



Agenda

Meeting: Corporate & Partnerships Overview & Scrutiny Committee

Members: Councillors Andrew Williams (Chair), Chris Aldred, Karl Arthur, Nick Brown, Michelle Donohue-Moncrieff, Kevin Foster, Richard Foster, Bryn Griffiths (Vice-Chair), Tim Grogan, Robert Heseltine, David Ireton, Mike Schofield, Subash Sharma, Steve Shaw-Wright, Malcolm Taylor and Phil Trumper.

Date: Monday, 4th December 2023

Time: 10.30 am

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

This meeting is being held as an in-person meeting. Members of the public are entitled to attend this meeting as observers for all those items taken in open session. Please contact the Democratic Services Officer whose details are at the foot of the first page of the Agenda if you would like to find out more.

Recording is allowed at Council, committee and sub-committee meetings which are open to the public, please give due regard to the Council's protocol on audio/visual recording and photography at public meetings, a copy of which is available to download below. Anyone wishing to record is asked to contact, prior to the start of the meeting, the Democratic Services Officer whose contact details are below. We ask that any recording is clearly visible to anyone at the meeting and that it is non-disruptive.

Business

1. **Apologies for Absence & Notification of Substitutes**
2. **Minutes of the Meeting held on 11 September 2023** (Pages 3 - 10)
3. **Declarations of Interest**
All Members are invited to declare at this point any interests they have in items appearing on this agenda, including the nature of those interests.
4. **Public Participation**
Members of the public may ask questions or make statements at this meeting if they have given notice to Edward Maxwell of Democratic and Scrutiny Services and supplied the text (contact details below) by midday on Wednesday 29 November, three working days before the day of the meeting. 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 Chair who will instruct anyone who may be taking a recording to cease while you speak.

- 5. Bi-annual Property Services Performance Update** (Pages 11 - 22)
Presentation from Jon Holden - Head of Property Services.
- 6. Council Plan 2024-28 Development** (Pages 23 - 26)
Update on Council Plan Refresh including Review of Council Priorities – Will Boardman, Head of Strategy & Performance
- 7. Progress Update on IT Network and Systems Consolidation** (Pages 27 - 46)
Progress Update on IT Network and Systems Consolidation – Madi Hoskins, AD Technology & Change.
- 8. Annual Update on National Resilience Standards & Current Performance** (Pages 47 - 60)
Presentation from Matt Robinson - Head of Resilience and Emergencies.
- 9. Work Programme 2023/24** (Pages 61 - 64)
Purpose of the Report – To consider, amend and adopt the committee’s work programme for the remainder of the municipal year.
- 10. Any Other Items**
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances
- 11. Date of Next Meeting - 5 March 2024**

Members are reminded that in order to expedite business at the meeting and enable Officers to adapt their presentations to address areas causing difficulty, they are encouraged to contact Officers prior to the meeting with questions on technical issues in reports.

Contact Details

Enquiries relating to this agenda please contact Edward Maxwell (Tel: 01748 901015 or e-mail: edward.maxwell@northyorks.gov.uk)

Website: www.northyorks.gov.uk

Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)

County Hall
Northallerton

Friday, 24 November 2023

North Yorkshire County Council

Corporate & Partnerships Overview & Scrutiny Committee

Minutes of the remote meeting held on Monday, 11th September 2023 commencing at 10.30 am.

Councillor Andrew Williams in the Chair. plus Councillors Bryn Griffiths, Karl Arthur, Nick Brown, Michelle Donohue-Moncrieff, Richard Foster, Tim Grogan, Robert Heseltine, David Ireton, Tony Randerson, Subash Sharma, Steve Shaw-Wright, Phil Trumper, Peter Lacey, Arnold Warneken and George Jabbour.

In attendance: Councillor Rich Maw, Chief Superintendent Cathryn Clarke and Mr Damian Readman

Officers present: Nigel Smith, Andy Dukes, Deborah Flowers, Marie-Ann Jackson, Barbara Merrygold, Odette Robson, Adele Wilson Hope, Jayne Charlton, Wendy Cordery, Bryan Walker, Daniel Harry and Melanie Carr.

Apologies: Councillors Chris Aldred, Kevin Foster and Malcolm Taylor.

Copies of all documents considered are in the Minute Book

47 Apologies for Absence & Notification of Substitutes

Apologies were received from three members of the Committee and the following substitutes attended the meeting:

Councillor Peter Lacey – in place of Councillor Chris Aldred
Councillor Arnold Warneken, in place of Councillor Kevin Foster
Councillor George Jabbour, in place of Councillor Malcolm Taylor

Apologies were also received from Assistant Chief Constable Scott Bisset who was scheduled to attend the meeting in his role as Chair of North Yorkshire Community Safety Partnership for agenda item 6 – Bi-annual Update on Community Safety Plan Delivery & Partnership Working. Chief Superintendent Cathryn Clarke attended as his substitute.

48 Minutes of the Meeting held on 5 June 2023

Resolved – That the draft Minutes of the meeting held on 5 June 2023, having been printed and circulated, be taken as read and confirmed and signed by the Chair as a correct record.

49 Declarations of Interest

Councillor Nick Brown declared a non-prejudicial interest in Agenda item 5 – Notice of Motion – Proposal to Ban Trial Hunting on Council Owned Land, as a member of Countryside Alliance.

50 Public Participation

There was one public statement received in relation to Agenda Item 5 – the proposal to ban trail hunting on council owned land, from Mr Damien Readman, as follows:

“My name is Damian Readman, I come from Snainton and work as a full-time farrier. Thank you for the opportunity to address you today. I appreciate that not all of you will have extensive knowledge about trail hunting and other lawful hunting activities so I just wanted to give you a brief overview from my perspective.

I am a joint-master of the Derwent Hunt which is a voluntary position and as part of that team I am effectively one of the managing directors of our hunt. The hunt employs two people on a full-time basis who are assisted by many other volunteers. Our hunt accesses council-owned land throughout the season and it is our wish that you continue to permit us to do so and that you enable tenant farmers to make their own decisions regarding the land for which they are responsible. I would like to remind this meeting that trail hunting complies with the Hunting Act 2004 and it is conducted by over 230 packs of hounds which are registered with our governing body, the British Hound Sports Association.

Trail hunting and hound exercising, which are both legal activities, are no different to any other lawful countryside pursuits like dog walking or mountain biking. Wild mammals are no more at risk from the hounds carrying out their lawful activities than they are from any other dogs.

I haven't see any call for the council to consider banning dogs being exercised on council-owned property, yet hunts are being targeted as part of a wider campaign by animal rights activists. False information and heavily-edited footage is being used in an attempt to persuade both private, public and institutional landowners that hunts should be banned from accessing their land. North Yorkshire Council is just one of a number of local authorities which has had similar motions proposed by Labour candidates. I strongly believe that it is for Parliament to make laws and new legislation with regards to wildlife and, since 2004, Parliament has seen no reason to make any amendments to the Hunting Act. Neither should it be for regional councils to pre-emptively determine that a legal activity, such as trail hunting or hound exercise, is illegal or should not be conducted on their property.

In all walks of life there are rule breakers and admittedly there have been a handful of convictions under the Hunting Act where hunts have broken the law but with over a quarter of a million hunting days having taken place since the Act was enforced in February 2005, it really is a tiny percentage and not representative of the activities of the majority of hunts who hunt within the law at all times. Speeding is illegal, but there have not been any calls to ban cars from accessing council-owned land. Why should trail hunting be any different?

Hunting is already well-regulated. Like any small business we comply with employment legislation, health & safety and all other laws, of which the Hunting Act is just part and parcel. I believe there is absolutely no reason for North Yorkshire or any other council to ban hunting from its land when it is a legal and well-regulated pursuit that benefits physical and mental health, supports local businesses and binds rural communities together while helping to maintain the countryside that is so vital to the rural economy.

Thank you for your time today and may I take this opportunity to extend an invitation to any members of this committee to visit our hunt kennels in Snainton ahead of making your representation to the full council in November.”

The Chair thanked Mr Readman for his submission and contribution to consideration of the Notice of Motion and agreed to move to the next item on the agenda so that the issues could be debated.

51 Notice of Motion - Proposal to Ban Trail Hunting on Council Owned Land

Considered – A report of the Assistant Chief Executive (Legal & Democratic Services), presenting information on Trail Hunting in response to a Notice of Motion proposed by

Councillor Rich Maw at full Council in July 2023, asking for the banning of trail hunting on council owned land.

Councillor Ric Maw introduced his Notice of Motion and made a statement in favour of his view that trail hunting should be banned on North Yorkshire Council owned land. He confirmed his motion was not about enforcement but rather a matter of consent. He also confirmed his views that:

- If the laws around trail hunts had previously been enforced robustly, there would be no need or his motion as hunts would have been shut down years ago;
- Trail hunting was widely understood as being used as a smoke screen for illegal hunting, mirroring old-fashioned hunting with dogs in almost every respect apart from claiming to follow a laid trail rather than live animals;
- Trail hunting allowed the inevitable chasing and killing of animals to be labelled as accidental;
- Hunting with dogs remained a blight on rural communities despite the Hunting Act 2004;
- In North Yorkshire 78% of the public were in support of new laws on hunting to protect animals

He went on to highlight a number of high profile decisions by large landowners and local authorities to ban trail hunting on their land (as detailed in the report). He accepted the Council would not be able to unilaterally ban trail hunting on land covered by existing tenancies, but instead suggested a voluntary agreement with existing tenants should be explored in line with the approach taken by Cheshire West and Chester Council, alongside the inclusion of a ban within any new tenancy agreements. He also suggested this would enable the Council to act without infringing on existing tenants' rights under current agreements, whilst balancing the need to mitigate risk and demonstrate its positive attitude towards the environment and animal welfare.

Finally he confirmed his Notice of Motion was about recognising that current legislation was being abused, that the Government was doing nothing to remedy that fact, and in the absence of any new legislation the Council had a responsibility to take appropriate action to reflect that and to act to prevent the possibility of the use of its land for illegal or damaging activity. He therefore urged the Committee to return the Motion to Council with a full recommendation to support it.

Councillor Arnold Warneken who seconded the Motion to Council also spoke in its favour. He confirmed his love of the countryside and the pageantry of hunting but stated he was against the council facilitating the potential breaching of the law in regard to trail hunting. He gave examples of his experience as a landowner, of members of the public coming on to his land to undertake illegal activity and stated his belief that the Council had an ethical and moral duty to prevent an escalation of lawbreaking and should exercise a precautionary principle by banning the activity that could lead to it. He therefore sought the Committee's endorsement of the Motion.

Councillor Subash Sharma spoke in favour of the Motion suggesting the Council should do whatever it can to uphold the law regardless of the difficulties associated with enforcement.

Councillor Tony Randerson spoke in favour of the Motion, noting his belief that pre the 2004 act, those participating in fox hunting enjoyed the thrill of the kill. He suggested it was naïve to think this was still not the purpose for those hunters and that it was an abhorrent sport that needed curtailing.

A number of Councillors spoke against the Notice of Motion. Councillor Tim Grogan suggested it was at best misguided and at worst a complete waste of the Council's valuable time. He noted that since 2005 there had been in the region of 250,000 hunts held (roughly 12,000 a season) and would have expected that if it were a smoke screen for illegal

behaviour there would have been 100s of prosecutions during that time. Instead there had only been a handful and some of those had been turned over on appeal.

Councillor Nick Brown recognised that traditional hunts had been operating across rural North Yorkshire for 100s of years and suggested the Council should be focussing on the real issues affecting residents instead of a legal activity accredited by Trail Hunting's Governing Body – the British Hound Sports Association, which had strict codes of conduct. He went on to highlight a number of other Councils who had chosen not to adopt a similar ban (as detailed in the report) and expressed concern about the behaviour of opponents to hunting who often under a cloak of anonymity used harassment and intimidation to disrupt a legal countryside pursuit. Finally he suggested that a Council representing rural communities should presume in favour of any lawful activity on publicly owned land and should seek to maximise not restrict public enjoyment of land, held as a public asset for everyone.

Councillor Steve Shaw-Wright suggested the Council should support what the majority of the public want to do and not what only a certain few people want to do. He therefore asked that the issues associated with Trail hunting be fully debated at a meeting of full Council.

Councillor Michelle Donohue-Moncrieff sought clarity of the current use of council-owned land for the gathering of Hunt Groups and it was confirmed that the Council was not aware of any. In most cases it was usually common land. Given that it was not possible to ban legal gatherings on common land, she queried how the public could be expected to distinguish between common land, parish council owned land and council owned land, and suggested that should a ban be introduced, the public perception would be that the Council was not enforcing its own ban, when in fact the gathering was not on council-owned land. Finally she confirmed her view that without a threshold of evidence of illegal activity, a ban should not be introduced as without enforcement it would only lead to more problems.

Councillor Phil Trumper stated the ban was impractical and therefore he would not be voting in favour of it. Councillor Richard Foster referred to the amount of hearsay being put forward as evidence of illegal activity and noted he was only aware of one case in North Yorkshire that had led to a prosecution. On that basis he recommended the Committee not support the Notice of Motion.

Councillor Bryn Griffiths sought clarification on the risks to the Council if illegal activity took place on council – owned land and it was confirmed by Wendy Cordery – Senior Lawyer Property & Projects, that it would be the perpetrators of the illegal activity who could be subject to prosecution, not the land owners who allowed legal trail hunting to take place on their land, be it the Council itself or a tenant.

Finally Councillor David Ireton sought clarity on what action the Council would take to enforce the ban if it were written in to a tenancy agreement. In response Wendy Cordery confirmed it would have to be enforced through the terms of the lease i.e. by lease forfeiture through a legal action to end the tenancy which would come with possible implications. She noted it would not be possible to enforce a ban on the public highway.

Councillor Andrew Williams acknowledged and agreed with the views expressed about the proposed ban being both ineffectual and unenforceable, and sought a vote on Councillor Richard Foster's recommendation not to support the Notice of Motion.

Members voted on that recommendation – 9 voted in favour of not supporting the Notice of Motion and 6 voted to support it. It was therefore

Resolved – That a recommendation be made to full Council that a ban of Trail hunting on council owned land not be introduced.

52 Bi-annual Update on Community Safety Plan Delivery & Partnership Working

Considered – A report of the Head of Safer Communities providing an update on the partnership working around the priority areas identified by North Yorkshire Community Safety Partnerships.

Odette Robson, Head of Safer Communities introduced the report providing an overview of the role of the Community Safety Partnership and its ongoing work to tackle crime and disorder across the county.

She went on to introduce Cathryn Clarke, Chief Superintendent for Local Policing to the Committee, and confirmed she would be taking over as Chair of the Community Safety Partnership in place of Scott Bisset.

In response to Members queries, Cathryn Clarke confirmed the following:

- There had been no border force related issues in the last 28 days;
- A new hub was to be introduced in Ryedale to ensure quicker response times, to address the perceived lack of visibility of policing based out of the Malton hub;
- Understanding geographical challenges ensured equality in responses in harder to reach areas of the county;
- In regard to domestic abuse, the same level and type of support was available to both male and female victims;
- There was significantly higher levels of female reporting of domestic abuse – members noted the spike in male domestic abuse victims in Quarter 2 and requested a more detailed overview of the actions being taken to address it in the next bi-annual update;
- The community safety hubs had a strong focus on anti-social behaviour;
- Race was a key factor in reported hate crimes but the number of number of sexual orientation related hate crimes was increasing – The criteria under which NYP recorded hate crimes was noted (as listed in paragraph 5.3 of the report). It was noted a Group was in place and meeting regularly to look at it. Raising awareness was a key focus and a Hate Crime Awareness week was planned for October. Members requested a more detailed update on what was driving sexual orientation related hate crimes and the steps being taken to address it, as part of their next update;

In regard to the table at paragraph 3.6 of the report, Members suggested it would be helpful to compare the number of reported incidents of domestic abuse with pre-covid figures and to have an understanding of the root causes. In response it was confirmed that it would be hard to carry out a true comparison given the introduction of significant changes brought in by the Domestic Abuse Act 2021.

Members went on to question how Councillors might better feed in to the future work of the partnership and it was confirmed that following the local government reorganisation, a review was underway to better understand how that engagement might be improved. The review was also looking at the work of the hubs and local policing.

Finally concern was raised about the 101 system, and it was confirmed it was on a journey of improvement particularly in the last 12 months. It was noted that call handlers received a long period of training. Councillor Trumper queried whether it would be possible to introduce a town watch scheme similar to the rural watch scheme run in the Esk Valley. In response Cathryn Clarke agreed to take the idea away for consideration.

The Chair thanked Catherine Clarke and Odette Robson for their attendance at the meeting, and it was

Resolved – That the bi-annual update on the work of North Yorkshire Community Safety Partnerships be noted

The Meeting was adjourned at 12:15pm for a lunch break and reconvened at 12:35pm.

53 Youth Justice Performance Update

Considered – A annual performance update on the Youth Justice Service from the Head of Early Help providing an overview of the Services' overarching vision and key objective to reduce the number of children getting into trouble and where ever possible to divert them to positive support.

Barbara Merrygold - Head of Early Help and Andy Dukes - Youth Justice Team Manager, were both in attendance at the meeting to answer members questions arising from the report, as follows:

Members welcomed the good news report. The terminology in the report was queried and it was confirmed that 'Binary reoffending' referred to the measuring of proven reoffences over a one-year follow-up period following an initial offence.

Councillor Richard Foster questioned whether the reduction in custodial sentencing was due to offenders moving on to being classified as adults or as a result of the prevention and diversionary activities being delivered. In response it was confirmed that the more prolific young offenders were likely to have journeyed through to probationary services. Transitional arrangements were in place for those young offenders.

Councillor Andrew Williams expressed concern about the levels of multi-generational social exclusion and asked what work was being done to break the cycle of multiple deprivation that led young people into anti-social behaviour and other crimes. In response it was confirmed that the Early Help Service took a whole family approach, not just working with young people in jeopardy of offending/re-offending but also with parents.

It was noted:

- The number of young people returning to custody had markedly dropped across the County - the work of a Multi-Agency Resettlement Panel was highlighted as being a key factor in ensuring the right support was in place for young offenders on release in order to help steer them away from re-offending;
- The education offer in Wetherby Youth Offenders Institution had been improved in recent years;
- In the last year only one young person had returned to a custodial setting;
- Vulnerable young offenders in North Yorkshire were often placed in secured children's homes or secured training centres rather than in Wetherby Youth Offenders Institute, which enabled them to receive a higher standard of education and support;
- The disparity between boys and girls committing violent offences (63% girls and 39% boys) – it was confirmed that use of social media was often a catalyst for girls behaving in that way. The position in North Yorkshire reflected the national picture;
- Prevention and diversion work was underway, working closely with schools on pupil referrals, with a number of ongoing intervention programmes;
- A Participation Group was being set up to look at the issues affecting girls living in the Eastfield area – Councillor Tony Randerson expressed an interest in contributing to the work of that group.
- The Youth Justice multi-agency team sat within NYCC's Early Help Service and as a result of significant investment in the Early Help Service in recent years the workforce had been retained and remained stable.

The Chair thanked the officers for attending, and it was

Resolved – That the report be noted.

54 Bi-annual Stronger Communities Update & Update on Corporate Volunteering Project

Considered – A report of the Assistant Chief Executive Local Engagement providing a bi-annual update on the work of Stronger Communities and the corporate volunteering programme.

Marie Anne Jackson, Head of Localities and Adele Wilson-Hope attended the meeting, and it was confirmed that the intention was to base future updates on the broader localities function given that the Stronger Communities Team was now positioned within the new Localities Service. It was noted that those future reports would therefore also cover updates on Double Devolution, Parish Charter and migrant programmes. It was suggested that the next update start with a full overview of the Localities Service and its key priorities to provide a baseline for future updates.

Members welcomed the introduction of the new CAO model and the five pilot Community Partnerships planned. They also noted that post covid, a lot of organisations were struggling with volunteer numbers.

Future funding for the Service was recognised as a key priority –in particular grant funding for the voluntary and community sector. It was suggested the Committee could in the future add value to some of the thinking around that to inform future recommendations to the Executive.

It was confirmed that ‘Inspire Grants’ up to the value of £1,500 were available for grass root activities and events by small organisations. Applications could be made online via the Council’s website and could be offered alongside any locality grants made by Councillors.

In regard to the Household Support Fund, it was noted that the 22,500 households who received a direct award were identified via a huge data haul based on DWP expenditure guidance, with a focus on those people who had not received a cost of living payment, and any others who were classed as having a low income household. A decision was taken to support those people in receipt of housing benefit who did not qualify for the national cost of living payment – roughly 3,600 households. In addition, a decision was taken to give support to other households receiving the maximum Council Tax reduction.

The Chair thanked officers for their attendance, and it was

Resolved – That:

- i. The update on the work of the Stronger Communities Programme and Corporate Volunteering Programme be noted;
- ii. Future bi-annual updates cover the work of the whole Localities Service alongside the Corporate Volunteering Programme

55 Update on Operation of the Parish Portal and Parish Council Engagement

Considered – a Report of the Assistant Director – Highways & Transportation, Parking Services, Street Scene, Parks and Grounds providing an update of the operation of the Parish Portal, Members’ Dashboard and Parish Council engagement.

The Chair welcomed Jayne Charlton – Highways Area 2 Manager to the meeting and she confirmed that of the 731 Parish Councils, 571 were signed up to the portal, and of those 457 were actively using it (80% of those signed up).

It was noted that the members newly elected in May 2022 did not receive any induction on the use of the Members' dashboard. It was therefore agreed that Members could seek induction / refresher training as part of the weekly drop-in sessions held with Highways officers. It was acknowledged that there was a system deficiency in that Members were not able to access all the information contained within the system on a logged issue. Recognising the system was therefore not fit for purpose, Members requested that the next bi-annual update include information on the upgrade that would be required, together with the associated costs and time required for implementation, so that the Committee could consider making an appropriate recommendation to the Executive.

Councillor Michelle Donohue-Moncrieff requested an up to date list of those Parish Councils registered and not registered on the Parish Portal, with a breakdown of the registered ones between those actively using the system and those not, so that Members could seek to actively encourage greater use of the system. Furthermore, having used the public system on occasion she also suggested that system needed to be simplified to make it easier for the public to report issues.

The Chair thanked Jayne Charlton for attending the meeting, and it was

Resolved – That:

- i. The report be noted
- ii. A breakdown of Parish Councils be provided to all Members in line with the proposal made by Councillor Michelle Donohue-Moncrieff above
- iii. The next annual update include information on an upgrade to the Members' Dashboard, together with the associated costs and time required for implementation, so that the Committee could consider making an appropriate recommendation to the Executive.

56 Work Programme 2023/24

The report of the Principal Democratic Services and Scrutiny Officer inviting Members to consider the Committee's Work Programme for the remainder of 2023/24 taking into account the outcome of discussions on previous agenda items and any other developments taking place across the county.

Resolved – That the work programme be noted.

The meeting concluded at 1.18 pm.

Corporate and Partnerships Overview and Scrutiny Committee

Page 11
Property Update
August 2022

- The Council's Property Portfolio
- How Property Will be Managed
- Savings Programme
- Service Plan
- Priorities over the next 6 months

The Property Portfolio

The Property Portfolio consists of approx. 3,323 property assets, including: -

36 Offices 102 Leisure Properties 130 Public WC's 154 Residential Properties / Sites 3 Harbours 5 Conference Centres	220 Maintained Schools 120 Academies
559 'Commercial Properties'	
177 Farms / Agricultural Lettings	

Budget

- Gross expenditure estimated to be c£42 million
 - Including £14.8 on energy

Income (predominantly rent) estimated to be c£13 million

- Net budget c£30 million

How Will Property Be Managed?

Corporate Landlord Model: -

- Enables a corporate approach to ensure that property meets service objectives
- Ensures a strategic approach to the management of property
- Consolidates expertise and resource within a central team within the Resources Directorate
- Basis for efficient way of working - achieving more with fewer assets
- Helps to highlight property performance and better inform investment decisions

Two Functions

Strategic Property

Asset Strategy (including Energy Management)

Long Term Investment Planning

Estates

Capital Project delivery

Compliance and Facilities Management

Compliance

Maintenance

Workplace

Transformation, Service Planning and Savings

Transformation and Savings Targets

- £70m NYC corporate savings target over 3 years (equates to a notional 12.5% target)
- Commercial, Property & Procurement service area notional 12.5% target = £4.1m

Savings identified circa £6.5m, including: -

- Rationalisation 'Quick Wins'
- Service Restructure
- Single Asset Management System
- Harmonisation of Contracts
- Review of the Estates Function and review of rental income opportunities

Key Service Plan areas

- Workforce planning, workplace development plans and bringing teams together – property service very fragmented and managed under 13 different service areas within predecessor councils
- Development of Asset Strategy and Corporate Landlord model
- Asset rationalisation – offices, customer hubs, depots and operational sites
- Centralised Asset system
- Compliance
- Utilities – consumption, monitoring, carbon reduction plans
- Building safety: Fire wardens / First aiders
- Harmonising and renewing contracts

Priorities for Next Six Months

- Appoint to Head of Service roles
- Restructures below HoS
- Build NYC teams and develop NYC procedures and ways of working taking best practice from predecessor councils
- Delivery of Service Plan actions
- Development of performance management framework
- Delivery of corporate savings (our service + corporate support to facilitate others)
- Establishing Target Operating Models for Property linked to Corporate Landlord model

Questions

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**North Yorkshire Council
Corporate and Partnerships Overview and Scrutiny Committee**

4 December 2023

Council Plan

1. Purpose of the report

To update Corporate and Partnerships Overview and Scrutiny Committee on what is being considered as part of the process to develop the 2024 – 2028 Council Plan.

2. The Council Plan covers a 4 year period and is updated on an annual basis. The next iteration of the plan, covering 2024-2028 will require approval by full Council in February 2024 (alongside the Medium Term Financial Strategy), having been considered by Executive (on 23 January 2024).
3. A light refresh is being undertaken this year rather than a full rewrite, as a new plan was developed last year for the council and many of the ambitions and actions described remain current. The themes of Place and Environment, Economy, Health and Wellbeing, People, and Organisation are still considered to be relevant and allow for a cross-cutting approach which is important as the new Council's directorates work together. This refresh provides the opportunity to build on existing priorities, now we have a clearer idea of the council's strategic direction, as well as being more specific on how we are going to achieve them.
4. The foreword to the new plan will describe the progress made over the first year of North Yorkshire Council, to explain the context for the new plan.
5. The following have been identified as proposed areas of revision or addition in relation to the main themes of the current plan:
 - 5.1. Place and Environment
 - 5.1.1. Strengthening references to public transport meeting the needs of users, including for those using wheelchairs and mobility aids.
 - 5.1.2. Expand references to new housing developments to include access to culture, leisure and outside space.
 - 5.1.3. Update wording to reflect current approach to resilient Community Partnerships and Community Anchor Organisations.
 - 5.1.4. Include reference to businesses' role in assisting local resilience.
 - 5.2. Economy
 - 5.2.1. To include reference that skills meet the needs of the emerging creative sector.
 - 5.2.2. To include references that the places in which people live should promote their health and wellbeing now and in the future.

- 5.2.3. To include references to participation in inclusive, relevant cultural activity.
- 5.2.4. To include reference to using engagement with culture, arts and heritage to improve health and wellbeing.
- 5.2.5. To reference the importance of culture in place shaping.
- 5.2.6. To reference the need to support the digital connectivity of the cultural sector.
- 5.2.7. To reference the relevance of a network of inclusive and accessible libraries.

5.3. Health and Wellbeing

- 5.3.1. To highlight the role of leisure centres as wellbeing hubs, providing inclusive sport and wellbeing facilities.
- 5.3.2. To reference supporting community groups and local grassroots sports clubs
- 5.3.3. To include reference to improving the skills of the sport and active wellbeing workforce

5.4. People

- 5.4.1. To reference work with communities and voluntary sector to develop enriching activities and support for children, young people and families.
- 5.4.2. To reference an integrated refugee and resettlement service and the need to provide support to access to suitable accommodation, education and help and support services.

5.5. Organisation

- 5.5.1. To include the consideration of commuting to work in the reduction of emissions
- 5.5.2. To include an ambition for a One council approach, where colleagues work together to achieve our ambitions and support each other, supporting diversity, supporting strong performance, sharing of ideas and become an employer of choice.

- 6. The section describing the performance monitoring of the Council Plan will be updated to reference the developing OFLOG framework of indicators, which will need to form the basis of future performance reporting. This will require some evolution over the coming year as the national arrangements are agreed.
- 7. The council's equality objectives are also being reviewed by the council's Corporate EDI group and may be updated to reflect the current context.
- 8. Corporate and Partnerships Overview and Scrutiny Committee is asked to comment on the approach being taken and the areas of amendment to the plan.
- 9. As last year, it is proposed to circulate by email the draft plan to all Members of the Council as soon as possible after 15th December 2023, when there will be an opportunity to comment further.

Rachel Joyce- Assistant Chief Executive: Local Engagement

22 November 2023

Background information: The current Council Plan (2023 - 2027) is available at <https://www.northyorks.gov.uk/your-council/council-plan-constitution-and-strategies/council-plan>

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Technology consolidation

26.10.23



OFFICIAL

Technology - four quadrants:

1) Tactical Consolidation

Revs and Bens - NEC
Planning - Idox
Legal - IKEN
Finance P-P (continuation)
Customer/HR/etc - Lagan

2) Contract Driven Activity

Zellis - HR
AP forensics - Finance
Care works – CYPS
RTC – HAS
Snap Surveying – Communications

Full contract list under review

3) Service Transformation

In or planned for scoping:

Housing /Property - Asset Management
Finance - IMS
Waste - systems consolidation
Customer - excellence
Housing homelessness - Jigsaw

4) Infrastructure Consolidation

Data Centre rationalisation
SAN replacement
Standard device
M365 back up
Property rationalisation

4) Infrastructure Consolidation

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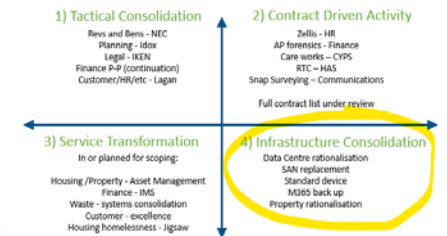
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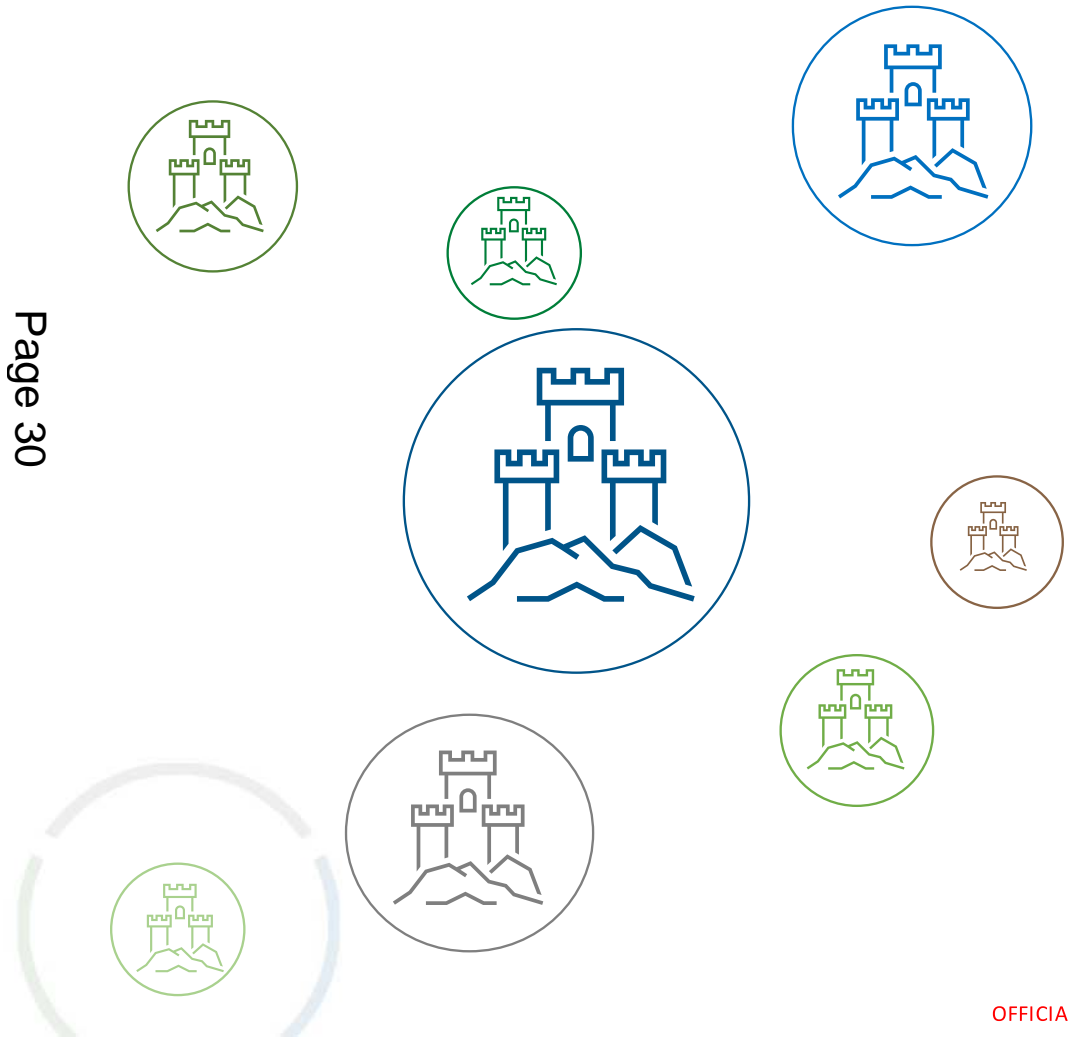
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4) Infrastructure Consolidation

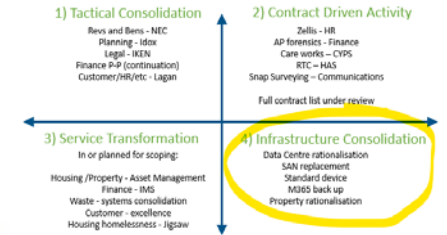


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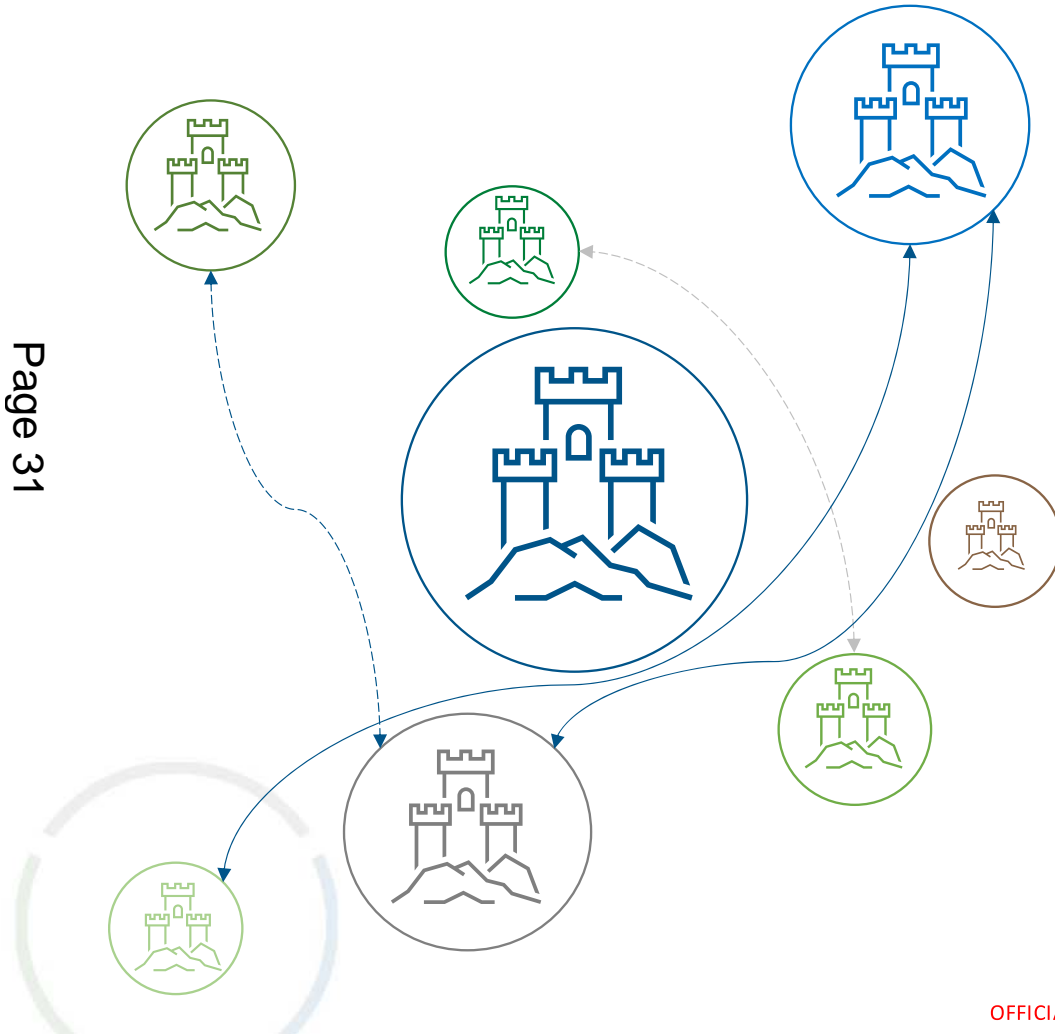


- Eight secure, safe and well protected islands.
- Each designed to fight off cyber intruders and specifically designed not connect to anyone else.
- All also built to different designs with different specifications.

4) Infrastructure Consolidation

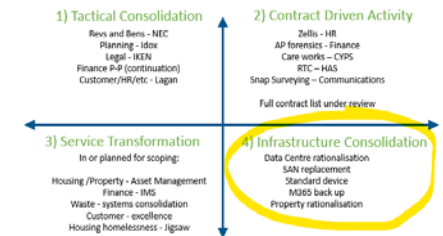


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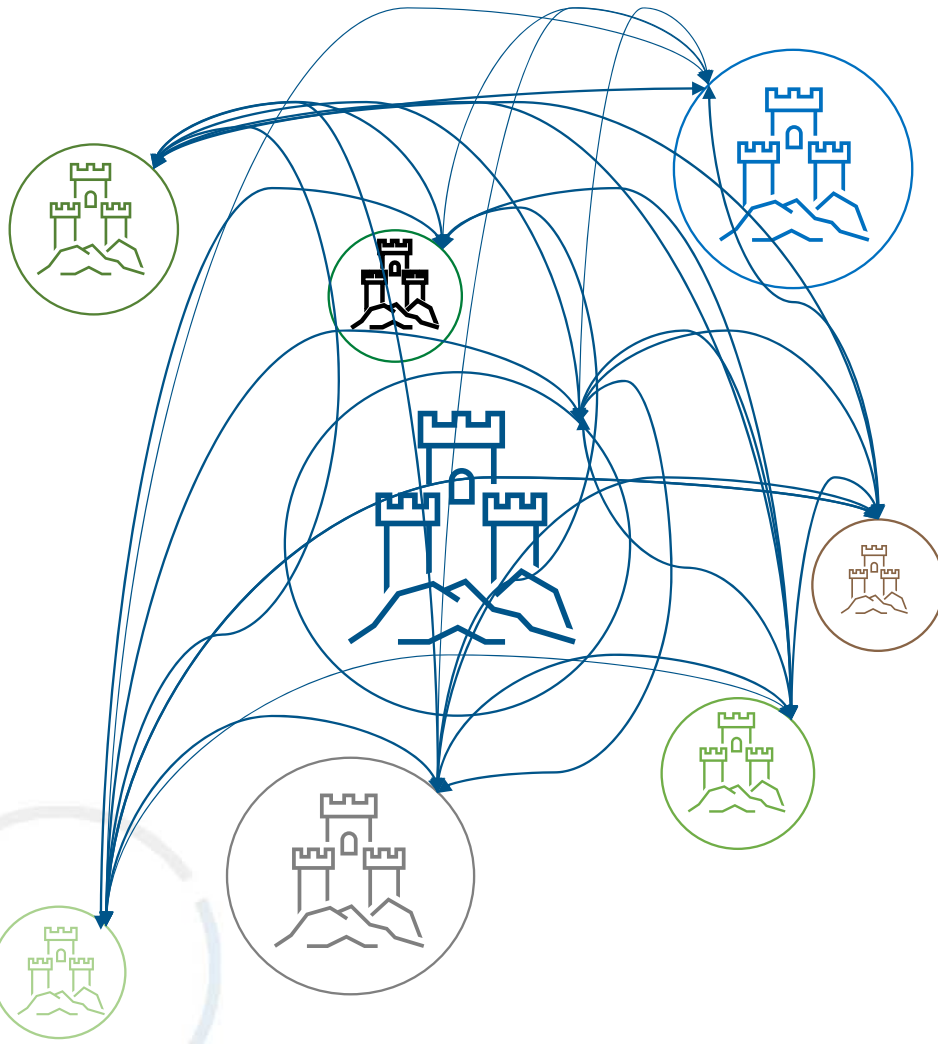


- For planning we have built some tactical connections (similar to the safe and legal work done for day one) prior to their system consolidation because service delivery was failing.
- This work has now stopped.

4) Infrastructure Consolidation

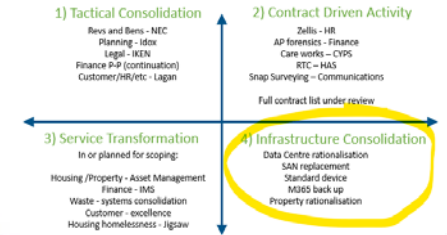


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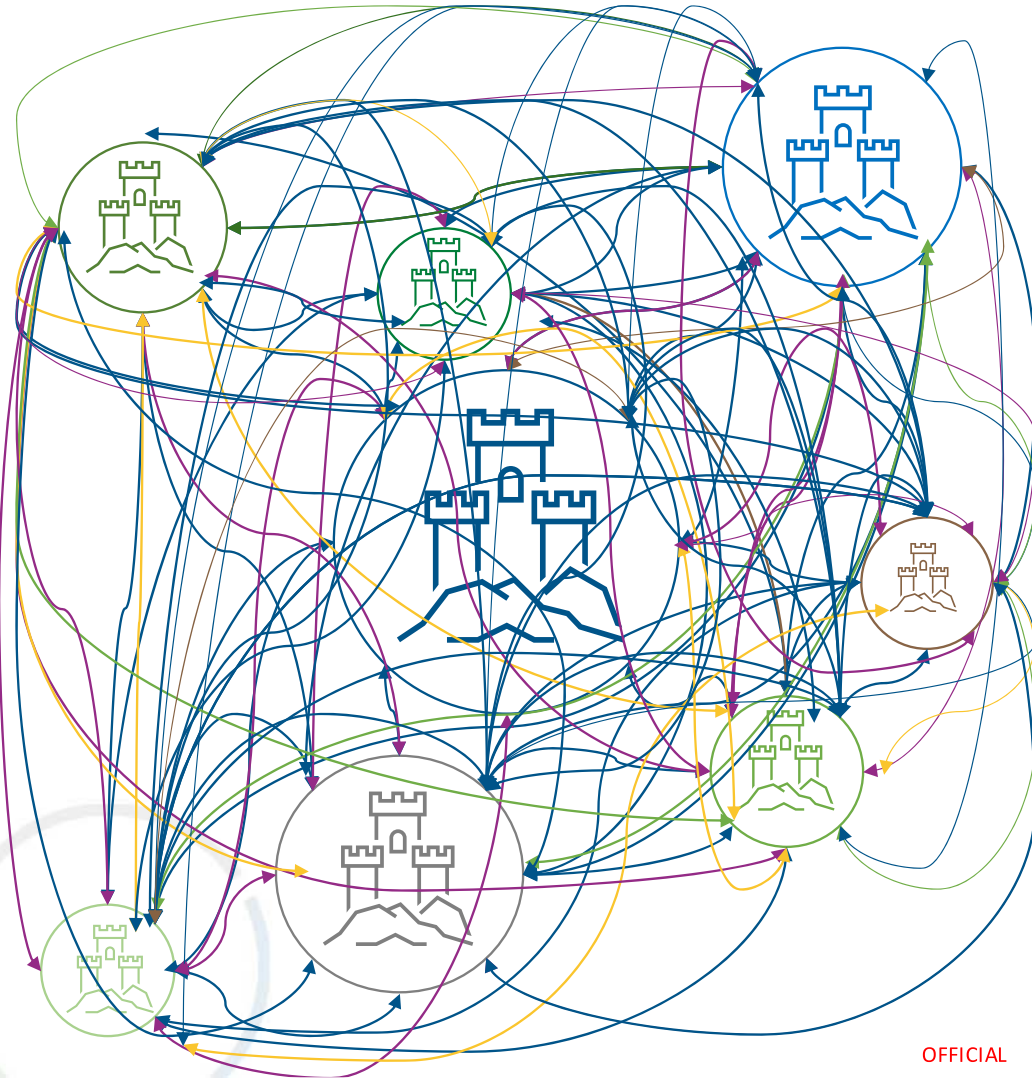


- **if** we continued like this just for Planning we would have a mesh of connectivity that is unsupported and unsustainable.
- And it would tie up important time and effort on fixing one tiny part of the problem.

4) Infrastructure Consolidation

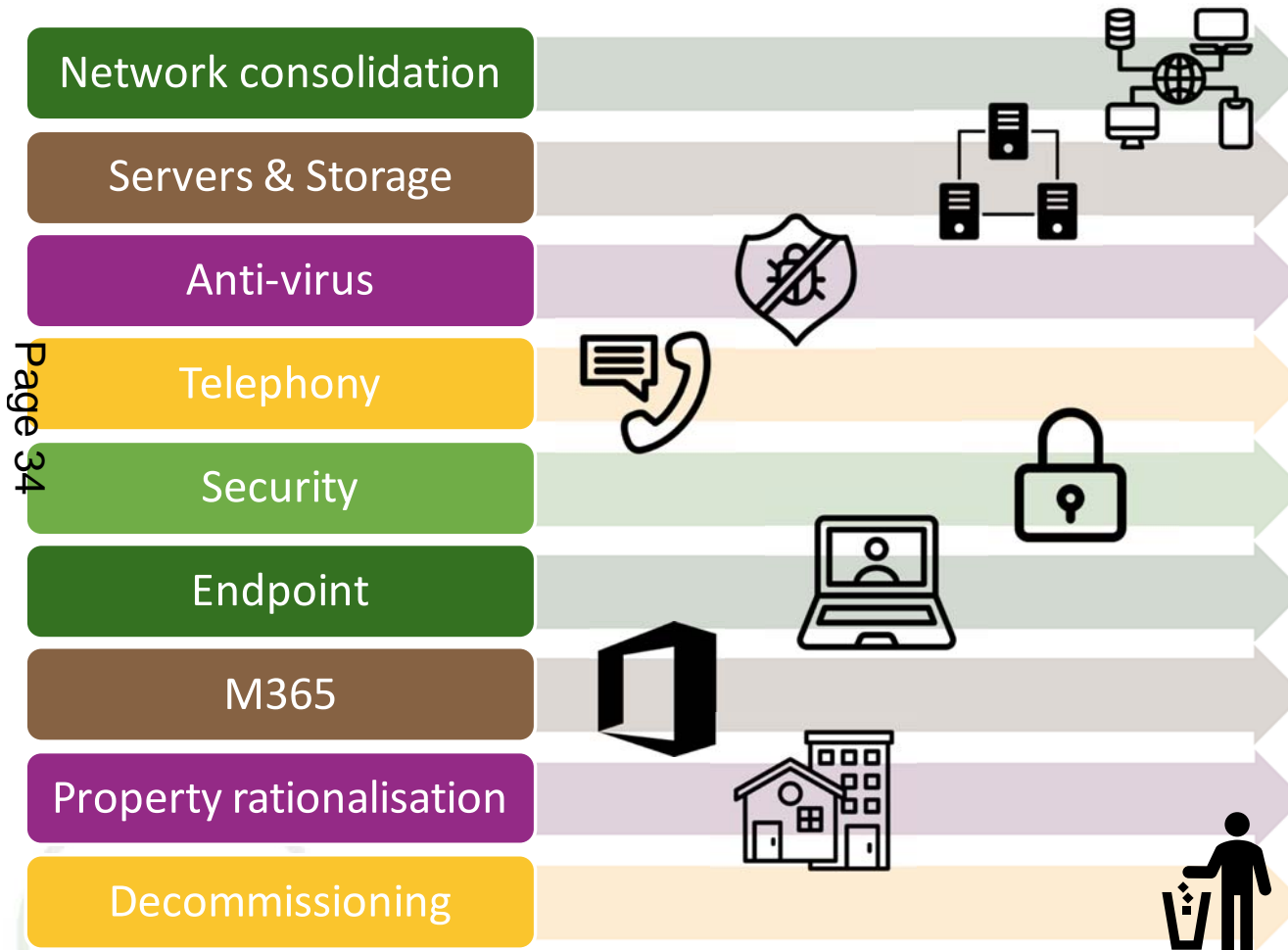


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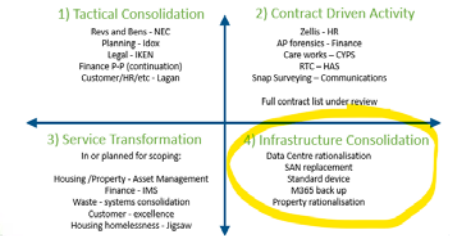
- Creating tunnels between islands for every system would be a security nightmare and take longer than doing it properly.
- (image is a tiny fraction of required connections)

4) Infrastructure Consolidation Programme!

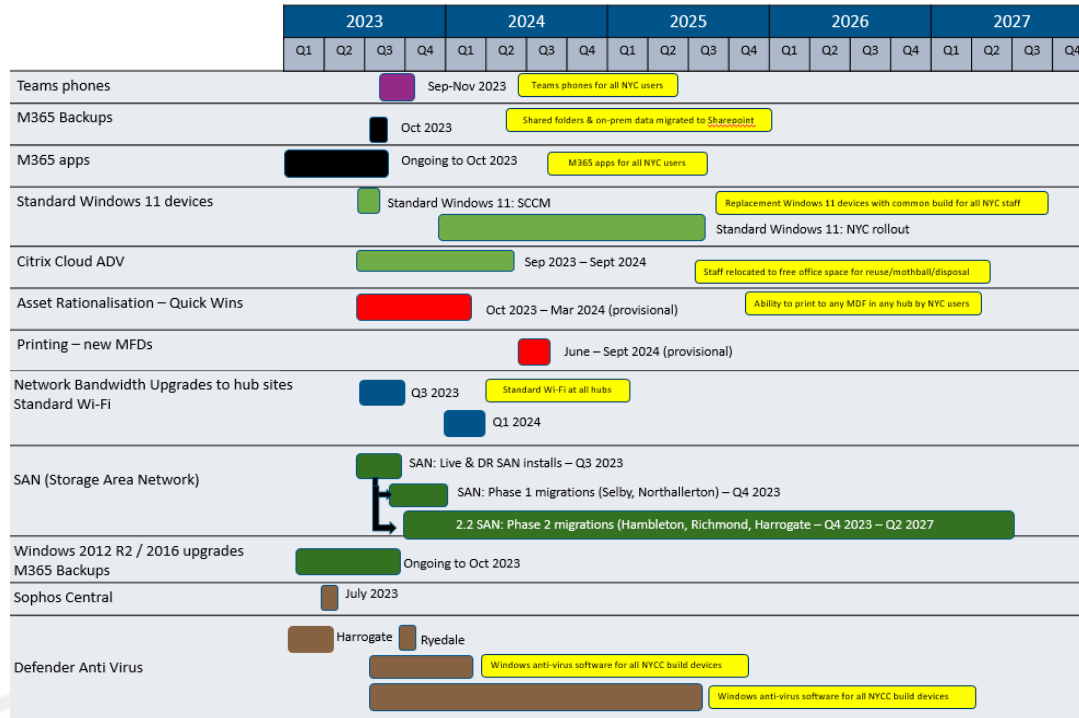


- Programme Management has applied themes and is working on high level timelines, dependencies and opportunities.
- Procurement timeline risks.

4) Infrastructure Consolidation



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- Early planning underway to indicate ‘what will be different for people’ at key points in delivery.
- PM now needed to detail plan delivery, resources, procurement, et al

- Notes:**
- All dates are high level indicative estimates only, based on current known information.
 - All dates and resource requirements will be subject to further review and changes, if prioritisation changes.
 - Only includes known and scoped items of work

1) Tactical Consolidation

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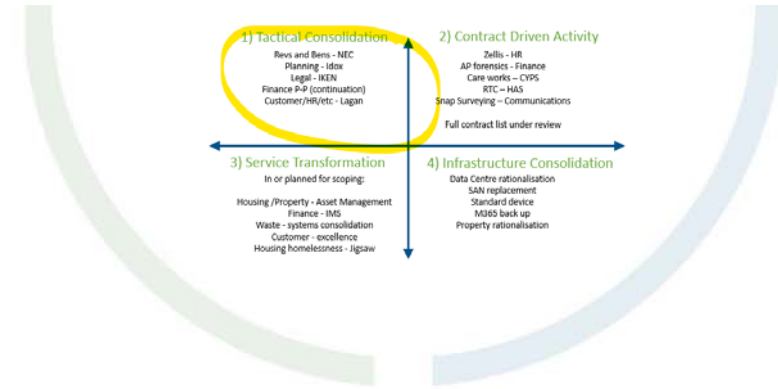
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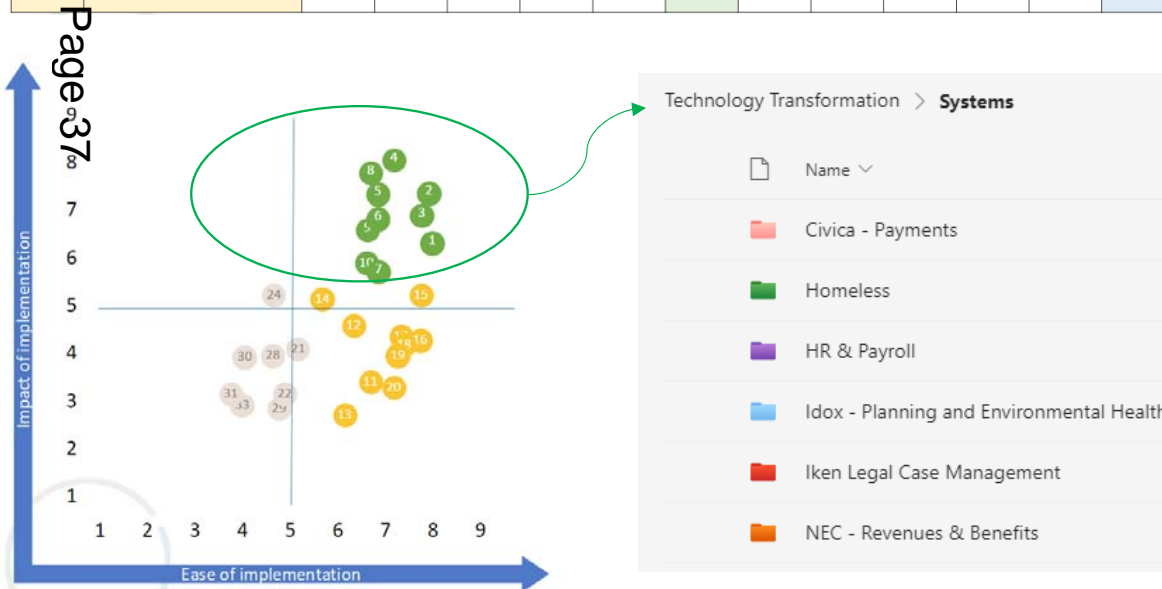
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1) Tactical Consolidation



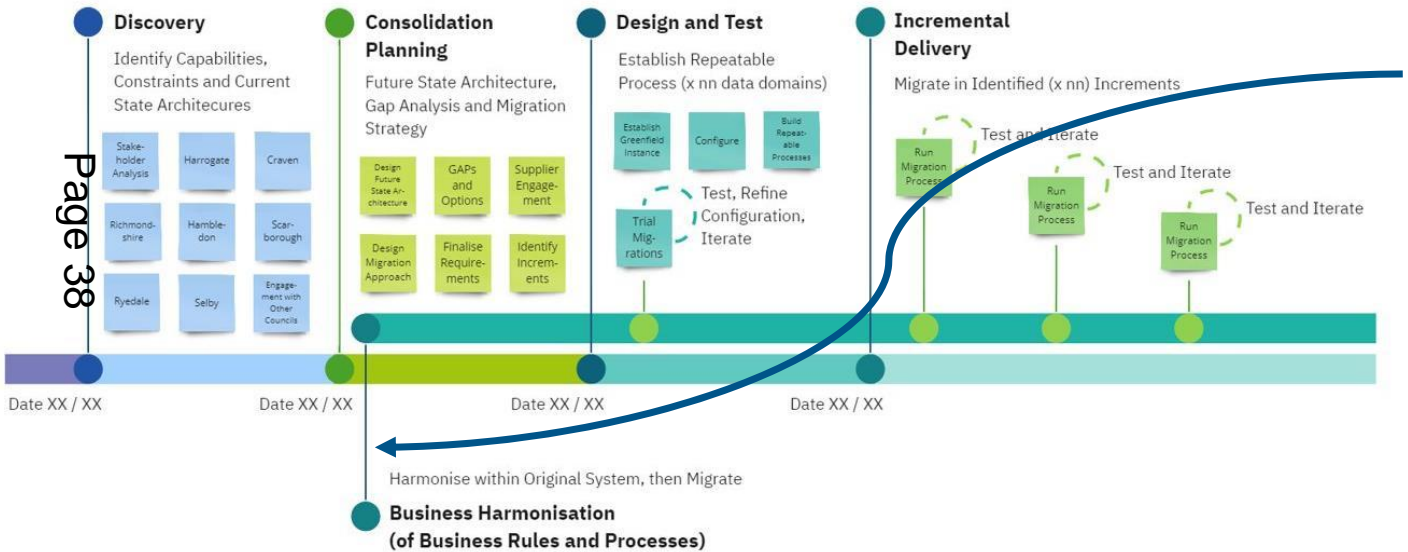
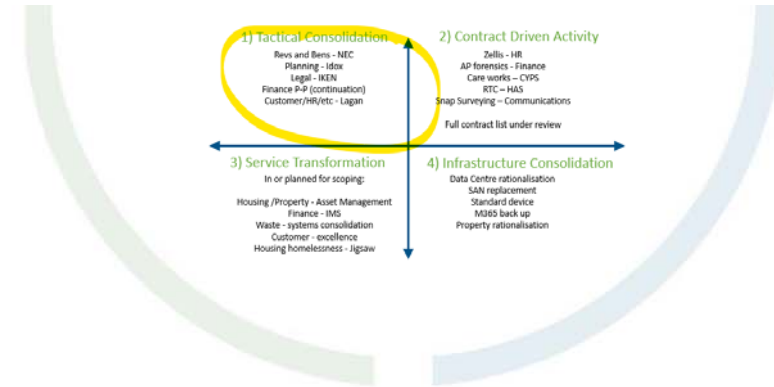
10 = High 0 = Low		Ease of Implementation						Impact of Implementation					
Service / System		Single Supplier / Contract simplicity	Data migratable / standardised	Outsource-able for speed / simplicity	Low systems integration/ complexity	Service priority / Commitment / Driver	AVERAGE	Staffing crisis	Political issue	High profile	Statutory service	Savings identified	AVERAGE
1	Service – System (example)	10	7	9	6	10	8.4	3	6	7	9	9	6.8



- Prioritised in April.
- Contract work underway.
- Delivery planning (ICT) underway.
- Closed door for further activity to follow this pathway.



1) Tactical Consolidation



- Ready to move to process and planning.
- PM allocated to:
 - Iken / Legal
 - NEC / Revs & Bens
- PM and BA needed:
 - Idox / Planning

2) Contract Consolidation (end of life)

1) Tactical Consolidation

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2) Contract Consolidation



- There is still a lot of missing information, so ...

1. Taking a problem risk approach to analysis:

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1. Proactive management of April 2024 cliff.
2. Procurement lead in post 30th October.

2. Creating a single version of information ITSM:

1. Centralise information and ratify, then risk score with procurement lead.
2. Build culture of proactive contract management in Technology.



3) Service Transformation

1) Tactical Consolidation

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3) Service Transformation

Design principles:

- The level of change fatigue and anxiety with operational staff means some level of 'same' is tremendously beneficial for adoption (human factors).
- This also supports moving forward with alacrity as sticking with one of what we already have is much faster.
- **Reduce, Reuse, Recycle!**
- **Composable and Vanilla!**

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3) Service Transformation



Work underway:

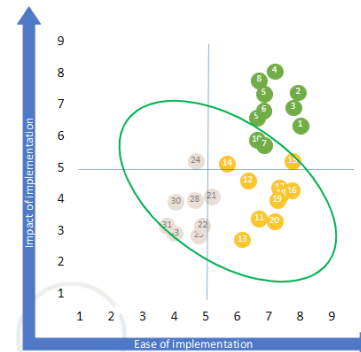
- Supporting PM scoping work for CDG and prioritisation.
- Building consolidated view of all technology enabled projects.

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Recommended to go to scoping – 18/10/23

URN	Action	Total Savings	Income	Communications	Customer	Finance	HR & OD	Legal	Procurement	Property	SKP	Technology	Transformation	Comments
4464	Single operating system	£25,000		0	2	0	0	2	0	0	0	0	1	Agreed
4593	Develop one approach to NYC annual billing, income collection and recovery work with Finance on single approach to sundry debts (owned by finance)			0	1	0	0	0	0	0	0	0	1	Agreed
4589	Revenue and benefits service- Develop/implement e-billing offering and agree way forward with finance services and customer service	£15,000		1	3	0	2	2	0	0	0	0	2	Agreed
4259	Consolidation of Licensing Software			0	2	1	0	1	0	0	0	0	1	Agreed
4750	Harmonisation of IT systems - Asset Management for Council homes Development and launch of a new Destination Management System and North Yorkshire Tourism Website to drive the commercial strategy and attract visitors to North Yorkshire	£10,000		2	2	2	2	2	0	0	0	0	2	Agreed
4514	SLR - second phase - development of an investment strategy for leisure Facilities with recommendations for existing sites.			0	0	0	2	2	0	0	0	0	0	Agreed
4346	Organisational migration of sundry debt and AUDDIS compliant direct debits	£200,000		1	3	0	1	2	0	0	0	0	3	Agreed
4127	Rolling out data architecture											2		Agreed

- Meeting with current ICT suppliers.
 - Waste
 - Housing
 - ...



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3) Service Transformation

Work underway:

- Shopping for external support to deliver.
 - Current suppliers
 - Partners existing and new
 - Outcome based not day rate contractors
- Articulating Reduce, Reuse, Recycle principles through BRMs.
 - Focus on process standardisation – not ‘quick fixes’
 - Will feed into prioritisation if any quicker options become apparent



Reduce



Reuse



Recycle



Key Asks of Transformation

1. Provision of **project management** support for the ongoing and tactical work already underway, in particular the infrastructure consolidation and tactical system consolidation work.
2. If we could **accelerate information into PPM** it would provide an effective baseline of ICT resource availability for service transformation (PM allocation to infrastructure consolidation)
3. Allocation of **business analysts** to tactical and contract driven priorities to complete the people and process requirements.

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Corporate & Partnerships Overview & Scrutiny Committee

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North Yorkshire Councils role in responding and recovering to emergencies

Matt Robinson

Head of Resilience and Emergencies

North Yorkshire Council

Aim

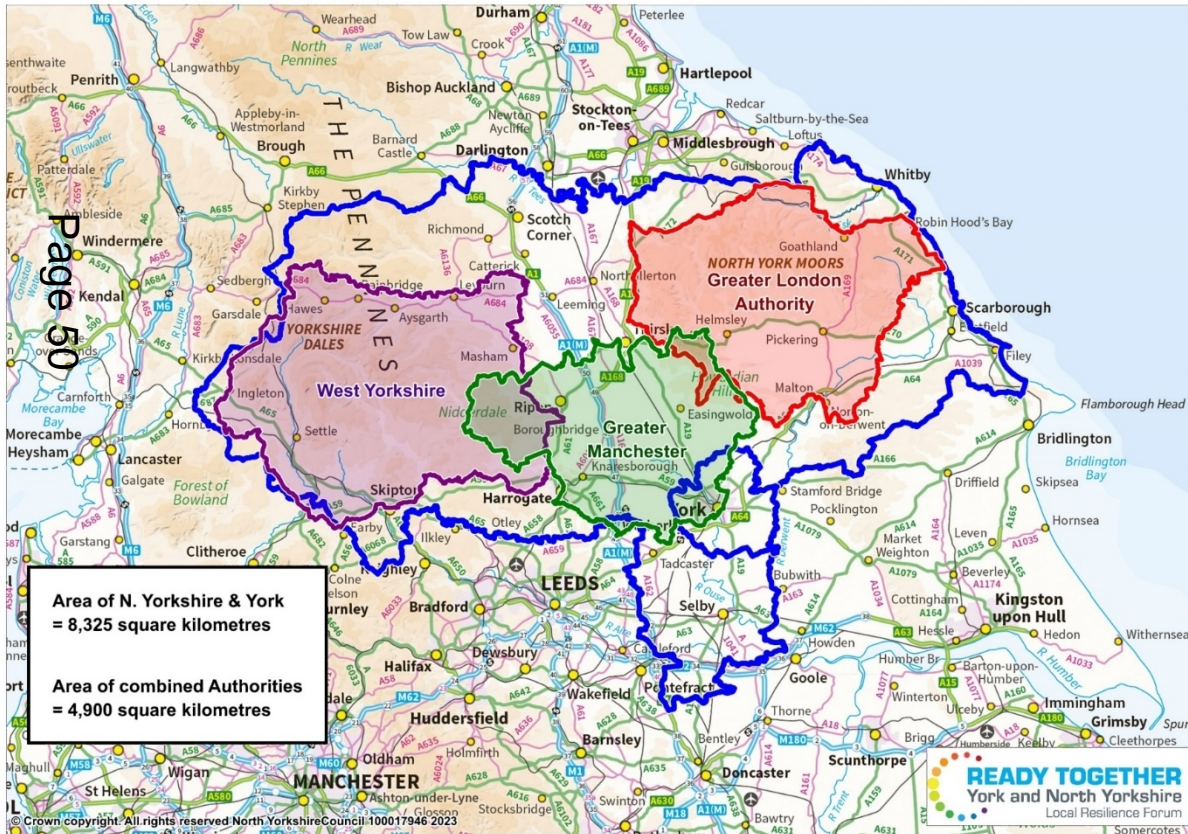
To update Corporate and Partnerships Overview and Scrutiny Committee on the 2023 progress of Resilience and Emergencies and the work being undertaken post vesting day.

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Areas that will be covered

- To familiarise Councillors with the legalisation that governs the response to major incidents and the up and coming changes.
- Update on incidents that have occurred since the last report.
- To provide assurance on the work undertaken by NYC to comply with the legalisation.
- To update on the community resilience work that has been undertaken.

Civil Contingencies Act 2004



Up and coming changes to legalisation that governs the response to major incidents.

- Civil Contingencies Act 2004 review – [link to document](#)
- Levelling Up (Keeping the public safe and healthy) - [link to document](#)
- National Resilience Framework – [link to document](#)
- National Security Risk Assessment – [link to 2023 document](#)

Incidents since last report

- Death of HM Queen Elizabeth II – September 22
- Pressure on NHS systems – December 22
- Amber warning for Ice and Yellow for Snow – December 22
- Teachers Industrial Action – January 23
- Overturned Tanker A1 South Milford
- Yorkshire Ambulance Service Industrial Action – February 22
- Storm Larisa – March 23
- York College incident – March 23
- Fire at Woodhouse Farm Great Ayton – March 23
- Potential loss of water – May 23
- Loss of 999 lines – June 23
- Notice of protest – July 23
- Diesel Spillage A65 Settle – July 23
- Marine Residence Hotel fire Scarborough – July 23
- Notice of protest – August 23
- Domiciliary care provider failure – August 23
- Mass die off of wildlife on North Yorkshire Coast – September 23
- House Fire Belle Vue Terrace Skipton – September 23
- Storms Babet, Kieran, Debi

Assurance of NYC work

Before	During	After
Senior Leadership Rachel Joyce	365/24/7 Plans	Recovery
Resilience and Emergencies Team Matt Robinson	Business as usual out of hours services	Community Impacts
Corporate Emergency Planning Group	Resilience and Emergencies Duty Officer	Humanitarian, Infrastructure, Environmental, Economic, Communications
Corporate Risk and Resilience Group	Bronze / Silver / Gold	Elected Members
Political assurance	Elected Members	

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Assurance of work 2023/24

Corporate EP Group - Area of work	Completed	Date	Comment
Locality response - operational flooding	On going	March 24	New sand bag policy to be agreed.
Locality recovery including community rest centres	On going	March 24	Rest centre plan to be updated to reflect new organisation.
Elected members handbooks	On going	Set 23	Completed an MR attended ACCs
Incident Support Officers	Yes	Dec 23	Leadership Support Officers to support Commanders
Publicly accessible locations / impacts to response plans	On going	Quarterly	Team sits on Protect and Contest board work links to IEMGs
Integrated Emergency Management Groups	Yes	Quarterly	Established against old district boundaries moving to ACCs
E-learning	Yes	July 23	Completed by responding officers
Two Bronze training	Yes	Oct / Nov 23	Ended up delivering 3
Two Service Silver training	Yes	Oct / Nov 23	Ended up delivering 4
Silver Commander training	Yes	Every 6 weeks	Attended by Silver Commanders with catch up option.
Gold Commander training	On going	Feb 24	To be undertaken at end of year with Management Board
One exercise	Yes	Nov 23	Recovery exercise

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Assurance of work 2023/24

Partnership work	Completed	Date	Comment
LRF attendance	Yes	March 24	The organisation participates in, contributes to or is adequately represented at Local Resilience Forum (LRF) demonstrating engagement and co-operation with partner responders.
LHRP attendance	Yes	March 24	The Accountable Emergency Officer, or an appropriate other, attends (no less than 75% annually) Local Health Resilience Partnership (LHRP) meetings.
Mutual aid arrangements	On going	Set 23	The organisation has agreed mutual aid arrangements in place outlining the process for requesting, coordinating and maintaining mutual aid resources. These arrangements may be formal and should include the process for requesting Military Aid to Civil Authorities (MACA) via DLUHC.
Arrangements for multi-region response	Yes	Dec 23	Arrangements outlining the process for responding to incidents which affect two or more Local Health Resilience Partnership (LHRP) areas or Local Resilience Forum (LRF) areas.
Protect and Prepare Groups (PAGs)	On going	Quarterly	Arrangements are in place to ensure that the RET attends appropriate meetings. Head of Resilience and Emergencies sits on the group.
Safety advisory groups (SAGs)	On going	Quarterly	Arrangements are in place to ensure that the RET attends appropriate meetings
Community Networks	On going	July 23	Arrangements are in place to ensure that Head of Resilience and Emergencies attends appropriate meetings and that RET and linked in with the locality and Community Anchors
Integrated Emergency Management Groups	Yes	Oct / Nov 23	Arrangements are in place to ensure that locality groups exist to undertake IEM at a local level
Information sharing	Yes	Oct / Nov 23	The organisation has an agreed protocol(s) for sharing appropriate information with stakeholders, during major incidents, critical incidents, business continuity incidents and recovery.

Elected members role in integrated emergency management

Each Area Constituency Committee is allocated a Resilience and Emergencies officer. They will attend your Area Committee annually and provide an update report. This will include:

Elected members training

- Helping identify the risks within your locality,
- The community resilience that has been developed,
- Identify resources, capability gaps, as well as
- Difficulties in communicating these risks to specific groups within your electoral division.

Elected members are then asked to provide ongoing support to develop Integrated Emergency Management within their electoral divisions. This will include:

- Supporting the communication of community risks
- Provide leadership in developing community resilience.
- Work with the locality Resilience and Emergencies officers to identify opportunities for funding resource gaps.
- Support training and exercises for community groups.

Area Committees

Area Committee	Resilience and Emergencies Officer
Harrogate and Knaresborough Area Constituency Committee	Simon Wright
Richmond (Yorks) Area Constituency Committee	Jason Wainwright
Scarborough and Whitby Area Constituency Committee	Reuben McGarry-Coleman
Selby and Ainsty Area Constituency Committee	Wendy Muldoon
Skipton and Ripon Area Constituency Committee	Lee Brayford
Thirsk and Malton Area Constituency Committee	Grace Lawes

Community Emergency plans

Area Committee	Active groups 2022	Active groups 2023
Harrogate and Knaresborough Area Constituency Committee	4	4
Richmond (Yorks) Area Constituency Committee	18	21
Scarborough and Whitby Area Constituency Committee	1	3
Selby and Ainsty Area Constituency Committee	19	19
Skipton and Ripon Area Constituency Committee	30	35
Thirsk and Malton Area Constituency Committee	3	5



Questions

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Corporate & Partnerships Overview and Scrutiny Committee Remit

Scope

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

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

Corporate and Partnerships Overview and Scrutiny Committee 2023-2024 Work Programme

Committee Meeting – 5 June 2023 @ 10:30am

Locality Budgets	Annual review of Councillor Locality Budgets 2022/23 – Rachel Joyce, Assistant Chief Executive (Local Engagement)
Workforce Update	Provided by Trudy Foster, Assistant Chief Executive (HR & Business Support)
North Yorkshire Refugee Resettlement Update	Annual Programme Update – Jonathan Spencer, Refugee Resettlement Project Manager
Motion for PFCC to Resign	Delegated from full Council on 17 May 2023
Community Libraries	Annual Update on Library Services – Hazel Smith, Interim General Manager Libraries
Work Programme 2023/24	Consideration of the work programme

Mid Cycle Briefing – 24 July 2023 @ 10:30am

Work Programme 2023/24	Consideration of the work programme
Committee Meeting – 11 September 2023 @ 10:30am	
Notice of Motion – Trail Hunting	Motion calling for a ban on trail hunting on NYC owned land (with a focus on the practicality of such a ban, not a broader debate about the pros and cons of hunting with dogs).
Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities & Chair of CSP - Assistant Chief Constable Scott Bisset
Youth Justice	Performance Update – Barbara Merrygold, YJS Planning & Development Officer / Andy Dukes YJS Team Manager
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 / Jayne Charlton Interim Head of Highway Operations
Work Programme 2023/24	Consideration of the work programme
Mid Cycle Briefing – 23 October 2023 @ 10:30am	
Work Programme 2023/24	Consideration of the work programme
Committee Meeting – 4 December 2023 @ 10:30am	
Attendance of Police Fire & Crime Commissioner	Attendance of PFCC Zoe Metcalfe DEFERRED
Property Services	Bi-annual Performance Update – Jon Holden, Head of Property Services
Council Plan 2024-28 Development	Update on Council Plan Refresh including Review of Council Priorities – Will Boardman, Head of Strategy & Performance
Information Technology	Progress Update on IT Network and Systems Consolidation – Madi Hoskins, AD Technology & Change
Resilience and Emergencies	Annual overview of the National Resilience Standards and NYC's current performance, together with an overview of ongoing Resilience and Emergencies work – Matt Robinson, Head of Resilience and Emergencies

Work Programme 2023/24	Consideration of the work programme
Mid Cycle Briefing – 15 January 2024 @ 10:30am	
Work Programme 2023/24	Consideration of the work programme for the remainder of the municipal year
Committee Meeting - 5 March 2024 @ 10:30am	
Attendance of Police Fire & Crime Commissioner	Attendance of PFCC Zoe Metcalfe
Attendance of North Yorkshire Fire & Rescue Service Chief Fire Officer	Invite issued to Chief Fire Officer - Jonathan Dyson – awaiting feedback
Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities & Chair of CSP
Investment Strategy	Update on NYC’s Investment Strategy & its Investments – Karen Iveson, AD Strategic Resources
Equality and Diversity	Overview of progress with achieving the Council’s new Equality and Diversity objectives – Deb Hugill, Senior Strategy & Performance Officer
Draft Work Programme 2024/25	Consideration of the draft work programme for the coming municipal year
Mid Cycle Briefing – 15 April 2024 @ 10:30am	
Work Programme 2022/23	Consideration of work programme

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