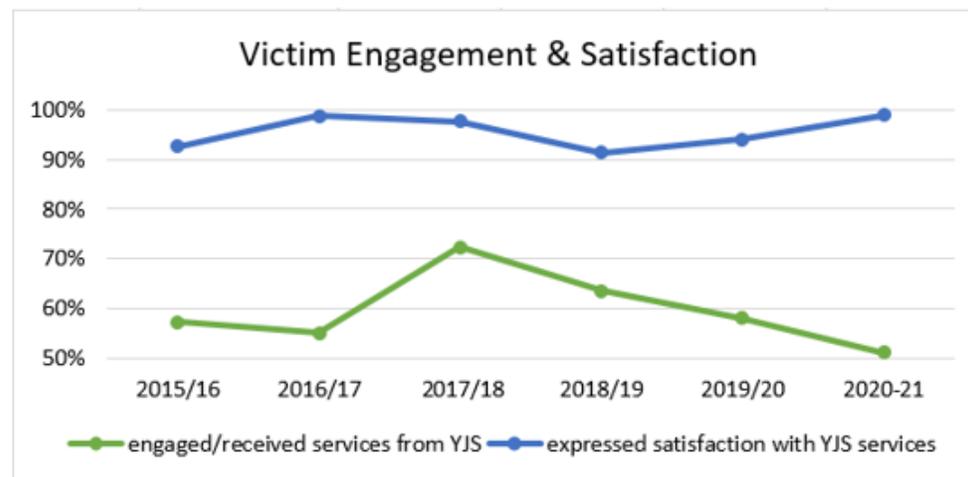
To support positive change that continues after we no longer need to be involved. We will create conditions that allow relationships to flourish. Our Practice system is built to deliver this outcome.



## Services and support for victims

Although victim engagement & satisfaction were discontinued from the YJB's national performance structure some years ago, the North Yorkshire YJS partnership has maintained a close local focus on this theme. Restorative practice is a key pillar of our service model, prioritising healing, reparation & reconciliation above abstract punishment. We recognise victims as service users in their own right, with needs and entitlements which must be respected. This important work is led by two specialist Victim Liaison Officers, and most of our practitioners are trained RJ Facilitators.

Service data shows a continuing reduction in the proportion of victims who wish to receive support from Youth Justice, recently exacerbated by Covid. This is because an increasing proportion of victims are professionals, mostly in Police or residential care settings. Those colleagues have internal processes to support their wishes & needs, and have already considered whether they wish to participate in mediation or reparation. Our victim liaison service is fully available to those colleagues, but most of them do not ask for further support. During 2021-22, we will build stronger links with those organisations to ensure that support for professional victims is seamlessly coordinated.



For the many victims who do wish to receive information and support from Youth Justice, the quality of service has continued to improve. We cannot undo the harm which victims have suffered, but by supporting them to have a voice and to access the help they need, we play an important role in supporting their recovery. We are proud of the strong, appreciative feedback we receive from victims.

Where possible we arrange direct restorative mediation and reparation, which we know provides the best healing and closure for victims (and also has the most meaning and impact for the young harmer). The Covid pandemic has necessitated greater use of virtual and video-based methods, which have in practice proved helpful for some participants. We will maintain and further develop this capability beyond the pandemic.

Finally, the service welcomes the revised national Code of Practice for Victims (VCOP). During 2021-22 we will audit and benchmark ourselves against this new standard, in particular the 'Enhanced Rights' provisions for vulnerable victims. We will work with partner agencies across Children's Services and the Criminal Justice Partnership, including the valuable services funded by the Police, Fire & Crime Commissioner, to develop a more consistent and 'joined-up' offer.

## Feedback from Young People & Families

Feedback from the children we support, and also their parents or carers, is a vital part of our quality and performance approach. The service operates several tiers of capture, including self-assessments, online closure systems and dip-sampled direct consultation research. During 2021-22, we hope to further extend this by development within the Children & Families “Mind Of My Own” system.

Regular samples of independent consultation and feedback work are undertaken by NY Voice (Youth Voice & Creative Engagement Service) evidencing very high appreciation.

It is striking that YJS support achieves higher ratings than most other children’s services teams, despite usually being imposed by statutory criminal processes. It appears that parents feel relieved that a decisive event has brought the support they need. During 2021-22, we will continue work within Early Help to improve our ability to offer that support before a statutory criminal trigger arises.

<b>Family Feedback</b>	<b>Av.</b>	<b>(0-10)</b>
Were your family listened to during the assessment process?		9.9
Did the assessment help you find your real needs and concerns?		9.5
How much did this work feel like a collaboration?		9.8
Was your YJ worker involved, available, responsive & committed?		9.9
Did you feel you could be open and honest with your YJ worker?		10
Did this support help you & your child to have a more positive future?		9.3

I felt I could be really open and wasn't being judged, neither did my son

He always had the trust in his worker and could open up to him

They listened to what I thought needed to change, instead of just telling me

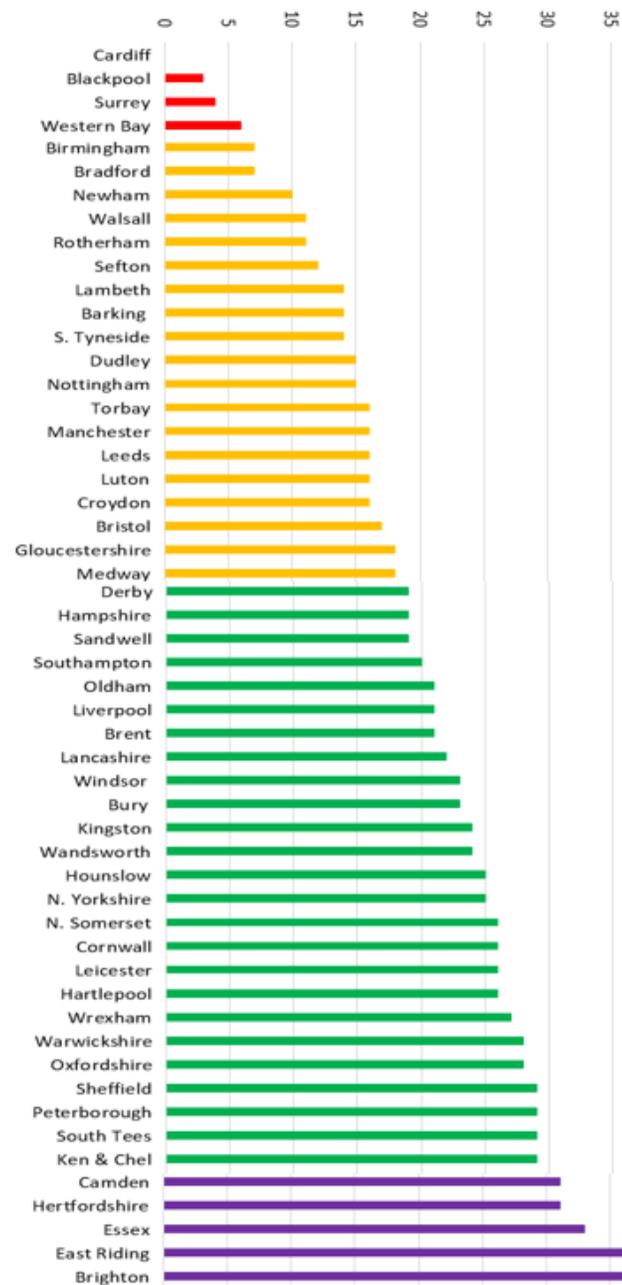
## National Inspection

Our HMIP inspection was underway when the first Covid lockdown commenced in March 2020. The remote technology arrangements we then innovated with HMIP for virtual completion became the basis of the national inspection model through the pandemic. Our [Inspection report](#) was published in Sept 2020, with an overall Good rating. Our detailed score of 25 is well above average, and ranks us 17<sup>th</sup> of the 53 YOTs inspected so far during this programme - towards the top of the second quartile.

***'My Assessment Plan' (MAP) model is a radically condensed and sharply focused approach, written in simple direct language and with full participation by the children and families. This methodology builds on the strengths of children, rather than using the previous risk and deficit-based approach" -HM Inspectorate of Probation, Sep 2020***

We are satisfied with this finding, which fairly reflects the significant practice change, taking place at that time. More than half the selected cases were managed under our new My Assessment & Plan pilot (see p8), which had only recently commenced. The HMIP team had little experience of this practice model, because of the dominance of actuarial/criminogenic assessment systems across Probation and Youth Justice.

Given this context, we were delighted that HMIP assessed our *Desistance* practice to be Outstanding, and our *Safety & Wellbeing* practice at the higher end of Good. We fell fractionally short of a Good rating for *Safety of Others*, by a margin of just one case (from 36). This was of course frustrating, but we respect HMIP's advice and so we immediately modified the MAP model and retrained the team to ensure improvement. A follow-up audit in Mar 2021 using HMIP thresholds assessed that an average 80% standard for *Safety of Others* has now been achieved across the service.



**Plan on a Page**

- Safe, phased Covid recovery, consistent with our service-level plan and NYCC's overarching remobilisation strategy.
- Further reductions in first-time entry, re-offending and custodial sentencing, benchmarking ourselves against high-performing family group peers.
- Focused partnership review project to explore improvement for 'hotspot' Scarborough neighbourhoods facing high levels of deprivation, social exclusion and crime.
- Further develop our advanced practice model by completing training of all YJS practitioners, and establishing a new Quality Assurance and practice learning framework.
- Maintain and improve My Assessment & Plan, and agree arrangements with national government for a full, independent evaluation to be completed.
- Review our victim services against the standards of the revised Code of Practice for Victims, and implement new or improved provision as required.
- Establish operational delivery of the National Protocol for Reducing Criminalisation of Children in Care & Care Leavers
- Review and develop our services for Harmful Sexual Behaviour, establishing best-practice provision in collaboration with City of York.
- Evaluate our partnership Resettlement Panel and implement agreed changes to further improve the support and planning for custody leavers.
- Develop and expand our Skills4Work project in partnership with local businesses and other key stakeholders.

## Questions and Discussion

## Youth Justice Briefing for Corporate & Partnerships OSC

Steve Walker 13 Sep 2021

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# Local Authorities Resilience and Emergencies

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Matt Robinson  
Head of Resilience and Emergencies  
North Yorkshire County Council



Agenda Item 7

# Aim

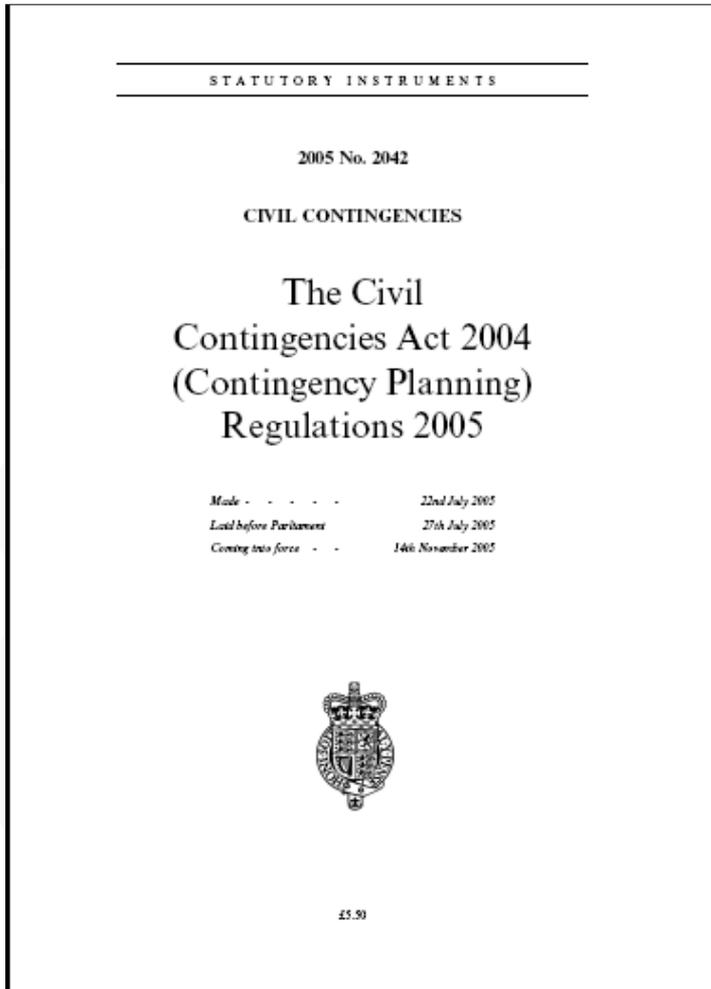
To agree which services and work priorities provided by the RET should be reported to this Scrutiny Committee in the future.

# Objectives

- To familiarise Councillors with the legalisations that governs the response to major incidents.
- To set out the Local Authority and Multi-agency partnerships within North Yorkshire.
- To explain the National Resilience Standards.
- To introduce the Integrated Review for Security, Defence, Development and Foreign Policy.
- To present on the multi-agency response and recovery to major incidents.

# The legalisations that governs the response to major incidents.

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Foot and Mouth

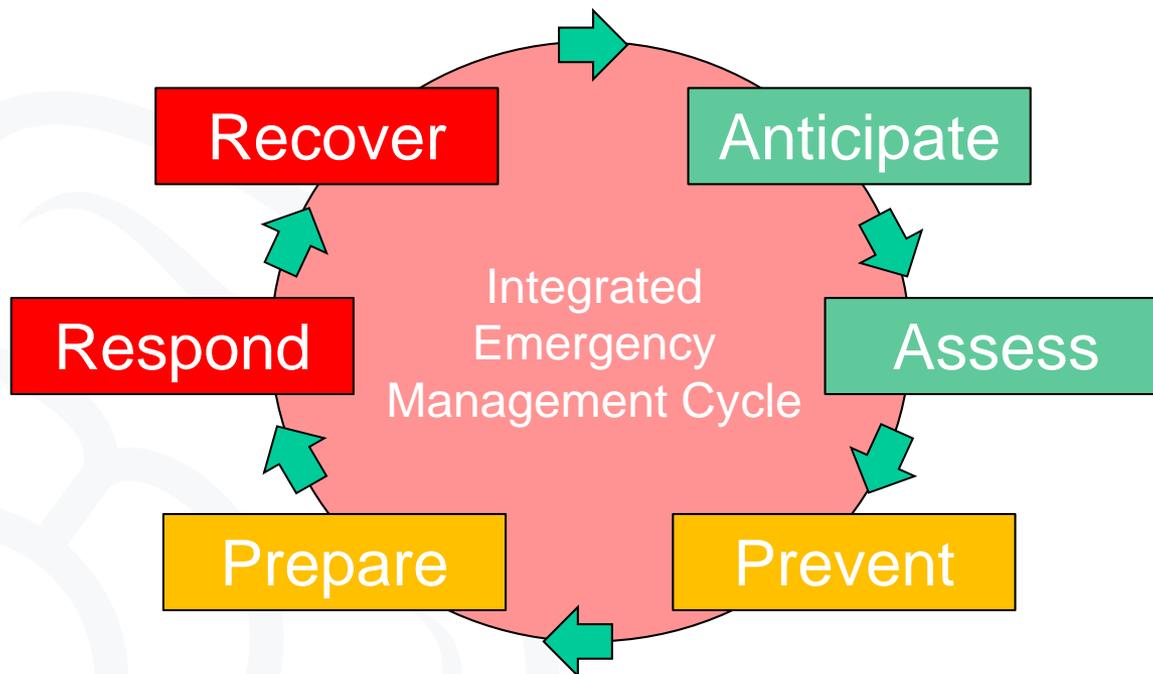
Crisis

and Rescue  
Industrial Action

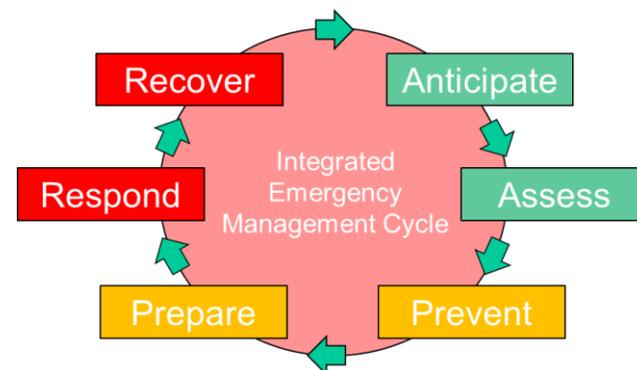
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Emergency Response

# Local Authority and Multi-agency partnerships within North Yorkshire



# North Yorkshire Local Resilience Forum

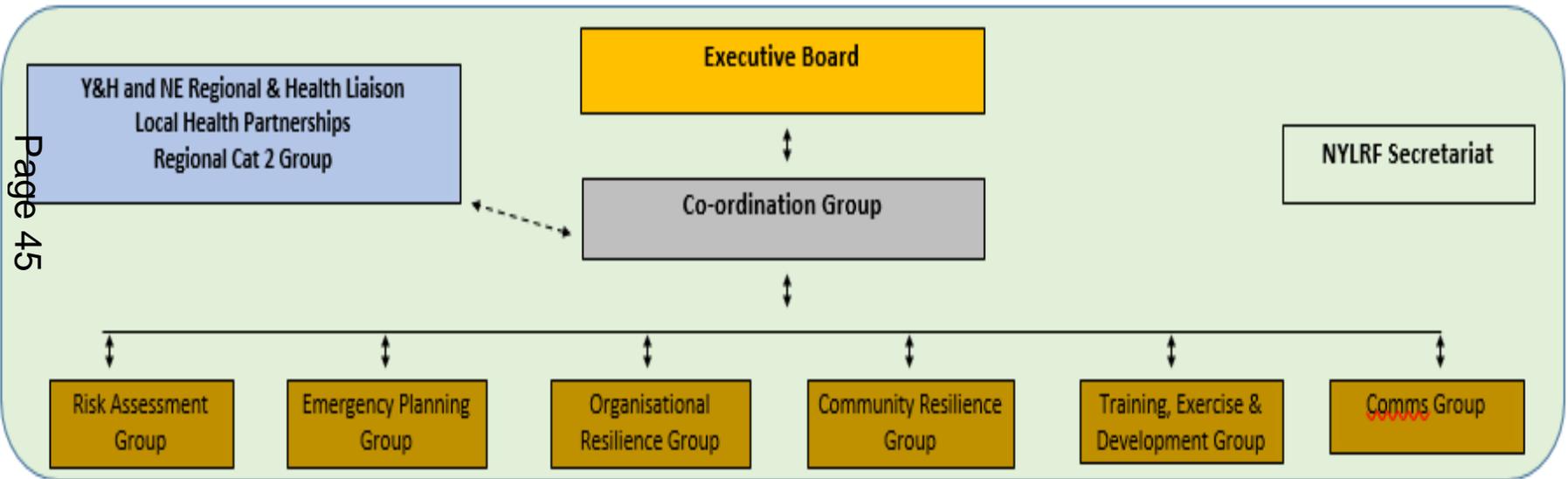
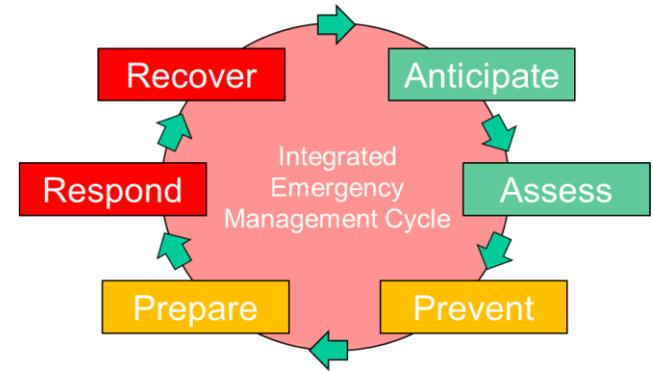


## NYLRF Strategic Aim for 2021/2 – 2023/24

To enable NYLRF Category 1, 2 and other co-ordinating agencies, alongside the communities they support, to be resilient in Integrated Emergency Management\* and comply with the Civil Contingencies Act 2004. (\*Anticipate, assess, prevent, prepare, respond and recover).

1. To align NYLRF structures to the National Resilience Standards for LRFs and ensure it can comply at least, to the desired outcome requirements.
2. To undertake a review on how NYLRF fulfils its duties against the Resilience Capability Programme and identify any strategic gaps.
3. To ensure that existing NYLRF risk priorities, lessons identified and emergent issues are not over-looked and will form part of any tactical priorities in the forthcoming year.
4. When a decision is made on the Local Government Review, ensure that the transition does not impact on resilience arrangements.

# North Yorkshire Local Resilience Forum



# North Yorkshire County Councils Service Level Agreements with other authorities

- NYCC maintains SLAs with 6 of the 7 District Council / Borough Councils. All excluding Harrogate.
- Since August 17<sup>th</sup> 2021 NYCC has entered into a collaboration agreement with City of York Council to support them with their resilience and emergencies work.

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# Local Government Review and the formation of the new Council.

	County Councils	District/Borough Councils	Unitary Authorities
Education	Yes		Yes
Housing		Yes	Yes
Town planning		Yes	Yes
Strategic planning	Yes		Yes
Transport planning	Yes		Yes
Highways	Yes		Yes
Social Services	Yes		Yes
Libraries	Yes		Yes
Leisure		Yes	Yes
Waste Collection		Yes	Yes
Waste disposal	Yes		Yes
Environmental health		Yes	Yes
Trading Standards	Yes		Yes
Flood Risk Management	Yes		Yes
Emergency Planning	Yes	Yes	Yes

# National Resilience Standards

- **LRF governance and support arrangements**
- Local risk assessment
- Communicating risks to the public
- Emergency planning
- **Community resilience development**
- Interoperability
- Training
- Exercising
- Business continuity management
- Business continuity promotion
- Strategic co-ordination centre (SCC): Preparation and operation
- Strategic co-ordinating group (SCG): Preparation and activation
- Local recovery management
- Cyber incident preparedness
- Pandemic influenza preparedness

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How to achieve leading practice in this area

- Establish arrangements to enable local political scrutiny of governance arrangements.

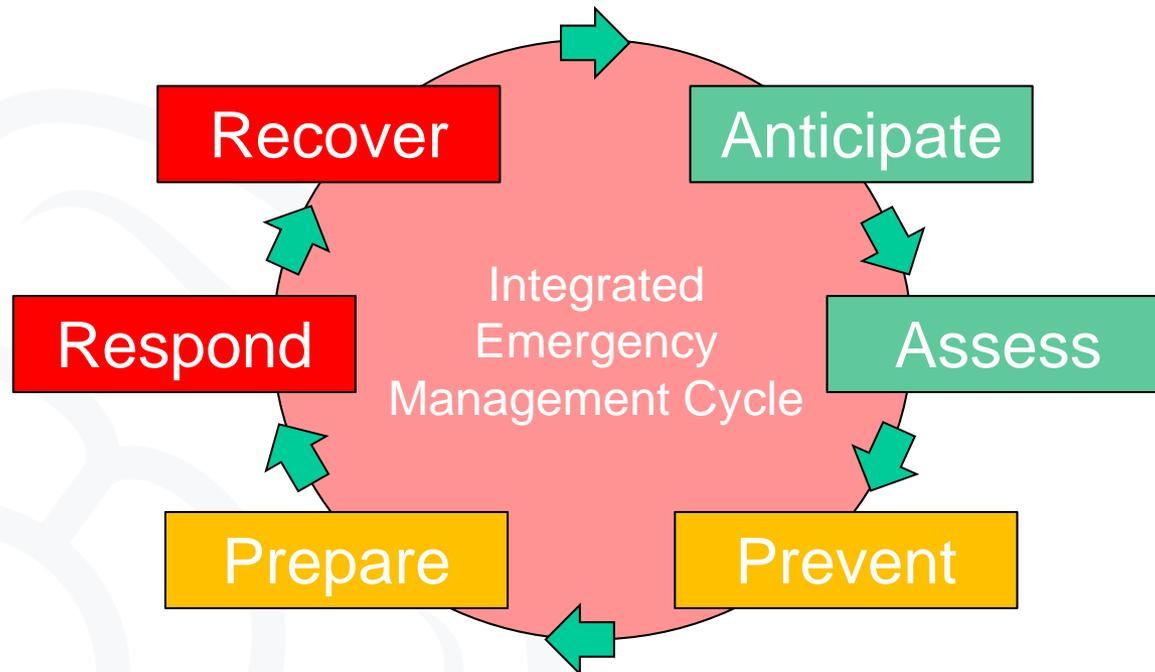
# The Integrated Review for Security, Defence, Development and Foreign Policy

- National Resilience Strategy
- Review of the Civil Contingencies
- Role and Responsibilities of Local Resilience Forums

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Milestone	Suggested Timeline
Call for Evidence Launch	Mid-July (dependant on Grid Slots)
CCS/MHCLG Local Digital Roadshows	3 weeks from w/c 26 July
MHCLG Big Conversation	August-September
RS Call for Evidence Closes	End September 2021
CCA review "phase 2" Engagement	Winter 2021/22
Resilience Strategy Published	Early 2022
CCA Response	By End March 2022
Any potential future changes to CCA	Subject to Government approval and Parliamentary time

# The multi-agency response and recovery to major incidents.



# North Yorkshire Local Resilience Forum

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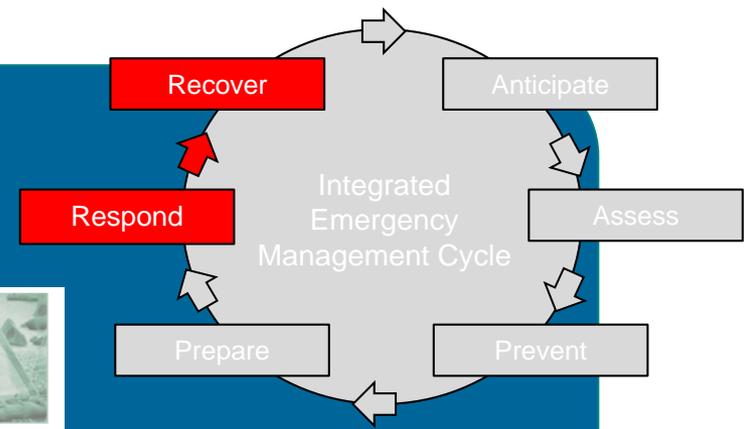


North Yorkshire Local Resilience Forum	<b>Response to Major and Critical Incidents</b>
	<b>Version 3 April 2016</b>

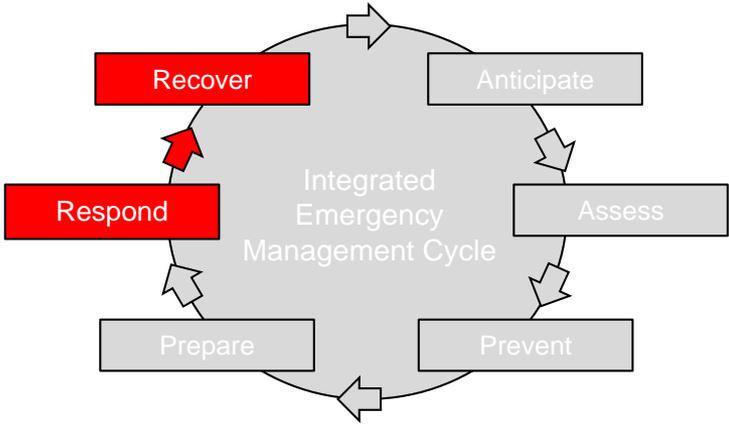
If you are responding to an incident now and wish to:-

- Inform other agencies – see pink
- Convene a TCG – see grey
- Convene a SCG - see yellow
- Convene a RCG - see green

JESIP 2013  
 "Working Together – Saving Lives, Reducing Harm"  
 Joint decisions must be made with reference to the over-arching or primary aim of any response to an emergency; to save lives and reduce harm. This is achieved through a co-ordinated, multi-agency response. Decision makers should have this uppermost in their minds throughout the decision making process".  
 "Gether & share information and intelligence"  
 "... it is a simple fact that no one service can initially appreciate all relevant dimensions of an emergency..."



# North Yorkshire Local Resilience Forum



## Single Agency

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**GOLD**  
'Thinkers'



**SILVER**  
'Organisers'



**BRONZE**  
'Doers'



## Multi-agency

**SCG**  
'Thinkers'

**TCG**  
'Organisers'

**OCG**  
'Doers'

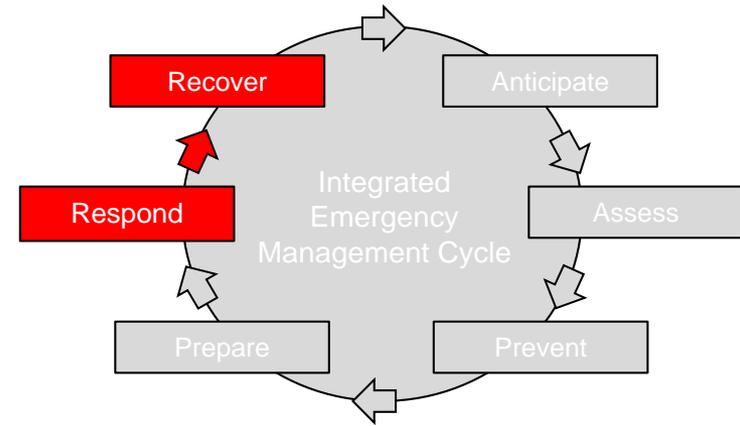


**NORTH YORKSHIRE COUNTY COUNCIL**

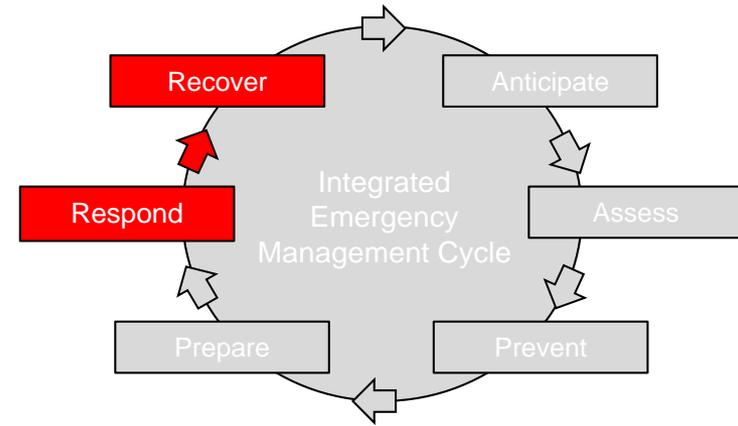
**MAJOR INCIDENT PLAN**

This plan is:	Draft Version 3	
It was signed off by	Management Board	29.11.2016
Any contact details contained within it, will be reviewed:	29.11.2016	
The next major review will take place	November 2019	

Document Owner	Chief Executive	
Document Maintainer	NYCC EPU	



# Major Incident Plan



Standby

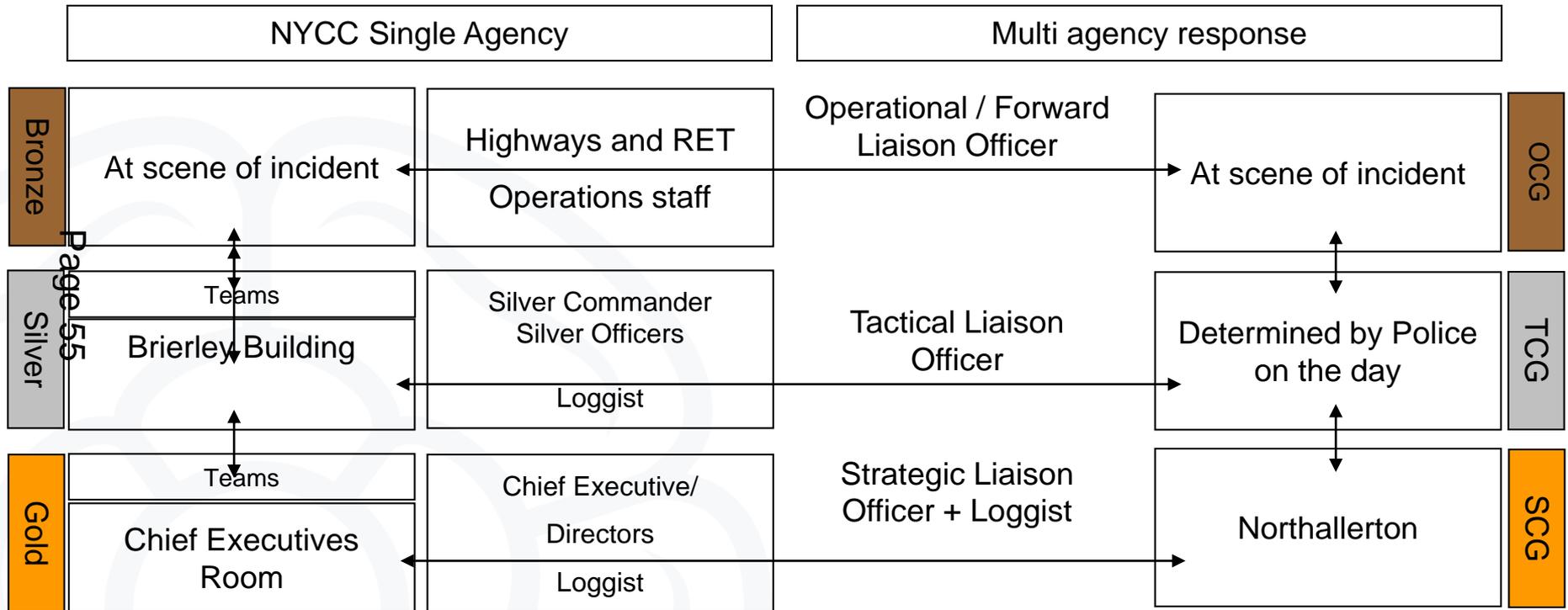
Declared Incident - NYCC

Declared Incident - Tactical

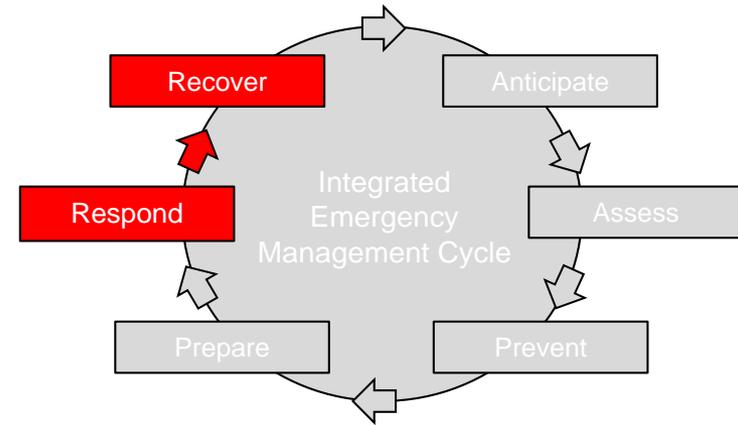
Declared Incident - Strategic

Major Incident

# NYCC Command and Control Major Incident Plan

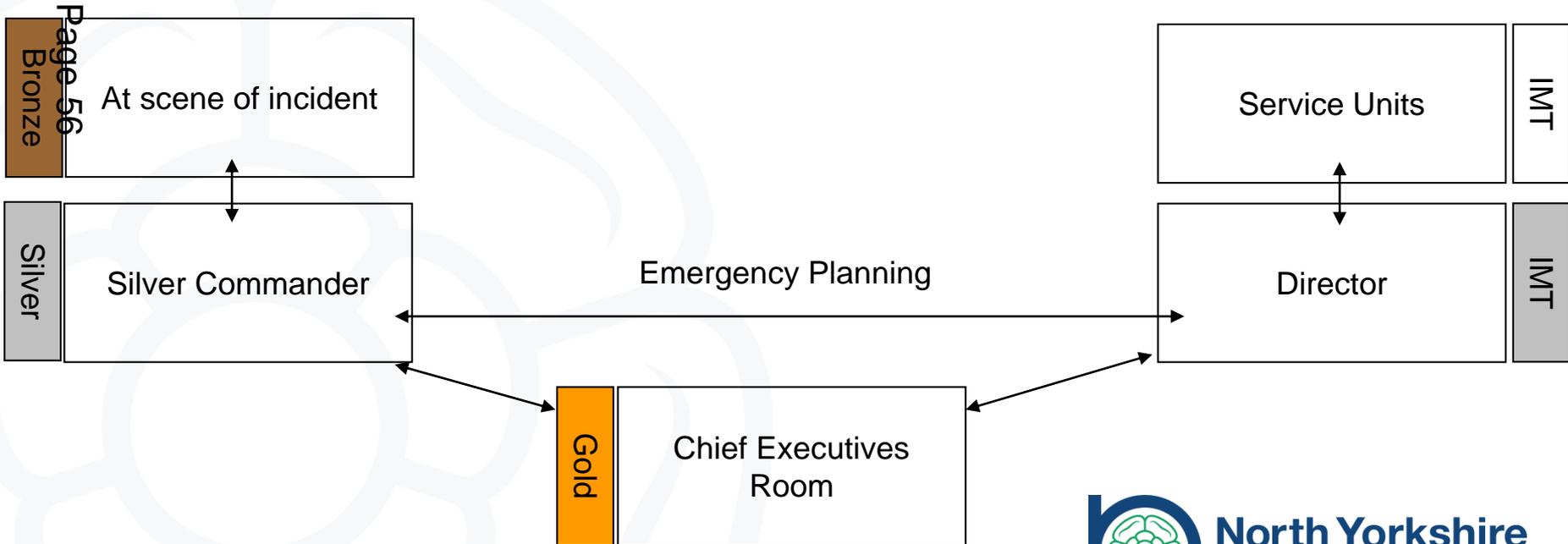


# NYCC Command and Control BCP

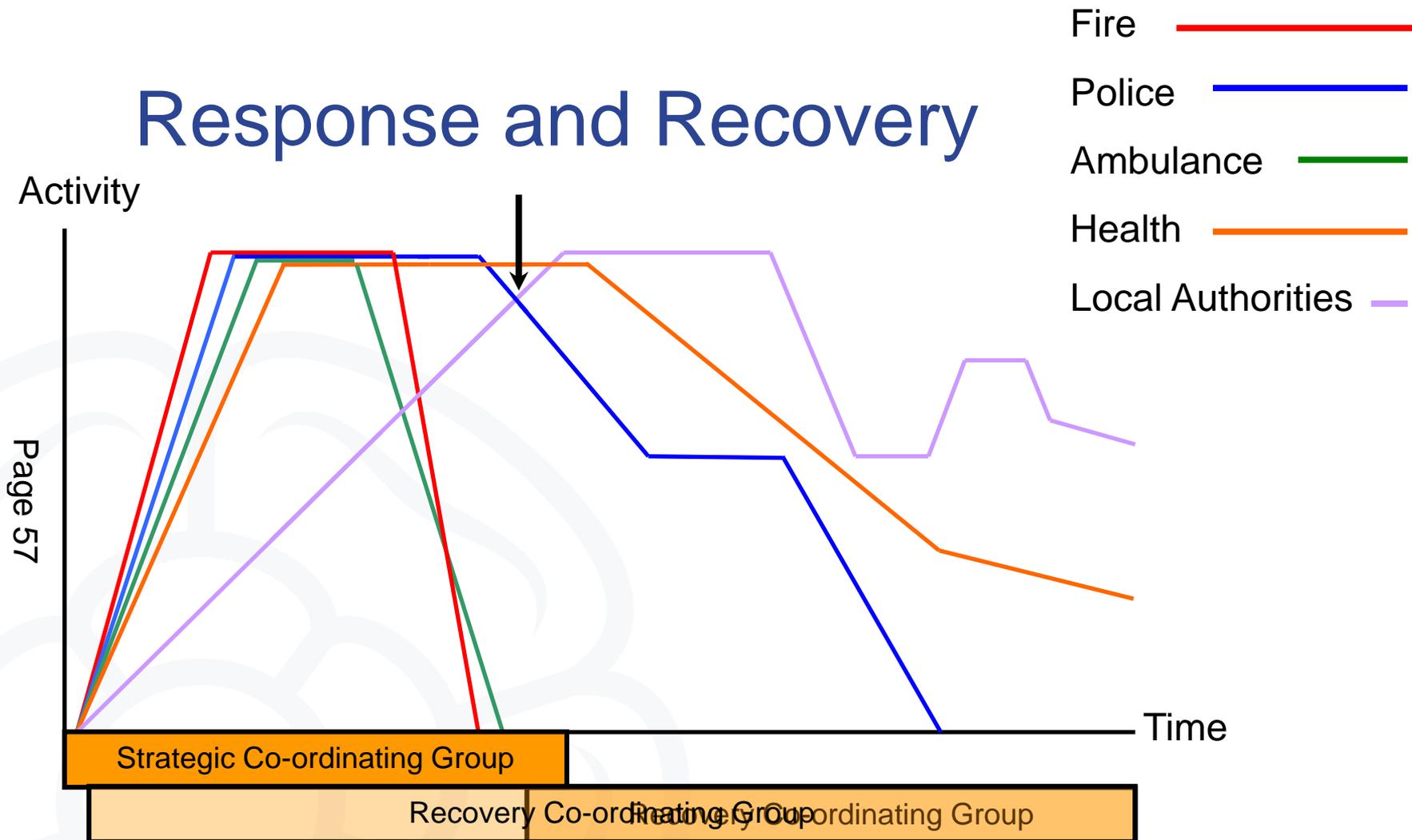


Emergency Planning

Business Continuity



# Response and Recovery



Page 57

# Elected members in an incident

## Before

- [Individual resilience](#)
- [Household resilience](#)
- [Community resilience](#)

## During

- Community focal point
- Eyes and ears on the ground
- Collection of public information
- Sharing of response information

## After

- Assist in recovery effort
- Assist / lead in communications messages
- Collection and dissemination of information

# What would the Corporate and Partnership Overview and Scrutiny Committee wish to receive further reports on?

- Legalisations that governs the response to major incidents.
- Local Authority and Multi-agency partnerships within North Yorkshire
- National Resilience Standards
- The Integrated Review for Security, Defence, Development and Foreign Policy
- The multi-agency response and recovery to major incidents.

# Any questions

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Matt Robinson  
Head of Resilience and Emergencies  
North Yorkshire County Council



## North Yorkshire County Council

### Corporate & Partnerships Overview & Scrutiny Committee

13 September 2021

#### Parish Portal / Members' Dashboard

#### Report of the Assistant Director – Highways and Transportation

#### 1.0 Purpose of Report

- 1.1 To update the Committee on the Parish Portal and Members' Dashboard, and to seek the Committee's support for wider roll-out of the latter.

#### 2.0 Background – Parish Portal

- 2.1 Members will recall the briefing note submitted to your meeting of 29 July 2020. By way of update/recap, there are some 731 Parish councils/meetings in North Yorkshire. Of this number, it is understood that around 570 are currently active. When we first reported in December 2018, some 382 parish portal accounts existed - this figure increased to 397 last July and has increased further since to 411. This means that almost three out of every four active parish councils/meetings now has a parish portal account.
- 2.2 15,894 service requests have been made via the portal since the launch. The target set for activity is 11,000 service requests annually on an on-going basis. Whilst currently short of the annual target, volumes are steadily increasing and there has been a marked increase during the Covid 19 lockdown periods. In fact the figure has almost doubled from the 8,748 service requests reported last July thus demonstrating the value of the portal and this increasing use / buy-in continues to be reinforced by those parishes using the facility who see it as being of benefit.

#### 3.0 Ongoing / Continual Improvements – Parish Portal

- 3.1 As per the last update, work has been ongoing to increase the list of services that can be requested via the Portal to make the portal more attractive to Parishes. Those currently 'integrated' into our asset management system (Symology) are Roads, Pavements, Drainage, Vegetation and Street Lighting. This means that we have the mechanism to provide direct feedback to the Parish on any cases they may raise in these specific categories. Work continues to improve this amenity and the aspiration is to include the following elements asap:

- Boundary fences and walls
- Bridges and structures
- Concern about roadworks
- Pedestrian crossings
- Road markings
- Road safety and speeding issues
- Signs including illuminated signs
- Street furniture
- Surfacing works

- Traffic signals
- Unauthorised activity
- Winter maintenance

3.2 Therefore, the priorities for overall improvement of the parish portal remain as:

- Extend the number of services available through the portal.
- Reduce the number of non-integrated services.
- Review parish feedback and continually refine the product
- Work with Members to understand how they can benefit from the information in the parish portal (and the customer portal) to understand reported and resolved issues in their divisions
- Work with Members to further-increase the number of parishes registered and the number of service requests received through the portal.

#### 4.0 Members' Dashboard

4.1 Members previously told us that they felt they would benefit from having an overview of what Parishes and the Public were reporting in their Division. To achieve this, we have been working on the development of a Members Dashboard. The notion of a Members portal was considered, however it was acknowledged there was a danger this could become confusing and essentially duplicate the Parish Portal, which Members can already access.

4.2 Using existing Business Intelligence data, we have developed a dashboard that will create a more streamlined means of Members being able to access data in their ward in sufficient detail that would allow vision of all parish portals registered in their Division without the need for Members to register for every individual parish. The Members Dashboard also includes reports made via the Customer Portal thereby giving Members an encompassing perspective of demand for service in their Divisions. Screen shots of the functionality that could be achieved were attached to the previous briefing note and discussed with Members at that earlier meeting.

4.3 It was agreed that a small number of Members from this Committee would be engaged in 'Beta Testing' in the late summer/early autumn of 2020. Whilst COVID did impact this initial timetable, officers are pleased to announce that Beta Testing phase was undertaken this summer. Thanks go to Cllr Randerson, Cllr Les, Cllr Peacock and Cllr Goodrick for their time. Feedback was very positive and the Dashboard was seen to be a good source of information for Members, with the following specific comments also being received in addition to some very positive support from Cllr Les (Leader). Cllr Mackenzie (Executive Member for Access) and other members of the Beta Testing team:

- Cllr Randerson – *'easy to access and navigate I see this as being very useful to Members'*
- Cllr Peacock – *'simple to open and filter for information think this will be a big help in knowing what is being reported in my Division'*

4.4 Based on the testing done and feedback received, we feel this system is now ready to roll out to all Members as an easy to use but effective tool to access real-time information regarding activity and service demand in their Divisions. This allows Members to keep a true 'finger on the pulse' of local issues on a local level and will benefit the Members as well as the parish councils/meetings they support, especially as Members can access data immediately in advance of any formal parish council meetings.

## **5.0 Equalities Implications**

5.1 Consideration has been given to the potential for any adverse equality impacts arising from the recommendation. It is the view of officers that the recommendation does not have an adverse impact on any of the protected characteristics identified in the Equalities Act 2010 and a copy of the completed decision that "Equalities Impact Assessment is included with this report

## **6.0 Financial Implications**

6.1 Given the system uses existing Business Intelligence data, any maintenance of the system will be negligible. Some officer time will be required to brief / upskill Members in how to access and navigate the system. This can be rolled out as part of the Highway Customer Communication Officer (HCCO) role. Any training can be facilitated via the local weekly Member Highways surgeries that now exist, so Members could have area-based or one to one training depending on their preference. The fact that Members can also 'self-serve' using the dashboard if they wish means that HCCOs will have more time to support Members with more-complex queries.

## **7.0 Legal Implications**

7.1 There are no legal implications with these proposals.

## **8.0 Climate Change Impact Assessment**

8.1 If officer recommendations are supported and the Members' Dashboard is rolled out there would be no environmental / climate change impact. Access to data would be online using existing IT equipment issued to Members. The Climate Change Impact Assessment form is attached to this report

## **9.0 Recommendation**

9.1 It is recommended that the Members of this Committee:

- i. Note the content of this report
- ii. Endorse the positive outcome of the Members' Dashboard Beta Testing and
- iii. Support the roll-out of the Members' dashboard to all County Councillors at the earliest opportunity, following approval to do so from the Corporate Director (BES) in conjunction with Cllr Don Mackenzie, Executive Member for Access and the Leader, Cllr Carl Les (as appropriate)

BARRIE MASON

Assistant Director – Highways & Transportation

Authors of Report:

Nigel Smith, Head of Highway Operations  
Deborah Flowers – highways Customer Communications Officer

Background Documents:

- Briefing Note dated 29 July 2020 to informal Skype Meeting of O&S Committee
- Report to O&S Committee December 2018

<b>Initial equality impact assessment screening form</b> (As of October 2015 this form replaces 'Record of decision not to carry out an EIA') <b>This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.</b>			
<b>Directorate</b>	Business and Environmental Services		
<b>Service area</b>	Highways & Transportation		
<b>Proposal being screened</b>	Update on Parish Portal & Roll-out of Members' Dashboard		
<b>Officer(s) carrying out screening</b>	Nigel Smith		
<b>What are you proposing to do?</b>	Provide Update on Parish Portal use & Proposed Roll-out of Members' Dashboard following Beta Testing		
<b>Why are you proposing this? What are the desired outcomes?</b>	O&S Committee are keen to keep pace with take-up / use of the portal and the rollout of the Members' dashboard to provide County Councillors with a simple means of accessing service request data salient to their Division will improve Members' ability to keep track of those service requests and support the local community as strongly as possible		
<b>Does the proposal involve a significant commitment or removal of resources? Please give details.</b>	No. the portal is already up and running and the Dashboard uses existing business intelligence data. Upskilling Members can be incorporated into regular liaison meetings between local highways contacts and Members		
<b>Is there likely to be an adverse impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYCC's additional agreed characteristics?</b> No			
<b>If for any characteristic it is considered that there is likely to be a significant adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your <a href="#">Equality rep</a> for advice if you are in any doubt.</b>			
<b>Protected characteristic</b>	<b>Yes</b>	<b>No</b>	<b>Don't know/No info available</b>
Age		√	
Disability		√	
Sex (Gender)		√	
Race		√	
Sexual orientation		√	
Gender reassignment		√	
Religion or belief		√	
Pregnancy or maternity		√	
Marriage or civil partnership		√	
<b>NYCC additional characteristic</b>			
People in rural areas		√	
People on a low income		√	

Carer (unpaid family or friend)		√	
<b>Does the proposal relate to an area where there are known inequalities/probable impacts</b> (e.g. disabled people's access to public transport)? Please give details.	No		
<b>Will the proposal have a significant effect on how other organisations operate?</b> (e.g. partners, funding criteria, etc.). <b>Do any of these organisations support people with protected characteristics?</b> Please explain why you have reached this conclusion.	No		
<b>Decision (Please tick one option)</b>	EIA not relevant or proportionate:	√	Continue to full EIA:
<b>Reason for decision</b>	<p>The recommendation to expand the services available via the parish portal is intended to make access to those services easier for the parishes across the county. The expectation is that the parish staff will use the additional facilities in the portal for the benefit all members of the communities that they serve.</p> <p>The expansion of the Members dashboard has no direct impact on people with protected characteristics.</p>		
<b>Signed (Assistant Director or equivalent)</b>	<i>Barrie Mason</i>		
<b>Date</b>	31/08/2021		

## Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance please email [climatechange@northyorks.gov.uk](mailto:climatechange@northyorks.gov.uk)

**Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:**

Planning Permission  
 Environmental Impact Assessment  
 Strategic Environmental Assessment

However, you will still need to summarise your findings in in the summary section of the form below.

Please contact [climatechange@northyorks.gov.uk](mailto:climatechange@northyorks.gov.uk) for advice.

<b>Title of proposal</b>	<b>Update on Parish Portal &amp; Roll-out of Members' Dashboard</b>
<b>Brief description of proposal</b>	<b>Provide Update on Parish Portal use &amp; Proposed Roll-out of Members' Dashboard following Beta Testing</b>
<b>Directorate</b>	<b>BES</b>
<b>Service area</b>	<b>H&amp;T / Highway Ops</b>
<b>Lead officer</b>	<b>Nigel Smith</b>
<b>Names and roles of other people involved in carrying out the impact assessment</b>	<b>Nigel Smith – Head of Highway Operations</b>
<b>Date impact assessment started</b>	<b>August 2021</b>

**Options appraisal**

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

No – Following discussion at previous O&S Committees, this is an evolution of the Parish Portal Concept by allowing Members a means of accessing Business intelligence Data through a dashboard

**What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?**

Please explain briefly why this will be the result, detailing estimated savings or costs where this is possible.

Given the system uses existing Business Intelligence data, any maintenance of the system will be negligible, if any. Some officer time will be required to brief / upskill Members in how to access and navigate the system. This can be rolled out as part of the Highway Customer Communication Officer (HCCO) role. Any training can be facilitated via the local weekly Member Highways surgeries that now exist so Members could have area-based or one to one training depending on their preference. The fact that Members can also 'self-serve' using the dashboard if they wish means that HCCOs will have more time to support Members with more-complex queries.

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<b>Positive impact</b> (Place a X in the box below where relevant)	<b>No impact</b> (Place a X in the box below where relevant)	<b>Negative impact</b> (Place a X in the box below where relevant)	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> <li>• Changes over and above business as usual</li> <li>• Evidence or measurement of effect</li> <li>• Figures for CO<sub>2</sub>e</li> <li>• Links to relevant documents</li> </ul>	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Minimise <b>greenhouse gas emissions</b> e.g. reducing emissions from travel, increasing energy efficiencies etc.</p>	Emissions from travel	X		<p>There might be a small reduction in travel if Members do not travel to Highways Offices to seek information about service requests in their Divisions once this can be accessed online</p>		
	Emissions from construction	X				
	Emissions from running of buildings	X				
	Other	X				
<p>Minimise <b>waste</b>: Reduce, reuse, recycle and compost e.g. reducing use of single use plastic</p>		X				
<p>Reduce <b>water</b> consumption</p>		X				

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p><b>Positive impact</b> (Place a X in the box below where relevant)</p>	<p><b>No impact</b> (Place a X in the box below where relevant)</p>	<p><b>Negative impact</b> (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> <li>• Changes over and above business as usual</li> <li>• Evidence or measurement of effect</li> <li>• Figures for CO<sub>2</sub>e</li> <li>• Links to relevant documents</li> </ul>	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Minimise <b>pollution</b> (including air, land, water, light and noise)</p>		X		<p><b>Potential for reduced CO2 emissions if travel to meet officers reduced</b></p>		
<p>Ensure <b>resilience</b> to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers</p>		X				
<p>Enhance <b>conservation</b> and wildlife</p>		X				
<p>Safeguard the distinctive characteristics, features and special qualities of <b>North Yorkshire's landscape</b></p>		X				
<p>Other (please state below)</p>		n/a				

**Are there any recognised good practice environmental standards in relation to this proposal?** If so, please detail how this proposal meets those standards.

Not directly, however the ability to access this information online and remotely will be of benefit to users (Members)

**Summary** Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

If officer recommendations are taken then the proposal is to seek permission from the Corporate Director and Executive Member for access & Leader to roll this facility out to all County Councillors, however there is no environmental / climate change impact.

**Sign off section**

This climate change impact assessment was completed by:

<b>Name</b>	<b>Nigel Smith</b>
<b>Job title</b>	<b>Head of Highway Operations</b>
<b>Service area</b>	<b>Highway Operations / H&amp;T</b>
<b>Directorate</b>	<b>BES</b>
<b>Signature</b>	<b>N Smith</b>
<b>Completion date</b>	<b>31 August 2021</b>

**Authorised by relevant Assistant Director (signature):**

**Date:**

## 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

## Corporate and Partnerships Overview and Scrutiny Committee 2021-2022 Draft Work Programme

### Committee Meeting - 7 June 2021 @ 10:30am

Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities & Dr Justin Ives (Chairman)
Property Services	Bi-annual Performance Update – Jon Holden, Head of Property Services
Community Libraries	Annual Update on Library Services – Chrys Mellor, General Manager Libraries
Locality Budgets	Annual Review 2020/21 – Neil Irving, AD Policy, Partnerships & Communities
Work Programme 2021/22	Consideration of work programme

### Mid Cycle Briefing – 26 July 2021 @ 10:30am

Work Programme 2021/22	Consideration of work programme
------------------------	---------------------------------

### Committee Meeting – 13 September 2021 @ 10:30am

Community Safety - PFCC	Update on the implementation of plans for collaboration between North Yorkshire Police and North Yorkshire Fire & Rescue Service from new Police, Fire & Crime Commissioner
Stronger Communities	Bi-annual update on work of the Stronger Communities team and progress update on the corporate volunteering project – Marie-Ann Jackson, Head of Stronger Communities & Keeley Metcalfe, NYCC Resourcing Solutions Business Partner
Customer Access	Update on the Operation of the Parish Portal and Parish Council engagement – Nigel Smith, Head of Highway Operations
Youth Justice	Performance Update – Steve Walker, YJS Planning & Development Officer
Resilience and Emergencies	Purpose: An overview of the National Resilience Standards and NYCC's current performance, together with an overview of ongoing Resilience and Emergencies work – Matt Robinson, Head of Resilience and Emergencies
Work Programme 2021/22	Consideration of work programme
<b>Mid Cycle Briefing – 25 October 2021 @ 10:30am</b>	
Work Programme 2021/22	Consideration of the work programme
<b>Committee Meeting – 6 December 2021 @ 10:30am</b>	
Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities
Investment Strategy	Update on NYCC's Investment Strategy & its Investments – Karen Iveson, AD Strategic Resources
Council Plan Development	Progress update on implementation of Council Plan Priorities – Louise Rideout, Senior Strategy & Performance Officer
Customer Access	Update on the Operation of the Customer Portal - Robert Ling, AD Technology & Change
NYCC Property Services	Bi-annual Performance Update – Jon Holden, Head of Property Services
Equality and Diversity	Overview of progress with achieving the Council's new Equality and Diversity objectives – Deb Hugill, Senior Strategy & Performance Officer

Work Programme 2021/22	Consideration of the work programme
<b>Mid Cycle Briefing – 17 January 2022 @ 10:30am</b>	
Work Programme 2021/22	Consideration of the work programme for the remainder of the municipal year
<b>Committee Meeting – 7 March 2022 @ 10:30am</b>	
Corporate Volunteering Project	Update on corporate volunteering project – Marie-Ann Jackson, Head of Stronger Communities
Brierley Group Update	A Performance Update on the Brierley Group – Michael Leah, AD Strategic Resources
North Yorkshire Syrian Refugee Settlement Programme	Annual Programme Update – Jonathan Spencer, Refugee Resettlement Project Manager
Annual Workforce Plan	Review of Annual Plan – Justine Brooksbank, Assistant Chief Executive (Business Support)
Insurance	Two-yearly update on Insurance Claims, Risk Exposure & Management – Fiona Sowerby, Head of Insurance & Risk Management
Draft Work Programme 2022/23	Consideration of the draft work programme for the coming municipal year
<b>Mid Cycle Briefing – 19 April 2022 @ 10:30am</b>	

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