



## Agenda

- Meeting:** Corporate and Partnerships Overview and Scrutiny Committee
- Members:** Councillors Andrew Williams (Chair), Bryn Griffiths (Vice-Chair), Chris Aldred, Karl Arthur, Nick Brown, Michelle Donohue-Moncrieff, Kevin Foster, Richard Foster, Tim Grogan, Robert Heseltine, David Ireton, Tony Randerson, Mike Schofield, Subash Sharma, Malcolm Taylor and Phil Trumper.
- Date:** Monday, 9th September 2024
- 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 contact details are below if you would like to find out more.

You may also be interested in [subscribing to updates](#) about this or any other North Yorkshire Council committee.

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 10 June 2024** (Pages 3 - 6)
- 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 Diane Parsons of Democratic and Scrutiny Services and supplied

the text (contact details below) by midday on Wednesday 4 September 2024, 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. **Community Safety Bi-annual Update** (Pages 7 - 14)
6. **Transformation - Verbal Update**
7. **Customer Services Update** (Pages 15 - 30)
8. **Youth Justice - Annual Performance Update** (Pages 31 - 40)
9. **Localities Bi-annual Update** (Pages 41 - 48)
10. **Feedback on 'Right to Grow' Notice of Motion** (To Follow)
11. **Work Programme** (Pages 49 - 52)  
Purpose of the Report – To consider, amend and adopt the committee’s work programme for the remainder of the municipal year.
12. **Any Other Items**  
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances
13. **Date of Next Meeting - 2 December 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 Diane Parsons Tel: 01609 532750 or e-mail:

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Barry Khan  
Assistant Chief Executive  
(Legal and Democratic Services)

County Hall  
Northallerton

30 August 2024

## North Yorkshire County Council

### Corporate & Partnerships Overview & Scrutiny Committee

Minutes of the meeting held on Monday, 10th June, 2024 commencing at 10.30 am.

Councillor Andrew Williams in the Chair. plus Councillors Bryn Griffiths, Chris Aldred, Karl Arthur, Nick Brown, Michelle Donohue-Moncrieff, Kevin Foster, Richard Foster, Tim Grogan, Robert Heseltine, David Ireton, Subash Sharma, Malcolm Taylor and Phil Trumper.

In attendance: Councillor George Jabbour.

Officers present: Melanie Carr, Sarah Ridley and Penny Yeadon.

Apologies: Councillors Chris Aldred and Mike Schofield.

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

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#### **1 Apologies for Absence & Notification of Substitutes**

Apologies were received from Councillors Chris Aldred and Mike Schofield

#### **2 Minutes of the Meeting held on 5 March 2024**

Resolved – That the Minutes of the meeting held on 5 March 2024 be taken as read and confirmed by the Chair as a correct record.

#### **3 Declarations of Interest**

Councillor Yvonne Peacock declared a non-prejudicial interest in Agenda item 7 – North Yorkshire Refugee Resettlement Update and in agenda item 9 – Notice of Motion on Right to Grow, as a Director of Upper Dales Community Partnership Community Land Trust.

#### **4 Public Participation**

No public questions or statements were received.

#### **5 Transformation Strategy**

Considered – A detailed presentation introducing the Council's transformation strategy.

Gary Fielding introduced the presentation giving a general overview of the ongoing work to transform services in the new council and drew attention to the added complexity of the timing of workforce restructures and their bearing on service transformation. He acknowledged there was still plenty to do, but confirmed the work was progressing well.

Robert Ling, Director of Transformation took members through the slides starting with an update on the progress to date with converging the services previously provided by the councils. Members were pleased to note that 95% of the workforce restructuring had been completed and requested that a list of key contacts in key services be circulated to all

members, in particular they were keen to know who the appropriate contacts were as a result of the restructure of Planning.

Attention was drawn to the details on how the Council intended to move forward. Members noted one of the aims of the transformation and change programme was to deliver stronger teams with the aim of improving performance, values and behaviours. Officers stressed the bringing together of 8 teams should not be underestimated and would require a huge cultural change across the new organisation. The importance of ensuring a focus on internal customers and improving the Council's outward looking focus was noted as was the importance of identifying the barriers to cultural change.

Members also noted the four key components within the council's target operating model and the specific role of councillors in regard to the customer and locality themes, recognising they could support the transformation process in a number of ways including communicating to the public the direction of travel.

Officers confirmed delivering fully the new operating model would require technology improvements and new ways of working and acknowledged the importance of keeping local councillors informed throughout the process.

Members went on to note the key steps within the approach to service convergence detailed in the presentation, and expressed some concern around the possible loss of experience and knowledge at district level and the need to build resilience in to the new teams was recognised.

Members agreed the Committee could help drive forward the customer theme and requested a future update from Margaret Wallace - AD Customer Revenue and Benefits on the plans for a common customer approach. They also queried the timeframe for delivery of the transformation programme noting the lack of a detailed timeline, which the Director of Transformation agreed to provide.

**Resolved** – That:

- i. The presentation be noted;
- ii. An update on the planned progression of the customer theme be brought to a future meeting;
- iii. A detailed timeline be circulated to committee members.

## **6 Annual Workforce Update**

Penny Yeadon - Head of Human Resources provided an overview of the detailed report presented, which included workforce data for the new Council. Members noted the complexity involved in workforce restructures and their influence on the timings of services transformations. They accepted there was still plenty of work to do but were pleased with the level of progress.

The Chair queried the sickness levels within the Environment Directorate and questioned whether there was any geographical focus. Members recognised there was a lot of frontline staff within the Directorate and the need to priorities their health and wellbeing, and in response officers agreed to provide a more detailed overview of attendance and wellbeing within that specific Directorate at a future meeting.

Members discussed a number of other issues e.g.:

- Succession planning – it was confirmed that recruiting social workers remained an issue;

- Apprenticeships – The plan to grow the Council’s own environmental officers;
- Apprenticeship Levy – Members requested levy information be included in future workforce updates and baseline figures to enable future comparison;
- Hybrid working – Members queried the process for monitoring it and noted that individual team agreements were in place to ensure appropriate working arrangements were in place to optimise the delivery of services;
- Staff Retention – Members agreed the need to improve the culture of the organisation as it would help encourage staff to remain;

Members thanked officers for the detailed report and it was

**Resolved** – That:

- The update be noted;
- A detailed overview of attendance and wellbeing within the Environment Directorate be provided at a future meeting.
- A further holistic update be provided in 12 months’ time.

## 7 North Yorkshire Refugee Resettlement Update

Considered – A report of the Assistant Director - Policy, Partnerships and Communities providing an update on refugee resettlement in North Yorkshire relating to the United Kingdom Resettlement Scheme (UKRS) and Afghan Citizens Resettlement Scheme.

Jonathan Spencer - NYC Refugee Resettlement Manager, presented the report and provided an overview of the background to, and an update on:

- The various individual schemes that made up the UKRS i.e. those for refugees from Syria, Afghanistan, and the Ukraine;
- The Vulnerable Children’s Resettlement Scheme (VCRS), for refugees regardless of their nationality but specifically children at risk and their families from the Middle East and North Africa region;
- The community sponsorship schemes in place across North Yorkshire;
- The UK-wide welcome programme to support the integration of new arrivals from Hong Kong

Councillor Kevin Foster expressed specific concern about the housing crisis in Richmondshire and the added difficulties that will come once refugees move out of their current MOD accommodation. In response, officers confirmed the Authority was working with the MOD on a local plan, actively seeking solutions. Members recognised it was national issue and there was a need for a central government policy.

Members went on to note:

- There were now a number of dedicated housing officers working with and providing support to refugees;
- The third round of the Local Authority Housing Fund was for extra families not rehousing those currently in MOD properties;
- Of the 460 individual refugees the majority had moved to private rental properties with the minority in social housing;

Members thanked the officer for his ongoing hard work, and it was

**Resolved** – That the annual update be noted.

## **8 Annual Review of Councillor Locality Budgets 2023-24**

Members received a report reviewing the operation of County Councillor Locality Budgets in the financial year 2023/24.

Rachel Joyce, Assistant Chief Executive – Local Engagement introduced the report, and drew attention to the breakdown of the organisations and types of projects/activities that had been supported throughout the year.

Overall, Members were pleased to note the overall spend of the locality budget monies and thanked the officers involved for their hard work in administering the scheme. However they were disappointed to note that a small number of members had spent less than half of their allocation and suggested that 3 months before the end of the annual scheme, group leaders be given an update on their members expenditure to date so that they may encourage those with a large outstanding balance to spend it.

**Resolved** – That the report on the operation of County Councillor Locality Budgets during the 2023/24 financial year be noted.

Councillor Bryn Griffiths left the meeting at 12:04pm.

## **9 Notice of Motion - Increase Residents Right to Grow**

Considered – A report of the Assistant Chief Executive (Legal & Democratic Services) presenting information in response to a Notice of Motion at Full Council in May 2024 that sought resident's right to grow.

Members agreed there was likely to be much to consider in regard to the proposals within the Notice of Motion and agreed that officers should be given time to gather all the relevant information before reporting back to the Committee at its next formal meeting on 9 September 2024. This would enable the Committee to report back to full Council in November 2024.

**Resolved** – That information to support consideration of the Notice of Motion be brought to the Committee's next meeting in September 2024.

## **10 Work Programme**

The report of the Principal Democratic Services and Scrutiny Officer inviting Members to consider the Committee's Work Programme for the remainder of the 2024/25 municipal year 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 amended to include the additional items identified at the meeting.

## **11 Date of Next Meeting - 9 September 2024**

The meeting concluded at 12.28 pm.



## North Yorkshire Community Safety Partnership

### North Yorkshire Community Safety Partnership – Local Prevent Arrangements

September 2024

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#### 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 (NYCSP). Following feedback from the last update to the Overview and Scrutiny Committee (March 2024), this report aims to provide detail regarding local Prevent arrangements for North Yorkshire.
- 1.2 NYCSP is currently reviewing its areas of priority and delivery. Below indicates the proposals for the new Community Safety Strategy, to be agreed by the NYCSP on the 20 September 2024, all of the proposed priorities include statutory duties:
  - **Community Safety Hubs** – Dealing with crime, fear of crime, anti-social behaviour, community tensions and creating safer communities through multi-agency problem solving approaches.
  - **Preventing and reducing serious violence across North Yorkshire** – Effective partnership working in understanding and responding to serious violence, including the implementation of the serious violence duty.
  - **Domestic abuse** – As a partnership to continue to deliver [North Yorkshire and City of York Domestic Abuse Strategy 2024-2028](https://nypartnerships.org.uk) ([nypartnerships.org.uk](https://nypartnerships.org.uk)). This includes a multi-agency approach to raise awareness of domestic abuse, whilst engaging with our communities and partners. Effectively commissioning and promoting services that are available to prevent, support and protect all that are impacted.
  - **Stand together to tackle hate crime, radicalisation, and extremism** – The Prevent duty aims to stop people from becoming terrorists and supporting terrorism, and community cohesion plays a vital role in this by fostering strong, positive relationships between people from different backgrounds. Through multi-agency delivery partners will work together, building relationships and encouraging interaction with communities, to reduce marginalisation and isolation, and strengthen arrangements to support vulnerable people and communities.

#### 2.0 PREVENT

- 2.1 The overall aim of the counter-terrorism strategy, CONTEST, is to reduce the risk from terrorism to the UK, its citizens, and interests overseas, so that people can go about their lives freely and with confidence.

**Prevent:** to stop people becoming terrorists or supporting terrorism

**Pursue:** to stop terrorist attacks

**Protect:** to strengthen our protection against a terrorist attack

**Prepare:** to mitigate the impact of a terrorist attack

- 2.2 Terrorism has a devastating impact on victims, their families, and communities. People can commit a terrorist offence even if they have not carried out a terrorist attack. Downloading terrorist materials from the internet or joining a terrorist group could be a terrorist offence. A clear distinction should be made between people who present with a 'terrorism susceptibility' (Prevent), requiring Channel support and those who pose a 'terrorism risk' (Pursue), requiring management by the Police.
- 2.3 The aim of Prevent is to stop people from becoming terrorists or supporting terrorism. Prevent also extends to supporting the rehabilitation and disengagement of those already involved in terrorism. The objectives of Prevent are to:
- Tackle the ideological causes of terrorism.
  - Intervene early to support people susceptible to radicalisation.
  - Enable people who have already engaged in terrorism to disengage and rehabilitate.
- 2.4 The Prevent duty requires specified authorities such as education, health, local authorities, Police, and criminal justice agencies (prisons and probation) to help prevent the risk of people becoming terrorists or supporting terrorism. It sits alongside long-established safeguarding duties on professionals to protect people from a range of other harms, such as substance use, involvement in gangs, and physical and sexual exploitation. The duty aims to ensure that people who are susceptible to radicalisation are supported as they would be under safeguarding processes.
- 2.5 Prevent deals with all kinds of terrorist threats to the UK. The Prevent statutory guidance [Prevent duty guidance: England and Wales \(2023\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/111111/Prevent_duty_guidance_England_and_Wales_2023.pdf) states *"The ideological component of terrorism is what sets it apart from other acts of serious violence. Islamist ideology is resilient and enduring. Extreme Right-Wing ideology is resurgent. Other ideologies are less present, but still have the potential to motivate, inspire and be used to justify terrorism."*
- 2.6 Radicalisation is the process of a person legitimising support for, or use of, terrorist violence. The guidance explains *"There is no single profile of a radicalised person, nor is there a single pathway or 'conveyor belt' to being radicalised. There are many factors which can, either alone or combined, lead someone to subscribe to terrorist or terrorism-supporting ideology. Those factors often include exposure to radicalising influences, real and perceived grievances, often created or exacerbated through grievance narratives espoused by extremists, and a person's own susceptibility."*
- 2.7 Radicalisation can happen both in person and online. Everyone is different, and there is no checklist that can tell us if someone is radicalised or becoming involved in terrorism. But these signs may mean someone is being radicalised.
- Accessing extremist content online or downloading propaganda material.
  - Justifying the use of violence to solve societal issues.
  - Altering their style of dress or appearance to accord with an extremist group.
  - Being unwilling to engage with people who they see as different.
  - Using certain symbols associated with terrorist organisations.



### 3.0 PREVENT REFERRALS AND CHANNEL PANEL

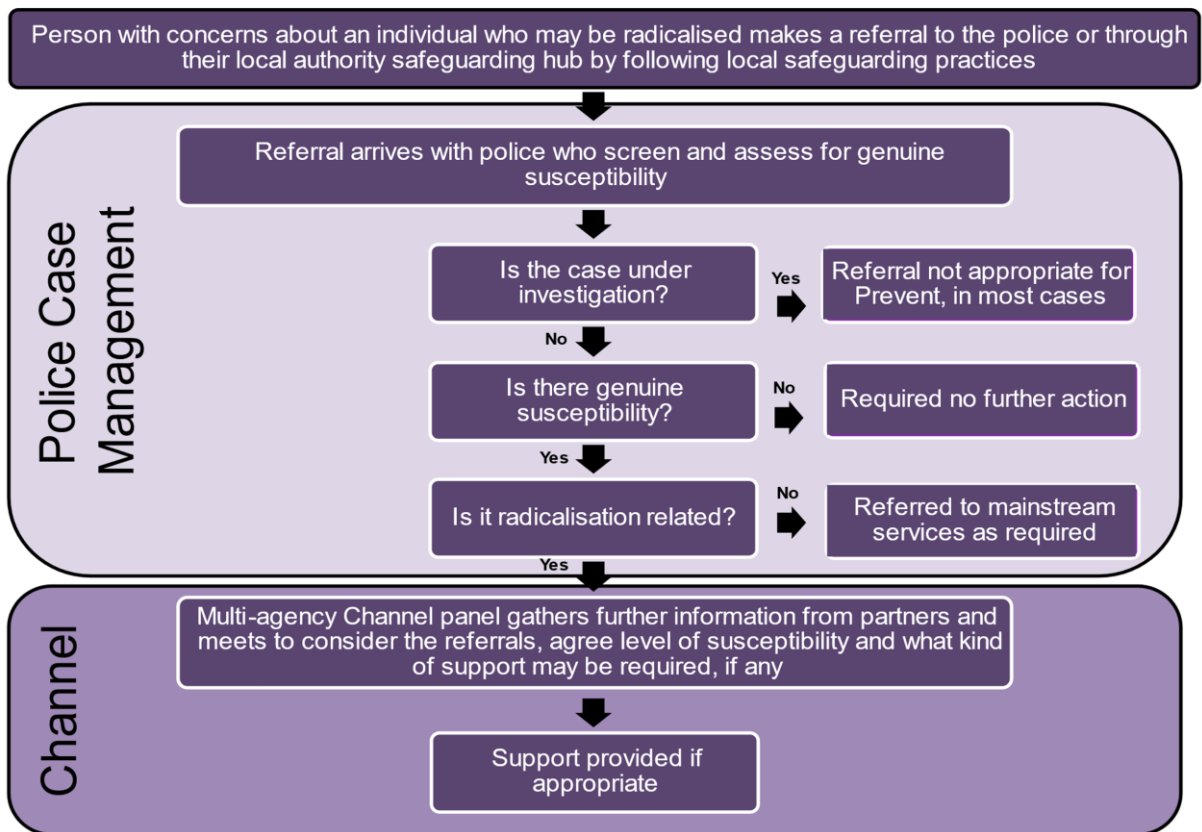
- 3.1 The second objective of Prevent is to intervene early to stop people from becoming terrorists or supporting terrorism. The 'notice, check and share' approach is encouraged for those professionals when considering a Prevent referral:

**NOTICE** Those who work in front line support roles will often be the first to notice if someone displays concerning behaviour, displaying potential signs of radicalisation. There could be different reasons for a change in behaviour, not just radicalisation. It is important that professionals understand the wider context, and why these changes are happening, before jumping to any conclusions.

**CHECK** Professionals may wish to discuss concerns within their organisation, with their designated safeguarding lead. Checking is important to ensure relevant information has been gathered.

**SHARE** Referral procedures to be followed.

- 3.2 Once a referral is submitted to Prevent, it is assessed by specialist Police officers and staff. These officers determine whether there are reasonable grounds to suspect that a person is susceptible to becoming a terrorist or supporting terrorism and should therefore be considered by the Channel panel for support.
- 3.3 Annually in December the Home Office publishes statistics regarding the individuals referred to Prevent, the last release refers to 1 April 2022 to 31 March 2023 [Individuals referred to Prevent: to March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/individuals-referred-to-prevent-to-march-2023). For England and Wales there were 6,817 referrals to Prevent. The Education sector made the highest number of referrals, 2,684 (39%), followed by the Police 1,943 (29%). As in previous years, where gender was specified (6,801), most referrals were for males 6,125 (90%). Those aged between 11-15 years account for 2,628 (39%) of referrals where aged is specified. Nearly half (46%) of referrals that became adopted cases were for individuals aged between 11-15 years. These national demographics of age and gender are represented in local statistics with the education sector being the largest source of referral.
- 3.4 Channel panels are chaired by the local authority, and attended by multi-agency partners such as Police, education professionals, health services, children, and adult services. They meet to discuss the referral, assess the risk, and, if appropriate, agree a tailored package of support to be offered to the person. Channel is a voluntary process, and the person must give their consent before they receive support. Channel provides early support for anyone who is at risk of radicalisation, supporting terrorist organisations, or committing acts of terrorism, regardless of age, faith, ethnicity, or background.



3.5 Where consent is secured, the panel will develop a support plan and provide support interventions to reflect both need and risk. There is clear expectation that Channel cases remain open until:

- The panel deems that terrorism susceptibility has sufficiently reduced to warrant exit, or
- The terrorism risk has increased, and the case is escalated to the police for consideration, or
- Consent to access support is not secured or is withdrawn.

3.6 The type of activities that are included in a support package will depend on risk factors, vulnerabilities, and local resource. For example, a diversionary activity with lower-level support may be sufficient for someone who is in the early stages of radicalisation. The following kinds of support might be considered appropriate:

- Theological/ideological support – structured sessions using a Home Office approved Intervention Provider, to understand, assess or challenge ideological, theological, or fixated thinking.
- Constructive pursuits – supervised or managed constructive leisure activities.
- Education skills – activities focused on education or training.
- Careers contact – activities focused on employment.
- Family support contact – activities aimed at supporting family and personal relationships, including formal parenting programmes.
- Health awareness contact – work aimed at assessing or addressing any physical or mental health issues.
- Housing support contact – activities addressing living arrangements, accommodation provision.
- Drugs and alcohol awareness – substance use interventions.

- Mentoring – work with a suitable adult as a role model to provide personal guidance or pastoral care.

- 3.7 With regards to ideological support, Intervention Providers are theological and ideological specialists. They are experienced in assessing ideological drivers, possess a high level of understanding around radicalising extremist narratives, and have the ability to counter them. They receive comprehensive training to support their roles through the Intervention Provider professionalisation programme. Intervention Providers are also subject to a rigorous recruitment process and must receive ministerial approval to work on the programme.
- 3.8 Where Channel is not considered suitable, alternative options will be explored. Where consent has not been given or the level of risk makes it unsuitable, the person can be considered for Police-led Partnerships (PLPs). PLPs are led by the Police but work in partnership with other agencies and employ many of the same type of approaches used within the multi-agency process of Channel.
- 3.9 After an individual has left the Channel programme, their progress will be reviewed 6 and 12 months as a minimum. If the individual shows further radicalisation related concerns, they can re-enter the Channel programme and receive further support.
- 3.10 Our cohort of cases tends to be young males (14–18-year-olds), with extreme right and mixed and unclear ideologies. Most cases within the local Channel space are linked to online activity, including the use of Discord, Telegram and 4chan. Below is a summary of a local case.

North Yorkshire Channel Panel has in recent months managed a Channel case whereby a referral was made from a school, following concerns over one of their students. A 15-year-old student was found in school wearing a German army uniform, displaying a swastika, making a Nazi salute, and shouting 'Heil Hitler'. The student admitted to accessing videos which contained extremist ideologies, such as Holocaust denial and they spoke about their attraction to Far-Right ideology. The individual was in contact with another young person, elsewhere in the country, showing the reach of the online space. The student shared similar Far-Right beliefs; and the two of them regularly exchanged violent, transphobic, and racist views with each other, before going on to share those with a cohort of pupils from their respective schools within a WhatsApp group. Following the support, which was provided through Channel, Home Office approved Intervention Providers have completed multiple sessions with the two main protagonists, resulting in them having a better understanding of the world and societal values, which has in turn reduced the risk of radicalisation. Locally using Channel as the mechanism to manage this, North Yorkshire Police School Officers, and North Yorkshire Youth via the 'Wake Up Call' intervention, have delivered session to a cohort of pupils within the school, including a focus on hate crime and antisemitism.

#### **4.0 PREVENT PARTNERSHIP ARRANGEMENTS IN NORTH YORKSHIRE**

- 4.1 Prevent statutory guidance states that local authorities are required to have multi-agency arrangements in place to effectively monitor and evaluate the impact of Prevent work and provide strategic governance. A strategic Prevent Partnership Board has been established for North Yorkshire and York, and is chaired by Rachel Joyce, Assistant Chief Executive – Local Engagement, North Yorkshire Council. The guidance adds *“Local authorities should make use of their local multi-agency group(s) to agree risk, co-ordinate Prevent activity, and offer support and advice.”*

- 4.2 Local Prevent Groups for central, eastern, and western locality areas are currently being formed and the first meetings will start late September and will meet on a quarterly basis. Membership covers a good cross section of organisations and standard agenda item for each group will include community engagement, activity, community tension monitoring, training offers and communication (local and national). Situational Risk Assessments are also being developed for each of the areas, which will support the development of the local action plans and identify actions to mitigate any risks identified. These groups will report directly into the York and North Yorkshire Prevent Partnership Board.
- 4.3 On an annual basis local Prevent arrangements are assessed and benchmarked against eight areas:
- Multi-agency partnership group
  - Local assessment process
  - Partnership plan
  - Referral pathway
  - Training programme
  - Reducing permissive environments
  - Communications and engagement
- 4.4 The assurance process for May 2024 identified *“Overall Prevent delivery in North Yorkshire is good and meets the requirements of Prevent duty in every area with one exception, there is no situational risk assessment.”* This will be rectified via the establishment of local Prevent groups.

National and local guidance and support is aimed at both professionals and communities, including concerned families and friends.

Act Early [ACT Early | Prevent radicalisation](#) is aimed at the public, including concerned families and friends.

[Educate Against Hate - Prevent Radicalisation & Extremism](#) offers a wide range of information and support for education settings.

Local guidance and support, including information regarding training opportunities, is found via [Prevent | North Yorkshire Partnerships \(nypartnerships.org.uk\)](#)

## **5.0 HATE CRIME AND COMMUNITY COHESION**

- 5.1 It is recognised that a ‘golden thread’ links community cohesion, tensions, hate crime and individuals that may be susceptible to radicalisation and terrorism.
- 5.2 An Inclusive Communities Joint Coordination Group reviews hate crime and incidents across North Yorkshire and York, this group reports directly to NYCSP and Safer York Partnership.

Current agreed multi-agency objectives for this group include:

- Partnership development – to scope and develop a joint Hate Crime and Community Cohesion Strategy for North Yorkshire and York. This work has started but requires wider partners engagement and development.
- Multi-agency training – to increase awareness and address emerging themes.
- Communications – continue to support and deliver on the joint partnerships ‘calendar of activity’ (across the Community Safety Partnership, Safeguarding Children Partnership and Safeguarding Adults Board).
- Community engagement – build the trust and confidence to recognise and report hate crime through promotion and education.

- Funding opportunities – to identify and explore funding opportunities to increase understanding and awareness of hate crime through supporting positive engagement with communities and professionals.

- 5.3 On behalf of the Inclusive Communities Joint Coordinating Group, a time limited multi-agency task and finish group has been formed to coordinate and plan for Hate Crime Awareness Week (12-19 October). This will build on previous weeks of activity and will include face-to-face sessions and online webinars covering a range of topics, including, misogyny, cultural awareness, hate crime awareness and local community engagement events across localities supported by the Community Safety Hubs. As part of the multi-agency hate crime training offer, a hate crime champion accredited scheme is being developed.
- 5.4 The Senior Development Officer within the Community Safety service that leads on this agenda is co-located within the Hate Crime Team, North Yorkshire Police, one day per week.

**Community Safety Hubs** – there are seven Hubs across North Yorkshire, currently on previous district/borough council boundaries. The Hubs are the key operational delivery arm of community safety, and within all the Hubs there is co-location of local authority and Police officers. The Hubs co-ordinate the operational response to local community safety issues, e.g. anti-social behaviour, community tensions, through multi-agency problem solving approaches.

**Multi-Agency Training** – a comprehensive Prevent and hate crime training offer exists for partners. Further work is being undertaken to enhance this offer across the multi-agency workforce and directly with communities. This offer includes training on Prevent, hate crime and local risks (far right extremism, incel sub-culture, online risks). Training modules have included a focus on media literacy, the ability to identify different types of media and understand the messages they're sending. Joint training is delivered by North Yorkshire Council and North Yorkshire Police.

## 6.0 RECOMMENDATIONS

- 6.1 For members to consider the content of the report and to identify any areas for clarity and potential future action.
- 6.2 For members to identify partnership priorities and duties, that can be a focus for future updates and reports to the committee.

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# Corporate and Partnerships Overview and Scrutiny Committee Customer – 9<sup>th</sup> September 2024

Margaret Wallace - Assistant Director Customer, Revenue and Benefits

OFFICIAL

# Purpose and Introduction

This presentation provides background, and an overview of the:

- One front door approach
- Demand on customer service channels
- New customer experience approach (customer first)
- Customer strategy and customer transformation programme.



# One Front Door

One council, One front door, Customer-first approach

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- One telephone Number – 0300 131 2131
- One website
  - Single Contact us form
  - Chatbot
- 7 customer access points

# A year in the life of our customer channels



**650,566**

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telephone calls handled



**80,951**

Customers served face to face



**17,437,693\***

Page Views

**4,612,140\***

Users



**34,393**

website "get in touch" link



**186,382**

Emails enquiries



**465470**

Online service requests



**141,476**

Chatbot-launches



# Top service demands

## Customer contact centre/front facing services

- Council Tax
- Bins Recycling and Waste
- Roads, Parking and Travel
- Adult Social Care
- Housing and Homelessness

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## Website

- Bin Collections
- Planning Applications
- Road Cameras
- Council Tax
- Main job vacancies page

## On-line service Requests

- Garden Waste
- Bin Collections
- Council Tax
- Housing Tenants
- Adult Social Care

# One Front Door has delivered improvements

The customer team has supported the organisation to improve a number of services.

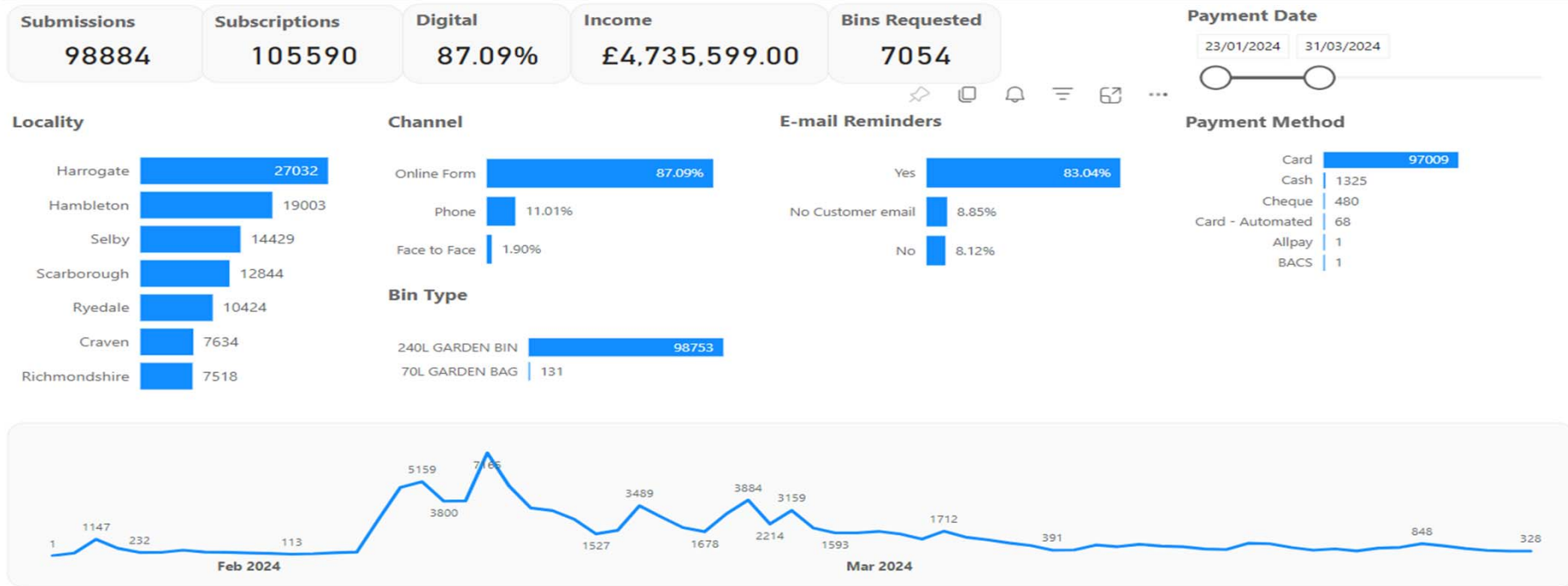
- Garden Green Waste (Harmonisation of the subscriptions service)
- Bulky Waste (Harmonisation of Bulky Waste Collections)
- Combined Bin Calendar (One Calendar for all bin collections days)
- Adult Social Care Robotic Process Automation (supporting increase Adult Social Care demand from other professionals at the front door)
- Elections (Demand shared across all Customer Service Teams)
- Working across service to deliver Household Support Fund

While the above changes have made improvements to customer experience some are interim solutions until full convergence and transformation can be completed.

Bulky Waste and Garden Green Waste did work to agree a single policy for launch.

# Garden Green Waste (Launch – 31<sup>st</sup> March 2024)

## Garden Waste



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- 87% of customer subscribed on-line
- Demand on the Customer Service Centres was moved so it didn't clash with Council Tax Billing
- The lack of a combined CRM created some challenges for the Customer Service Teams
- The use of 7 different income management systems reduced payment options for customers



# WHAT IS CUSTOMER EXPERIENCE?

## Customer Experience or CX

The overall feeling and perception our customers develop based on every interaction they have with us over time. If a customer visits our website or our Leisure Centres, has their bins collected, walks in our parks, or interacts with our staff, these things together make up their overall experience with us.

## Customer Service

The support we provide in a single interaction. It's how we help customers when they come to us with a question or for assistance.

# Customer Experience Strategy

The Customer Experience (CX) Strategy will outline our vision, goals, initiatives, actions and measures to transform how we deliver customer first services, ensuring we meet the needs of our customers.

How can North Yorkshire Council understand the interactions that matter most to our customer and join up their customer (life) journey by designing the best possible experience around them ?

- Customer Experience Strategy
- Annual Customer Satisfaction Survey
- Customer Insight (data)
- Customer satisfaction real-time platform

# Customer Programme (Outcomes)

## Customer Vision

'We are an organisation which puts the customer at the heart of everything we do to continuously improve their experience'

Page 24



**One Council-  
Customer First-**

A culture  
that prioritises the  
customer



**We understand  
our customer  
needs and what  
they value**



**Services are  
designed to meet  
customer needs**



**Improving and  
enhancing our  
technology and  
digital offer to  
customers**



**Continuously  
improving the  
customer  
experience**

EASY

ACCESSIBLE

CONSISTENT

RESPONSIVE

RESPECTFUL

INFORMED

TH  
KSHIRE  
NCIL

OFFICIAL



# Overall Programme Benefits

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Services are aligned and bought into Customer strategy and culture.

Improved clarity on roles and responsibilities, across the organisation, with regards to customers and adoption of the customer first approach.

Improved customer data (inc. visibility across the organisation and quality) and standardised classifications.

Improved understanding of the voice of the customer and improved service understandings of their needs and wants.

Improved ease and accessibility throughout customer journeys.

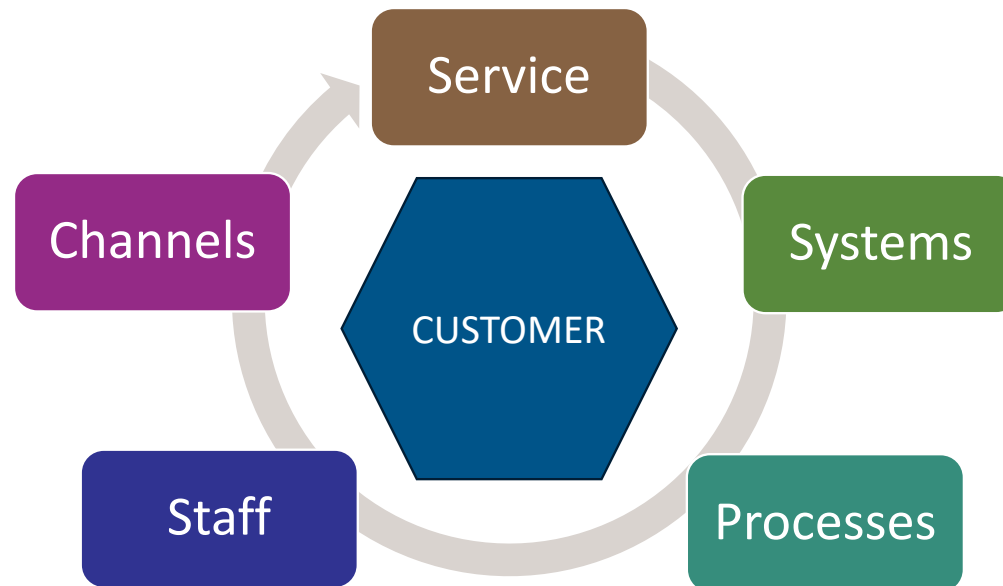
Improved service delivery to support customer requests and queries.

More efficient services through the use of CSC to support and triage calls appropriately (need to make sure savings are not double counted).

# Customer Vision

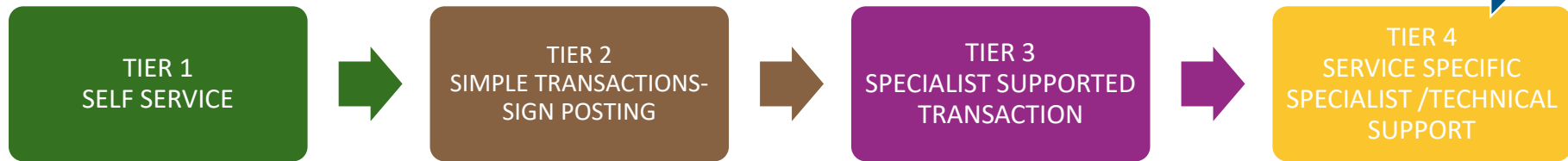
**‘We are an organisation which puts the customer at the heart of everything we do to continuously improve their experience’**

Page 26

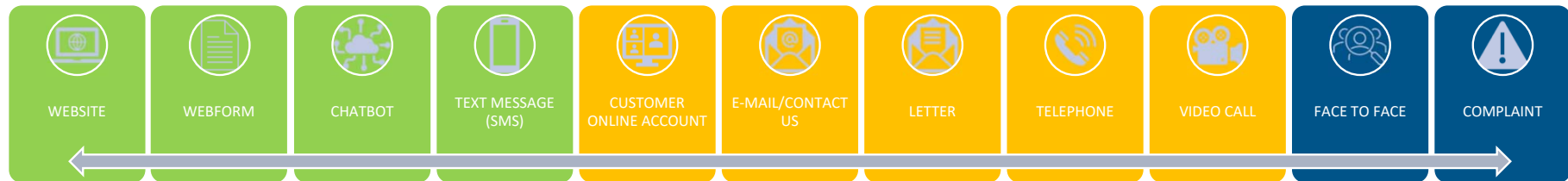


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# CUSTOMER PROJECT JOURNEY



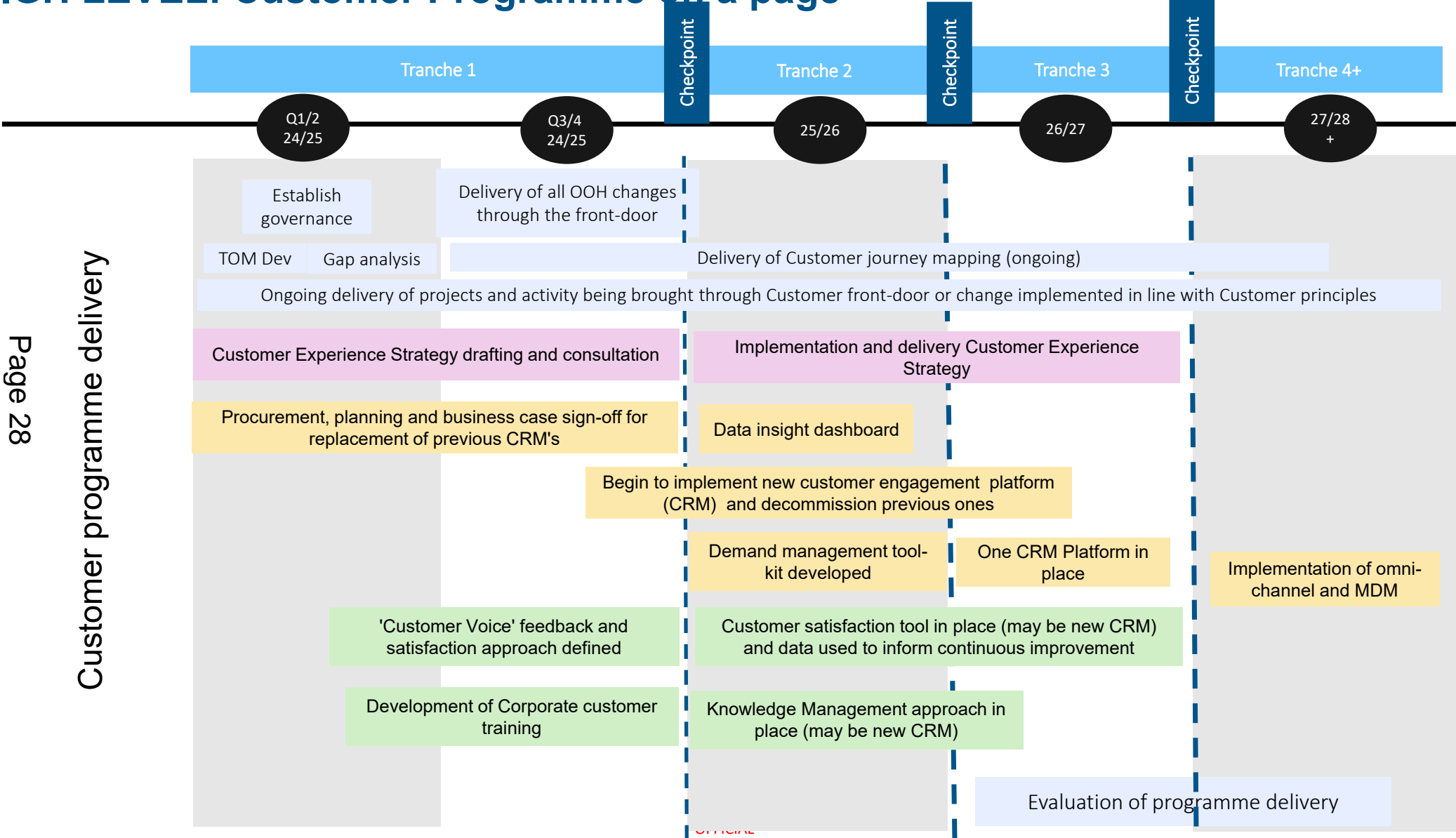
## ONE FRONT DOOR- CHANNEL OF CHOICE



TOM



# HIGH LEVEL: Customer Programme on a page



# Current Service Area Projects with Customer Involvement in design across all channels

- Revenues and Benefits – Convergence and Transformation
  - Out of Hours – Convergence and Transformation
  - Pest Control – Interim Solution
  - Housing Repairs – Convergence and Transformation
  - Housing allocation – Convergence and Transformation
  - Homelessness – Service Convergence
  - Home to School Transport \*RPA
  - Children’s Social Care Professional On-line Forms \*RPA
  - Adult Social Care Professional On-line Forms– Website content review and \*RPA
- \* Robotic Process Automation – Automates simple processes to reduce capacity required.

# Next steps

Customer Programme work is progressing to provide the building blocks to enable us to baseline and understand how we are doing and clearly understand what we need so we are fit for the future

- Page 30
- Customer Experience strategy/ policy
  - Customer Voice
  - Corporate Customer Excellence Training
  - Annual Customer Experience Survey
  - Procurement of Customer Engagement platform
  - Real-time Customer satisfaction platform
  - Customer Experience Business Partners
  - Review of Customer Complaints

## North Yorkshire Council

### Corporate & Partnerships Overview & Scrutiny Committee

9 September 2024

#### Annual Performance Update on the Youth Justice Service

Report of the Corporate Director for Children & Young People Service

#### 1.0 PURPOSE OF REPORT

- 1.1 The report provides members with an overview of the performance throughout 2023-24 and the planned way forward for 2024-25.

#### 2.0 BACKGROUND

- 2.1 Our Youth Justice Service is located within the broader Early Help offer, supporting a single, coordinated pathway for children presenting risky or challenging behaviour.
- 2.2 The key principles of the national youth justice practice model have been blended with the advanced, child-centred & strength-based approach used by Children's Services, achieving consistency and transferability of our assessments, plans & interventions.
- 2.3 North Yorkshire services work closely together across a breadth of other key partnerships to develop and deliver this coordinated approach. This has been further advanced by a Unitary Council structure that began in April 2023.
- 2.4 Our single, overarching vision for our services is to focus our work within communities, schools, and families to support early, creative and sustainable positive change. The more effectively we do this, the fewer people will develop complex, costly, or risky needs later. This is especially important for our children, who are prioritised in every strategy.
- 2.5 Our partnership within our Youth Justice Service reflects these values and is illustrated in our key object to reduce the number of children who get into trouble, and wherever possible to divert them to positive support. For the small cohort of children who present persistent or serious offending - and invariably have substantial, complex unmet needs - we want our Youth Justice Service to work alongside our children, their families, schools, and communities to find positive change.
- 2.6 We have a highly skilled, hardworking, operational workforce who are now fully embedded within the wider children and families service and as such trained in all elements of the Strengths in Relationship Practice model. We are proud of the successful outcome in our most recent HMIP Inspection (Inspection of Youth offending services in North Yorkshire 2020) with an overall grading of Good, and, more recently our Ofsted Inspection of Children's Services with a grade of Outstanding in all 5 areas (Inspection of North Yorkshire Children's Services 2023).
- 2.7 We regularly receive feedback from the service's QA processes, and independent analytical reports provided by the CYPS Strategy & Performance Team. We confidently know that our frontline teams are providing a high standard of assessment, planning and support for the children. Recent thematic audits and learning conversations have continued to inform

us that we are continually striving for excellence for the children and families we serve and provide evidence that our Practice model is fully embedded across our workforce.

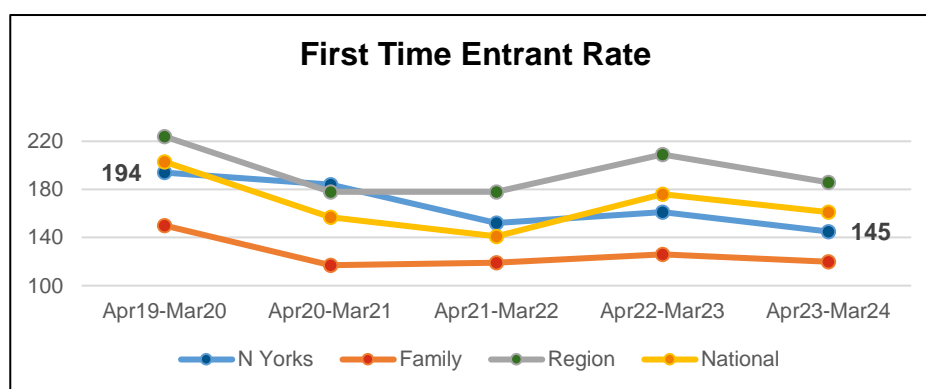
### 3.0 Performance

3.1 It is important to first highlight the significant and ongoing improvements that have been achieved against two of the three National Youth Justice indicators (the reoffending indicator remains a challenge).

- The First Time Entrant rate has continued to decrease with a 25% reduction seen between 2019/20 and 2023/24.
- In the 3 years to 2023/24, 7 custodial sentences were given. This compares with a total of 45 custodial sentences in the previous 3 years.

### 3.2 First Time Entrants (FTEs)

- We are pleased that our FTE rate continues to improve, the latest official data for the 12 months ending March 2024 showed a further decrease in the rate of FTE's (r=145) into the criminal justice system in North Yorkshire compared with the rate 12 months previously (r=161). The rate of 145 relates to 80 young people and places North Yorkshire in the 2nd Quartile nationally.
- 9 fewer young people entered the criminal justice system for the first time in the 12 months ending March 2024 when compared to the same period 12 months earlier.
- The current rate in North Yorkshire is lower than the national (r=161) and regional (r=186) rates but higher than the family group average (r=120). The rate in North Yorkshire has decreased at a faster rate than any of the 3 comparators since 2019/20.



- We have continued to work hard to improve the quality and impact of our diversionary Youth Outcomes Panel (YOP) and maintain closely detailed analysis of YOP throughput, outcomes, and re-offending. We know that the 2023 cohort had a 72% rate of diversion from recorded criminal outcomes – increasing from 48% in 2021.

### 3.3 Prevention & Diversionary Activities

The Early Help Service continues to lead on the delivery of the Trauma Informed Test & Learn Pilot Programme of work as part of the Regional Health & Youth Justice Vanguard. Funding for this project has now been extended until 2028.

- All three delivery elements (Change Direction, Trusted Relationships, and PIPA), remain fully staffed and operational. We provide monthly highlight Reports to the regional leadership team providing a running commentary on progress and future planned activity. Our Quarterly data and KPI submissions to NHSE, along with our written Case Studies, adds further richness to the story of this work in North Yorkshire.



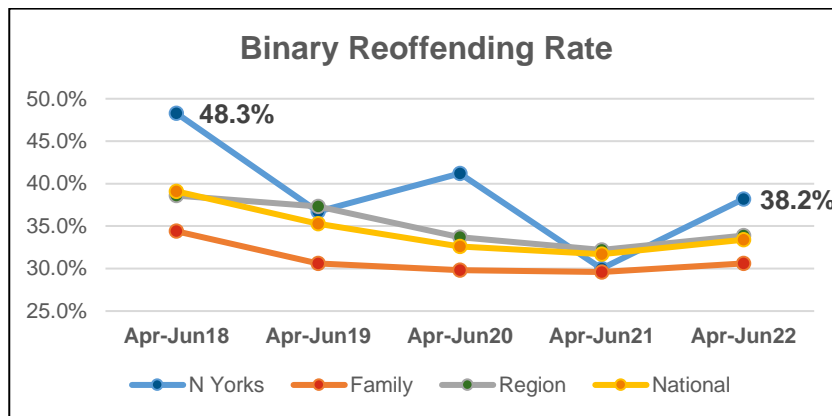
- The primary focus is to build on existing work delivering action that brings about a reduction in the number of First Time Entrants (FTE's) into the criminal justice system as well as positively influencing the trajectory of those young people at risk of re-entering the system. Recent data suggests that this approach is having a positive impact.
  - We are linking up with trauma informed developments in Health and Adult Services as part of the 'Trauma Informed and Responsive North Yorkshire' in recognition of the important transitions young people make into adult services.
- 3.4 Our Xchange communication 'add-on' (developed internally in conjunction with Mind of My Own), continues to be used by young people open to our YJS, ensuring their voice is incorporated in their self-assessment and to further gather their wishes and feelings.
- 3.5 Significantly, this Xchange product has now been taken up more widely by several other Youth Justices Services, with further interest also from National Health Service England (NHSE).
- 3.6 Funding for the Turnaround Programme was announced by the Ministry of Justice in October 2022 and launched in January 2023.
- We are now in a third year of the three-year programme which aims to improve outcomes and prevent offending for children who are on the cusp of the youth justice system and who do not meet the threshold for statutory support.
  - We have been able to build on shared learning from our Change Direction programme (part of the test & learn pilot) and will continue to work with North Yorkshire Youth to refine and improve the programme as we move forward.
  - The trajectory for North Yorkshire is to work with 177 children over the three years. To date the programme has worked with 112 children.
  - Up to the end of Q4 2024 - 82 young people have engaged in the programme of these 70 (85.5%) have maintained successful outcomes with only 12 (14.5%) becoming involved in criminal justice post referral to Turnaround. Although it is early days, this demonstrates a higher number of positive outcomes when compared to the National data.
- 3.7 This work highlights a major change of focus and practice for the operational Youth Justice Service, pivoting from historical high-volume/light-touch casework to a more sustained and detailed engagement with far fewer but much more complex children.
- 3.8 Work with girls  
We continue to be concerned by the unusually high representation of girls in both our FTE (24%) and offending cohorts (22%), which significantly exceeding national trends.
- A key differentiation is that girls tend to enter the youth justice system a year earlier in developmental terms, and also to 'peak' and desist sooner. This is consistent with national evidence, and we do not perceive any discriminatory or disproportionality concerns.
  - North Yorkshire continues to support the development of a national focus group (Girls Group Forum) exploring work with girls coming to the attention of Youth Justice Service. The Youth Justice Board (YJB) having joined the focus group is now

developing a Resource Hub to provide practitioners with access to the toolkits and programmes that are shared in the forum.

- As part of the Serious Violence Duty, funding was secured from the Police and Crime Commissioner to enable ‘Square Up to Violence Against Women and Girls’ to deliver training to staff in North Yorkshire and York. The programme encourages opportunities to consider the impact of violence against women and girls and the reasoning behind their behaviours. As part of the training, participants from across Early Help/YJS received sessions, plans and resources to enable them to deliver sessions and interventions to young people.
- We are working alongside with St Giles Trust who offer unbiased and confidential support to help address any underlying issues which are holding the females back from progressing their lives and explore a trauma informed approach to guiding them forward. Typically, these involve crime, poverty, substance misuse, domestic abuse, and physical and/or mental health issues.

### 3.9 Reoffending

The Binary reoffending rate in North Yorkshire increased to 38.2% in the April-June 2022 cohort. As indicated in the chart below, the North Yorkshire rate is higher than the regional rate (33.9%), the national rate (33.4%) and the family group average (30.6%).



- 3.10 The April-June 2021 cohorts showing lower reoffending rates on the chart are believed to have been impacted by covid related lockdowns and the recovery of the court system. In particular, it is believed that continued delays in the processing of cases meant that increased numbers of reoffence convictions may have fallen outside of six-month waiting period and therefore not be counted in the statistics.
- 3.11 There were 34 young people in the latest cohort in North Yorkshire, of whom 13 committed a proven reoffence within the 12-month tracking period. The Frequency reoffending rate (average number of reoffences per reoffender) increased to 6.23 in North Yorkshire as the 13 reoffenders committed a total of 81 proven reoffences.
- 3.12 Unofficial data from the YJS case management system forecasts lower binary and frequency reoffending rates for the next cohort, July-September 2022.
- 3.13 We have procured a new case management system which goes live in late July. It is anticipated that this new system will enable a far richer analysis of offending data than is available through the system it is replacing.

### 3.14 Serious Youth Violence

As highlighted in the table below, recent data produced by the YJB shows that the rate of Serious Youth Violence (SYV) in North Yorkshire has been below that seen in each of the 3 comparators in each of the 3 years shown.

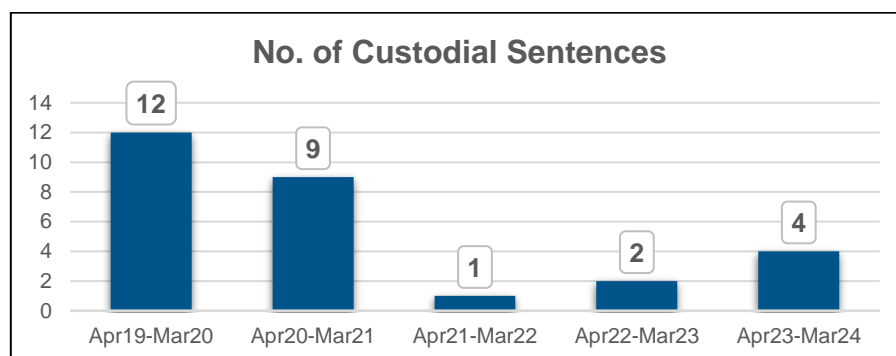
	Year Ending December (Rate per 10k 10-17 Population)					
	2021		2022		2023	
	No. of SYV Offences	Rate of SYV Offences	No. of SYV Offences	Rate of SYV Offences	No. of SYV Offences	Rate of SYV Offences
North Yorkshire	11	2.0	4	0.7	12	2.2
Family Average	13	2.4	13	2.3	16	2.9
Region	250	4.8	263	5.0	255	4.9
National	2942	3.9	2906	5.2	3069	5.5

- The YJB’s definition of SYV is any drug, robbery or violence against the person offence that has a gravity score of 5 or more. Gravity scores range from 1 (least serious) to 8 (most serious) with all robbery offences carrying a gravity score of 6.
- The period covered relates to the date the young person received a criminal justice Outcome rather than the date of the actual offence.
- In the year ending December 2023 serious violence offences comprised 3% of all offences in North Yorkshire.

### 3.15 Custodial Sentences

Reduction of custodial sentencing has been a key North Yorkshire priority for several years, and we are delighted by the sustained progress our partnership has achieved. Although the number of custodial sentences increased to 4 (this relates to 3 children) in 2023/24, this remains significantly lower than the numbers seen prior to 2021/22.

3.16 Whilst the rate per 1,000 of the 10-17 population of custodial sentences has also decreased nationally in recent years, the current national rate (r=0.11) and regional rate (r=0.16) are both higher than the 0.07 in North Yorkshire.



### 3.17 Child First

The principle of ‘Child First’ guides the work of our YJB and underpins our work, values, and principles in North Yorkshire. For those who do offend, our core focus continues to be rehabilitation, tackling underlying causes of youth offending, and delivering a system that

gives children the support they need to break the cycle of offending and builds productivity and fulfilling lives supported by positive relationships.

- 3.18 Our North Yorkshire practice model is fully aligned with the 'Child First' values. Our practice model underpins these values and principles and illustrates how we collectively respond to the needs of children, young people, and their families. Our intention is to keep children within their families, schools, and communities to ensure support is provided at the right level by the right person using the right intervention.
- 3.19 We take all possible steps to divert children from formal criminalisation, and where that is unavoidable, we foster trusting and influential relationships to support young people through positive, strengths-based change. We recognise that children in the YJS often have multiple and complex needs, therefore by providing support early, we seek to divert children from the justice system entirely and address their needs by promoting social identity, and supporting young people to find new, constructive purpose in their families and communities.
- 3.20 Voice of the Child  
North Yorkshire has a comprehensive engagement and participation approach. Within Children's Services this is led by our Youth Voice and Creative Engagement Service, comprising of 4 specialist participation workers who support and facilitate the voice of young service users. This includes a number of consultative 'voice groups', a team of Young Inspectors, and a Children in Care Council.
- 3.21 Our partnership approach to Youth Justice does not distinguish or stigmatise children who commit offences. Some of the children supported by youth justice are involved in Youth Voice projects, but we do not have (or want) a separate strand which primarily labels them as criminals.
- 3.22 Recently, the Youth Voice has been involved in the refreshing of the MAP document and have been working with young people who have experience of working with Youth Justice, to see what they think about the document and what they would like to see in look like in the future. This has been an important piece of work, ensuring the people who benefit most from this assessment tool have been able to contribute to discussions around what the document looks like and how their voices are heard throughout the document. One-to-one and focus groups were held, and the information gathered from these sessions will be fed back to the working group in July 2024.
- 3.23 Building on the success of previous years, the Youth Voice team has continued to offer one-to-one sessions with young people using rap as a way of exploring their emotions. One young person attending these sessions got so much from them he asked if he could bring along a friend, who would also benefit from joining.
- 3.24 Skills 4 Work (S4W)  
Skills 4 Work, funded through Anglo American, continues to offer our post-16 young people an opportunity to deliver projects within the local community of Scarborough & Whitby, on the East coast. A maximum of 4 young people can attend the programme at the same time to ensure that the project supervisor can provide sufficient health and safety oversight to the tasks being undertaken, whilst providing a mentoring role to the young people.
- We offer all young people and their workers the opportunity to attend a panel discussion when they apply to attend the programme -this allows the panel to meet the young person, and provides opportunity for the young person to meet the supervisor and ask questions. This ensures that the trajectory of young people is identified prior to commencement of the programme, enabling panel members to ascertain the direction

of travel and any support required from the educational advisor. It also provides clear management oversight of the decision-making process.

- The project undertakes community-based activities, that community members are unable to do for themselves or do not have the resources to complete the tasks thereby developing community-cohesion. The work over this last year has been around the Whitby area and close to the Woodsmith Mine. The work is very varied such as repairing / replacing a broken fence for a nursery in the small village of Egton, painting the floor in the sports pavilion in Sleights, assembling playhouses for an infant school in Ruswaarp as well as grass cutting and hedge trimming in several villages.
- Tasks have also included planting trees within the participating young people's own community that will be there for many years, giving the trainees pride in the place they live, a sense of belonging and perhaps an opportunity reflect on their time on Skills4Work in years to come with their own family.
- As part of the 'growing our own' approach, the Skills4Work team have been undertaking tasks to support our Supported Accommodation team. This work has involved furnishing accommodation for our Asylum-Seeking young people, constructing flatpack furniture and undertaking general maintenance duties.
- Funding from Anglo American was previously secured until December 2024. The funding currently covers the cost of a project supervisor for three days a week, alongside an incentive allowance and materials and equipment required for the community work. Anglo have confirmed that the current funding will continue until December 2024 and discussions are taking place regarding a further extension of their funding for the Skills4Work project until December 2025.

### 3.25 North Yorkshire alternative Prevention and Diversion Assessment – My Assessment Plan (MAPs):

The YJB have agreed continued use of our alternative assessment – My Assessment Plan by North Yorkshire YJS. A Memorandum of Understanding has recently been agreed which will be reviewed on an annual basis.

- Work is currently ongoing to further enhance our assessment tool following the recommendations identified from the evaluation undertaken in 2023. The assessment will then be built within our new Case Management System enabling reportable data functions.
- The development work has included consultation with young people open to our service and their families, it is our intention to share the finalised form with our key partners, including HMIP inspectors, to ensure there is stakeholder confidence in this work going forward. This is considered vital in our preparation for the next inspection.
- Once finalised the assessment will then be built within our new Case Management System. Forms development is part of the training package purchased from CACI which will enable the MAPs form to be built as a reportable form within the system.

### 3.26 Careworks – Case Management System

As identified in the previous report we have had some significant developments in respect of strategic decisions to explore, source and implement a new case management system. Youth Justice Service are expected to migrate when the Careworks contract expires on the 31<sup>st</sup> of March 2024.

- 3.27 We have now successfully procured a YJB approved Case Management system - Provider CACI Product Name - ChildView. Due to the timescales imposed by the withdrawal of Careworks there has been a significant focus on the implementation of a new system, however we have purchased a one-year licence extension of the current product Careworks allowing time for successful data migration, the building and implementation of forms within the new system and to allow us to continue to submit the required data to the YJB during the implementation period.
- 3.28 Although there a slight delay in migration the new system has recently gone live. As part of the implementation training has been provided at appropriate levels to all practitioners and support services within YJS who will require access to this new system.
- 3.29 Further training will be rolled out over this next quarter to enable greater access to the system by Practitioners across the C&FS. The full training programme should be completed by November 2024.
- 3.20 This has provided the services with the opportunity to develop a more child-centred, interoperative system, which is fully aligned with our practice model and our child first approach.

#### **4.0 Quality Assurance**

- 4.1 North Yorkshire Childrens and Families Service have a Quality of Practice Framework which is embedded across all children's services. The framework is designed to embed a continual improvement across the service to achieve improved outcomes for children and young people.
- 4.2 The framework centres on three elements:
- Voice – The voice of the child and family is evident and has informed plans and outcomes.
  - Quality – Quality of practice is high and enable achieving the best outcomes for children.
  - Practice Outcomes – Data will demonstrate the outcomes delivered by the team and identify areas of strength and risk.
- 4.3 As part of our monthly learning space process, we capture feedback from partner agencies. The key messages from the feedback are reported in the quarterly Quality Assurance Summary Report, with progress on identified learning and improvement actions tracked.

#### **5.0 Ongoing Development Opportunities**

- 5.1 Speech and Language Therapeutic Service  
In September 23, our commissioned provider HDFT (Harrogate District Foundation Trust) gave North Yorkshire notice to end contract of Speech and Language Therapy services to No Wrong Door (NWD) and Youth Justice, with services ending in March 2024. We continue to recognise the Speech Language and Communication needs is a significant area of need for most young people open to Youth Justice in North Yorkshire and that the service has been invaluable to establish improved understanding, assessment, and intervention with young people.
- 5.2 We have used this opportunity to consider an alternative method of delivery. Following discussion with the Inclusion Team within Children and Young People Service within North Yorkshire, we have agreed to use the funding to increase the capacity within the Inclusion Service to develop an in-house offer to meet this need. A small working group has been

established to take this forward with a view of implementing a programme of support from September 2024.

5.3 Whilst developing this provision, refresher training has been delivered using funding from the OPFCC across YJS and NWD. YJS practitioners from City of York Council were also invited to attend. Two workshops have now been successfully delivered by North Yorkshire Inclusion Service ensuring practitioners have a good awareness of speech language and communication needs and the earliest identification of the needs to ensure appropriate referrals to NHS services.

#### 5.4 Harmful Sexual Behaviour

In North Yorkshire we identified that we need to have a better understanding of Harmful Sexual Behaviour (HSB) displayed by children and young people. To support a support a system wide review we secured funding from the Police and Crime Commissioner to conduct a multi-agency HSB Farmwork Audit by NSPCC.

5.5 The aim of the Audit was to understand our awareness of HSB and the current pathways of support for children and young people displaying these behaviours. The Audit was to gain a 'whole system' view of HSB – how the current system works and is experienced by professionals, children, and families and to help us have a clear and honest picture of our current position in North Yorkshire. The findings have been used to highlight actions that are required from all partners to improve the response and provision of services for children and young people.

#### 5.6 Serious Violence Duty

The Duty, which commenced 31<sup>st</sup> January 2023, requires specified authorities to work together to prevent and reduce Serious Violence that occurs in the area and implement a strategy to address it. Funding is allocated through the OPFCC to support the Duty. North Yorkshire YJS are working collaboratively with the OPFCC and partners to implement and respond to the Duty, aligned to the wider work of the YJS accordingly.

### 6.0 **Looking Forward 2024 -2025**

- We will continue to drive forward the Implementation and embedding of the New Case Management system.
- Implementation of the revised MAPS into the new case management system as a reportable form.
- Continue to drive work to reducing the criminalisation of children in care and children with Special Educational Needs
- Identify strategies for reducing the number of children re-offending.
- Continued focus on working with girls to reduce the number of girls committing criminal offences.
- Enhance the offer for children transitioning between children and adults' services.
- Continue to actively engage with the Serious Violence duty.

### 7.0 **REPORT RECOMMENDATION**

7.1 The Committee are asked to note the contents of the report and advise officers regarding any areas of the work that they may wish to see more detailed information at future meetings or briefings.

Stuart Carlton  
Corporate Director – Children & Young People Service  
County Hall  
Northallerton

30 August 2024

Report Author & Presenter: Barbara Merrygold – Head of Early Help, Children & Families Service

**BACKGROUND DOCUMENTS:** None

**APPENDICES:** None

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.



## North Yorkshire Council

### Corporate and Partnerships Overview and Scrutiny Committee

9 September 2024

### Localities Update Report

#### Report of the Assistant Chief Executive for Local Engagement

#### 1.0 PURPOSE OF REPORT

- 1.1 The report will update Members on projects and programmes undertaken by the new Localities service and Corporate Volunteering.

#### 2.0 BACKGROUND

- 2.1 The committee has received bi-annual updates from the Stronger Communities service and corporate volunteering programme for a number of years.
- 2.2 Following LGR the Stronger Communities Programme was incorporated into the new Localities Service and as such it was agreed that future reports include the work of the wider Localities service along with Corporate Volunteering.
- 2.3 The Council agreed as part of the arrangements for the establishment of a unitary council a locality-based delivery model with four strong and interconnected pillars:
- i. Local services and access – locally based and integrated council, partner and community services.
  - ii. Local accountability – six Area Committees, political accountability for the discharge of statutory functions and services at local level.
  - iii. Local action – local people, partners and communities coming together in new Community Networks to identify and deliver against priorities.
  - iv. Local empowerment – devolution of powers to community groups and town and parish councils who want to, to run assets and services.
- 2.4 Whilst locality working will be part of a whole council approach, as part of the structure for the new North Yorkshire Council a central corporate localities team has been established comprising a Communities team (incorporating the Public Health funded Stronger Communities Programme), a Parish Liaison & Local Devolution Team and a Migrant Programmes Team.
- 2.5 The new Localities Service went live on 1 May 2024.
- 2.6 The Communities team lead on the delivery of pillars one and three and the Parish Liaison & Local Devolution team lead on pillar 4 of the locality operating model.
- 2.7 A number of programmes and projects have been agreed as early priorities to help to establish and embed the locality operating model.

#### 3.0 COMMUNITIES TEAM PRIORITIES – UPDATES

- 3.1 The Communities Team work collaboratively with other services; communities; public sector; and voluntary and community sector partners to deliver the following aims:
- i. Prevention - supporting communities to contribute to the Council and public health prevention priority to reduce, prevent or delay the point at which people need to access statutory health and social care services.
  - ii. Supporting people to live longer, healthier and independent lives within their community and contributing to broader public health priority to reduce health inequalities.
  - iii. Supporting communities to become more resilient to respond to local challenges.
  - iv. Social Regeneration - Ensuring that the places where people live, now and in the future, create new opportunities, promote well-being and reduce inequalities so that people have better lives, in stronger communities and achieve their potential.
- 3.2 The Communities Team is based on three area teams, each including two Area Committee localities: West (Skipton and Ripon; Richmond areas); Central (Harrogate and Knaresborough; Selby and Ainsty areas); and East (Scarborough and Whitby; Thirsk and Malton areas).
- 3.3 **Prevention & reducing health inequalities.**  
*Stronger Communities Programme Inspire Fund* - The Stronger Communities Programme Inspire Grant continues to run, supporting community and voluntary groups to establish new services, events or activities that promote social action and improve the wellbeing of individuals and communities. A total of £130,074 was awarded in 2023/24 supporting 137 groups. There has been an increase in demand on the Inspire Fund, with 50 projects already supported in Q1 of this financial year.
- 3.4 *Health Inequalities* - The team are involved in a number of developing work areas that aim to support the reduction of health inequalities across the county. This includes:
- On-going support for the Transforming Community Mental Health Programme in Hambleton & Richmondshire, Harrogate, Scarborough, Whitby & Ryedale, and Vale of York.
  - In conjunction with colleagues from Health & Adult Services (HAS), the development of an Enhanced Prevention pilot project. Working with place based voluntary sector partners, this project aims to develop learning and practice that support collaborative working with, and relieve system pressures for, HAS and the NHS in local communities.
  - Membership of the Local Care Partnerships (LCPs) which have been established to improve health and care service delivery and activity for local people as set out in the NHS Plan.
  - Core 20 + 5 in Skipton – this is a national programme which has been set up to improve health in the 20% of areas of England with the worst health outcomes and focuses on improving health in 5 key areas which are maternity care, severe mental illness, lung disease, early cancer diagnosis and high blood pressure. In Bradford District and Craven two further areas of focus have been added: Smoking Cessation and Prevention and early help for children and young people (CYP) to reduce Adverse Childhood Experiences. Two areas in Skipton met the funding criteria to develop a project to address health inequalities: Greatwood & Horsesclose, and Broughton Road. Alongside two dedicated Community Connectors, the Communities Team continue to support the on-going development of the project, commissioning external expertise to develop a theory of change and to provide on-going learning and evaluation activity.
- 3.5 **Digital Inclusion**  
*UK Shared Prosperity Fund (UKSPF)* - The UKSPF funded Digital Inclusion Fund was launched in April 2024. The ambition for the investment is to stimulate digital inclusion

activity through learning, skills, resources, and volunteering, in a range of existing and new settings targeting digital and health inequalities. The funding comprises of £200,000 capital grants, £336,000 revenue for digital learning and skills and £25,527 for research and development from the Integrated Care System. The first phase of awards is complete with 16 grants being awarded totalling £180,435. A digital inclusion support package for successful applicants is currently being finalised and procured and the capital /development application process re-opened on 5th July 2024.

3.6 *Reboot North Yorkshire* has continued to support digital inclusion with regular referrals into the scheme from a broad range of organisations, including from health partners, and NYC services. There has also been interest from several larger organisations who wish to donate their corporate devices to Reboot to redistribute to those in need.

### 3.7 **Community Resilience**

*Community Anchor Organisations (CAOs)* - The 25 place-based organisations from across the county continue to work with the Communities team and other service areas to progress a Community Anchor model for North Yorkshire; this includes a review of the organisational development action plans and progressing prevention pilots with Health & Adult Services as outlined in Section 3.3.2. The UKSPF funded collaborative support programme for CAOs, delivered by Community First Yorkshire (CFY) and Better Connect continues. It is tailored to meet the needs of each organisation and will broadly include the development and delivery of resources and training, one to one support meetings, partnership events and networking opportunities. Collaborative work with our key voluntary sector partners in our larger urban areas of Harrogate and Scarborough has concluded and the scope of how an urban Anchor model could operate has been identified, further work is taking place to develop the grant specification.

3.8 In May there was a fluvial flooding emergency event in Knaresborough. In response to the incident Chain Lane Community Hub, who are on our Community Anchor Organisation (CAO) development programme, worked successfully in partnership with our Resilience and Emergencies Team and Knaresborough Town Council to provide a Local Assistance Centre.

3.9 *Capacity Building for VCSE* – The Communities team continues to strengthen local community assets and infrastructure; this has included encouraging relationships and collaborations between voluntary and community sector organisations as well as stabilising, and / or building capacity within them if required. The residual impact of the pandemic on income and capacity within the sector, together with concerns in relation to rising essential costs is resulting in concerns about their long-term viability and sustainability. The team continues to work with colleagues such as Community First Yorkshire, Two Ridings Community Foundation, The National Lottery and other partners to identify issues and concerns and develop joint responses.

### 3.10 **Social regeneration**

*UKSPF (Communities & Place)* - Localities continue to take the lead role in the delivery of the Communities strand of the Council's UK Shared Prosperity Fund programme. An advisory group is in place made up of public and voluntary sector partners, who are overseeing the delivery of the work being progressed on the year one and two allocations, as well as over-seeing year three allocations. Notable progress has been made in the following areas:

- The Community Grants fund has made 30 awards to date, representing £520,000 worth of investment. This fund is now closed to new applications.
- Village Halls and Community Buildings Grant fund closed in Q1, resulting in £815,000 worth of investment into a range of valued local community assets. This a total of 33 awards over the two years, with 15 awarded (£320,000) in Q1.

- 35 grants awarded to support organisations with feasibility work to date. This fund is also now closed to new applications.
- The Physical Activity, Sport and Active Travel Fund continues to be successfully delivered by North Yorkshire Sport on behalf of the Council after its launch in autumn 2023. This programme is now fully allocated with 57 organisations receiving a total of £725,000 of funding. In addition, 8 projects have receiving a total £450,000 for large scale works via the capital fund available.
- Digital Inclusion –see Section 3.3.3

3.11 *Community Partnerships* - The team continues to develop the ambition of supporting local partnership and multi-agency working through the establishment of local Community Partnerships, focussing on principal towns and surrounding areas, and reflecting natural communities. This is taking a phased approach, with the team working in five pilot areas: Easingwold, Leyburn and Middleham, Ripon, Sherburn in Elmet and Forest and Dale (Thornton-le-Dale and rural hinterland). A progress report is scheduled to be considered by the Executive in September 2024.

#### 3.12 Local Member Support

Each Area Committee area has a Communities Locality Lead officer who is the single point of contact for all Members in those constituencies regarding both the work of the team and can also support Members to navigate other services.

### 4.0 PARISH LIASON AND LOCAL DEVOLUTION UPDATE

- 4.1 Working closely with Legal and Democratic Services, the Parish Liaison and Local Devolution Team works alongside the county's 664 Parish Councils offering a range of support including the development and implementation of the Parish Charter; arrangements for effective consultation and parish liaison; and providing a single 'front' door interface for town and parish councils.
- 4.2 They are also responsible for managing the Council's corporate arrangements for the devolution of council assets and services to town and parish councils and community groups; our statutory responsibilities in relation to Assets of Community Value and Community Right to Challenge.
- 4.3 *Parish Charter* - The review of the Parish Charter is progressing, with a further meeting of the Working Group scheduled for November. The commitments within the Charter have been progressed and an action plan developed that sets out the detail required to complete the review and enable work across the council to embed and monitor the arrangements. The commitments set out the relationship between North Yorkshire Council and the Parish Sector, informing other Parish Liaison work.
- 4.4 *Parish Liaison* - the work to develop Parish Liaison has included the establishment of a programme of area-based Parish Liaison meetings. These will be preceded in each area by drop-in days where Parish Councils are invited to discuss any local/other issues. These drop-in days provide the opportunity for the Parish Sector to engage with North Yorkshire Council within their area. It also enables any local issues to be identified and facilitate discussion at the Parish Liaison Meeting and/or with relevant Council services.
- 4.5 The work to coordinate and improve Parish Sector consultation has commenced; this includes the ongoing development of a Forward Plan of key consultation campaigns with appropriate communication and coordination. Actions include the consideration of consistent consultation timescales (appropriate for the Parish Sector), advance communication and a

commitment to provide feedback. Opportunities are also being explored to facilitate Parish Sector requirements for each Consultation.

- 4.6 In addition to individual consultation campaigns a voluntary representative group of Parish Meetings/Parish/Town/City Councils is being established. This will be a valuable opportunity for regular informal dialogue with the Parish Sector to inform the development of Parish Sector initiatives such as options for a single 'front' door', liaison meetings, web pages etc as well as Parish Liaison generally. It will also facilitate the establishment of baseline information for performance and service monitoring.
- 4.7 *Local Devolution* has continued to progress with devolution focussing on the agreed double devolution proposals. Progress on these has been dependant on the availability of information and internal capacity due to restructures and the capacity of Parish Councils to progress to full business cases. Given the range of proposals being considered – from simple single services to more complex multi-service bids - a review of this process is currently being looked at by officers and a further update will be considered by Executive in September 2024.
- 4.8 *Community Rights* - Transitional arrangements to fulfil the council's statutory responsibilities for community rights were put in place from April 2023. This combined the previous District/Borough processes within a new overall decision-making framework. Officer capacity for this work is now in place and work to develop new structures, policies, procedures and changes to delegation will be developed in Q3 and Q4 of 2024/25. This includes the arrangements for Community Right to Bid, (Assets of Community Value) and the Community Right to Challenge.

## **5.0 MIGRANT PROGRAMMES UPDATE**

- 5.1 The Migrant Programmes Team has brought together a number of existing refugee and asylum seeker programmes alongside the Homes for Ukraine programme to form a single integrated service and is positioned in the Localities Service.
- 5.2 The work of Migrant Programmes is subject to a detailed annual update to Corporate & Partnerships Overview and Scrutiny Committee, with a report considered on 10 June 2024.
- 5.3 *Economic Migrants* - Progress is ongoing to develop a countywide programme of support for economic migrants building on the successful 'Pomoc' programme that has operated in the former Scarborough and Ryedale areas and supports migrants to access services and to contribute meaningfully to social and civic life. A funding bid has been submitted to Big Lottery funding to support the development of this countywide community based initiative.

## **6.0 CORPORATE VOLUNTEERING UPDATE**

- 6.1 The Corporate Volunteer Project relates to all volunteering activity that takes place by members of the community to support North Yorkshire Council services. This includes volunteers who help across many different services from the Skipton Museum, Youth Justice Service, Libraries, Major Incident Response, Countryside Service and Waste reduction education.
- 6.2 Sponsored by the Communities Team, the corporate Volunteer Project is delivered by the Resourcing Solutions Team – HR, recognising the synergies between the volunteer journey and employee journey, whilst acknowledging that there are key differences between the two. The focus for this project is to maximise and optimise the use of volunteers across all council services, creating consistencies in: marketing, recruitment, induction, expenses, training, ongoing support and efficient volunteer processes.

6.3 A Volunteer Sub-Group meets regularly to provide a steer for the project, discussing challenges and priorities and inputting into areas of work as they progress. This group comprises of representatives from the Communities Team and the Resourcing Solutions Team and lead officers from the services that manage volunteers.

6.4 Volunteer Numbers

The number of registered volunteers in April 2024 stood at approximately 4203. This includes people who volunteer their time to support wider council services such as community libraries and as School Governors. Detail of all the services who engage volunteers support, is provided in appendix 1.

6.5 Highlights

National Volunteers Week was held during June. NYC organised some informal events for volunteers to come together, these were open to all NYC volunteers from all services countywide to attend and a total of 41 attended. The Chair of the Council attended these events to meet with volunteers and thank them for their contribution.

**7.0 RECOMMENDATIONS**

7.1 Members are requested to note the contents of the report and advise officers regarding any areas of the work that they may wish to see more detailed information on at future meetings or briefings.

Rachel Joyce  
Assistant Chief Executive Local Engagement  
County Hall, Northallerton

29 August 2024

Report Authors: Marie-Ann Jackson, Head of Localities  
Keeley Metcalfe, Talent Acquisition Manager

**APPENDICES**

Appendix 1 – Summary of Corporate Volunteering Levels

**BACKGROUND DOCUMENTS**

North Yorkshire Refugee Resettlement Update to Corporate & Partnerships Overview & Scrutiny Committee (10 June 2024) –

<https://edemocracy.northyorks.gov.uk/ieListDocuments.aspx?CId=1170&MIId=7824&Ver=4>

## Appendix 1 - Summary of Corporate Volunteering Levels

Service	Approx. number of registered volunteers (Q1)	Role(s)
Countryside Volunteers	130	Checking paths, low-level maintenance and conservation tasks
Rotters	44	Events/shows, schools workshops and talks to groups all promoting reduction of food waste, home composting, recycling and reuse
Libraries	1557	Help customers in library, help with shelving and stock, deliver books for home library service, help with children's activities and IT
Records and archives	0	Digitising records, cataloguing, organising materials
Democratic Services	50	Volunteers serve as appeals panel members for exclusion or admissions appeals
MIRT	18	Supporting people affected by an incident
Ready for Anything	325	Database of community volunteers to be called on in an emergency
Adult learning	14	Volunteer teaching assistants (Syrian Refugee project and English classes)
Children's Centres	0	Support in group activities and engage with children and families
Youth Justice Service	26	Panel members, appropriate adult, mentor, reparation supervisor
Flying High	0	A youth voice project for young people with special educational and/or additional needs
Young People's Council	5	A youth voice project for young people who have experienced Care Services
Youth Voice Executive	12	A youth voice committee representing young people's view across North Yorkshire
SENDIASS	2	Independent support for parents of children or young people with special educational needs or disabilities (SEND), or for young people (16 -25 years) with SEND to ensure their education, learning or training needs are supported
School governors	1775	Serve as governors and trustees on school boards (estimate based on 330 establishments x average 10 per board)
Peer Mentors	0	Peer mentors - current or former care leavers who have volunteered to mentor other care leavers

Chaperones	<i>10</i>	Chaperones who accompany children who have a licence to act or perform, to auditions / performances
Gardeners	<i>0</i>	Supporting service users with gardening and conservation activities
Skipton Museum	<i>26</i>	Giving visitor information and helping in the shop
Craven Tourist Information	<i>15</i>	To provide information services to the public
Harrogate Museum	<i>10</i>	Cataloguing artifacts
Local Access Forum	<i>5</i>	Office holders assisting with countryside access issues
Community Volunteers	<i>179</i>	Providing conservation services
<b>Total</b>	<b>4,203</b>	

*\* Figures in italics are estimated from previous quarterly reports as Q1 information is not currently available.*



## 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 2024-2025 Work Programme

### Committee Meeting – 10 June 2024 @ 10:30am

Transformation Strategy	Robert Ling, Director of Transformation – Operating Model & Programme Plan
Workforce Update inc. Restructure 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
Locality Budgets	Annual review of Councillor Locality Budgets 2023/24 – Rachel Joyce, Assistant Chief Executive (Local Engagement)
Work Programme 2024/25	Consideration of the work programme

### Mid Cycle Briefing – 22 July 2024 @ 10:30am

Work Programme 2024/25	Consideration of the work programme
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<b>Committee Meeting – 9 September 2024 @ 10:30am</b>	
Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working, with a focus on 'PREVENT' – Odette Robson, Head of Safer Communities, Chair of CSP - Assistant Chief Constable Catherine Clarke and representative from the North East Counter Terrorism Unit
Transformation	Verbal update on ongoing work across the Council to include areas such as property, IT, customer services, workforce etc - Robert Ling, Director of Transformation
Customer Services	Update on delivery of the planned new common customer approach in line with the customer theme of the Transformation Strategy – Margaret Wallace - AD Customer Revenue and Benefits
Youth Justice	Annual Performance Update – Barbara Merrygold, YJS Planning & Development Officer / Andy Dukes YJS Team Manager
Localities Update	Bi-annual update on work of the Localities Service to include an update on volunteering Marie-Ann Jackson, Head of Localities & Keeley Metcalfe, NYCC Resourcing Solutions Business Partner
Notice of Motion – Right to Grow	Officer report on potential community grow approach, covering policy position in regard to Planning policy; Use of council land /assets/property/parks i.e. an understanding of what land the Council has and the process we would need to take to investigate its use further; the temporary use of land already identified for development; and any immediate legal implications associated with the proposal. The report will also provide examples of where we are already using council land creatively, what type of funding opportunities may support such community start ups/activity, and any other context information/intelligence e.g. it's benefits/drawbacks – lead officer: Angela Crossland, Head of Healthier Lives County and Economy
Work Programme 2024/25	Consideration of the work programme
<b>Mid Cycle Briefing – 21 October 2024 @ 10:30am</b>	
Work Programme 2023/24	Consideration of the work programme
<b>Committee Meeting – 2 December 2024 @ 10:30am</b>	
Transformation	Update on ongoing work across the Council to include areas such as property, IT, customer services, workforce etc - Robert Ling, Director of Transformation
Council Plan 2024-28 Development	Update on Council Plan Refresh including Review of Council Priorities – Will Boardman, Head of Strategy & Performance
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

Workforce	Update on Environment Directorate Attendance Levels and Wellbeing – Trudy Forster, Assistant Chief Executive (HR & Business Support)
Work Programme 2024/25	Consideration of the work programme
<b>Mid Cycle Briefing – 13 January 2025 @ 10:30am</b>	
Work Programme 2024/25	Consideration of the work programme
<b>Committee Meeting – 3 March 2025 @ 10:30am</b>	
Transformation	Update on ongoing work across the Council to include areas such as property, IT, customer services, workforce etc - Robert Ling, Director of Transformation
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
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	Annual Update on the Operation of the Customer Portal – Madi Hoskins, AD Technology
Work Programme 2024/25	Consideration of the work programme
<b>Mid Cycle Briefing – 14 April 2025 @ 10:30am</b>	
Draft Work Programme 2025/26	Consideration of the work programme

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