



Agenda

- Meeting:** Corporate & Partnerships Overview & Scrutiny Committee
- To:** Councillors Andy Paraskos (Chair), Bryn Griffiths (Vice-Chair), Val Arnold, Margaret Atkinson, Caroline Goodrick, Mike Jordan, Richard Musgrave, Yvonne Peacock, Tony Randerson, Matt Scott, Cliff Trotter, Annabel Wilkinson and Gareth Dadd.
- Date:** Monday, 6th December 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 February 2022.

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

Business

- 1. Minutes of the meeting held on 13 September 2021** (Pages 3 - 8)
- 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 1st December 2021 at 12pm. 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. Bi-annual Community Safety Update** **(Pages 9 - 12)**
Purpose: To update on the partnership working around the priority areas agreed by North Yorkshire Community Safety Partnership
- 5. Update on Council Plan Refresh** **(Pages 13 - 18)**
Purpose: To update the Committee on what is being considered as part of the refresh of the 2022 – 2023 Council Plan.
- 6. Bi-annual Property Services Performance Update** **(Pages 19 - 36)**
- 7. Annual Update on the Operation of the Customer Portal** **(Pages 37 - 74)**
- 8. Progress Update on Equality Objectives 2021- 2025** **(Pages 75 - 84)**
Purpose: To provide the Committee with an overview of progress with achieving the Council's Equality and Diversity objectives.
- 9. Alternative Investments - Year 4 Review** **(Pages 85 - 92)**
Purpose: To update the Committee on the County Council's alternative investments
- 10. Work Programme 2020/21** **(Pages 93 - 96)**
Purpose: To consider, amend and adopt the committee's work programme for the remainder of the municipal year.
- 11. Brierley Group Update** **(Pages 97 - 106)**
Purpose: To provide an update on the performance of the organisations within the Brierley Group
- 12. Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances.**

Contact Details

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Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)

County Hall
Northallerton

26 November 2021

North Yorkshire County Council

Corporate & Partnerships Overview & Scrutiny Committee

Minutes of the remote meeting held on Monday 13th September 2021 commencing at 10.30 am.

County Councillor in the Chair. plus County Councillors Bryn Griffiths, Margaret Atkinson, Mike Jordan, Richard Musgrave, Andy Paraskos, Yvonne Peacock, Tony Randerson, Matt Scott, Cliff Trotter and Annabel Wilkinson.

Officers present: Marie-Ann Jackson, Keeley Metcalfe, Matthew Robinson, Steve Walker, Nigel Smith and Deborah Flowers.

Other Attendees: Philip Allott, Police Fire & Crime Commissioner & Fiona Kinnear.

Apologies: County Councillors Val Arnold and Caroline Goodrick

Copies of all documents considered are in the Minute Book

158 Minutes of the meeting held on 26 July 2021

Resolved –

That the Minutes of the meeting held on 26 July 2021 having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

159 Apologies & Declaration of Interest

There were no apologies or declarations of interest to note.

160 Public Questions & Statements

There were no public questions or statements received.

161 Attendance of Police Fire & Crime Commissioner

Philip Allot, the Police Fire & Crime Commissioner attended the meeting to provide an update on the implementation of the plans for collaboration between North Yorkshire Police and North Yorkshire Fire & Rescue Service. The presentation confirmed the retention of two separate Services each with their own ethos and traditions, but highlighted:

- The pooling together of back room services, which had led to improved logistics, with savings from estate, servicing of fleet and resources;
- Opportunities for combined working and associated efficiencies through co-funding and co-commissioning;
- The introduction of a combined support function 'Enable North Yorkshire',
- £350K of savings to date, broadly in line with the expected savings at this stage as identified within the business case - there had been some additional costs associated with the setting up of 'Enable'.
- A new combined Police & Fire Station in Ripon, purchased out of capital budgets, to be

- operational within 14 months, possibly sooner;
- The re-investment of savings in to frontline services;
- The money from the sale of Newby Wiske Hall had already been spent up front to purchase the Alverton Court site in Northallerton, as the new combined Headquarters.

It was noted there were currently four combined offices of Police & Crime Commissioners across the UK, with plans as part of the Government's White Paper to encourage every PCC to take on the responsibility for Fire.

Members raised concerns about use of the 101 number, which they considered unfit for purpose, and it was suggested that all PCC and PFCC should work together to seek a complete overhaul of 101. In response, the Commissioner confirmed it was number one on his agenda with £139K additional funding having already been made available. He recognised that the biggest issue for the service was the mass fluctuation in the number of calls (made worse by the pandemic) which could not be handled by the number of trained staff available. He confirmed additional staff were now being trained and work was underway to introduce new software to show the public the number of calls waiting in real time, in the hope this would manage expectations and allow the public to make an informed decision about their call. To alleviate the number of 101 calls, the Commissioner also confirmed the roll out of an online facility to be able to report ASB and other issues.

In an effort to combat ASB, the Commissioner confirmed he had funding available to engage young people in adversary activities, and suggested that Councillors may like to apply for a grant to support activities in their divisions. He also confirmed his plan to introduce a good citizenship programme aimed at talking to young people in school about the privileges that come with living in the UK and also the responsibilities e.g. protecting the environment in their community.

The issue of rural fire services was also raised and the importance of volunteer firefighters. Members questioned how best to retain those volunteers and what incentives existed. The Commissioner confirmed reform was underway for on-call fire fighters to make the pay more attractive, and in the more rural areas, the introduction of more public safety officers, who were on-call firefighters and first responders with some of the powers of a PCSO. He confirmed he would welcome a more diverse set of recruits, particularly females and members of minority communities.

The Commissioner noted that North Yorkshire had the lowest crime rates in England, and that 20% of the crime reported was cross border crime from adjacent regions. He also confirmed it would be possible through his office, to arrange the attendance once a year of a local beat officer at Parish Council meetings.

Finally, the Commissioner issued an invitation to Committee members to visit the new Police Control Room and Members agreed to take up that offer.

162 Annual Update on Stronger Communities

Marie-Ann Jackson, Head of Stronger Communities Programme introduced the report and provided an overview of the work continuing through the 23 CSOs still in operation. This included supporting those contacted by the Test & Trace Service and those looking to reclaim and regain their independence. She confirmed:

- As of June 2021, there were still 5000 people seeking practical support from the CSOs;
- There was national funding available to retain the CSOs until the end of March 2022;
- The flexibility of the CSO model had been recognised through a recent independent evaluation, with partners in the community and voluntary sector being heavily involved in their creation, which proved fundamental to the success of the model;

- The depth and integration of the CSOs in to their local networks was also one of the factors of their success;
- The CSOs had represented strong value for money as evidenced by the significant number of volunteer hours captured through the CSOs, and the savings made to other public sectors as a result;
- A majority of partners were keen post-pandemic, to continue their contribution to the support being given and evolve in to organisations that work alongside statutory services;
- A 12-month pilot in the Selby area was underway involving 3 CSOs in a community anchor role;

She also highlighted that whilst focussing on the work of the CSOs, the Stronger Communities team had continued with other pandemic related work and its broader 'business as usual' work, as detailed in paragraph 7 of the report.

Keeley Metcalfe (Resourcing Solutions Business Partner, Human Resources and Organisational Development (CSD) provided a further progress update on key elements of the Corporate Volunteering project. This included an overview of the work of the Covid Support Volunteers and an update on the introduction of an online application process for volunteers. Members noted the celebration events that had taken place over the summer, and the development of a volunteer feedback survey to create a baseline of data from which to identify any improvements required.

It was confirmed there would be no October half term support, with activity packs next being provided at Christmas. However, the online resources were still accessible with the potential for its re-promotion. Members requested that it be re-promoted ahead of the February half term as well.

For future reports, it was suggested that it would be helpful to receive information on what could have gone better, and what other models could be considered in order to achieve it. Concern was also expressed about scope creep with the exceptional level of support provided during the pandemic becoming an expectation from receivers. It was agreed that it was about re-education and weaning those individuals off the high level of support they had become used to.

Members thanked officers for their update and it was

Resolved –

That the update be noted, and a further update be provided in 12 months time.

163 Youth Justice Service Performance Update

Steve Walker, Youth Justice Services Planning & Development Officer provided an overview of performance and drew attention to the key priorities within the new Strategic Plan for 2021-22 e.g.:

- Reducing number of first-time entrants – it was noted that the pace of reduction in North Yorkshire was slowing;
- Reducing Re-offending – it was noted that North Yorkshire was several percent above most other areas in regard to whether or not a child re-offended in the 12 months after the Service had worked with them, but the frequency of re-offending in North Yorkshire had continued to reduce since 2016/17;
- Reducing the number of children in custody – it was noted that North Yorkshire was comparing favourably with most other areas;

It was confirmed that as a result of the Youth Justice Service's integration in to the Early Help Service, it had now significantly increased its leverage, providing opportunities to

work with the broader Early Help Service to improve prevention and diversionary activities. It was noted that a key factor was reducing exclusions and keeping children in school, with a particular focus on Elective Home Education, which was sometimes used as a way of removing a problematic child from a school roll. It was also noted that 70% of young people in the system had an assessed speech, language and/or education impairment.

It was confirmed that the 'My Assessment & Plan' model had been positively reviewed, and fit well alongside the Children's Services strength in relationships practice model. It was also noted that the feedback systems were working well, with a high rate of satisfaction from victims, families and children.

Attention was drawn to the recent national inspection findings which showed 'Desistence' as outstanding, 'safety & wellbeing' as good, but fell short of a good rating for 'safety of others'. In response, it was confirmed that steps had subsequently been taken to modify the model and retrain the team.

Finally, attention was drawn to the key objectives for the coming year, as shown on page 29 of the new Plan.

In response to members' questions, it was confirmed:

- The Service worked with schools on early prevention and diversion with a particular focus on inclusion for children from hard to reach families and those with high levels of social need;
- There was a huge gap in the provision of special centres from troubled youths nationally and North Yorkshire had a number of young people with extremely complex and challenging behaviours. There was also a national issue around the number of children who did not have a formal diagnosed mental health condition but were in such a vulnerable, distressed and chaotic state that they needed that level of care and support, with a huge gap in the provision of that;
- There was a loss of pastoral benefits for excluded children that came from learning to play and cooperate with others. Exclusion also prevented the observation in a normal classroom setting that was required for an EHCP;

Finally, concern was expressed about the situation in the Scarborough area where the rates of offending and re-offending were much higher than in other areas of the county. The proposed focussed partner review project was welcomed, but its potential to improve the situation in Scarborough was questioned. In response, it was acknowledged that by itself, it could not have a transformative impact, but it was a step in the right direction.

Members thanks the officer for the update and

Resolved –

To note the presentation.

164 Resilience & Emergencies Overview

Matthew Robinson, Head of Resilience & Emergencies provided a presentation which familiarised Councillors with the legalisations that governed the Authority's response to major incidents. He drew attention to the statutory requirements of his team and the various workflows, (previously not reported on) and questioned which if any of those the Committee would like to scrutinise in the future.

As a result of revisions to the legislation in 2004, which introduced categories of organisations with specific requirements, it was noted that Local Authorities were in category 1, with 7 statutory requirements, i.e. to cooperate with other organisations; share

information; risk assess; ensure emergency plans were in place; warn and inform the public; have business continuity arrangements in place, and support businesses with their continuity arrangements.

Matthew Robinson went on to provide an overview of:

- Organisations in the other categories and their requirements;
- The 15 National Resilience Standards - he confirmed that North Yorkshire was aiming initially to achieve the desired outcome (the basic level of requirement) and establish local political scrutiny of the governance arrangements;
- Partnerships, and the service level agreements currently in place across North Yorkshire with 6 of the 7 District Councils and City of York Council;
- The Integrated Review for Security, Defence, Development and Foreign Policy, introduced in March 2021, to build resilience at home and overseas and review the Civil Contingencies Act;

In particular, he drew attention to the work of the North Yorkshire Local Resilience Forum, with a focus on its strategic aim for the period up to 2024, its four objectives and associated strategic plans e.g. for flooding.

Finally, he provided an overview of the coordinated response and recovery approach that would be initiated as part of the Integrated Emergency Management Cycle for Local Authority and Multi-agency partnerships within North Yorkshire.

In response to questions from Members it was confirmed:

- A County Council Local Resilience Register was in place and publically available online via the Local Resilience Forum website;
- The Military came under the 'Other Co-ordinating Bodies' category and were seen as a key player on the Forum at all levels;

Members thanked officers for their update and it was

Resolved –

That the update be noted, and a further update be provided in 12 months time.

165 Update on the Operation of the Parish Portal & Parish Council Engagement

Nigel Smith, Head of Highway Operations introduced his update on the Parish Portal and Members' Dashboard. He confirmed that of the 731 parish councils, 411 now had portal accounts, with the volume of use steadily increasing. He went on to provide a brief overview of the ongoing improvements to the Portal, and the services already 'integrated' into the asset management system. It was noted that training was available for the Parishes to support them to use the portal, and that those yet to sign up were still being encouraged to do so.

In regard to the Members' Dashboard, Nigel Smith confirmed that it had been tested with the help of some Councillors, resulting in positive feedback, and was now ready for rollout to all members.

Deborah Flowers, Highways Customer Communications Officer drew attention to the list of 12 services yet to be integrated in to the asset management system (as shown at paragraph 3.1 of the report), and confirmed that work was underway to enable their integration. She also outlined the benefits to members of the public from the work completed to date and confirmed that an online application for a dropped kerb was being developed.

Concerns were raised about the accuracy of the feedback information provided via the portal – an examples were given in regard to reported problems with street lighting, where the portal had been updated to show the repair work as complete, even though the lighting had not yet been fixed. Furthermore, anybody else trying report the problem was unable to do so because it had already been logged. For a Member to then report the continuing problem, they had no option but to do so by telephone. Officers confirmed the particular issue referred to had been resolved and following an investigation, a number of lessons learnt and acted upon.

Members requested that those Parish Councils still not using the portal be targeted to encourage their take-up of the system. It was suggested that the Parish Councils that had a problem using the portal when it was first introduced, were likely to be the ones who were reluctant to use it

Members thanked officers for their update and it was

Resolved –

That the update be noted, and a further update be provided in 12 months time.

166 Work Programme 2020/21

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

County Councillor Richard Musgrave requested that an update on the performance of the Brierley Group be brought forward from the March 2022 meeting to the next meeting of the Committee on 6 December 2021.

Resolved – That the work programme be updated as above.

The meeting concluded at 1.24 pm.

North Yorkshire Community Safety Partnership Update

December 2021

1.0 Purpose of this Report

- 1.1 To update on the partnership working around the priority areas agreed by North Yorkshire Community Safety Partnership. The Crime and Disorder Act 1998 places a statutory duty on local authorities to create multi-agency partnerships to tackle crime, and disorder and other behaviour adversely affecting the local environment and to reduce re-offending. The world of community safety continually changes, the need for partners to work effectively together is essential. In addition, Community Safety Partnerships also have a statutory duty to undertake domestic homicide reviews when the criteria are met.
- 1.2 North Yorkshire Community Safety Partnership has agreed the following priority areas for delivery;
- Partnership development
 - Community Safety Hubs
 - Domestic abuse
 - Serious and organised crime (early intervention and prevention)
 - Hate crime and community cohesion.
- 1.3 The Safer Communities Team, NYCC, that support the delivery of the above also lead on the North Yorkshire partnership delivery of 'Prevent', identifying and supporting those individuals vulnerable to terrorism.
- 1.4 Membership, terms of reference and chairing arrangements of North Yorkshire Community Safety Partnership have recently been reviewed. Since the last update the new chair is Lindsey Butterfield, Temporary Assistant Chief Constable, North Yorkshire Police and the vice chair is Jonathan Dyson, Temporary Deputy Chief Fire Officer, North Yorkshire Fire and Rescue.
- 1.5 It was agreed to give more detail, the updates from North Yorkshire Community Safety Partnership would focus on themed areas. This update provides further detail around the work of the Community Safety Hubs and domestic abuse.

2.0 Community Safety Hubs

- 2.1 There is a Community Safety Hub in each district area across North Yorkshire (and York). Hubs across North Yorkshire work to the following common purpose “**North Yorkshire and York’s Community Safety Hubs are multi-agency teams that coordinate partnership activity to address issues that have an impact on the safety of our communities. They have a focus on those most in need of help in order to intervene at the earliest opportunity and promote community resourcefulness.**”
- 2.2 Some of the Hubs have been established longer than others, but regardless of the development stage or resources available, the fundamental basis of the Hubs is to

bring together partner agencies to consider collaborative problem solving to reduce, prevent or detect crime, disorder or anti-social behaviour in their locality.

- 2.3 The development of the Hubs is managed by the Community Safety Hubs Joint Coordination Group (JCG) that reports directly to North Yorkshire Community Safety Partnership. A work plan has been developed to ensure there are consistent approaches and opportunities to share good practice, across the themes of
- Hub development opportunities
 - Future funding and commissioning
 - Performance management
 - Training
 - Communications
 - Legislation.
- 2.4 Each of the Hubs utilise the Orcuma Case Management system to track and record cases. This is a system procured by the Office of the Police, Fire and Crime Commissioner and was introduced in April 2019. Data sets can be extracted from Orcuma and performance reports from all of the Hubs are collated on a quarterly basis, and will be scrutinised by the strategic partnership via the newly established performance group, that has oversight of all of the Community Safety Partnership's priorities.
- 2.5 Future reporting will include case studies, rather than just 'numbers', identifying what interventions are effective, how partnership working has supported victims and identifying good practice and potential gaps in service delivery. A data analyst from North Yorkshire Police has been identified and will undertake analysis to better understand the potential reduction on demand across services, due to the work of the Hubs.
- 2.6 When a referral is made into a Hub, a consistent question set is mandated which provides an assessment level of need and risk to that case. Anything resulting in a level of 50 or below is a low level case, 51-70 a medium level and over 71 is high level case.
- 2.7 During Quarter 1 (Q1) and Quarter 2 (Q2) 2021, there were 68 cases deemed to be low level, 59 medium level and 33 high level. In addition to the newly created cases, and those cases closed within the two quarters, Hubs will have had cases ongoing from previous referrals. At the end of Q2 there were 290 cases being managed within the Hubs across North Yorkshire and York.
- 2.8 Cases remain within Hubs for the relevant time period according to need, interventions, outcomes and partnership contributions. Some cases may be in Hubs for only a short period of time, requiring quick time partner intervention, others may be known for a considerable period of time.
- 2.9 In the spring of 2021, the Community Safety Hub Managers devised a survey to issue across partners to gain a better understanding of partners' operational views of the Hubs. There were 215 online responses to the survey across North Yorkshire and York. 91% of partners believed that Hubs had positively impacted on our communities. One respondent reported that

“They do great work, and I appreciate what they do in my locality. Not only do they encourage multi-agency partnership work on their cases, but by bringing everybody together in meetings it strengthens ties for other agencies to work together on work that does not fall under the hub. I don’t know how you put a figure for success on that work... as a relatively new member of staff it has been priceless in helping me establish myself in the district.”

3.0 Domestic Abuse

- 3.1 The Domestic Abuse Joint Coordination Group (JCG) is the strategic multi-agency partnership for domestic abuse and reports directly to North Yorkshire Community Safety Partnership. In addition to the partnership arrangements, in March 2020 a Domestic Abuse Tactical Group was established led by North Yorkshire Police, with domestic abuse services commissioners (Office of the Police, Fire and Crime Commissioner, North Yorkshire County Council and City of York Council.) Recognising the need to have clear oversight over demand and need, initially the group met weekly and then subsequently fortnightly. The impact of Covid on domestic abuse continues and the group continues to meet and take action.
- 3.2 The tactical group has a focus on protecting identified victims and ensures the resources we have are effectively used. The structure of the meeting includes:
- **Domestic abuse demand** (recorded crime, use of commissioned services including helplines and web chat facilities)
 - **Domestic abuse multi-agency arrangements** (changes to process and demand)
 - **Commissioned services** (updates on service provider delivery)
 - **Multi-agency communications**
- 3.3 A number of domestic abuse services are jointly commissioned by North Yorkshire County Council, City of York Council and the Office of the Police, Fire and Crime Commissioner. IDAS are commissioned to deliver services and support for victims across North Yorkshire and York www.idas.org.uk They are also the commissioned provider for victim accommodation based services, via refuges and dispersed accommodation. A new service has also been commissioned for children and young people impacted by domestic abuse.
- 3.4 Foundation are commissioned to deliver a voluntary support service for perpetrators (male and female) + Choices. This service has delivered a range of support including one to one sessions, group interventions and emergency accommodation.
- 3.5 During the last 18 months we have seen an increase in recorded domestic abuse crimes and an increase in the use of commissioned services, including access to local helplines. The impact of Covid on domestic abuse is recognised both locally and nationally. Women’s Aid in August 2021 published a study ‘A Perfect Storm’. 91% of respondents experiencing domestic abuse stated the pandemic had negatively impacted in at least one way. 10% stated that their abuser had actively used lockdown restrictions to stop them from leaving. 20% stated that they had tried to leave during the pandemic, but had been unable to access housing or refuge space. *“Whilst the Covid-19 pandemic did not cause domestic abuse, it has caused a perfect storm of challenges for survivors and the services supporting them.”*

- 3.6 In April 2021 the Domestic Abuse Act was placed on a statutory footing. The duties placed on local authorities gives us an opportunity to respond to the local need and demand, specifically around safe accommodation. Following an in-depth local needs assessment a set of principles have been agreed with partners across North Yorkshire and York. There is a requirement that we publish our full safe accommodation strategy by the 5th January 2022. This strategy is underpinned by a detailed action plan and delivery is supported by grant funding from central government.

Authentic voice of victims/ survivors and their children to inform our partnership approaches Exploring how feedback can be heard consistently and effectively.

Effective pathways- supporting those with ‘additional needs’ Barriers can exist for those with ‘additional needs’ (e.g. substance misuse, mental health needs, no recourse in public funds) in accessing relevant safe accommodation and support. Partnership arrangements and structures need to ensure no one is ‘lost’ within our systems.

It is not ‘safe accommodation’- if ‘support’ is not in place Our approach is not just about bricks and mortar. Relevant, effective support must be provided whilst in safe accommodation.

Clear, consistent approaches must be in place across North Yorkshire and York All referrals for safe accommodation and support to come through the Hub. Enabling the right advice and support being offered at the right time.

Meeting the needs of individuals, families and communities. Within our action plan we must be clear on how we support a range of groups, including male victims, victims fleeing illegal cultural harms, BAME (Black, Asian and minority ethnic) victims and victims from the Gypsy, Roma and Traveller communities.

Understanding our need and demand for safe accommodation Our understanding of need and demand needs to come from a range of partners, including housing. From the findings of the needs assessment, robust systems will be developed to ensure we have accurate recording and reporting.

Ensuring we have effective partnership arrangements (Domestic Abuse Local Partnership Board) Ensuring our current arrangements including chairing, membership are effective, including linkages with other partnerships.

4.0 Recommendations

- 4.1 For Members to take note of the overarching activity being driven and developed, with strategic oversight from North Yorkshire Community Safety Partnership. Future updates will be provided and specific themed reports can be presented at future committees.

Odette Robson
Head of Safer Communities

19 November 2021

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

6nd December 2021

Council Plan Refresh

1.0 **Purpose of the report**

To update Corporate and Partnerships Overview and Scrutiny Committee on what is being considered as part of the refresh of the 2022 – 2023 Council Plan.

- 2 The Council Plan 2022 – 2023 will require approval by full Council in February 2022 (alongside the Medium Term Financial Strategy), with prior consideration at the Executive (on 25 January 2022).
- 3 A light refresh is being undertaken rather than a full rewrite, as this will be the council plan for the last year of the County Council. Therefore, now is not the time for a major change in format or content. That will come with the council plan for 2023 onwards for the unitary council. Ambitions, priorities, our approach and principles remain relevant and appropriate, and the current format provides an effective structure to articulate the Council's intentions.
- 4 The foreword will emphasise the importance of laying strong foundations for the new council and working together with the districts. It will also cover the support we have provided throughout the pandemic.
- 5 There will be a new section on 'Delivering Local Government Reorganisation'. Which will set out how we will work together with the district and borough council's to deliver the new council.
- 6 Draft changes and additions to priorities are:

Leading for North Yorkshire

- **New outcome:** Work with the district and borough council's to deliver Local Government Reorganisation and provide strong foundations for the new council.
- **Support the county's most rural communities:** The Rural Commission has examined key issues faced by rural communities. The Commission's findings highlight a number of 'major blockers' within the County, which prevent the rural economy from thriving and present significant challenges for rural dwellers. An Advisory Task Force have been set up by the county council to support and monitor progress with implementation of the Commission's actions. In total there were 57 actions recommended by the commission. 26 of the actions are aimed at the County Council and it is anticipated that these actions will provide the backdrop and help to set

the strategic direction for the County as it moves forward together, towards a single unitary authority.

- **Reducing the causes and impacts of climate change, now and for future generations** – we recognise that delivering council services creates carbon emissions and are committed to reducing these with an aspiration to achieve net carbon neutrality by 2030, or as near to that date as possible. We also recognise the role that the council can play in reducing carbon emissions of our county. We have developed and published a [Carbon Reduction Plan](#) that sets out our vision, ambitions, achievements to date and what we need to do next. We are confident in the data that we currently report on our carbon footprint for direct and indirect energy emissions; we recognise that we still need to do more to build a better picture of our other indirect emissions.
- **Delivering our carbon reduction goals** - we have established a programme, Beyond Carbon, to build the action plan and objectives to deliver our ambition. The activities in scope of this plan include, but are not limited to:
 - **Waste, Property and Energy** – reduce overall footprint of property and waste operations, decarbonising buildings and heating, and reviewing potential to generate energy
 - **Travel, Fleet and Highways** – transition our fleet to low or zero carbon options, promote public and staff active and public travel, build electric vehicle charging capacity
 - **Procurement** – understanding and lessening the emissions embedded in goods, works and services associated with our operations
 - **Community, business and economy** – working with partners, communities, individuals and groups to support carbon shift and reduce their environmental impact
 - **Sequestration, land use and mitigation** – understanding our natural carbon storage, how we can protect our county and increase our environmental benefit
- **Work to achieve a fairer and more inclusive North Yorkshire, and support and celebrate our diverse communities**, including:
 - identifying and targeting areas of inequality through our equality objectives
 - tackling the wider causes of poor health and health inequalities
 - increasing inclusion and diversity within our workforce

<p>Every child and young person has the best possible start in life</p>	<ul style="list-style-type: none"> • Minimal changes to the priorities • The language on the Teaching School Alliances needed to be changed to Teaching School Hubs (TSH). • Removal of the objective 'Continue to focus on raising outcomes for young people, particularly with a focus on literacy at Primary level', as this is covered under the other raising outcomes objective 'Work with school leaders to raise the outcomes of children and young people including SEND, identifying schools showing significant levels of under achievement'.
<p>Every adult has a longer, healthier and independent life</p>	<p>New priorities:</p> <ul style="list-style-type: none"> • Protecting the health of North Yorkshire's residents – through the establishment of a permanent Health Protection Team, maintaining and developing our proactive outbreak management and prevention response to the COVID-19 pandemic and any other incidents that pose a risk to the health of the public. • Reducing inequalities - Working with our partners to reduce disadvantage in the County and improve people's physical health and promote positive mental health and wellbeing. We will build on existing sources of support around jobs, income and education so that people have the same opportunities whatever their circumstances or where they live. <p>Green text indicates change of wording:</p> <ul style="list-style-type: none"> • Care Market –working with a range of organisations from the health, independent and voluntary sectors to develop a sustainable, diverse and innovative care market that meets the varied needs of the people of North Yorkshire and ensures quality and dignity for all. Providing targeted support to local providers to help them prevent and/or contain COVID-19 or similar outbreaks amongst their people who use services and staff. • Workforce – ensuring social care teams have a full complement of staff with the right mix of skills and experience and with opportunities for career progression, to fulfil the roles required for the new delivery model to operate effectively.
<p>North Yorkshire is a place with a strong economy & a commitment to sustainable growth</p>	<p>*Changes in red</p> <ul style="list-style-type: none"> • Implement and monitor a countywide framework for economic recovery – Providing the County Council's response to COVID-19 economic recovery, pursuing devolution for North Yorkshire & York bridging the gap between the sub regional and local, addressing issues that are common to a number of authorities and sectors within North Yorkshire, and reflects the functions of the

County Council. Focused on supporting **and delivering the County's Plan for Growth enabling** the socio-economic well-being of our residents, businesses and visitors.

- **Create high quality places, increased housing provision and delivering infrastructure** - Working with partners, NYCC will support the development and delivery of strategic housing and employment sites alongside the required infrastructure to create high quality employment opportunities, housing provision (**including** affordable housing), education and health care for everyone. Working with partners and stakeholders NYCC will support the regeneration of town centres rethinking the allocation of road space to create public realm that is accessible, safe, healthy and business friendly. NYCC will take a leadership role ensuring agility to take advantage of evolving government policy and funding opportunities **such as the Active Travel Fund which is already delivering schemes to promote sustainable travel in parts of Harrogate and Whitby. We were also successful in securing funding through the LEP to deliver the major repair scheme for the A19 at Chapel Haddlesey which had been severely damaged due to unprecedented rainfall in early 2020 with the road reopening to traffic in June 2021.**
- **Deliver a modern integrated transport network** - Delivering the council's Local Transport Plan, improving transport to, between and within all of our towns, (especially east-west links) to improve access to markets, skills and supply chains within the county and the rest of the UK. **A key priority for the County Council is to improve east to west connectivity and significant progress has been made of the development work for the A59 road realignment scheme at Kex Gill which has now been awarded planning permission and provisional funding approval from the Department of Transport whilst the scheme to upgrade Junction 47 on the A1(M) where it meets the A59 is nearing completion.**
- **Increase skills levels and ensure that the workforce meets the needs of the county** - Ensure a clear pathway for young people from education to training and employment, **for example by continuing to support the York and North Yorkshire Careers and Enterprise Programme, with which every school is now engaged.** Undertake measures to support the development of the workforce that meet the social and economic needs of the county. NYCC will work with partners, including the

Local Enterprise Partnership, to support skills and training provision in North Yorkshire and seek to ensure that it meets the needs of North Yorkshire businesses and supports the aspirations of all the people of North Yorkshire especially as we emerge from the COVID-19 pandemic and adapt to new ways of working.

- **Creating the right conditions for business growth and investment** - By promoting good growth across the county that is clean and inclusive. NYCC will seek to support investment projects by working closely with partners to facilitate business growth, inward investment and development of low carbon technologies and seek to raise the median and lowest wage levels across the county. Through its Trading Standards and licensing functions **and working in partnership with the York and North Yorkshire Growth Hub**, NYCC will continue to support legitimate businesses to trade successfully, recover from the economic impact of the COVID-19 pandemic and promote good growth.
- **Deliver a modern communications network** – With the increased prevalence of home working a modern communications network is more important than ever. NYCC will continue to work alongside partners towards delivering mobile phone and data connectivity in currently unserved rural areas, **ensuring the delivering of the Shared Rural Network** promoting 4G infill in areas of poor coverage and moving towards the **95% coverage target by 2025. The County will also continue to progress the pilot** roll out of new 5G technology to support rural businesses **and residents**. Alongside this, we will maintain our support for enhanced fibre broadband provision across North Yorkshire and the integration of mobile and broadband services to provide seamless access to the internet and telecommunications networks for all users. **By the end of 2021 we will have installed public Wi-Fi in 13 towns across North Yorkshire, with a further four towns to be added in 2022, and through NYnet, our wholly owned company we will continue the delivery of the Superfast North Yorkshire Project bringing Next Generation Access to the whole of North Yorkshire.**

New section:

- **Bus Service Improvement Plan-** In March 2021 Government published a National Bus Strategy: Bus Back Better. The strategy sets out clear priorities for the improvement of public transport, recovery from Covid and an ambition to “*make buses a practical and attractive alternative to the car for more people*”. Alongside this

	<p>were key challenges for local transport authorities, including the development of a Bus Service Improvement Plan (BSIP), to be published by end October 2021 and development of an Enhanced Partnership to be 'made' by 31 March 2022. NYCC, working with bus operators, has agreed a BSIP and this is available on the council's website. It is an ambitious plan aiming to transform bus services across the county by creating "<i>An efficient and optimised bus network in North Yorkshire that:</i> • meets the needs of our local communities • enables people to remain active and independent • provides excellent customer service • offers simple payment and ticketing options".</p>
<p>We are an innovative and forward thinking Council</p>	<p>*Changes in red</p> <ul style="list-style-type: none"> • Ensure the robust and effective management of the council's financial resources in accordance with the council's financial regulations and statutory responsibilities to produce the financial accounts, and create the best possible conditions for the new unitary authority in 2023. • Ensure working environments for staff meet their needs and makes them more effective in their jobs, whilst facilitating new ways of working where appropriate or needed. • Exploring the early opportunities that the Local Government Review brings

- 6 Corporate and Partnerships Overview and Scrutiny Committee is asked to comment on the draft new and amended priorities under each ambition.
- 7 As last year, it is proposed to circulate by email the draft plan to all members of the Council as soon as possible after 14th December 2021, when there will be an opportunity to comment further.

Neil Irving - Assistant Director - Policy, Partnerships and Communities
24 November 2021

Background information: The current Council Plan (2021 - 2025) is available at www.northyorks.gov.uk/council-plan

Corporate and Partnerships Overview and Scrutiny Committee

Property Update
6 December 2021

Property Service Objectives

- More efficient property service providing modern, flexible accommodation that support Modern Council principles and reflect the requirements of services.
- Management arrangements that ensure that properties are safe and fit for purpose
- A service that is better able to understand and control cost, including utilities, maintenance and other services arising from improvements in the quality of data.
- Development of a more flexible traded offer that can be designed around the specific requirements of client organisations.
- A service that understands the costs of building construction and delivers Value for Money in all projects.

Savings

- £1.5 million savings target arising from 2020 Programme
- Of which, £904,000 achieved
- Further savings to be achieved through: -
 - Further rationalisation
 - Increased efficiencies, including energy
 - Development of trading activities

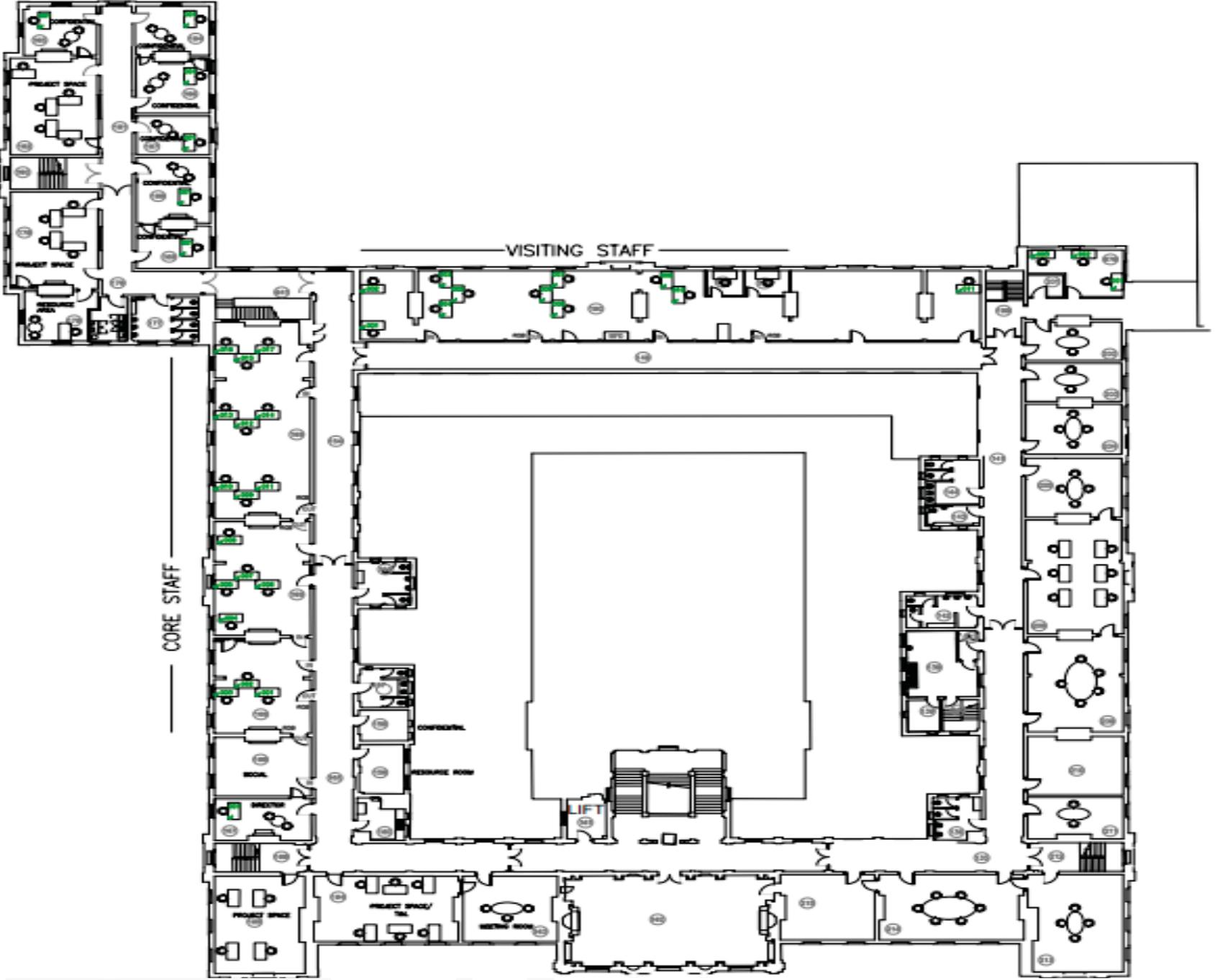
Rationalisation

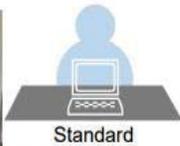
Year	Property	Saving (£)
2021/22	Standard Way, Northallerton	100,000
	Selby	30,000
	Ryedale (Pickering)	5,000
2022/23	East Block / 50 South Parade	73,000
	Morgan House, Northallerton	100,000

Subject to: -

- Determination of Post Covid-19 Working Arrangements
- Implementation of LGR and further developments thereafter
- Further changes to service delivery models and reviews of existing portfolio

- Advise continues to be that staff should continue to work from home where that is possible, but..
- Some facilities are being provided to enable attendance, including for project work / meetings
- Covid-19 Risk Assessment has been reviewed and measures remain in place: -
 - Desk Booking System
 - Revised Floor / Desk Layouts
 - Increased ventilation
 - Face masks required in circulation routes
 - Wipes / gels





Reception



Carbon Reduction

- Property and Infrastructure Workstream established as part of the Beyond Carbon Programme
- Successful in bidding for £1.9 million from Phase 1 of the Public Sector Decarbonisation Scheme – funded investment in window replacement in corporate buildings and schools
- Heat Decarbonisation Strategy developed and approved. Carbon reduction will be achieved through: -
 - Rationalisation
 - Investment in Building Fabric and M&E
 - Behavioural Change

Carbon Reduction

- Investment in energy efficiency measures within estate
 - Project to replace mechanical cooling system at County Hall – approx. £50,000 saving
 - Boiler Replacement
 - Heating Controls
 - LED Lighting
 - Brierley Building Works (E.g. Zoning / East Block)
 - Feasibility studies on low carbon technologies
 - Smart Campus Review
- Programmes of Work to Promote Behavioural Change
 - Previous Corporate Sites Roadshows
 - Home working advice

Capital Programme

- Capital Programme delivered during 2021-22 has been largest for a significant period in terms of number of projects and value
- During 2021-22 following completed: -
 - 35 'projects' with total value of £23 million
 - 31 decarbonisation projects with a total value of £1.9 million
 - Programme of planned maintenance within schools with a total value of c£4 million



Traded Services to Schools

- Current MASS has been delivered since 2011
- Provided a “simple” service offering (Full, Structural and ESR) designed for maintained schools
- It was an insurance based scheme (financial risk sat with NYCC)

What's Has Happened Since Then...

- Financial Pressures
- Changing Requirements
- Academisation
- Competition
- Technological Development

A Scalable Solution

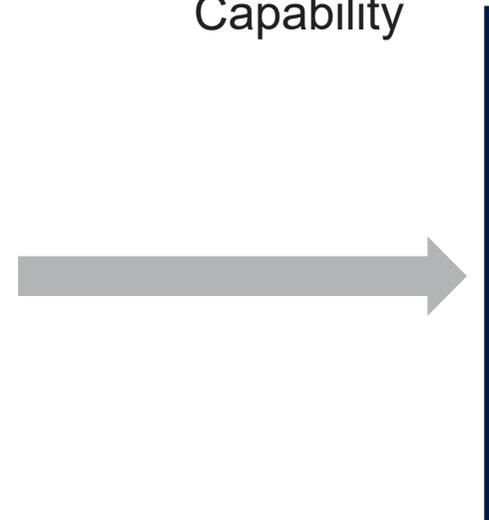
Innocence

No in-house Estates/FM capability

Mature

Full Estates/FM Capability

Scalable,
customisable
property compliance
customer
proposition





Property Solutions

The service will be segmented into three parts.

A management Fee
Servicing (PPM) & Compliance bundles
And responsive works



The management fee provides customers with access to reports in Concerto, technical guidance and support, the 24/7 responsive helpline, and preferential rates for any servicing or responsive works.

Customers have the option of opting into this, but if they do not, then servicing and responsive works will have a higher cost in order to reflect the amount of technical expertise and reporting that is required to deliver these services.

Servicing Bundles provide a breakdown of the different servicing and compliance elements that customers will be required. Customers can either buy a full servicing or compliance package from us, or pick and choose which servicing and compliance they wish to purchase from us, and which they wish to purchase from elsewhere

Responsive works cover any form of building maintenance outside of servicing and compliance, which typically would have fallen under either Full or Structural MASS. As the customer is now free to pick and choose which services they wish to purchase, there is no longer any need to segment these services.



Energy Service

- Multiple components to the service: -
 - Bulk Fuel Contract
 - Bill Validation
 - DEC's – where required
 - Curriculum Input
- Service was recently awarded for the 'Best Climate Action Initiative' as a result of the work undertaken with schools

Questions

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Overview and Scrutiny

December 2021

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Website Overview 1 Nov 2020 – 31 Oct 2021

16,175,719 page views – up 1,298,054 (+9%) on Nov 2019 to Oct 2020

- 794,353 (5%) visits to the homepage
- 346,973 (2%) using the site search

Top 10 pages by views Nov 20 – Oct 21		Nov 19 – Oct 20	
Coronavirus – data	530,408	Jobs and careers	478,233
Jobs and careers	441,648	Coronavirus - news	283,556
Road cameras and weather conditions	356,585	Libraries	279,046
School term and holiday dates	238,949	Road closures and diversions	215,437
Coronavirus - news	194,228	Coronavirus - advice and information	191,334
Libraries	179,165	My Account	176,584
My Account	171,570	School term and holiday dates	161,936
Coronavirus - advice and information	170,947	Road cameras and weather conditions	152,888
Road closures and diversions	142,761	HWRCs	105,088
HWRCs	106,703	Contact Us	82,944

Social Media – 1 Nov 2020 – 31 Oct 2021

Top single post by views per channel

Twitter – 335,453

Facebook – 136,640

Instagram – 5,841

LinkedIn – 5,648

Dec 20 – Marcus Rashford retweets our pandemic funding support for families

Oct 21 – Sutton Bank closed due to lorry shedding its load of pork

Jul 21 – Paid for out of county messaging asking people to test before visiting

Jun 21 - NY Highways launches

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Marcus Rashford MBE @MarcusRashford · Dec 10, 2020
 North Yorkshire County Council

North Yorkshire CC @northyorksc - Dec 8, 2020
 Replying to @MarcusRashford
 Thanks @MarcusRashford. We've launched a £1.4m scheme to provide food and other support to families as part of a range of funding to help those hardest hit by the pandemic: northyorks.gov.uk/news/article/m...

10 replies · 63 retweets · 788 likes

North Yorkshire County Council
 Published by Dan Morris · 14 October at 13:06

UPDATED - Sutton Bank has now been cleared following the wagon shedding its load earlier.



North Yorkshire County Council

UNLOCK SUMMER

Keep North Yorkshire safe...
 ... please **test before you travel.**



northyorksc

northyorksc If you're travelling to North Yorkshire please help keep everyone safe by doing a lateral flow test before you travel.

Around 1 in 3 people who have coronavirus do not show any symptoms.

Find how to order or collect a test at northyorks.gov.uk/asymptomatictesting

If you have coronavirus symptoms please book a PCR test.

Thank you for keeping North Yorkshire

View Insights

476 likes

JULY 6

North Yorkshire County Council
 10,187 followers
 5mo ·

From today our newly created company NY Highways takes over everyday maintenance and larger improvement schemes across the county's network of almost 5,800 miles of roads.

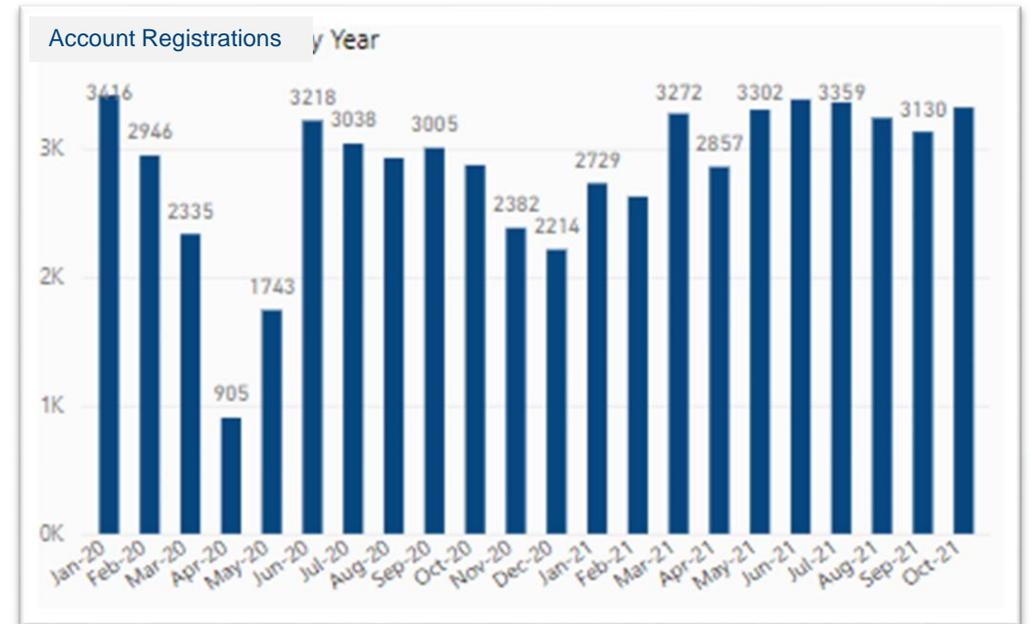
State of the art safety measures are at the forefront as a new fleet of highways maintenance vehicles take to the roads.

Read the full story at <https://lnkd.in/d3seynp>



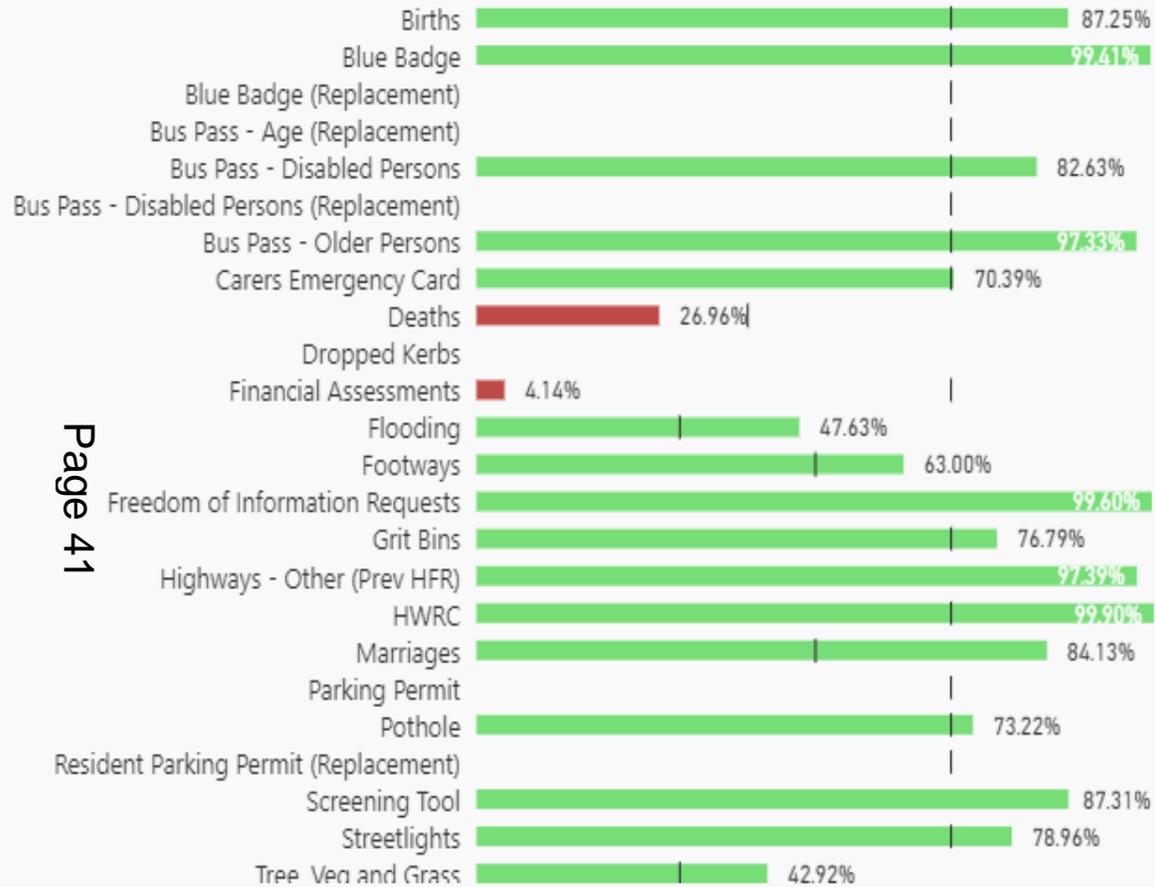
Customer Portal Usage Nov 2020 to Oct 2021

- ✓ 35,779 new account registrations in (31,547 in 2019-2020)
- ✓ On average, customers submitted 1.64 repeat service requests each (1.72 in 2019-2020)
- ✓ 72,196 digital service requests made (59,019 in 2019 -2020), 41,000 of these by registered users
- ✓ 11,927 new subscriptions to marketing emails which is 35% of all registrations
- ✓ Total 120,884 customer accounts by the end of October 21

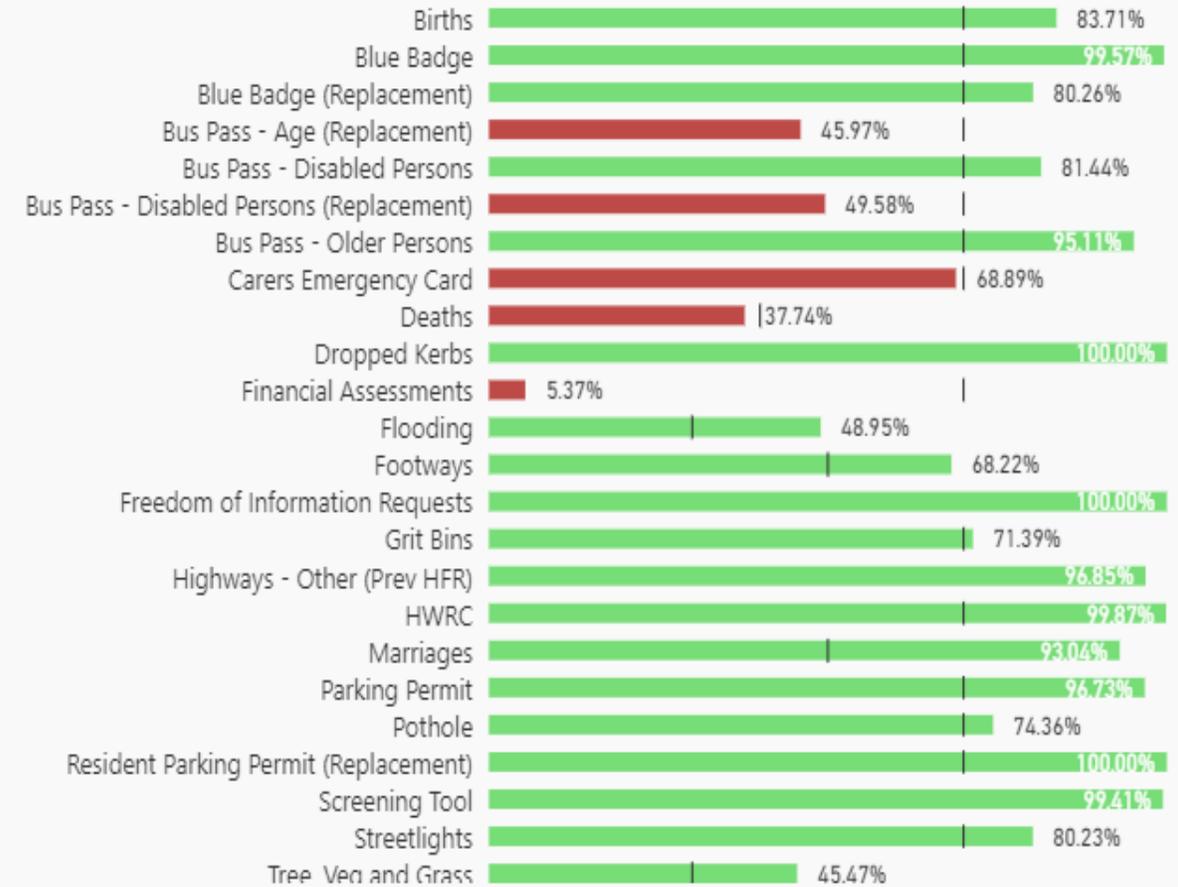


Portal KPI summary

Monthly Performance



Month in Review



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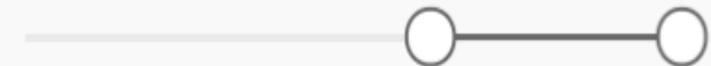
Monthly Performance

01/11/2019 31/10/2020



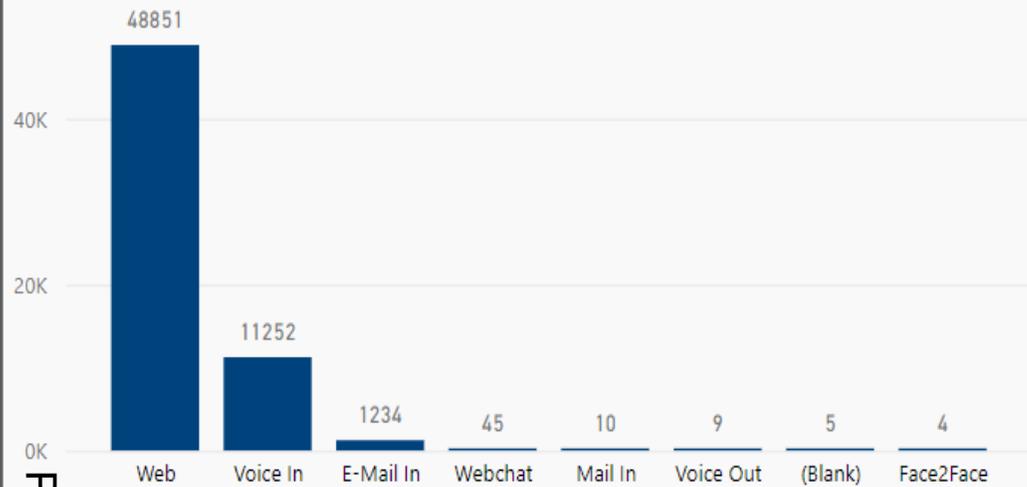
Month in Review

01/11/2020 31/10/2021



Digital Demand November 20-October 21

Total Requests by C



Information Request | **Service Request**

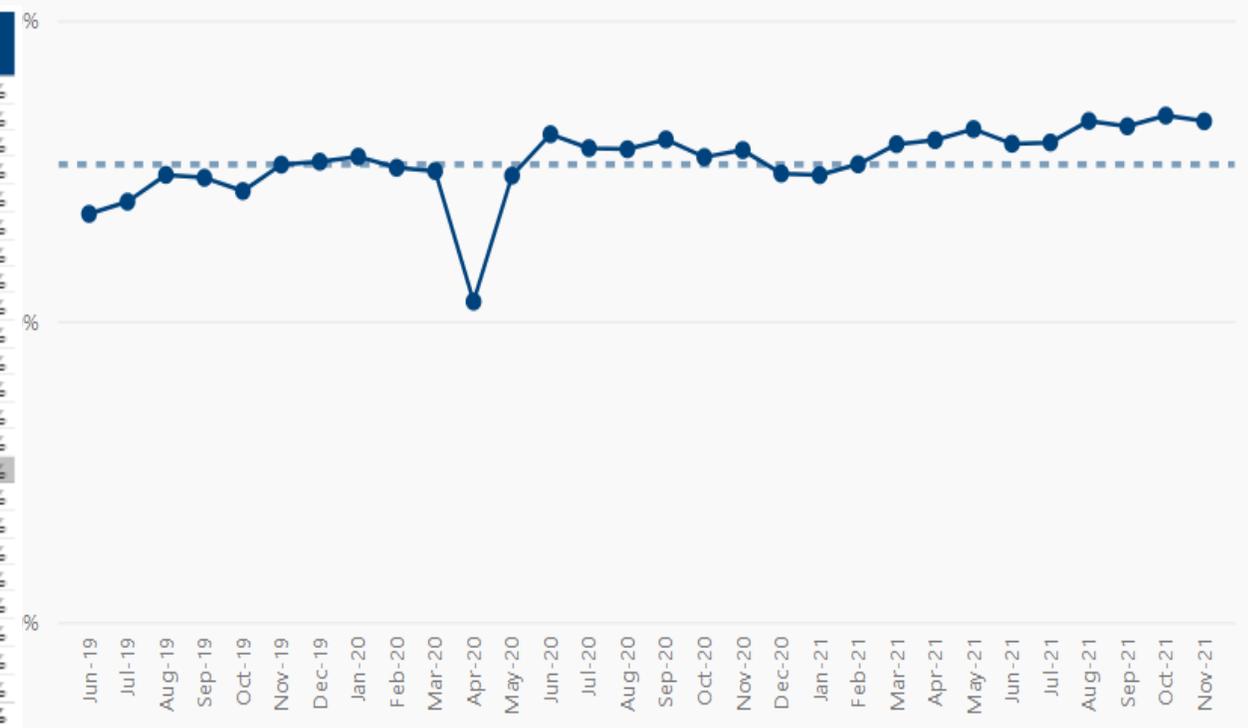
Select Date
 01/11/2020 | 31/10/2021

KPI Name
 All

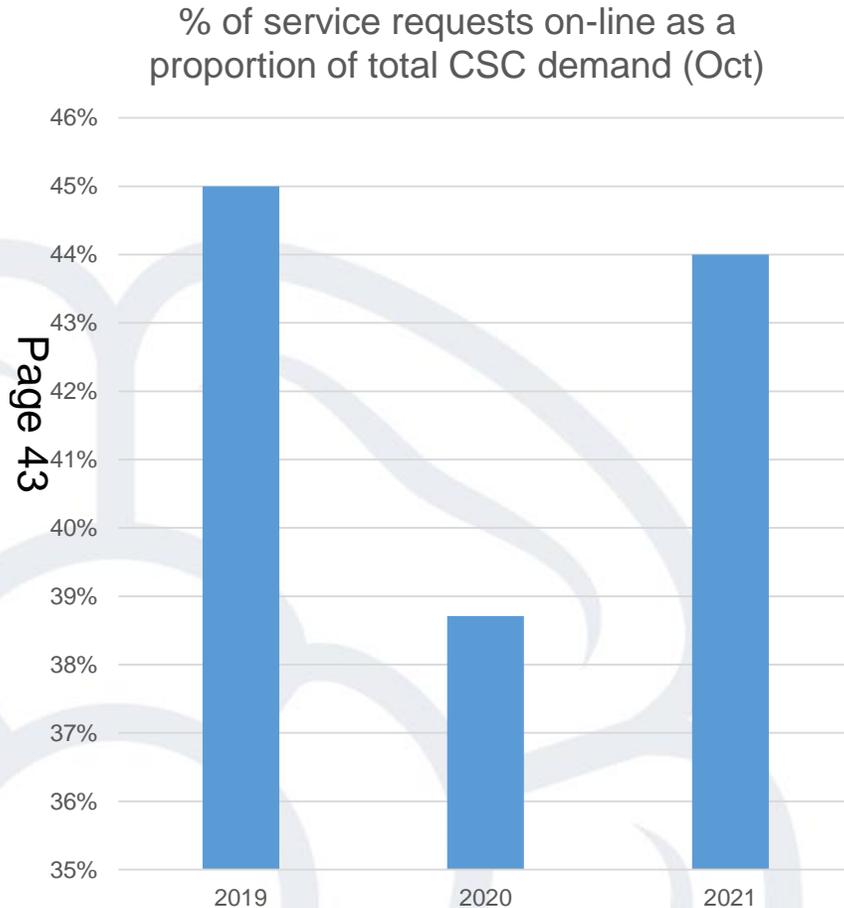
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KPI Name	Web Requests	Non-Web Requests	Total Requests	Digital %
Blue Badge	9902	43	9945	99.57%
HWRC	9554	12	9566	99.87%
Births	4671	909	5580	83.71%
Bus Pass - Older Persons	4417	227	4644	95.11%
Pothole	2773	956	3729	74.36%
Streetlights	2686	662	3348	80.23%
Deaths	2394	3950	6344	37.74%
Highways - Other (Prev HFR)	2092	68	2160	96.85%
Flooding	1974	2059	4033	48.95%
Tree, Veg and Grass	1434	1720	3154	45.47%
Footways	1361	634	1995	68.22%
Bus Pass - Disabled Persons	1312	299	1611	81.44%
Carers Emergency Card	817	369	1186	68.89%
Grit Bins	706	283	989	71.39%
Screening Tool	672	4	676	99.41%
Marriages	548	41	589	93.04%
Parking Permit	474	16	490	96.73%
Financial Assessments	398	7008	7406	5.37%
Freedom of Information Requests	296	0	296	100.00%
Bus Pass - Age (Replacement)	194	230	424	45.75%
Blue Badge (Replacement)	61	15	76	80.26%
Bus Pass - Disabled Persons (Replacement)	59	62	121	48.76%
Resident Parking Permit (Replacement)	56	0	56	100.00%
Total	48851	12559	61410	79.55%

Overall Digital Trend



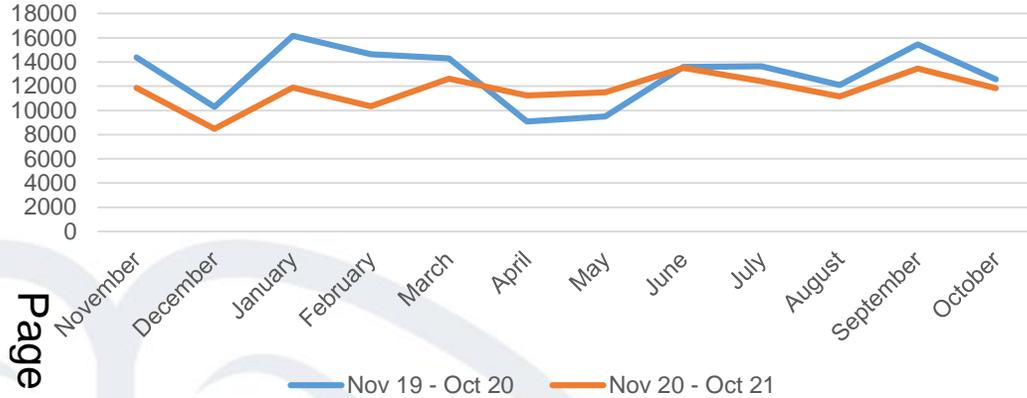
Impact of Covid on the % of service requests on-line



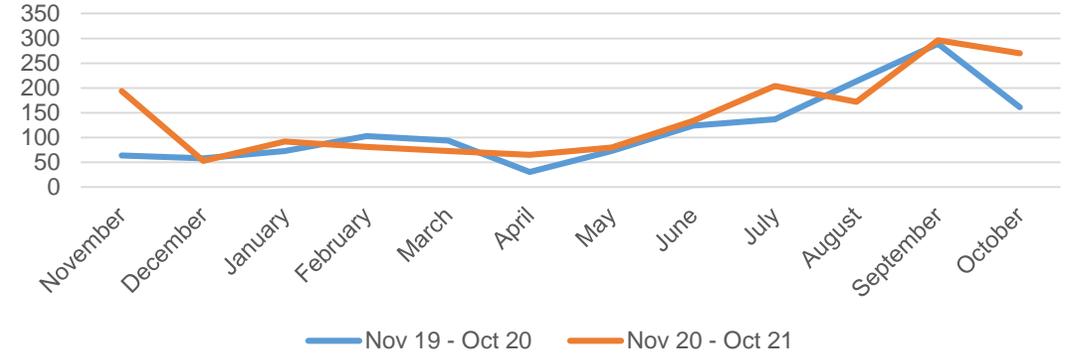
- High Volumes of Social Care Demand – few on-line services available
- Covid Services did not have on-line options
- Many services were adjusted during covid i.e. Birth registration, Death Registration and Ceremonies – Customers were calling for reassurance
- Numbers have not recovered fully as a result of the Continued high demand for Adult Social Care.

CSC - Frontline

Frontline Calls Offered

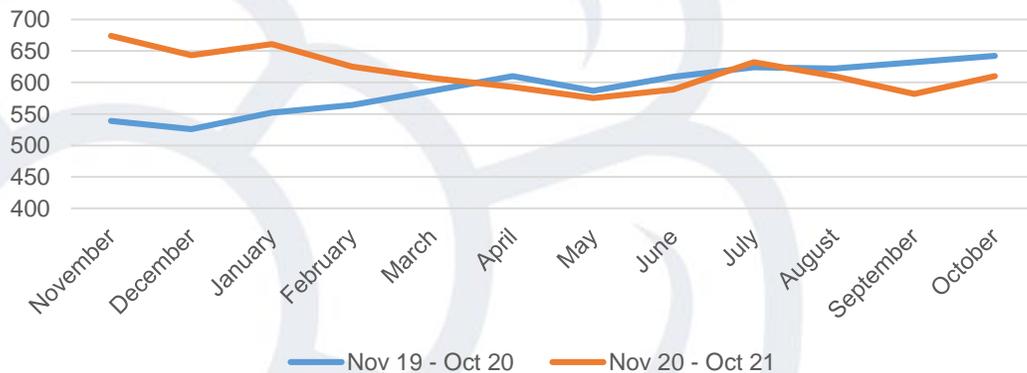


Frontline Average Speed of Answer



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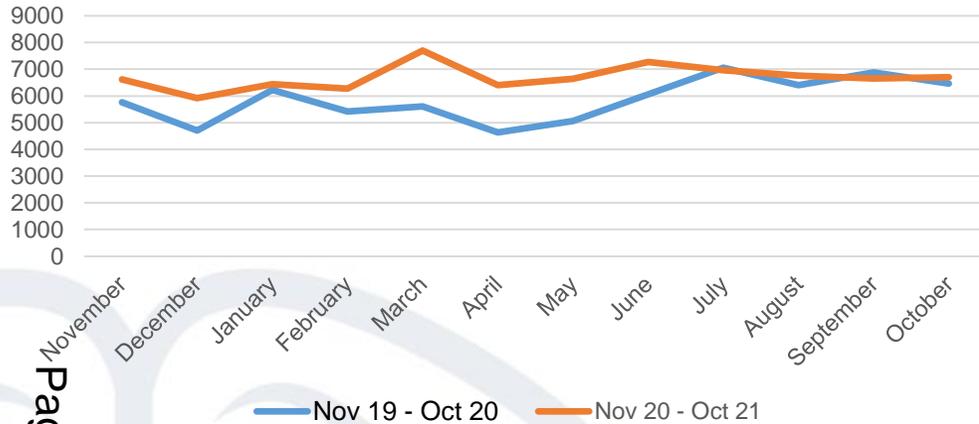
Frontline Average Handling Time



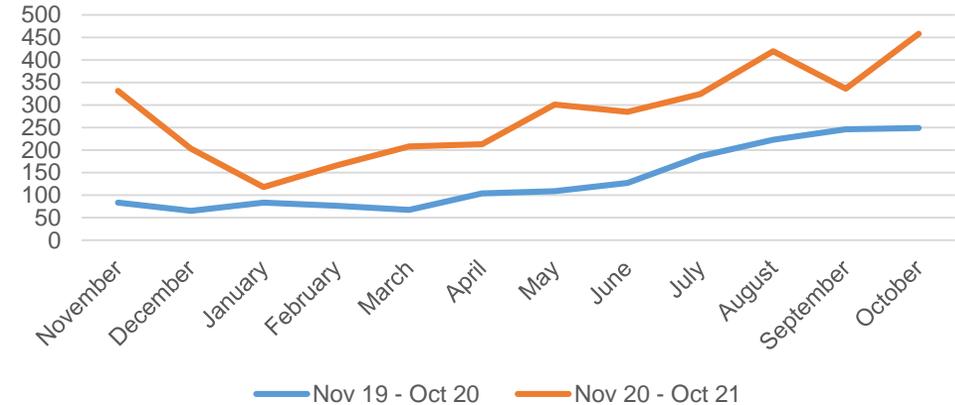
- October demand was 6% down on previous year and 12% down from September
- The average handling time was 5% down on previous year although increased from last month. New team members have joined and are reducing their time nearer to target
- The average speed of answer has continued to recover and improved against last month

CSC - Social Care

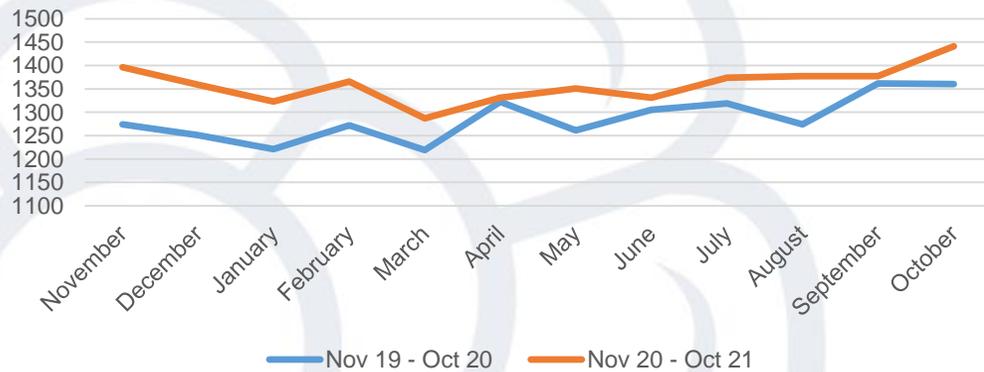
Social Care Calls Offered



Social Care Average Speed of Answer



Social Care Average Handling Time

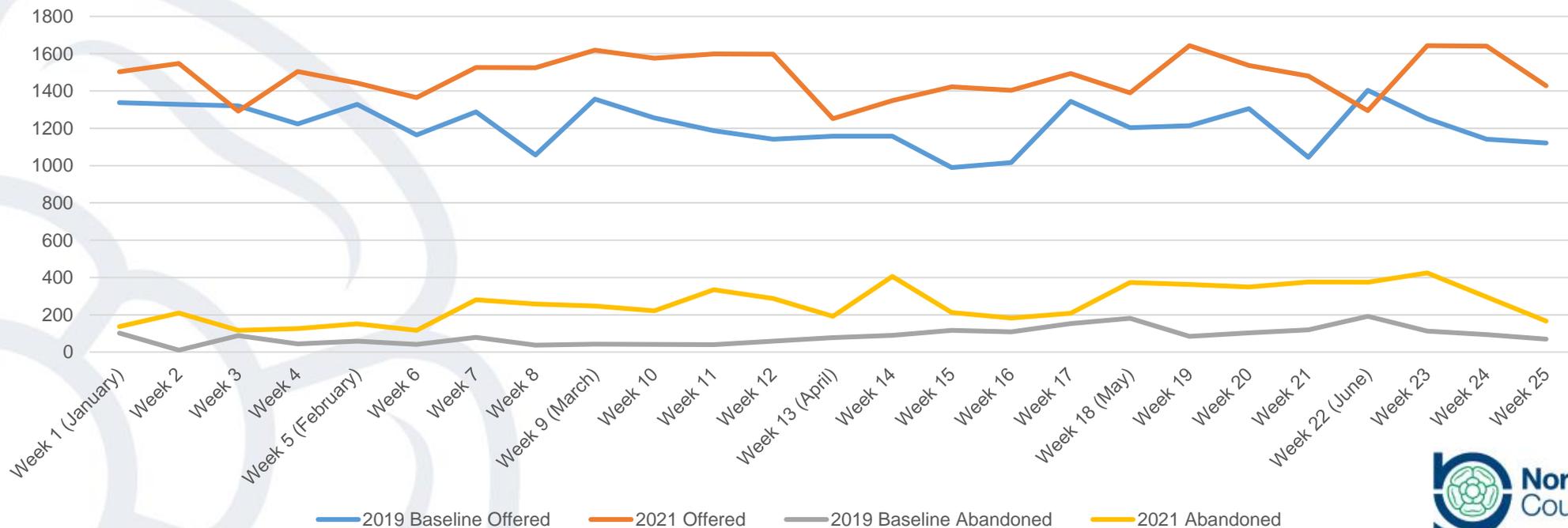


- October demand was 3% up on last year over the phone.
- An increase demand on the e-mail channel from professionals has resulted in more capacity being directed to off phone tasks which has shown a reduced performance overall on phones.
- Average speed of answer has continued to increase and this is also reflected in a continued increase in average handle time both measures are at the highest point in rolling year

Social Care Demand

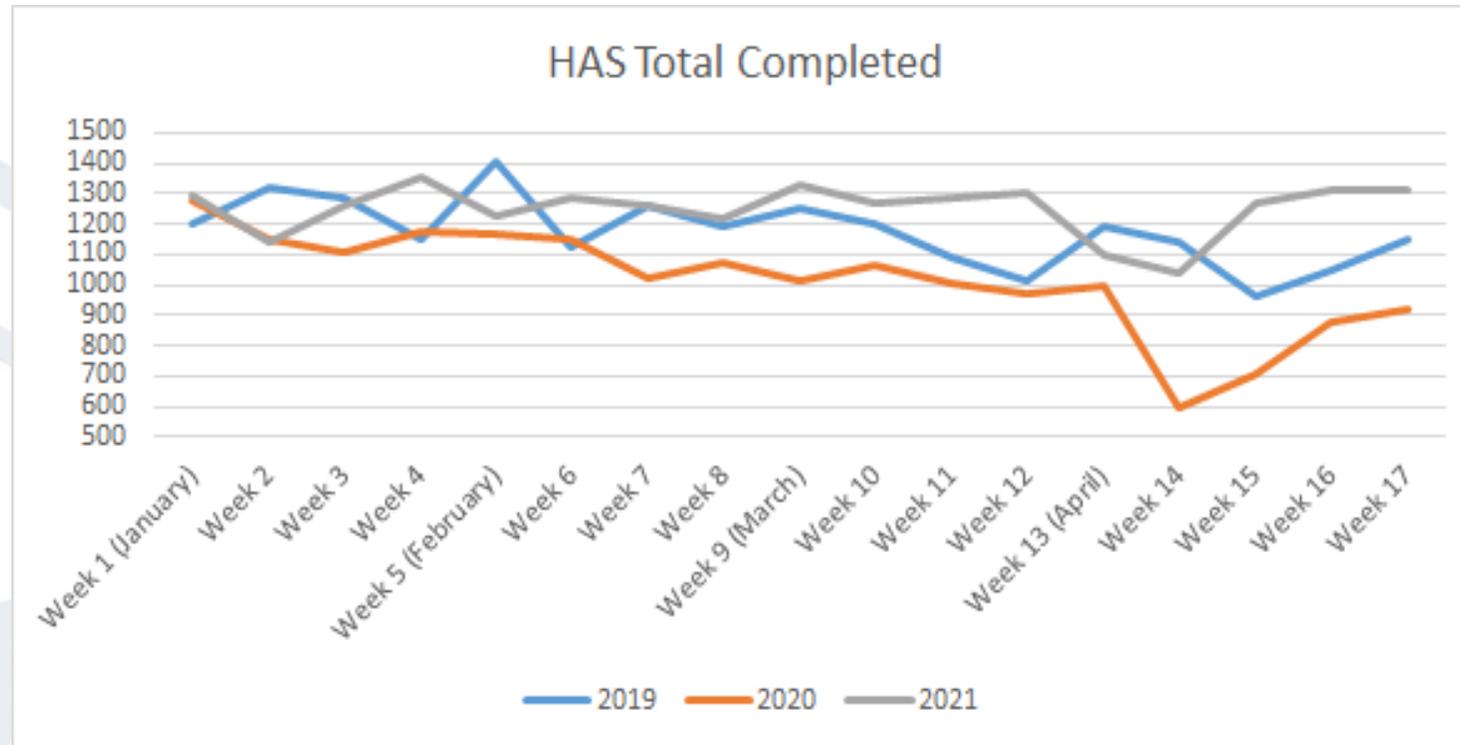
- CSC has processed 7% more work with same FTE for the same period in 2019
- HAS Demand has increase by 22%
- Abandonment rate has risen by 10% - Now 17.5%
- Some Customers are waiting as long as 15 Min to get through
- Corporate Citizen SLA is 1min 30 sec to answer and 5% abandonment

Demand Against Baseline



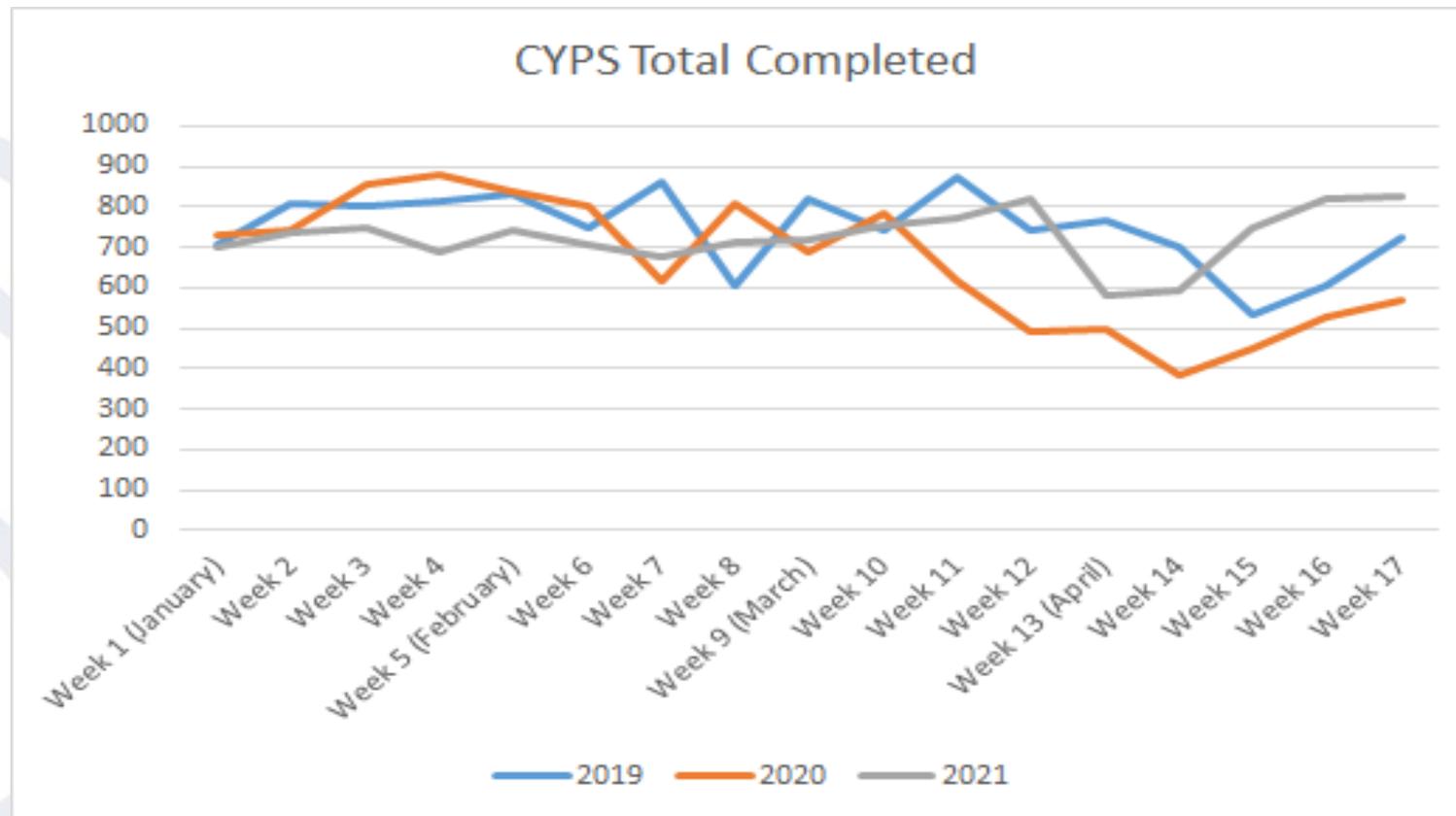
Complete HAS Demand

HAS demand has increased by 6% contacts per week compared to the corresponding weeks in 2019 and a 23% increase compared to 2020 (April 2020 reduction was a result of initial lockdown for Covid19)



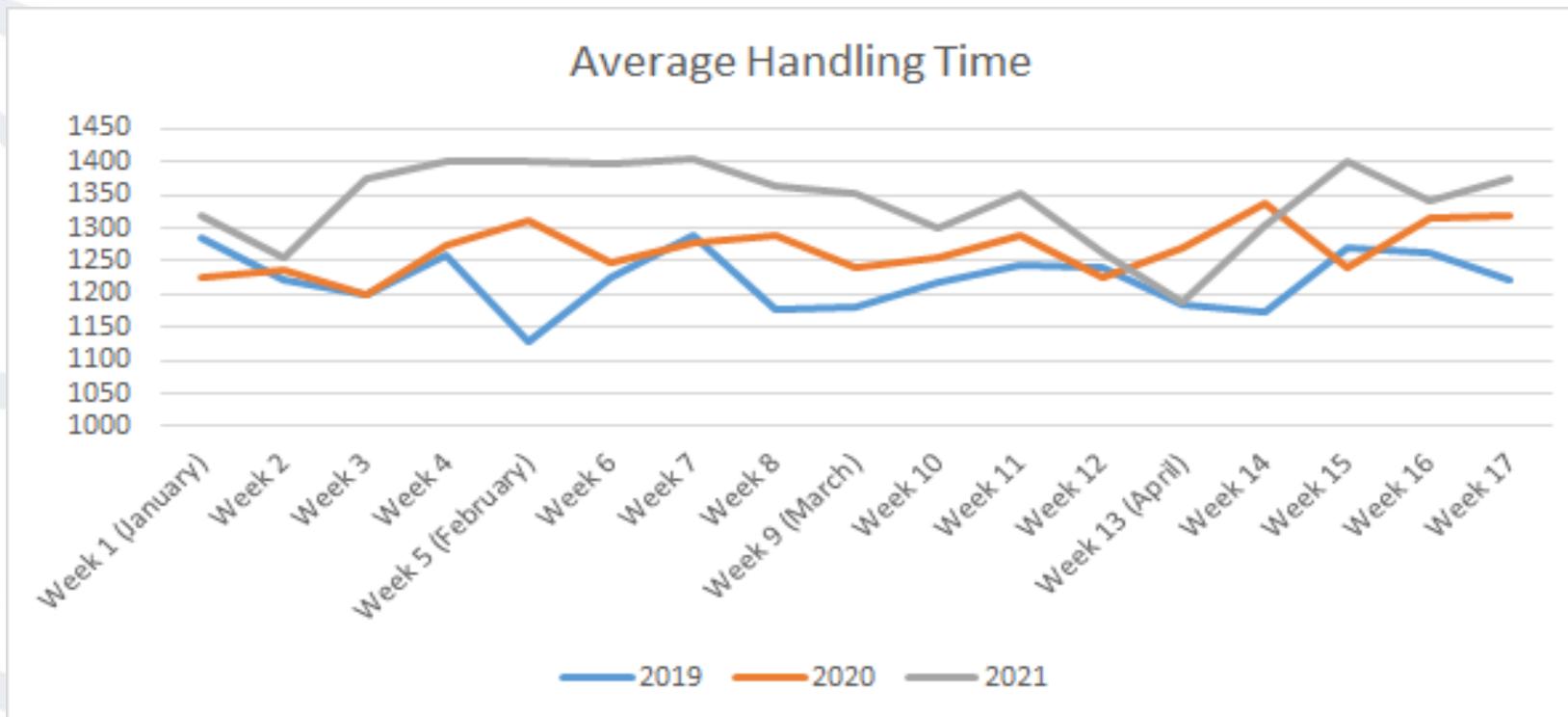
Complete CYPS Data

CYPS demand has reduced by 3% contacts per week compared to the corresponding weeks in 2019 and a 9% increase compared to 2020 (April 2020 reduction was a result of initial lockdown for Covid19)



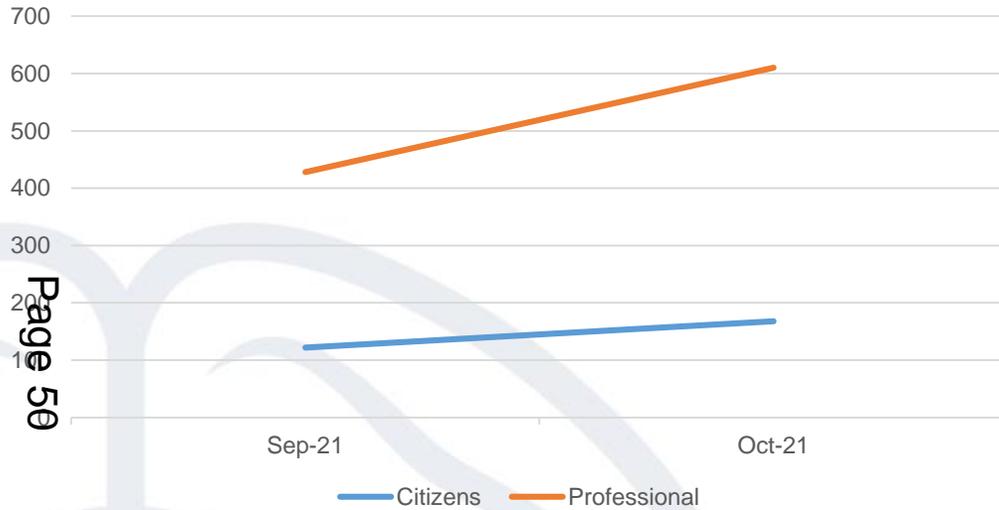
Social Care Average Handling Time (AHT)

The AHT for Social Care calls has been significantly higher in 2021 compared to previous years. Factors are varied and range from complexity based on changing population needs, changing guidelines, additional information being required to be captured, behaviour changes due to working from home and remote peer reviews being required. AHT has increased by 10% compared to 2019 and by 6% compared to 2020



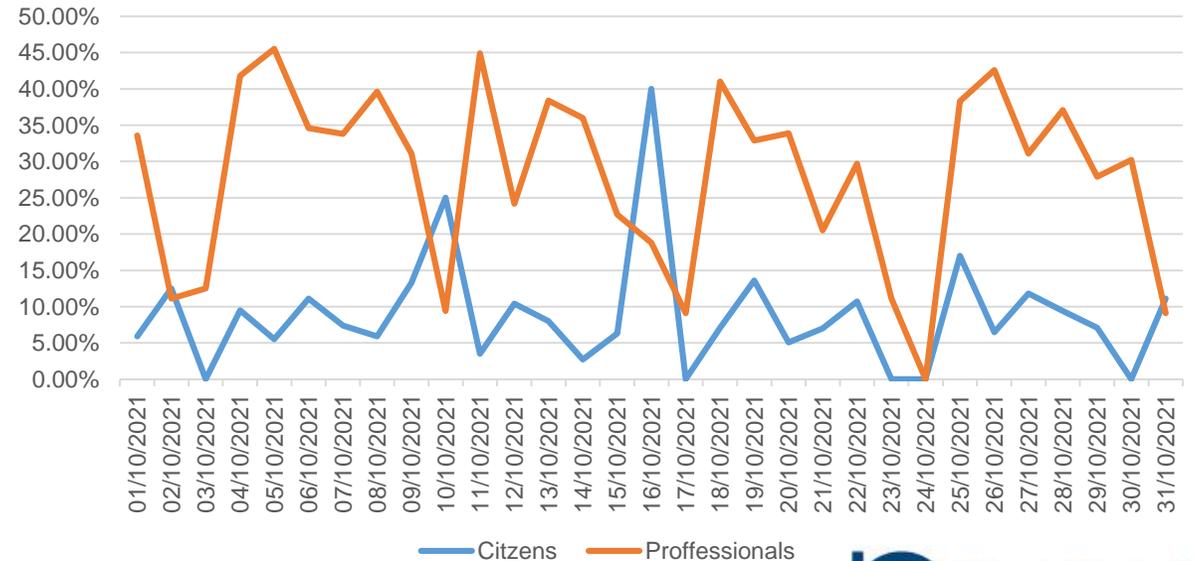
CSC – Citizen and Professional Queues

Average Speed of Answer



- October was the second full month of the citizen and professional social care queues.
- The average speed of answer on the citizen queue in October was 168 seconds and 610 seconds for professionals.

Abandon Rate October



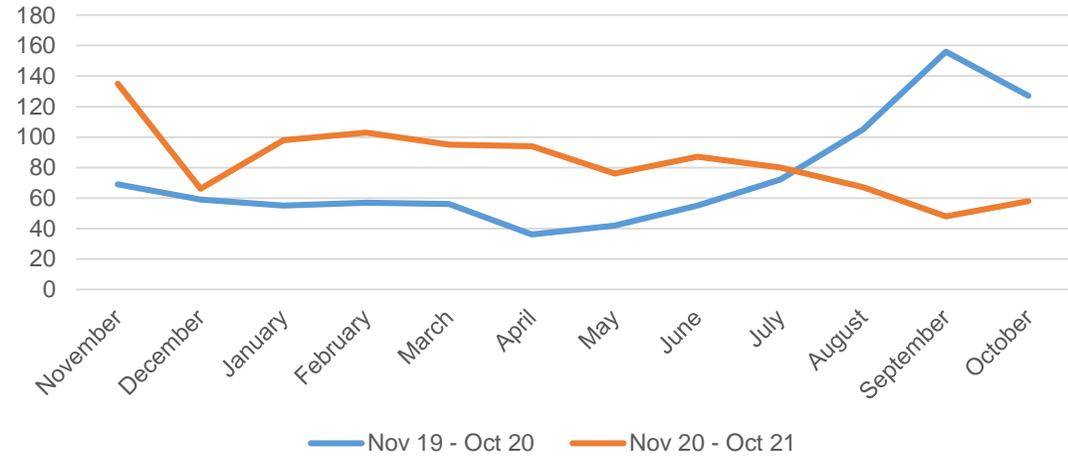
The abandon rate on the citizen line was 8.6% and 33.9% for Professionals for October compared with 7.9% and 24.3% for September.

CSC – Web Chat

Web Chats Offered



Web Chat Average Speed of Answer



Web Chat Average Handling Time



Web Chat continues to not be visible on the contact us page which is reducing the number of Web Chats we are receiving

Improving customer experience

including accessibility

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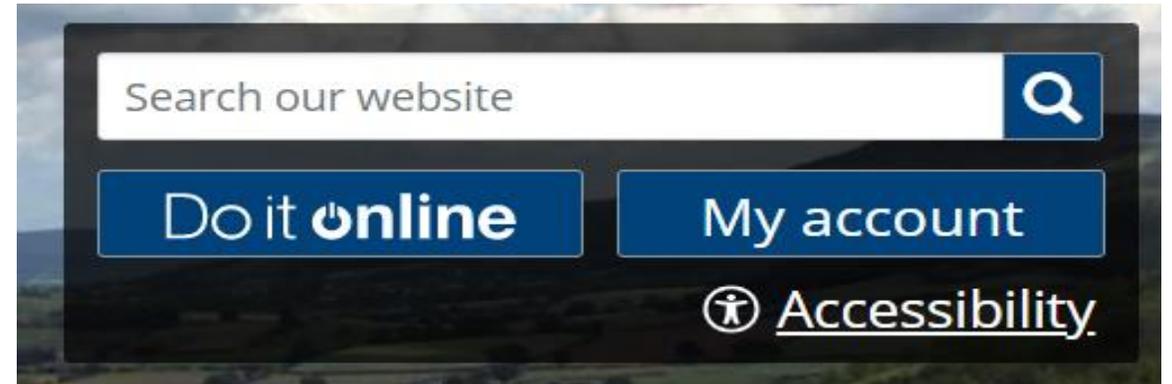
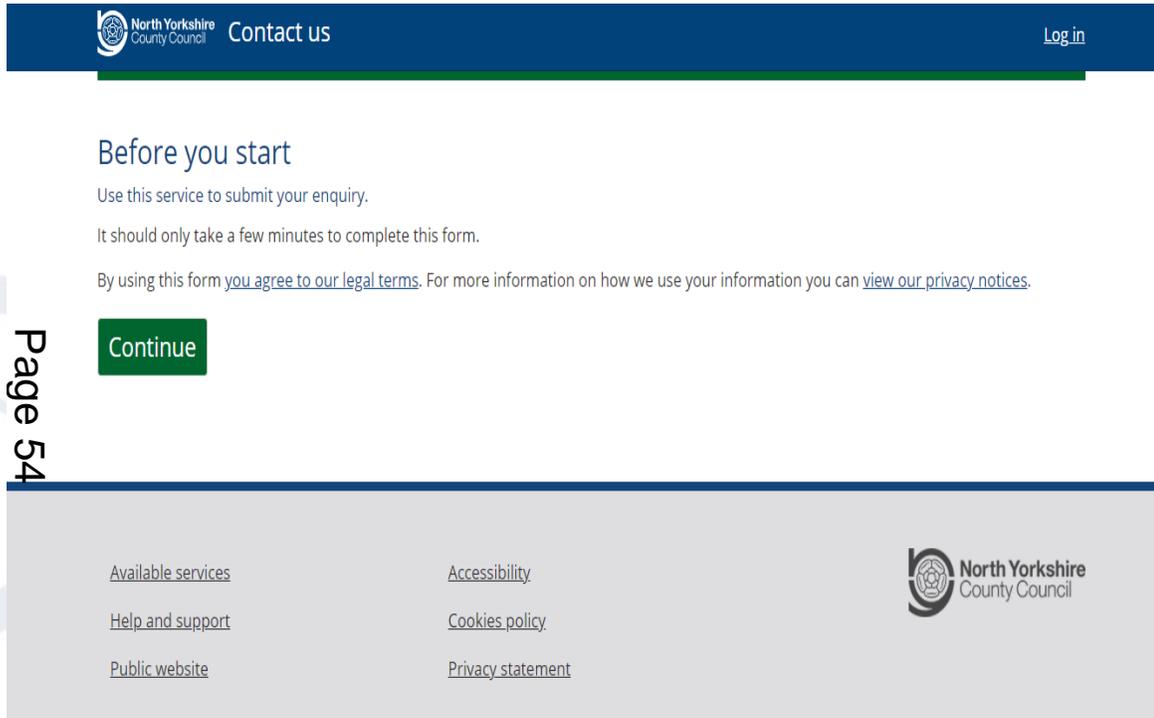
Accessibility update

- Each services should have 2 or more access channels – telephone is not always the best channel
 - Customer Service centre becomes the accessibility co-ordination hub
- If a customer has a need for a specific access channel the customer should be able to stay on that access channel even into the back office – this is the risk at the moment.

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Need to consider the access channels available to support customers in other teams.

Initial Changes Made On-line to Improve Accessibility



Easy to locate on the website

- **Customers can request additional support to access services**

Sitemorse reports – page overview

Current overall score

6

[Accessibility >](#)

12/9/2019 report



22/9/2020 report



12/8/2021 report

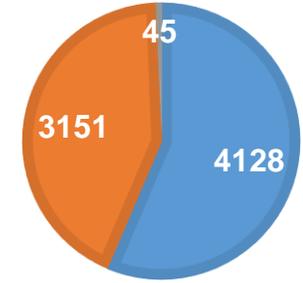


- Compliance at AAA standard has significantly increased from 56% to 99% of pages which is particularly difficult to achieve.
- Compliance at AA standard has increased slightly from 89% to 91% of pages.
- Overall accessibility score of 6/10 has been maintained.
- The score does not reflect our legal requirement – a significant number of A standard errors are caused by PDF content that is exempt which an automated checker cannot measure

PDF removal work

Around 3100 PDFs remain causing errors (down 750 on 2020) 43% of our site.

■ HTML pages ■ PDFs ■ other



Type	Approx Number (%)	Status
General	1,000 (32%)	All either: <ul style="list-style-type: none"> • Still chasing feedback from service • Comms working through transferring to content • Removed since scan Accessibility statement will be updated on 23 Sep with latest position, with more time to complete if needed.
Minerals planning evidence database	1,000 (32%)	Legally required, accessible versions will replace these when plan next updated but most exempt due to age.
Legal notices	500 (16%)	Legally required, cannot remove or make accessible.
HAS provider bulletin	250 (8%)	Awaiting outcome of T&C analysis on potential separate site/portal. Not aimed at public.
Consultations	250 (8%)	Currently removing older than 12 months, remaining ones included in accessibility statement, alternative format on request.
Covid related	100 (4%)	Temporarily allowed due to urgency, to remove
Jobs & Careers	100 (4%)	Flagging with recruitment team for review

Page 5

CSC Live Services Nov 2020 – Oct 2021

Blue Badge Hidden Disabilities

Problem

Customers applying under the wrong criteria were being refused and having to re-apply under the correct criteria – poor, time consuming experience.

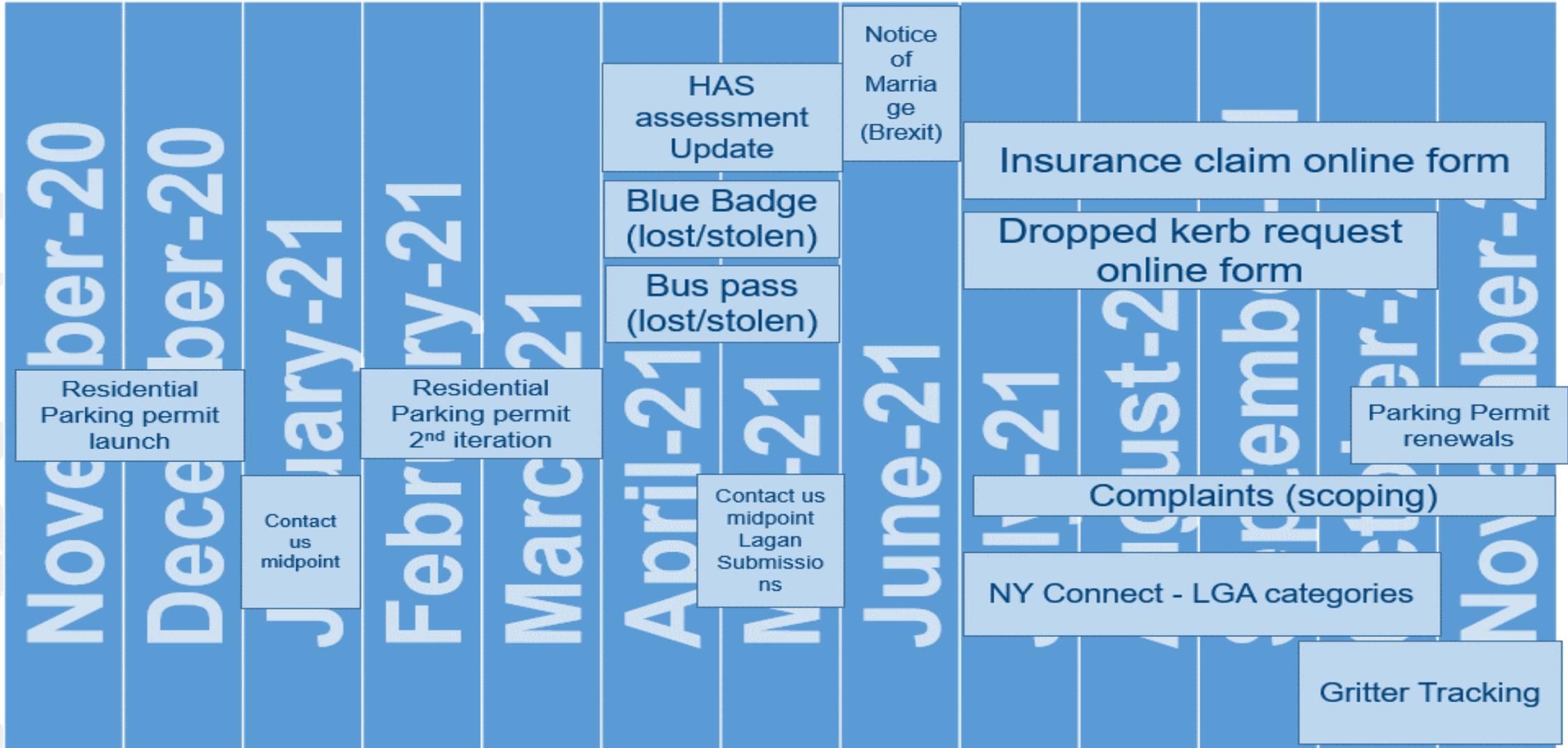
Improvements Completed

- If a customer now applies under Hidden Disability incorrectly, the advisor can put the application through if its clear there is evidence to show that customer is eligible under 'Walking'
- So far this has prevented 51 customers having to reapply and has also saved these applications having to be dealt with twice – savings so far over 4.5 months - circa £349
- As well as savings this has provided a much improved customer journey and will reduce complaints to NYCC and MP letters from those who have been told they are not eligible

Month	Apps received	Rejected	Accepted	Wrong category discretionary approvals	Total approved	% Approved	% increase
Jun-21	131	21	50	7	57	44%	6%
Jul-21	131	35	39	15	54	41%	11%
Aug-21	103	16	38	8	46	45%	7%
Sept -21	89	23	19	7	26	29%	8%
Oct -21	75	14	20	7	27	36%	9%

New Services Launched – Providing alternative access channels for customers

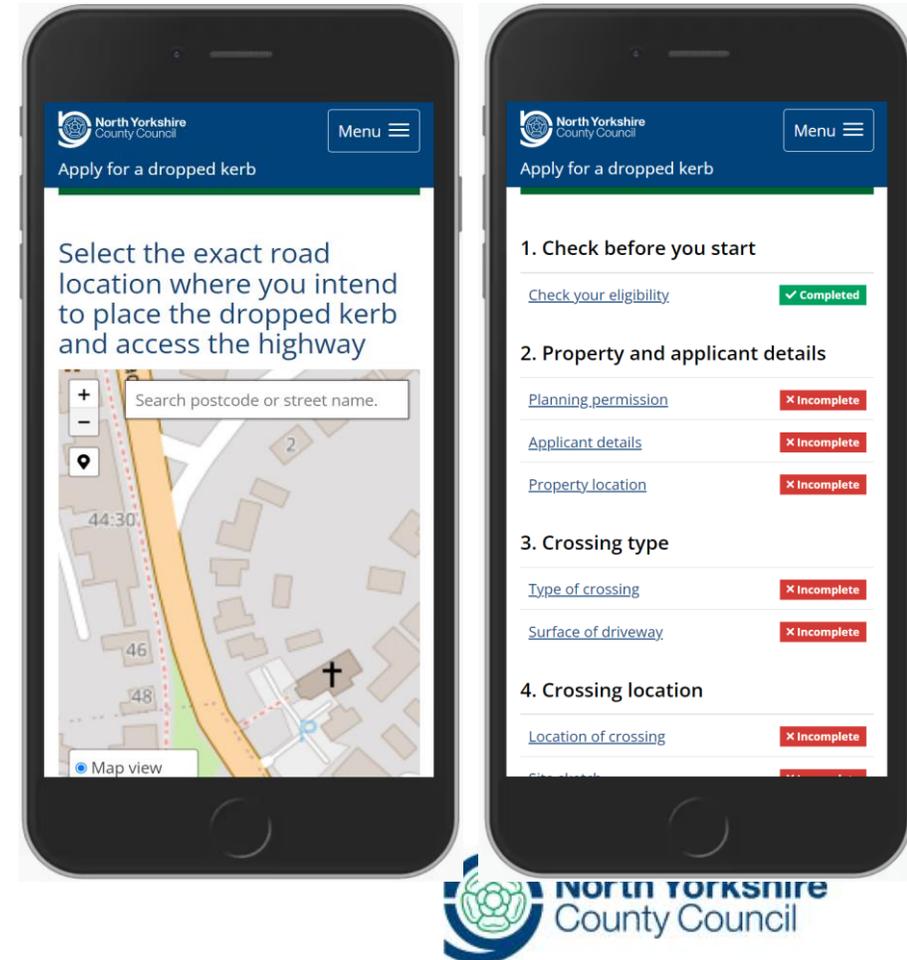
Year at a glance – Customer Portal



CSC Live Services October 2021

Dropped Kerbs

- 15th October – new online application
- 41 online requests have been made since go live 100% online
- Paper exception route is currently a temporary one – a long term solution is being worked on to align with our Accessibility policy and can be reused with other services.
- Estimated savings for this service moving fully online (with an expected low number of paper exceptions) across the CSC and highways service areas are £13,707 – with further possible savings predicted by reduced calls into the CSC.



CSC New services 2021

Launch of CSC handling inbound calls for Credit Control

- In October we moved Credit Control calls into the Customer Service Centre to support the Credit Control Team focus efforts on collecting debit.
- This move has seen over 45% of customers currently calling the credit control number making payment via the automated telephone payment system

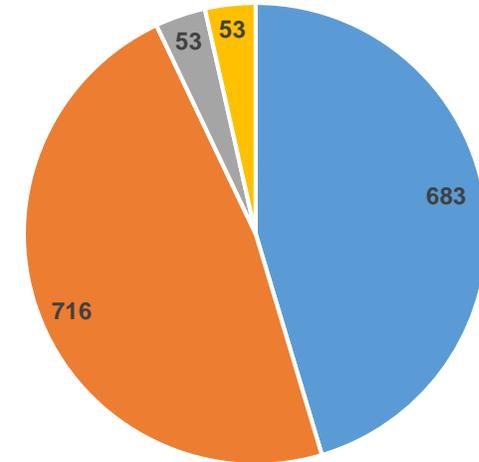
Page 61
30% of 716 are queries on invoices which the CSC can triage back to the service area that raised the invoice for review

The remaining are 494 customer calls which need support to make a payment – These calls are currently still going to Credit Control.

- **Next steps**

- CSC to...
- Start taking payments
- Post out direct debit mandates
- Leaving only 53 of the previous contacts – those customer needing support with financial difficulties going to the credit control team

Credit Control 8 Oct to 12 Nov 2021



- Automated Payment
- Phone Payment
- Setup Direct Debit
- Financial Difficulties

Household Support Fund

Rapid Solution Design

High Level Customer Journey: Digital

Below is the flow of how we will facilitate the digital direct award claim process. To the right are examples of the online form that we are building to support this process

Page 63

Before you start

The Household Support Fund (HSF) is designed to help people afford basic essentials over winter. It's available to assist households, through small grants, helping them with things such as food, clothing and utilities.

You can use this form to request your voucher or request a replacement letter if you've lost it.

Only those who have been contacted by letter are eligible for a voucher.

Before you complete this form, please make sure you have:

- the letter that states you are eligible for a voucher;
- details of the person the letter is addressed to, including their name and address.

Further information about household support fund is available on our website.

By using this form you agree to our legal terms. For more information, please see our privacy notices.

Continue

Do you have the letter which states you are eligible for a voucher?

Yes

No, I've lost it

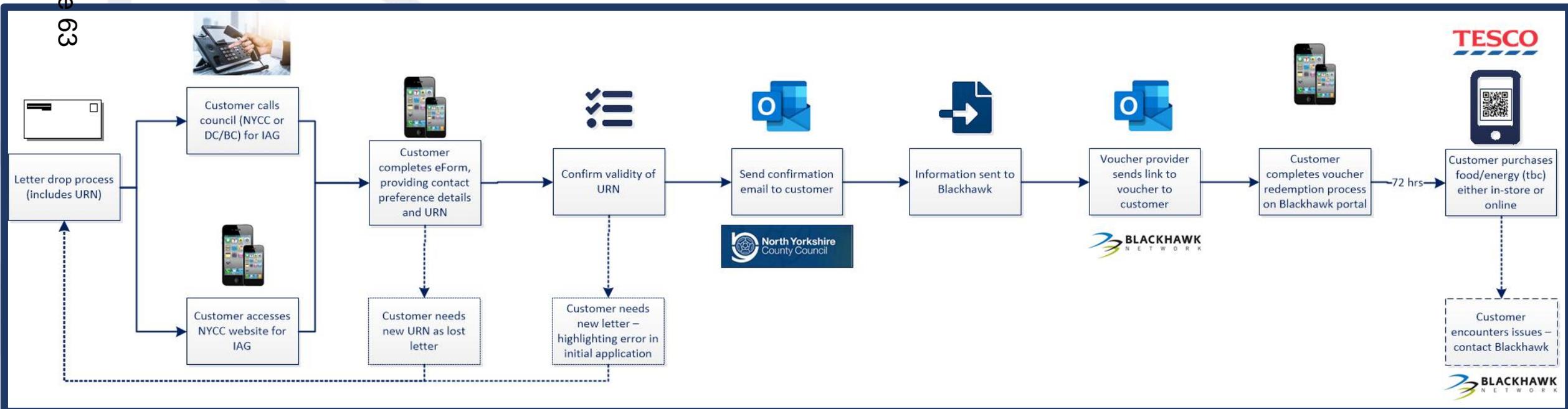
No, I've not received a letter

Enter the unique reference number

It's printed on your Household Support Fund letter

Where do I find this?

Continue Back



Rapid Solution Design

High Level Customer Journey: Non-digital

The non-digital route will be for processing claims where the recipient is unable to complete the online journey themselves. Therefore, this form will be provided to the CRC and partners to complete on the claimant's behalf.

The form differs from the point of view that the claimant explains which vouchers they'd like to receive.

North Yorkshire County Council Household Support Fund

Before you start

The Household Support Fund (HSF) is designed to help people afford basic essentials over winter. It's available to assist households, through small grants, helping them with things such as food, clothing and utilities.

You can use this form to request your voucher or request a replacement letter if you've lost it.

Only those who have been contacted by letter are eligible for vouchers.

Before you complete this form, please make sure you have to hand:

- the letter that states you are eligible for a voucher; and
- details of the person the letter is addressed to, including email address or mobile telephone number.

[Further information about household support fund is available on our website](#)

By using this form you agree to our [legal terms](#). For more information on how we use your information you can [view our privacy notices](#).

Are you eligible for a voucher?

Yes

No, I've lost it

No, I've not received a letter

Which supermarket do you like to redeem your voucher? (It only be accepted by your chosen supermarket.)

Asda

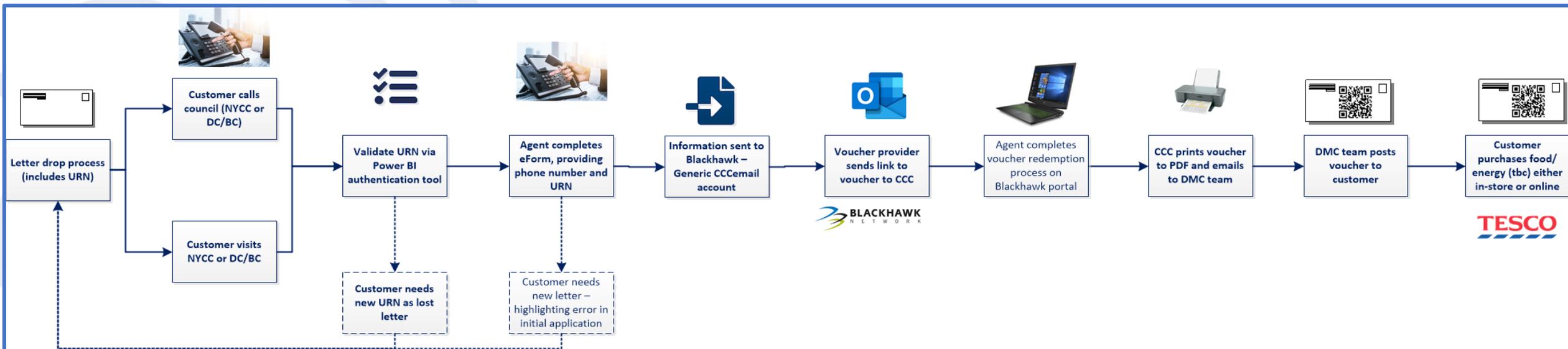
Morrisons

Sainsbury's

Aldi

Marks & Spencer (M&S)

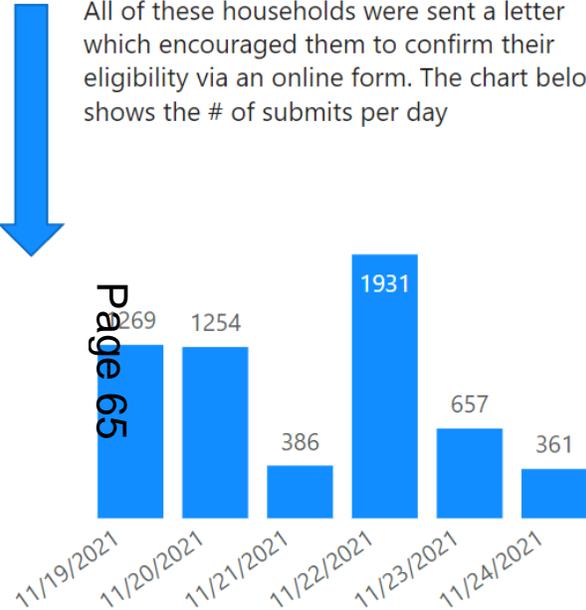
Waitrose



8372

Eligible Households

All of these households were sent a letter which encouraged them to confirm their eligibility via an online form. The chart below shows the # of submits per day



70.8%

HSF Uptake Overall

98.5%

% Digital Uptake

5,927

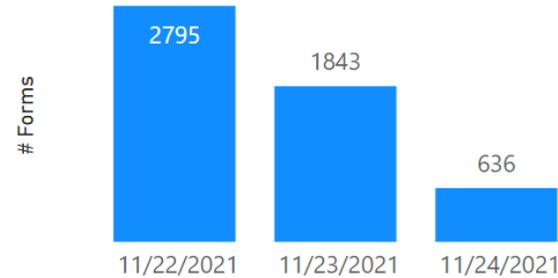
Total # Forms

91

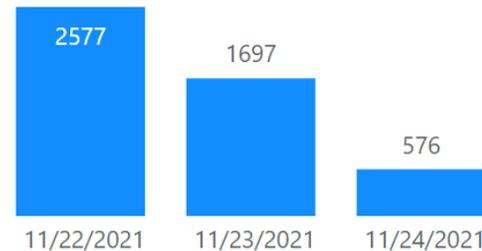
non-digital

Successful Form Submissions

Where the form was submitted successfully, we responded per below by email

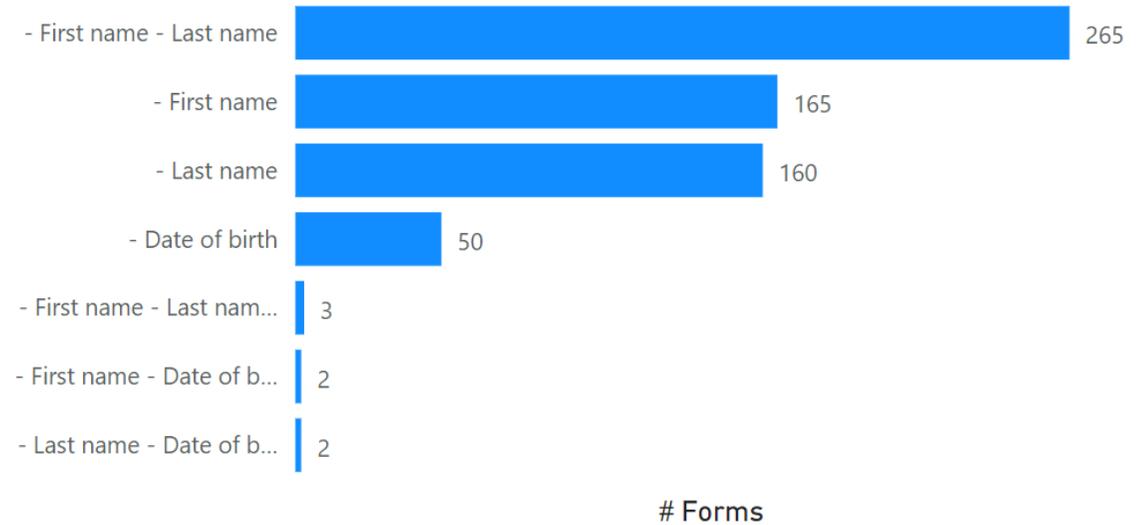


We've confirmed by SMS for those who have asked for it; below is the number of SMS



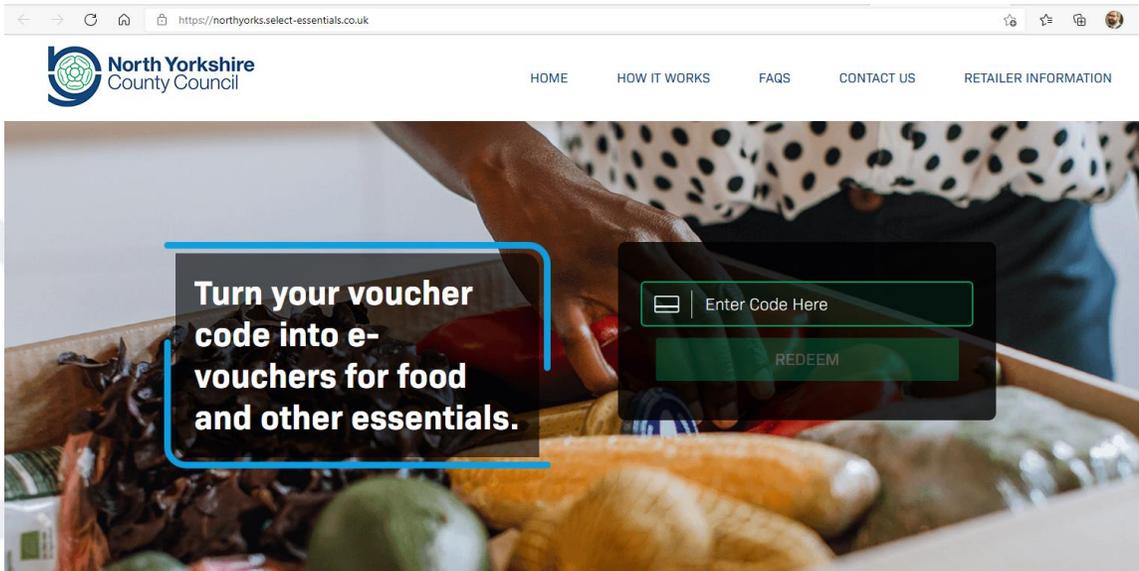
Triage & Complex Claims

Where forms were submitted and there has been an issue in the information captured, that information is below. We have a process to contact these again and resolve the issues.



Rapid Solution Design Voucher Provider

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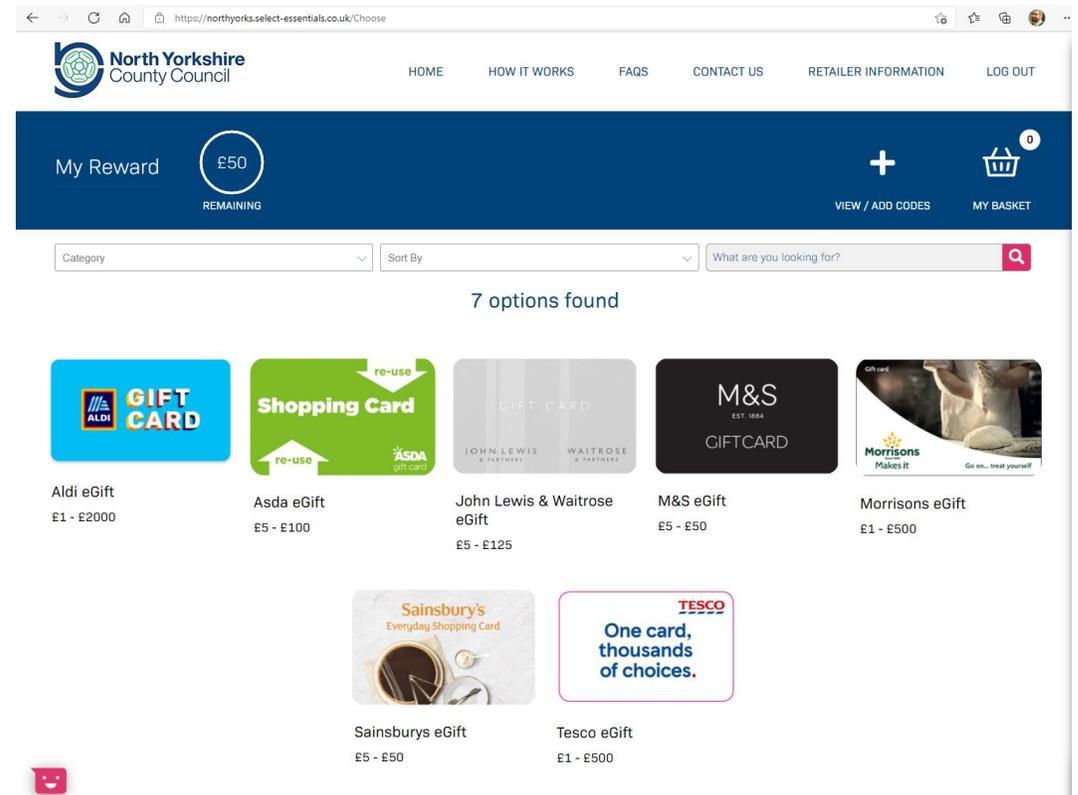


How it works

More than one Select Code to redeem? No problem, just add your codes one at a time, then you'll be able to spend them together.

Help us improve by sharing your feedback. (Please use the contact us page for any enquiries)

Process for voucher provider
Landing page on the left, voucher selection below



Continuing to support the COVID response

Care Home Support

The customer service team have continued to make weekly calls to all care home and Domiciliary Care Provider in North Yorkshire to ensure they have everything they need.

Working with the HAS commissioning team we have been able to flag any concerns and offer support where required

In the last 12 months the CSC has completed 36,689 care calls to Care homes

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CSC continuing support service 2021

Community Support line a year in review

CSC has handled 2579 inbound calls via the community support line from 1 November 2020 to 31 October 2021.

Top demands for the year...

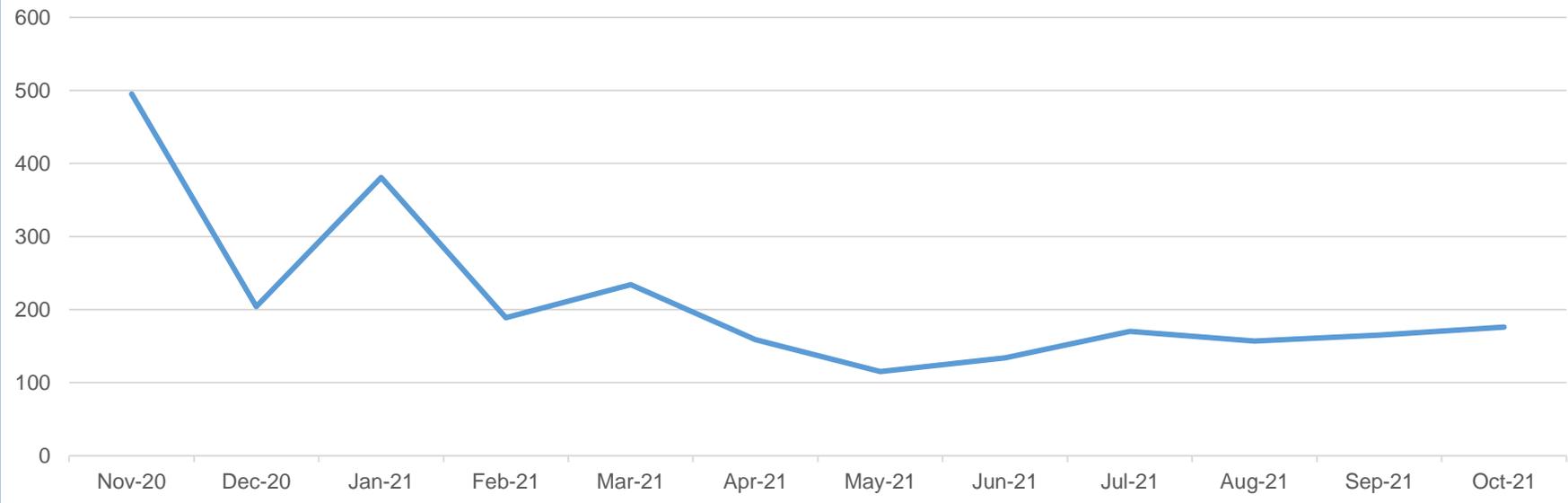
184 food shopping

129 prescription collections

22 covid-19 support grant

19 priority shopping slots

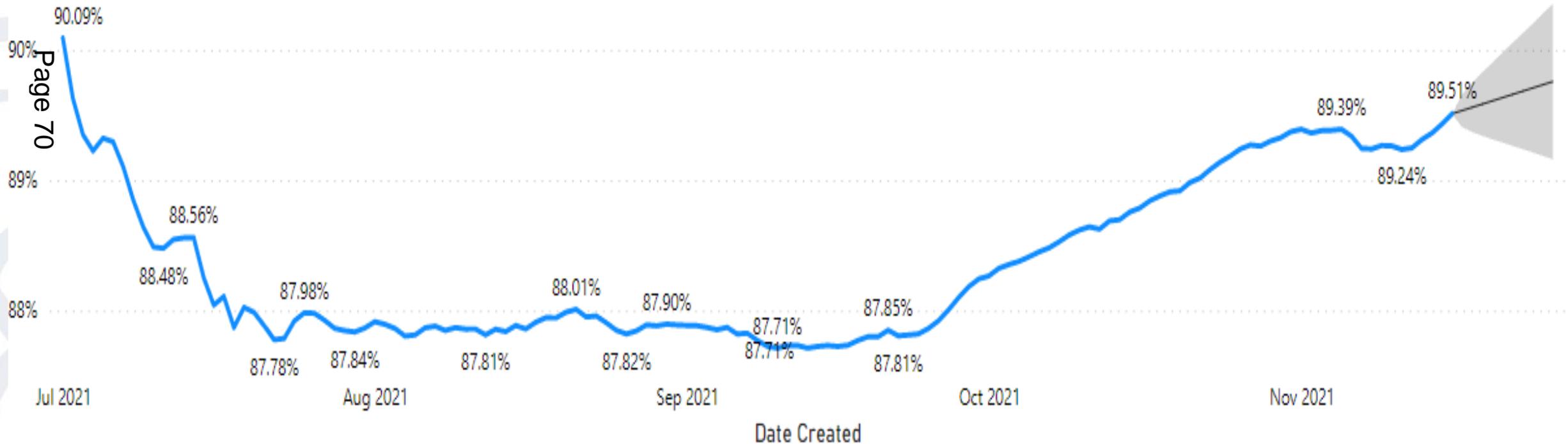
Community support queue call volumes



Contact Tracing

The CSC has made over 10,000 contact tracing calls over the year.

% Cumulative successful cases (All cases, North Yorkshire)



Outbound Postal Mail.

Lockdown 3 Covid-19 guidance email / mailing impact

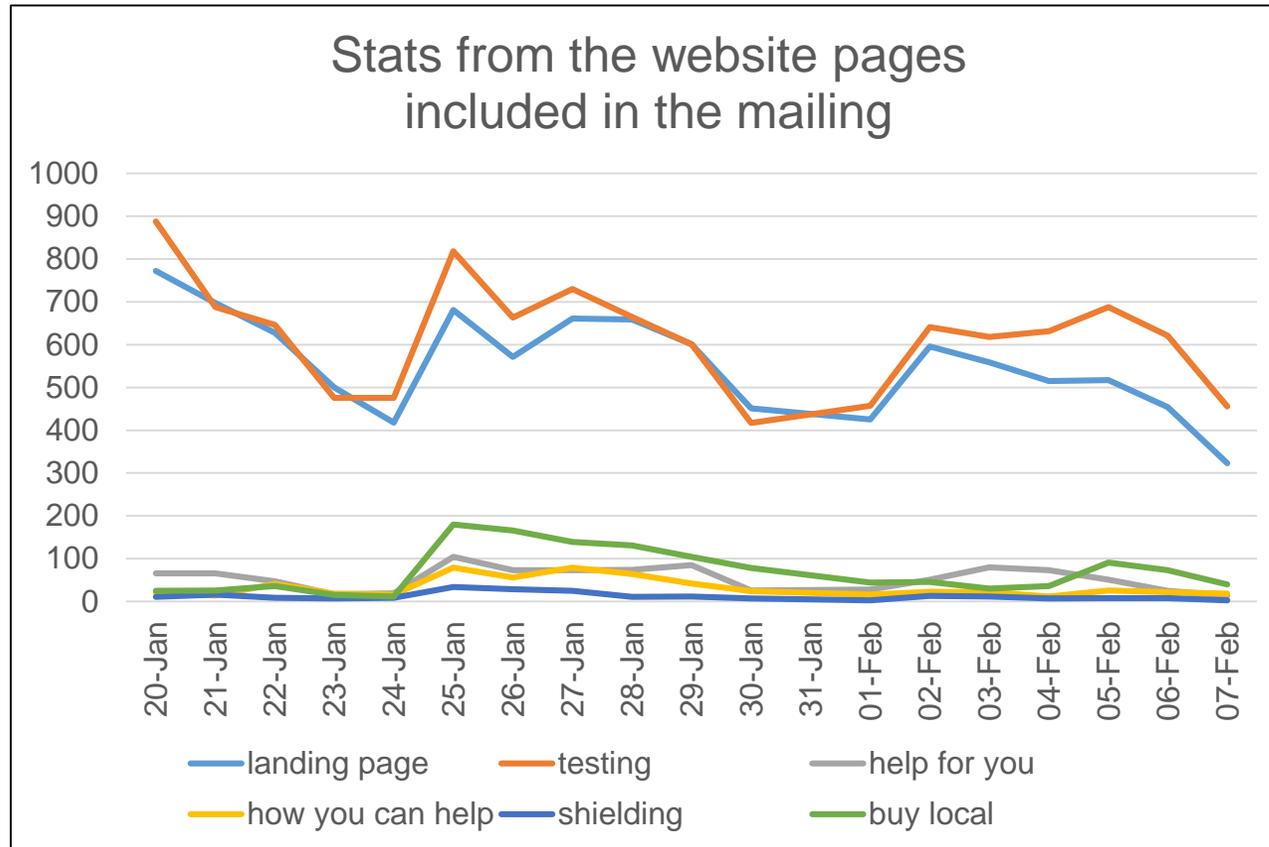
Did activity on the website alter when the postal mailing went out?

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On 25 Jan there was an increase in viewings on the pages that were mentioned in the postal mailing. It is highly likely to be as a result of the mailing landing on doorsteps.

The mailing relies on the post person delivering the mailing which is likely to be along with any other mail shots they have.

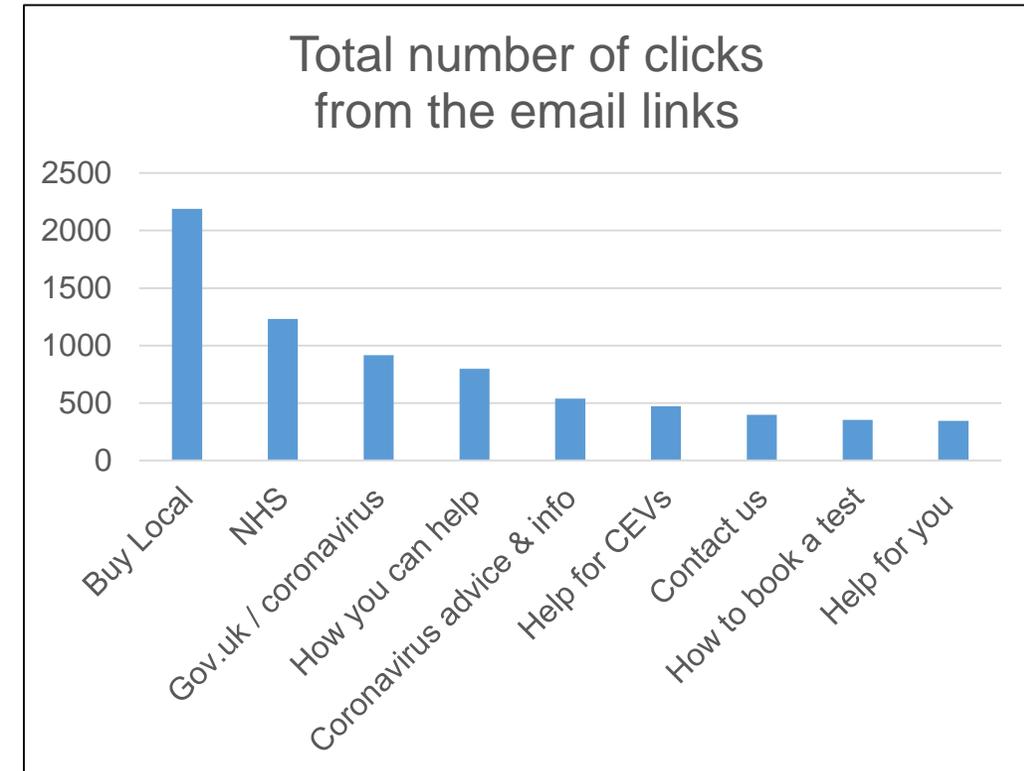
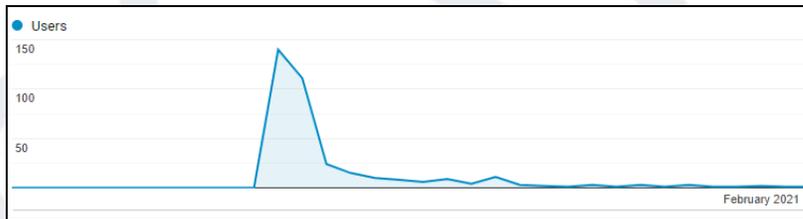
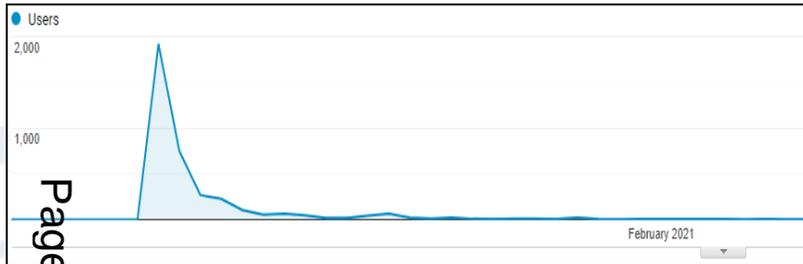
Anecdotal evidence that the mailing wasn't received when asking family, friends and colleagues



Outbound E-Mail Campaign – Impact on the Website

Lockdown 3 Covid-19 guidance email / mailing impact

Did customers use the links to the website from the email?



On 8 Jan customers went on to visit...

44 visits went to <https://www.northyorks.gov.uk/contact-us>

27 visits to <https://www.northyorks.gov.uk/my-account>

11 visits to <https://www.northyorks.gov.uk/get-touch>



Innovation & Transformation Awards **2021**

WINNER

www.theforum.social

Questions

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North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
6 December 2021
Progress update on equality objectives 2021- 2025

1.0 Purpose of report

- 1.1 The purpose of the report is to provide Members with an overview of progress with achieving the Council's Equality and Diversity objectives.

2.0 Background

- 2.1 The public sector equality duty requires us to prepare and publish one or more equality objectives at least every four years. North Yorkshire County Council's equality objectives 2021 – 2025 were approved in June and reflect the needs of our communities post-Covid.
- 2.2 The refreshed objectives are being embedded into the performance framework and monitored and reported through quarterly performance reporting to Management Board and Executive.
- 2.3 The Council has also recently refreshed its [equality, diversity and inclusion policy statement](#). Discussions have taken place at all directorate senior management teams to highlight the commitments in the statement and move forward work to embed these in all areas of the Council.

3.0 Progress with equality objectives 2021 – 2025

3.1 Objective 1: Identify and address inequality as a result of the impact of COVID and work to support vaccine take-up across all communities.

- 3.1.1 Communication packs about vaccination have been produced in a number of languages and work has been undertaken in partnership to myth bust. The Stronger Communities team have built relationships with key local community members to share appropriate messages.
- 3.1.2 The Public Health Intelligence Team are working on a report around inequalities in COVID-19-related outcomes.
- 3.1.3 The COVID-19 outbreak management hub regularly review vaccine uptake rates for different localities and age groups and liaise with the CCG to target low uptake areas.
- 3.1.4 Actions to reach particular groups have included:
- Vaccination clinic held in Broughton Road Community Centre in Skipton addressing lower uptake in this more ethnically diverse area.
 - Partnership work to provide transport service to hub for patients who are not near a public transport routes
 - Use of North Yorkshire Learning Disability Partnership Board bulletin to address questions and concerns from the community about vaccination.
 - Stronger Communities working with North Yorkshire Youth to reach younger people
- 3.1.5 All schools have been able to access the Wellbeing for Education Return Training which included a focus on supporting vulnerable learners. 55% of schools in North Yorkshire accessed the training.

3.2 Objective 2: Identify and address inequality in outcomes for Black, Asian and Minority Ethnic (BAME) customers.

- 3.2.1 The Health and Adult Services anti-racist practice group is continuing to raise awareness and improve practice, including co-producing an anti-racist statement. Resources and training opportunities available through the West Yorkshire and Harrogate Health Care Partnership are being shared with colleagues.
- 3.2.2 In a collaboration with the University of York, the Social Work Professional Learning and Development Team are supporting a 'book club' to explore texts on anti-racist practice with Adult Social Care colleagues.
- 3.2.3 Work is being undertaken on the Yorkshire and Humber Association of Directors of Adult Social Services (ADASS) ethnicity service take-up and insight objective will provide useful comparative data.
- 3.2.4 Public Health have held discussion with NHS partners and will be offering support to Primary Care Networks around the new neighbourhood inequalities service specification which includes a wide range of actions such as ethnicity recording. Specific work is underway with the Nepali community.
- 3.2.5 The BAME data on each district joint strategic needs assessment profile has been updated.
- 3.2.6 A range of resources and content will be shared as part of Black History Month in October and staff are being encouraged to show their support by using a relevant Teams background and email signature during the month. The Safer Communities team are also leading work with disability forums, learning disability partnership board and NYCC colleagues for Hate Crime Awareness Week in the same month. This work has a focus on members of the public being 'upstanders' rather than 'bystanders'.
- 3.2.7 A Community Tensions webinar was held on 24 June as part of Safeguarding Week and a number of multi-agency sessions have also been held, including:
- Hate Crime Awareness Session - approx. 40 attendees. (Linked to Safeguarding Week and Community Tensions webinar.)
 - Hate Crime Awareness 'Train the Trainer' session. 8 attendees.
 - Media literacy 'train the trainer' session. 27 attendees
 - 'Bystander' intervention programme – Train the Trainers session. 25 attendees.
- 3.2.8 Between August and the end of this year North Yorkshire County Council in partnership with district councils will have resettled approximately 120 persons under the Afghan Relocations and Assistance Policy (based upon a fair share of the national total in proportion to population). The resettlement programme is funded by the Home Office. Craven, Hambleton, Harrogate, Richmondshire and Selby districts are involved. This aspect has progressed relatively smoothly due to the good partnership work built up over the years in relation to the Syrian refugee resettlement programme.
- 3.2.9 In addition the County Council has been leading the efforts on providing support to the Afghan families in two bridging hotels in North Yorkshire. The bridging hotels are being used until families can be resettled in permanent housing, chiefly in other parts of the UK. Most of these families arrived in the UK in mid to late August on military flights and so arrived with little or no luggage. The support in the hotels required a fast and co-ordinated local response with minimal notice and support given by the Home Office or other government departments. Local staff involved included Early Help, the English as an Additional Language (EAL) service, the Adult Learning and Skills Service, Stronger Communities, Public Health, the Library Service, School Admissions, Home to School transport and schools. A local GP practice in each of the two areas registered the families and undertook health-screening checks.

- 3.2.10 In both areas, the children were in school as quickly as possible and ahead of later published government guidance requesting that school-aged children should be in school no later than 8 weeks following arrival in the bridging accommodation.
- 3.2.11 The Refugee Council is now providing the wrap-around support in the hotels and the Home Office has recently appointed Liaison Officers to visit the hotels on a more frequent basis than has been the case to date. The DWP has also been providing support by going into the hotels to arrange the Universal Credit Claims and to provide general advice on employment and training in the UK.
- 3.2.12 North Yorkshire Youth and North Yorkshire Sport have been employed to provide activities to the children and young people, including at weekends. English language classes for the adults will be starting shortly after some delay necessitated by the need to recruit teachers. A small number of families have been able to leave the hotels after being provided with permanent housing elsewhere in the UK. The Home Office will be trying to allocate families in bridging hotels to permanent housing in the region to try to minimise disruption. However some families in the hotels will be particularly difficult to place in conventional housing because of their large size by UK standards.
- 3.2.13 Scoping is being carried out on a joint strategic needs assessment on migrant health.
- 3.2.14 The Growing Up in North Yorkshire (GUNY) BAME data has been collected in the County summary report. The equality section (pages 22 and 23) shows differences for particular identity groups for Year 6 and Year 10 pupils.
- 3.2.15 GUNY data differences for BAME children and young from 2020 survey (with 2018 BAME data in brackets) from the secondary school report:
- 19% (29%) of pupils responded that they have been bullied at or near school in the last 12 months
 - 49% (26%) of pupils responded that their school deals with bullying 'quite' or 'very' well
 - 15% (28%) responded that their school deals with bullying 'badly'.
- 3.2.16 GUNY data from the 2020 survey for BAME children and young people compared to the 'norm' for all children and young people in the survey from the secondary school report (the average for all secondary school pupils who took part in the survey is in brackets)
- 50% (7%) boys had been called racist insults
 - 29% (4%) girls had been called racist insults
 - 19% (17%) of pupils responded that they have been bullied at or near school in the last 12 months
 - 49% (43%) of pupils responded that their school deals with bullying 'quite' or 'very' well
 - 15% (13%) responded that their school deals with bullying 'badly'.
- 3.2.17 The positive communities steering group are working on a flowchart to identify the support and resources to raise awareness of hate crime with young people and the training and resources that can be provided at each point on the flowchart. Schools have been involved with hate crime awareness sessions and two schools have accessed the Wake Up Call two day course during this period. Eleven workshops were also held with schools and youth groups using the Hate Crime Workshop Kymsgame. 182 young people attended. The positive communities steering group are monitoring attendance at these training sessions along with monitoring the prejudice-based incidents that are reported to the local authority.

3.3 Objective 3: Improve inclusion and diversity of staff working for the County Council.

3.3.1 Workforce data for Quarter 2 is provided below. (Q1 2021/22 is included for comparison purposes).

3.3.2

	Q1 2021/22	Q2 2021/22
% male	23.3%	23.4%
% female	76.7%	76.6%
% of staff who have declared their ethnicity	72.3%	73.4%
<ul style="list-style-type: none"> Of the above, % of staff who have said they are BAME 	2.4%	2.2%
<ul style="list-style-type: none"> Of the above, % of staff who have said they are White 	97.6%	97.8%
% of staff who have declared disability / no disability	49.0%	57.7%
<ul style="list-style-type: none"> Of the above, % of staff who have declared a disability 	2.2%	4.0%
<ul style="list-style-type: none"> Of the above, % of staff who have declared no disability 	97.8%	96.0%
Average age of workforce	47.48 years	47.23 years
% of staff over 55 years of age	29.29%	29.14%
% of staff under 25 years of age	4.73%	4.88%
Top 5% of earners (excluding schools)	388	386
Average age	50.6	50.5
% male	36.3%	35.5%
% female	63.7%	64.5%
% BAME (declared)	1.3%	1.3%
% White (declared)	98.7%	98.7%
% declared a disability	2.2%	2.8%
% declared no disability	97.8%	97.2%

3.3.3 The technical problem with underreporting of disability has been resolved and the number of employees who have now reported whether or not they have a disability has increased from 49% to 58% of the total workforce. Of that 58% of the workforce who have declared whether or not they have a disability, the total declaring that they do have a disability has increased from around 2.5% to 4%. There remains further work to be done to encourage more staff to update their equality information.

3.3.4 The average age of the workforce has reduced slightly this quarter, with an increase in the proportion of staff under 25 years to 4.88%. This includes 31 on the graduate programme.

3.3.5 This workforce data is included in a new quarterly report to Management Board.

3.3.6 The latest gender pay gap analysis has seen a continuing decrease in the gender pay gap, reducing to a mean gap of 6.7% (compared to 9.1% the previous year) and a median gap of 2% (down from 7.1% previously) The gender pay gap for March 2021 is currently being calculated. There is a plan to continue to address the gap based on Government Equalities Office commissioned research.

3.3.7 We are awaiting further government guidance on how any ethnic pay gap should be calculated and reported.

3.3.8 We have begun to consider the equality dimension of HR casework. The numbers are relatively low so this will be reported annually. In the first quarter, there appeared to be

disproportionately higher numbers of men involved in conduct, performance and resolving issues at work casework, although this number decreased in Quarter 2.

3.3.9 A number of employee networks have been established with senior manager support:

- Pride Employee (LGBTQ+)
- Gender equality
- Disabled employee
- Value in racial diversity

3.3.10 The staff networks are developing content to present at November's senior manager seminar outlining, through their lived experiences, what is needed to progress relevant issues, and are supporting the review of equality, diversity and inclusion online learning. A programme of monthly podcasts on a range of inclusion topics is ongoing and relevant awareness days are being promoted internally.

3.3.11 There are also a number of other staff groups on Yammer for employees to join: Working Parents, Menopause Support Group, Autism Support Group, Working Carers, and Neurodiverse Staff.

3.3.12 Resourcing Solutions have updated the Council's careers webpage, including the diversity and inclusion section. This includes relevant policy documents as well as showcasing the employee's network groups and recent work on equality, diversity and inclusion (EDI).

3.3.13 New and updated content for the Council's intranet EDI page has been created including relevant contacts and signposting to training and resources.

3.3.14 New EDI templates have been created for social media to give a more uniform design to the EDI content. The Instagram page, previously named NYCCJobs has now been renamed LifeAtNYCC to reflect its focus on the culture of NYCC through EDI.

3.3.15 The mandatory online equality and diversity package for staff is being re-developed and work is underway to provide comprehensive support to managers and staff in relation to skills and understanding. Staff networks have been consulted and provided feedback and suggestions on structure, content, additional learning support and existent gaps in current training and learning.

3.3.16 Collaborative working with partner organisations has included:

- Regional response to ADCS' cultural competence survey
- Attendance at West Yorkshire and Harrogate Race Equality network meetings
- Representation at EDI Leaders Roundtable hosted by TALiNT Partners and Indeed – the only local authority represented.

3.3.17 A recruitment and retention plan for minority ethnic staff is currently in development in Health and Adult Services.

3.4 Objective 4: Improve health and educational outcomes amongst Gypsy, Roma, Traveller (GRT) communities in the county.

3.4.1 Collaboration spurred through pandemic related interventions with the GRT community has developed into ongoing partnership approach to tackling inequalities and improving access to services for residents of Tara Park in Ryedale. NYCC including Children and Families Service (Early Help), Stronger Communities and Living Well are working in collaboration with Ryedale District Council and VCS partners. Alongside a range of developing aims, so far this has specifically helped shape:

- Dedicated CYPS staff visiting with RDC staff to build relationships

- A new RDC support worker role
- Involvement of the Grow and Learn (School Readiness) VCS co-ordinator to begin to stimulate activity and inclusion onsite.
- Links have been made to the CCG and GP practice to address non-registration especially for those with long-term care needs.

3.4.2 A deep dive around improving outcomes for children and young people with SEND and their families, including a focus on vulnerable groups (looked after children, military, English as an additional language, children in need, child protection, Gypsy, Roma, Traveller) is being undertaken.

3.5 Objective 5: Ensure service delivery and commissioning, particularly social care and public health, is inclusive of Lesbian, Gay, Bisexual, Trans + adults.

3.5.1 In 2019, (HWNY) engaged with LGBT+ adults in North Yorkshire to understand their experience of accessing health and social care, with a particular focus on mental health services. The recommendations from the HWNY report are being included in the new North Yorkshire Public Mental Health and Prevention Strategic Plan 2021-23 which is being developed.

3.5.2 An LGBT+ e-learning module co-designed with an LGBT trainer is now in place for provider staff and available to all staff. It aims to help staff meet the needs of older lesbian, gay, bisexual and transgender people using Health and Adult Services.

3.5.3 A Trans awareness session was delivered to HAS Leadership Forum in September which included a presentation from a person with lived experience who is also helping with improving practice. 80 participants attended. An LGB session is being planned for the January 2022 Leadership Forum.

3.5.4 The Health and Adult Services' equality, diversity and inclusion group is looking at the Rainbow Badge scheme for health and social services.

3.6 Objective 6: Improve wellbeing, inclusion and feeling safe for vulnerable groups of children and young people.

3.6.1 The Growing Up in North Yorkshire (GUNY) BAME data has been collected in the [County summary report](#). The equality section (pages 22 and 23) shows differences for particular identity groups for Year 6 and Year 10 pupils.

3.6.2 The data has been shared with a range of partners. The data does indicate that bullying rates do remain higher for pupils in these different social identity groups. Questions were also included in the 2020 survey for secondary aged pupils asking about their experience of sexual harassment and witnessing sexual harassment. This is supporting schools to respond to the Ofsted review into sexual harassment and peer on peer abuse in schools.

3.6.3 60% of North Yorkshire schools have registered with the North Yorkshire Healthy Schools award and of those schools who have registered 35% have achieved an award. This includes 40 schools with the emotional health and wellbeing theme. A number of good practice examples are available for schools to see and access when they register with the award. These are also used in training sessions with schools. We are waiting for confirmation of continued funding for the award beyond March 2022. If confirmed then the Equality and Diversity enhanced healthy schools award will be developed in the spring term 2022.

3.6.4 The LGBT youth groups, young carers work and service champions are still in place and working with the identified children and young people. LGBT training for professionals who work with children and young people is available through the early help training programme.

3.7 Objective 7: Support digital inclusion for North Yorkshire’s communities and ensure that digital access to our services is inclusive of the widest range of customers as possible, taking into account different access requirements and the needs of those who experience digital exclusion.

3.7.1 Work is ongoing to improve accessibility of the Council’s website in accordance with the Web Content Accessibility Guidelines 2.1. Our current score using the Sitemorse accessibility report (an independent audit tool) is 6/10. We expect this score to increase when running the report following the deployment of recent improvements, listed below:

- 106,870 accessibility fails raised in the Sept 2019 Sitemorse report have been fixed, with 15,515 (14%) remaining.
- Introduction of new website functionality to aid ongoing resolution and management of accessibility issues (Governance system, Accessibility module, new ‘document’ content type)
- Code improvements made on priority areas
- PDFs not meeting accessibility standards – removal ongoing (600 removed)
- 1000 older press releases removed
- Accessibility statement updated which focuses on resolution of priority issues by end of 2021.

3.7.2 A review of the application of the Accessible information Standard to relevant systems and processes across the council is being scoped.

3.7.3 Assisted digital sessions were carried out in libraries as follows:

Year/quarter	No of sessions
2020/21	1062
Q1 2021/22	514
Q2 2021/22	882

4.0 Other examples of EDI related work

4.1 **Accessible Transport Group** - In September an initial meeting was held to explore the feasibility of an accessible transport group. This meeting which was instigated by NYCC and facilitated by Inclusion North, was attended by representatives from all directorates plus members of North Yorkshire Disability Forum. The initial meeting was largely an introductory meeting but there was an action agreed to work up the terms of reference with Inclusion North, which will ensure future meetings are worthwhile and will help manage expectations. When the terms of reference are agreed the group will start to meet to identify issues that can be resolved within the scope of the group.

4.2 **Learning disabilities** – A deep dive report into the needs of people with learning disabilities and the next steps has been published. Public Health are considering how commissioned services meet the needs of people with learning disabilities and/or mental health issues.

4.3 **Libraries – sunflower lanyard scheme** - The hidden disabilities sunflower lanyard scheme has been extended across all libraries in North Yorkshire. The aim is to enhance the library experience for customers with hidden disabilities, such as autism, dementia, visual or hearing impairment and anxiety following a successful pilot at Harrogate library. Customers can pick up a free sunflower lanyard in the library. It acts as a discreet sign that they may need extra time or support when using the library. Staff and volunteers

have had awareness training and are happy to assist. The sunflower design is recognised by numerous organisations, including many shops, airports and supermarkets. Using the same design means customers can use their lanyard with organisations across the UK in the knowledge that the community will recognise its meaning.

- 4.7 **Active Weight Management** - As part of the Government's Obesity Strategy and investment in Weight Management services, local authorities have been awarded a grant this year to expand and develop adult weight management (AWM) services. North Yorkshire Public Health commissions an established AWM service, delivered by 6 different provider organisations across the county. The funding is being used to increase availability of 1:1 support for individuals taking part in the programme and develop bespoke programmes for specific target groups who may face barriers in accessing the programme or whose needs may not be met by the existing programme structure. These include those living with mental illness, those from ethnic minority communities and those with learning disabilities. Two of the AWM service providers have decided to develop adapted programmes for those with learning disabilities and there will be four programmes delivered - in Harrogate, Scarborough and Ryedale areas. They have been developed in consultation with self-advocates (people with learning disabilities) and those working with people with learning disabilities. They started in September and will provide up to 6 months of support for physical activity and healthy eating for people with learning disabilities and their parents/carers.
- 4.8 **Pregnancy incentives trial** - In April 2021, Living Well Smokefree launched its first ever pregnancy incentives trial to encourage more pregnant smokers to quit smoking throughout their pregnancy and beyond. Incentivising quit attempts within particular smoking populations is backed by a strong and positive research base and a proportion of budget underspend has been used to initiate this trial. As part of the trial, pregnant smokers are able to earn up to £200 in Love2Shop vouchers (£50 at 4 key points along the quit journey) to accompany the 1:1 behavioural support and stop smoking medications they receive from LWSF advisors. The trial has a clear focus on pregnant smokers - one of Living Well Smokefree's priority populations. Following an Equality Impact Assessment we have ensured it is also inclusive of pregnant smokers with other protected characteristics such as disability and those on low income.
- 4.9 **Disability access – county forums** - North Yorkshire Disability Forum (NYDF) and North Yorkshire Learning Disability Partnership Board (NYLDPB) supported by the HAS Participation and Engagement (P&E) Team, have recently worked with several teams to develop solutions and to promote staff awareness of accessibility and reasonable adjustments, across NYCC services and within our wider communities. This includes testing a new accessibility icon for the external website, co-producing disability awareness refresher training for customer service centre staff and producing a video for new managers and staff in HAS in Harrogate district. NYDF and NYLDPB have also been raising awareness about the importance of Changing Places, and working with district councils to access new government funding to install Changing Places in existing buildings: [Changing Places Toilets \(changing-places.org\)](https://www.changing-places.org) In addition, NYDF is developing a campaign to ensure the availability of working hearing loops, and has worked with colleagues in BES to contribute feedback about accessibility to work on Transport-Related Social Exclusion. NYDF and NYLDPB co-chairs co-designed and co-presented a session for the Care and Independence Overview and Scrutiny Committee in June, sharing the story of how forums' participation and engagement continued during the Covid lockdowns, rising to the challenges of digital engagement whilst still including people who did not have digital access. The HAS P&E Team have produced a report on digital access and inclusion based on the experiences over the pandemic, with a number of recommendations to improve digital inclusion.

5.0 Further information

- NYCC [Equality, diversity and inclusion Policy Statement](#)
- [Equal opportunities information](#) including gender pay gap information and other information in relation to our workforce diversity.
- Equality and diversity section on the NYCC website <https://www.northyorks.gov.uk/equality-and-diversity>
- Equality section on the intranet <http://nyccintranet/content/equalities>
- Information about paying due regard and templates <http://nyccintranet/content/paying-due-regard-equality-using-equality-impact-assessments>
- Online learning on Learning Zone – mandatory equality and diversity course for all staff, discretionary course on equality impact assessment.
- Directorate equality reps - <http://nyccintranet/content/equalities-contacts>
- Demographic Information - www.datanorthyorkshire.org www.northyorks.gov.uk/equal-opportunities-information
<http://nyccintranet/content/our-diverse-communities>

6.0 Conclusion

- 6.1 Equality and diversity is an important priority for the Council. Paying due regard to equality is not just a legal obligation but good customer service. We will continue to foster a positive and inclusive approach to our staff and customers, and ensure we are better informed about impacts on specific groups and geographic areas.
- 6.2 The role of Members is to challenge services to progress and embed the objectives, and to take a leadership role in communities. Progress will continue to be reported to the committee on an annual basis, or as required.

7.0 Recommendations

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

Report author: Deborah Hugill, Senior Strategy and Performance Officer

16 November 2021

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NORTH YORKSHIRE COUNTY COUNCIL

CORPORATE AND PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE

6 December 2021

Alternative Investments – Year 4 Review

1. INTRODUCTION AND BACKGROUND

- 1.1 In August 2017 the Executive approved an alternative investment framework (see Appendices A & B), with £50m earmarked for longer term, more commercial investment. This was in response to the financial environment and low Bank Base Rate (BRR), which meant that the Council was and with the further cut in the bank rate, still is getting incredibly low returns on traditional investment of the Council's cash balances. In January 2019, following a review of the first year's activity, the overall sum available for investment was increased to £60m.
- 1.2 The approved strategic approach to managing cash resources was in accordance with the Council's Treasury Management Strategy and aimed to improve treasury returns, achieve revenue savings and potentially support the Council's wider objectives – for example driving additional income to support the Council's savings plans which in turn helps to ease pressure on front-line services.
- 1.3 The aim through this approach is to identify, assess and implement longer term (5 years plus) investment decisions including an element that targets commercial returns whilst ensuring the Council has access to sufficient cash to manage its day to day operations.
- 1.4 This report reviews the progress made over the last year, in the context of the global Coronavirus (Covid-19) pandemic and changes to rules around borrowing for commercial purposes following some high profile business failures in local authority backed ventures.
- 1.5 Monitoring of the investments is incorporated into both the quarterly Capital Plan and Treasury Management reports to Executive.

2. YEAR 4 –REVIEW

- 2.1 The investment framework approved by the Executive (as shown in Appendix A) identifies a range of potential investment options:

Alternative Treasury Management Instruments

- 2.2 A number of alternative instruments are potentially available to the Council – some already covered by the approved Treasury Management Strategy but not yet used. Typically, higher credited rated instruments offer lower rates of return and therefore some of these types of investment have limited impact on overall returns. However, they do provide alternatives to the investment we currently use and as such allow us to diversify our portfolio. Options currently used are:
 - i) Money Market Funds
 - ii) Certificates of Deposit (CDs)
 - iii) Property Funds
- 2.3 A review of the Council's Treasury Management Strategy was undertaken in 2017/18 and a £20m limit was included for these opportunities. The infrastructure for the alternative investment options identified is now in place.

- 2.4 Money Market Funds
As at 30th September 2021 there are no sums investment in Money Market Funds.
- 2.5 Certificates of Deposit (CDs)
The Council has now established a custodian account to enable investment in a wider range of treasury instruments, including Certificates of Deposit (CDs). In 2018/19 the Council invested in Nat West Bank (£5m) and Credit et Industriel Bank (£5m). Both of these investments matured in early 2019. While further potential investments continue to be monitored, rates available with approved institutions have not been competitive. There are no sums invested in Certificates of Deposit as at 30th September 2021.
- 2.6 Property Funds
A detailed selection process was undertaken in 2018/19, supported by the County Council's Treasury Management advisers and two Property Funds were selected for investment - BlackRock UK Property Fund, and Threadneedle Property Unit Trust. Accounts were opened with both funds and a £3m investment in each fund was agreed with transactions completed at the end of October 2018.
- 2.7 In the first year the funds provided a good revenue returns but returns have fallen as a result of the global pandemic. For the first half year of 21/22 average returns have been 3.46% compared to 3.43% in 20/21 and 3.9% in 2019/20, well in excess of the returns achieved on our traditional treasury investments.
- 2.8 As reported previously, given the on-going wider economic and political uncertainty, capital losses and impacts on revenue returns are expected in the shorter term and these funds are monitored closely. The pandemic has undoubtedly impacted on capital values, with both funds experiencing further losses to the end of 20/21 - £349.1k, however values have started to recover in 21/22 with increases of £332.5k (6%) experienced to 30th September 2021.
- 2.9 The uncertainty in financial markets following the first national Covid-19 lockdown led to widespread suspension of trading in a number of property funds. Both of the funds that the Council has invested in suspended trading in March 2020 and subsequently reopened in October 2020 no further suspensions have been required.
- 2.10 It is stressed that property funds are long-term investments and valuations can, therefore, rise and fall, over the period they are held. Any gains or losses in the capital value of investments are held in an unusable reserve on the balance sheet and do not impact on the General Fund until units in the funds are sold.

Alternative Commercial Investments

- 2.11 Loans to Council Companies
The Council currently owns (in whole or part) a number of companies which have been established to deliver a variety of objectives. The Council provides cash flow support to these companies and has £19.6m loans (at 30 September 2021) on its balance sheet at a variety of terms (duration and interest rates).
- 2.12 Given the nature of the companies and the Council's direct involvement in their operation, relative to other types of investment these are considered lower risk but are currently offered at a rate of bank base rate plus 4% - 6.5%. Rates are kept under review.
- 2.13 Loans are classed as capital expenditure and financed through internal borrowing in accordance with the Council's Treasury Management Strategy. Current Loans to Limited Companies at 30 September 2021 are:

Company Loan	Total Loan Approved £m	Interest Rate %	Loans 30/09/2021 £m	F'cast Int 2021/22 £k
Yorwaste		Base + 4.0	6.0	251.0
Brierley Homes		Base + 6.0	11.3	704.0
First North Law		Base + 4.0	0.1	3.7
NY Highway**		Base + 6.5	2.2	357.0
	25.0	Average 5.53	19.6	1,315.7

- 2.14 As shown in the table above, there is an increasing demand for loans from the Councils limited companies and lending limits will be kept under review.
- 2.15 Commercial Property
Direct investment in commercial property can be aligned to the Council's Economic Development Strategy and/or can be undertaken on a purely commercial basis. Returns can vary significantly and each opportunity has to be considered on its merits having due regard to risk and reward. To date the Council has shortlisted 52 potential property investments; taken 18 to business case stage; six bids have been formally submitted; and three of these properties have been successfully acquired. No further acquisitions have been made in the last year. Net revenue returns of £282k (2.38%) are estimated for 2021/22 although notional losses in capital values total £2.8m. Details of property investments to date are as follows:
- 2.16 **Bank Unit in Stafford Town Centre** - The acquisition of a freehold bank unit and lease in Stafford Town Centre, Staffordshire. The property is currently let to Bank of Scotland plc trading as Halifax and is held on a lease that runs to November 2031. There are no issues of concern to report.
- 2.17 **Harrogate Royal Baths** - The acquisition of a leasehold restaurant / leisure investment in Harrogate Town Centre. The property comprises of four commercial units - three units are currently let with expiry periods ranging from 2027 – 2038. One unit was vacated in early 2019 after the tenant entered administration. The pandemic has had a significant impact on the businesses operating from the premises with the night club, bar and restaurant all closed for extended periods over the last 2 years. Rent deferrals have been agreed where considered appropriate but the longer term viability of some tenants is a concern.
- 2.18 Unsurprisingly we have experienced capital losses on this asset and provisions have been made. Councillors should note that property investments are intended to be long term and changes in valuations, up and down, can be expected, although the issues associated with Covid and the resulting lockdowns could not have been foreseen. The Council has been able to mitigate these issues but officers are working closely with tenants to achieve a return to pre-Covid performance as soon as is practicably possible.
- 2.19 **Co-op Store** - The acquisition of a freehold retail unit and lease in North Somercotes, Lincolnshire. The property is currently let to Co-Operative Group Food Limited on a 15 year lease that runs to 20 September 2033. There are no issues of concern to report.
- 2.20 Commercial Solar Energy Generation
In 2021/22 work commenced on a potential solar farm investment with market engagement for a 'turnkey' project. The aim was to identify a 'shovel ready (or near ready) site with a development and operating partner in place. The market engagement exercise highlighted the competitive nature of such investments, with those that showed the most promising returns already having investors in place.
- 2.21 The exercise identified 2 potential opportunities but with capital investment in excess of £40m these opportunities were outside the Council's agreed framework and given the

inherent risks with such a project (such as up-front investment with up to 40 year payback being subject to future price and market volatility) considered too high to take forward.

- 2.22 Whilst there were other smaller opportunities available there were none that achieved the Council's required return and therefore none were recommended. The exercise concluded that in order to achieve the returns expected, large scale investment would be needed. In addition recent volatility in the energy market and the folding of a number smaller energy companies, further emphasised the inherent risk within the energy market at this time.
- 2.23 The exercise also confirmed that none of the Council's existing available land holdings were suitable for commercially viable solar investment but opportunities to support the Council's climate change agenda could be pursued. The output of this work has been passed to the Climate Change group for consideration.
- 2.24 Looking ahead, whilst no suitable investments were identified, discussions with a number of like-minded authorities have been initiated and the potential for future joint investment will be explored.

3. ESTIMATED RETURNS

- 3.1 A summary of the estimated returns from the investments made as at Q2 21/22 is shown at Appendix C. In total MRP savings of £600k p.a. have been achieved, returns on treasury investments are estimated to be £200k and returns on the alternative investments in place are estimated at £1,597k p.a.
- 3.2 The Q2 treasury Management report shows standard treasury returns of 0.19% for the first half of 21/22. Alternative investment achieved a net return of 4.58%. The total projected annual gross income/savings generated from the alternative investments to date is £2,397k – this is a margin of £2,298k over traditional treasury management returns.
- 3.3 The report which set out the proposed framework indicated that annual revenue savings/returns of in excess of £1,700k could be reasonably achieved (subject to projects being identified and approval of business cases).
- 3.4 A 2% top-slice of the additional returns contribute to the Finance savings programme - which based on returns of £2,298k estimated to date, would result in a top-slice of £46k. This will be kept under review as further investments are made.
- 3.5 Estimated capital losses of £2,814k have occurred to date. Although these will potentially not be realised until the investments are sold, provision has been made should these ultimately be sustained. To date £4,250k has been set aside in an earmarked reserve to mitigate this future risk. This represents circa 10% of the value of property related investments made to date. Should values recover prior to sale then these funds can be released for alternative use.
- 3.6 The value of Commercial Property investments will continue to be assessed as markets recover from the impact of Covid-19. Commercial Property is a long term investment and valuations can, therefore, rise as well as fall, over the period they are held. In order to mitigate any potential future loss funds will be set aside to ensure that there is no impact on the General Fund at the point of any future sale.
- 3.7 The County Council continues to review potential commercial investments, but will now consider any potential investment opportunities alongside the implications for PWLB borrowing going forward, however, the 2021/22 Capital Plan does not include any plans to purchase commercial assets primarily for yield.

4. LESSONS LEARNED

- 4.1 The impact of Covid and other economic related issues on the commercial property market (and other commercial activities) has been profound and there have been some high profile failures over the last two years.
- 4.2 The Government and CIPFA have expressed their concerns over some authorities' aggressive commercialisation strategies as their exposure to commercial market risk has expanded leaving them vulnerable to significant losses and ultimate Government intervention.
- 4.3 North Yorkshire County Council's approach is measured and modest with the amount made available for investment proportionate to the risks involved and directly supported by a robust assessment of long term cash availability rather than being fuelled by borrowing. The Council has no plans to borrow primarily for yield, which is not permitted under the new rules. The rules also restrict access to PWLB borrowing for other purposes for a period of 3 years, even if borrowing is not related to such investment.
- 4.4 Given the current risk within the market, plans for further investment have been suspended and no new investments are included in the Capital Plan for the foreseeable future.
- 4.5 Going forward, the Council will review potential commercial investments which are aligned to policy objectives, and will consider any potential investment opportunities alongside the implications for PWLB borrowing.

5. CONCLUSIONS

- 5.1 The global pandemic has significantly impacted activities and returns on alternative investments although together this approach has secured estimated annual revenue savings/income of £2,397k a margin of £2,298k over traditional treasury management returns.
- 5.2 Capital losses have occurred and although these will not be realised until the investments are sold, provision has been made should these ultimately be sustained.
- 5.3 Caution will be exercised over future investments given the economic climate. No further investments are included in the Capital Plan at this time but future opportunities will be considered in the context of policy objectives.

6. RECOMMENDATION

- 6.1 The Overview and Scrutiny Committee is asked to review the progress to date.

Karen Iveson
Assistant Director, Strategic Resources

25 November 2021

Appendix A – Alternative Investment Framework
Appendix B - Commercial Investment Board Terms of Reference
Appendix C - Estimated returns from the investments made as at Q2 21/22

The Framework

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

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

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

3 Consideration of individual investment opportunities are subject to detailed business cases with their risks and rewards assessed.

4 Given the technical nature of such investments and strong linkages to the Council's Treasury Management function, appropriate governance and decision making arrangements are needed to ensure robust due diligence and the necessary agility to act. The Commercial Investment Board considers the identified opportunities and oversees the arrangements.

5 The Executive delegated authority to enter into individual investments up to £2.5m within an overall total of £10m p.a. The Board's approved terms of reference are attached at **Appendix B**.

6 The Board meet routinely every 2 months but more frequently when opportunities are actively being considered. This flexible approach enables a degree of agility for lower value opportunities, with investments in excess of £2.5m requiring Executive approval and therefore a longer lead in time.

Commercial Investment Board

Purpose

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

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

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

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

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

To monitor returns against approved performance targets.

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

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

Membership

Lead Member for Finance (Chair)

Lead Member for Growth

Corporate Director Strategic Resources

Corporate Director Business and Environmental Services

Assistant Director Strategic Resources – LBP to CFO

Assistant Director BES - Growth, Planning and Trading Standards

Frequency of meetings

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

Approved 15 August 2017

Updated January 2019

Investment/Returns at 30 September 2021

Alternative Investment Options	Max Exposure	Actual Investment £m	Actual rate of return To Q2 %	Term	Actual/Forecast Yield/ Saving p.a. £	Comments/Notes
Additional MRP (non-cash movement)	N/A	15.0	4%	N/A	600	
Treasury instruments	£20m per category			5 years max		
Property Funds		5.9	3.46%	5 -10 years	200	Forecast 3.3% average revenue return for 21/22
Certificates of Deposit		0	N/A	N/A	0	No investments currently in place
Money Market Funds		0	0.0%	Instant Access	0	
		5.9	3.46%		200	
Alternative Investments	£60m max			Various		
Spend to Save	5,000			7 years max		
Loans to LA owned companies	25,000	19.6	5.53%	Various	1,315	Balance and Forecast Return as at 30/09/21
Commercial property investment	20,000	11.9	2.38%	10 years max	282	Rental income net of landlord costs (Valuation @ 31/3/21 £9.08m)
Loans to housing associations	10,000	0	N/A	N/A	0	
Solar Farm or similar	5,000	0	N/A	30 years max	0	
Total Alternative Investments (subject to risk appetite)		31.5	4.34%		1,597	
Total		52.4	4.58%		2,397	
Treasury Management Return			0.19%		99	
Total annual margin over standard returns			4.39%		2,298	

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
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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
Mid Cycle Briefing – 25 October 2021 @ 10:30am	
Work Programme 2021/22	Consideration of the work programme
Committee Meeting – 6 December 2021 @ 10:30am	
Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities & Chair of CSP
Brierley Group Update	Vicki Dixon, AD Strategic Resources (BES & CS)
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 – Simon Moss, Strategy & Performance Team Leader
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
Mid Cycle Briefing – 17 January 2022 @ 10:30am	
Work Programme 2021/22	Consideration of the work programme for the remainder of the municipal year
Committee Meeting – 7 March 2022 @ 10:30am	
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
Mid Cycle Briefing – 19 April 2022 @ 10:30am	

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