



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, 3 March 2025

Time: 10.30 am

Venue: The Grand Meeting 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 and Notification of Substitutes**

2. **Minutes of the Meeting held on 2 December 2024** (Pages 3 - 8)

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 Melanie Carr of Democratic and Scrutiny Services and supplied the text (contact details below) by midday on Wednesday 26 February 2025, 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. Transformation Update** (Pages 9 - 26)
Purpose: To update the Corporate and Partnerships Overview and Scrutiny Committee on the progress of the transformation activity within the council, with particular focus on the Customer Strategy, IT systems consolidation and property rationalisation.
- 6. Localities Bi-annual Update** (Pages 27 - 36)
Purpose – To update the Committee on projects and programmes undertaken by the Localities Service and Corporate Volunteering.
- 7. Community Safety Bi-annual Update** (Pages 37 - 52)
Purpose: To provide an update on the partnership working around the priority areas agreed by North Yorkshire Community Safety Partnership (NYCSP).
- 8. Draft Work Programme 2025/26** (Pages 53 - 56)
Purpose – To consider the draft work programme for the coming 2025/26 municipal year and agree any amendments.
- 9. Any Other Items**
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances
- 10. Date of Next Meeting - 9 June 2025**

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 Melanie Carr Tel: 01609 533849 or e-mail:

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Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)

County Hall
Northallerton

21 February 2025

North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

Minutes of the remote meeting held on Monday, 2 December 2024 commencing at 10.30 am.

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

In attendance: Councillors Carl Les and Barbara Brodigan.

Officers present: Melanie Carr, Gary Fielding, Brigette Giles, Sarah Ridley and Matthew Robinson.

Apologies: Councillor Nick Brown.

Copies of all documents considered are in the Minute Book

25 Apologies for Absence and Notification of Substitutes

Councillor Nick Brown sent apologies and was substituted by Councillor George Jabbour.

26 Minutes of the Meetings held on 10 June 2024 and 9 September 2024

Resolved – That the Minutes of the meetings held on 10 June 2024 and 9 September 2024 be taken as read and confirmed by the Chair as a true record.

27 Declarations of Interest

There were no declarations of interest.

28 Public Participation

No public questions or statements were received.

29 Transformation Update

Considered – A progress report on the Transformation Portfolio activities, introduced by Gary Fielding, Corporate Director for Resources.

Brigette Giles, the new interim Director of Transformation provided an overview of her work history and the knowledge and experience she was bringing to her new role. She went on to provide an overview of the report, her perspective on progress to date and her insights on a way forward. This included an overview of:

- The two cross cutting themes as detailed in section 3.2 of the report that affected the whole organisation and required change.
- The projects and activities to be delivered to ensure the Council had the right processes, technology, and skills in place.

- A number of service specific programmes designed to deliver a significantly changed operating model. In particular, improving the Council's use of data to inform future decisions, improve preventive services and deliver early intervention.

Brigette Giles went on to note:

- 71 restructures had been undertaken to date across the organisations- two key areas still to be restructured were HR and Business Support
- The Council had not needed to rely on any external consultants to deliver the convergence work to date, which would have been costly to the Council if used.
- The need to ensure customers could continue to interact with the organisation in the way that best suited them.
- The two-stage approach required to bring about fundamental change within the organisation i.e. convergence (bringing together the 8 legacy councils into one new Authority and carrying out the necessary restructuring of staff) and transformation (delivering ambitious improvements to deliver the MTFS savings and ensure the successful long-term operation of the Council).

In response to Members questions, officers confirmed:

- Productivity would continue to be monitored via the same performance management structure, made easier by improved data gathering.
- There was an additional £1m budget allocated for the rollout of Windows 11, and the process of rollout included working with a charity to recycle end of life equipment.
- Introducing Windows 11 was a pre-cursor to amalgamating legacy IT systems.
- Residents concerns around communicating with, and receiving feedback from the Council were noted. It was recognised that not all residents liked transacting electronically and it was confirmed there was no intention to remove face-to-face.
- An IT Architecture road map for convergence works was in place and could be shared as part of the next Transformation update.
- There was a corporate willingness to invest more to address homelessness and opportunities were being sought.

In terms of what was required moving forward, Brigette Giles suggested:

- Improvements to the Council's website to make it fit for purpose, with the aim of providing a 360° view of a customer inquiry online for both the customer and the council.
- A change to the culture of the organisation – delivering a one-team ethos would likely take 4-5 years to achieve.
- An overarching vision for the next 5-10years to drive progress.
- A streamlining of the internal governance structure and processes to allow more focus on service delivery.
- Improved engagement and communication with the workforce - a new Plan was being developed.
- Senior management confidence to delegate decision-making needed building up.

Members recorded their thanks to Robert Ling the previous Director for Transformation, and it was

Resolved – That:

- i. The update report be noted.
- ii. The next Transformation Update include a specific focus on IT and a copy of the IT Architecture road map.

30 Workforce Update - Attendance and Wellbeing and Other Emerging HR Related Themes for new Council

Considered – A Human Resources presentation delivered by Sarah Ridley, Head of People & Organisational Development providing an update on attendance levels and wellbeing in the Environment Directorate, and an overview of the wider emerging HR related themes 18 months into the new Council.

Members considered the factors thought to be influencing the higher than expected non-attendance levels in the Environment Directorate, and the officer provided an overview of the actions taken to date to address them. In particular Members noted:

- The number of long-term sick employees (34) who had exited NYC since 2023, as a result of being managed through the sickness process.
- The improved recording of sickness – Members recognised the need for a consistent approach from middle management and the introduction of HR case workers to provide additional support.
- The steps taken to build up resilience within Teams in the Directorate e.g. loader to driver training.
- The increased engagement and marketing aimed at bringing younger people into the operational workforce.
- The contribution of Occupational Health
- The planned move to a 4-day week in waste (4x10hr days) which elsewhere had proven to reduce sickness levels - Members queried the expected reduction in sickness levels as a result of the move, and it was agreed this information would be circulated to committee members after the meeting.
- The age profile pathways available to provide alternative employment to older staff.
- The 45% feedback for the staff survey.
- The work undertaken to promote the organisation as an employer of choice.

Councillor Karl Arthur suggested the organisation would benefit from increased promotion of the health checks available to staff via Occupational Health.

In response to a Members query, it was confirmed that data on apprenticeships was included in the Committee's Annual Workforce Update, last received at the committee meeting held on 10 June 2024.

Having considered the actions taken to date to address attendance levels in the Environment Directorate, Members agreed they wished to monitor their effectiveness and requested a further update in 12 months' time. They also requested a breakdown of the reasons for staff leaving the organisation for the period from 1st April 2023 to date, and it was agreed this information would be circulated to committee members after the meeting.

Resolved – That:

- i. The update be noted.
- ii. An update on the effectiveness of the measures undertaken to address attendance levels in the Environment Directorate be provided in 12 months' time.

Actions Required:

To circulate information on the reduction in sickness expected as a result of the SR introduction of a 4-day week for operational staff within the Environment Directorate.

To circulate a breakdown of reasons for staff leaving the organisation since 1 April SR 2023

31 Council Plan 2024-28 Development Update

Members noted the progress report provided on the development of the Council Plan 2024-28 but agreed that without the draft Plan to consider alongside the report, it was not possible to comment and/or contribute. They suggested that future annual updates be timed to allow for the inclusion of the draft Plan.

Resolved – That consideration of the Council Plan 2024-28 be deferred to the next formal meeting of the Committee on 3 March 2025.

32 Resilience and Emergencies Annual Update 2023-24

Considered – A report of the Head of Resilience & Emergencies providing a progress update on incidents affecting North Yorkshire between 2023/24.

Matt Robinson, Head of Resilience & Emergencies introduced the report and provided an overview of the Gold Silver and Bronze commander posts for the east, west and central areas, and their role in times of an emergency. He also drew attention to the Corporate Emergency Planning Group work plan for 2024-25 shown at Annex A of the report.

Members noted the incidents that had taken place during 2023-24 and went on the question the number of Community Emergency Plans in place and whether that number had improved over the last year. In response it was confirmed that the number had decreased.

Members noted the development of a new Community Resilience Policy and the intention to invite Members to the planned community resilience workshops to be held in early 2025.

Resolved – That the annual update on Resilience and Emergencies be noted.

33 Report on Recent Motions at Full Council in November 2024

Considered – A report presenting information in response to a number of Motions received at full Council in November 2024.

Councillor Barbara Brodigan introduced the Motion on Youth Council Engagement providing an overview of her reasons for seconding the motion. She confirmed it was intended as a way to encourage more young people to engage on political issues. She acknowledged the other ways in which the Council was already engaging with young people, as detailed in the report, but went on to suggest more could be done.

Committee Members had mixed views on the proposal which included:

- Area Committees would be a better place for the Youth Assembly to engage as they could comment directly on issues affecting specific areas of the County.
- It would set a precedent if a specific group was identified as being allowed to submit a motion to full Council.
- It would be unfair to other groups.
- It could be considered a token gesture limiting the Youth Council to submitting a Motion only once a year.
- Young People are more engaged in politics than ever and so there was no need to proceed as proposed.
- The proposal created an age imbalance - what about groups representing older people.
- The full council meeting process would not be a good mechanism for encouraging young people to engage given its strict procedural rules.
- It should not be an issue allowing the Youth Council to submit one motion a year.

Given the mixed views, the Chair invited Committee members to vote on the proposal and the votes were as follows:

- 3 in favour
- 11 against
- 1 abstention.

Members went on to consider the second Motion on adopting appropriate means to ensure that policies and decisions made by the Council were properly informed by their impact on local communities, as introduced by Councillor Chris Aldred. He suggested the introduction of a similar assessment tool to that already provided on equalities and climate within the appendices of a decision making report.

The Scrutiny Officer read out a brief statement provided by Councillor Peter Lacey in his absence as follows:

I am aware that the measurement of community impact by Local Authorities and other public sector organisations is in its relative infancy and that it comes with potential risks. However, I believe that identifying and following best practice elsewhere would both minimise and outweigh these risks. For this reason I would welcome a measured and considered approach to this subject by officers but also believe that an appropriate way forward can be identified and agreed by Council within the suggested 12 month timescale. Not to do so could undermine the Council's still to be realised ambition of being the most local large Unitary.

Members went on to consider the information provided within the report and some expressed concern around the additional officer time it would require to assess community impact more thoroughly, over and above the information already being provided within decision making reports, particularly given the ongoing transformational work and that planned for the future, alongside 'business as usual' work.

It was recognised the proposal would add another layer of bureaucracy in a time when officers should be focussed on service delivery, and Members suggested it would be better to concentrate on the basics i.e. delivering a good functioning council, responding to public needs.

Councillor Chris Aldred drew attention to the options within the report at paragraph 6.2 and given Members' concern around officer workloads, proposed option (ii) as the appropriate way forward, which Councillor Bryn Griffiths subsequently seconded. Members voted on that option which showed 2 members in favour, 11 against and 2 abstentions.

The Committee went on to vote on the Motion proposal and the votes were as follows:

- 2 in favour
- 13 against

Based on the votes received on both Motions, it was

Resolved: That it be recommended to full Council that:

- i. The Motion on Youth Council Engagement is not supported.
- ii. The Motion on Community Impact is not supported.

34 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 2020 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 updated to reflect the additional items identified at the meeting.

The meeting concluded at 12.37 pm.

North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

3 March 2025

Update on Transformation Portfolio

Report of the Corporate Director for Resources

1. PURPOSE OF REPORT

- 1.1. To update the Corporate and Partnerships Overview and Scrutiny Committee on the progress of the transformation activity within the council, with particular focus on the Customer Strategy, IT systems consolidation and property rationalisation.

2. SUMMARY/INTRODUCTION

- 2.1. The Transformation Portfolio of activity continues to make significant progress. The focus remains on activities needed to bring teams together to deliver the MTFs savings. However, with the refresh of the Council Plan and the next round of service planning there will be an opportunity to review all work within the portfolio to ensure that it aligns with the services aims and objectives for the next 3 years and any associated savings targets and innovation opportunities.
- 2.2. A Customer experience programme of work has been established to oversee the implementation of this key programme of work through the Customer Experience Programme Board. Delivery of the programme has been broken down into workstreams to deliver on key activities.
- 2.3. The convergence of systems is making progress with a number of services now merged and using a single system, however there are several projects underway looking to consolidate the major systems used across the council as well as service specific business systems, these need to be sequenced to minimise duplication of work and effective use of resources.
- 2.4. Progress is being made with the consolidation of the council's property assets with several 'quick win' projects completed to release capital and revenue savings. The Corporate Property Strategy will set out the overarching framework for the management of the Council's portfolio.

3. Transformation Portfolio update

- 3.1. Work in the portfolio is spread across three key areas; Cross-Cutting themes, Delivering the Target Operating Model and Service Specific programmes of work. The paragraphs below set out an update on some of the progress since the last report to the Committee.

Cross Cutting Themes

- 3.2. **The Way We Work theme** will ensure that the council's working practices and procedures enable the delivery of high-quality services, whilst creating a positive working environment for staff. The draft vision, outcomes and principles have been approved at Programme Board and the current activity in the programme is understood and time lined. Other work is also ongoing with other services to deliver some quick wins in supporting staff to work well

together, such as door access arrangements and property consolidation work, which is set out later in the report.

- 3.3. **Customer Experience theme** ensures that the council places the customer at the heart of everything we do to deliver customer excellence. The draft vision, outcomes, and principles have been approved by the Customer Programme Board. They set out the Customer Experience Vision: “We are an organisation which puts the customer at the heart of everything we do to continuously improve their experience.” Our commitment is that services are easy, accessible, consistent, responsive, respectful and informed.
- 3.4. The key activities of the programme will be progressed and implemented through the Outcomes Framework, which sets out 5 key customer outcomes workstreams as follows:
- One Council Customer First: We will foster a customer-centred culture, enabling customer-focused mindsets and skillsets to empower our people.
 - Customer Insight: We will use data and customer feedback to gain valuable insights into customer needs, expectations, and preferences.
 - Service Design: We will enhance our customers' experiences by designing improved services and interactions that meet customer needs.
 - Digital and Technology: We will harness digital and technology to make interactions quicker, simpler, and more secure for customers, ensuring we meet our customer principles.
 - Continuous Improvement: We will continuously evaluate impact and work towards excellence.
- 3.5 Progress to Date and Ongoing Activities:
- The development of the draft customer experience strategy which includes the vision, outcomes, and customer principles. The strategy will be shared as part of the customer programme work.
 - Work has begun to develop an annual customer satisfaction survey that will allow the council to receive customer feedback and set baseline measures to help measure customer satisfaction.
 - Work has started on the development of customer experience staff training and masterclasses.
 - A new customer engagement platform is being developed to manage and analyse all customer interactions and data, with the goal of improving customer experience and satisfaction. This work is progressing with options appraisal developed and the procurement process underway.
 - Consolidating the approach to Emergency Response Out of Hours calls through the customer service centre. Phase 1 is almost complete for Housing Repairs for all NYC and Homelessness for all areas apart from Scarborough (planned for March).
 - A new interim complaints and compliments system is on track to be implemented by the end of February 2025.
 - Preparation is underway for a new-style customer access point at the Treadmills site in Northallerton, using technology to help ensure our customers have access to specialists to answer their queries.
 - Over the past three months, the front-line customer service team has demonstrated significant improvement in telephone performance compared to Q3 2023/24. This enhancement is primarily due to the efficient utilisation of resources across all call centres for shared call types, such as Elections and the Household Support Fund, which now adhere to a streamlined single process. These processes enable customer advisors to centrally access and process enquiries. Although this capability is not yet available for all services, it will be integrated with the ongoing implementation of a new

customer engagement platform. By leveraging resources across call centres, we have not only enhanced quarterly performance but also improved the customer journey. The overall average call answering time in Q3 was 1 minute and 12 seconds.

Performance by month for front line queues - % of calls answered in 4 minutes.

Month	Q3 2024/25 % of calls answered in 4 mins	Q3 2023/24 % of calls answered in 4 mins	% Difference in 2024/25 to 2023/24
October	87.42%	84.18%	+3.24%
November	91.78%	87.71%	+4.07%
December	90.52%	88.07%	+2.45%

- The 4-minute KPI target for the telephone calls was set through Local Government Reorganisation (LGR), based on an analysis of phone performance data across all legacy areas and staffing levels at that time. As we transitioned into LGR, performance was poor in some areas, with call waiting times exceeding the target. However, we have already seen improvements with the new council, as the use of phone technology and teamwork has reduced call answer times.

- 3.6 **Service Convergence and technology update** - there has been a focus on a structured approach to helping services ensure they consider all the relevant elements that make strong teams that work well together. This includes considering finance policy and process alignment data, also performance, customer focus, technology and people issues.
- 3.7 A large number of system consolidations and upgrades have been completed, these were primarily tactical implementations where there was a high degree of urgency or where complexity was low. Some of this work required compromises to be made and this year has involved some utilisation of Windows 11 and Remote Desktop Services to assist with this. The initial tranche of work resulted in lessons being learnt for future phases, such as agreeing a data strategy at the start of the project.
- 3.8 The Council has over thirty live systems projects underway across all corporate and operational service areas. These were all more complex than the first cohort and required service convergence (restructures, policy alignment, standardised processes) prior to systems being consolidated. Some of these projects are still considered tactical because service priorities or savings delivery prioritised them to be done before foundational platforms (Finance and Customer) are complete. This work may need to be revisited in the future for the benefits to be fully realised. Dependencies are being very closely managed.
- 3.9 There are some projects yet to be started, careful consideration is now being given to when these are started, how they might be implemented with regards to other platforms, projects and innovation underway, and to most effectively manage resources. Some prioritisation is likely to be required. Information on the progress of each of these. A breakdown of the progress of all the systems is contained in **Appendix A**.
- 3.10 Solid progress has also been made in the infrastructure consolidation, including NYC WIFI in all buildings, the deployment of a centralised cloud printing solution and standardised accessories and a connectivity in all locations. The migration of our data centres (SAN and DR) is also progressing well, Selby and Scarborough are complete, Craven is 50%, Ryedale 75% and Richmond and Hambleton will be complete by June, Harrogate will then follow in Dec/Jan.
- 3.11 Windows 11 migration is on track with 3,264 devices upgraded to date which represents 40% of the organisation and the security information and event management (SIEM) is in place protecting the Council from potential cyber-attacks.

Delivering the council's Target Operating Model

- 3.12 A number of programmes are in place to help the council achieve its Target Operating Model, a highlight of just some of the progress made this period is given below:
- 3.13 **Finance programme** focusses on delivering a finance function that meets the needs of the new council. Progress to date includes the procurement of a new system, with the team working closely with the supplier and a plan to implement in April 2026 ready for the next financial year. Other financial systems such as the Income Management Systems are also being consolidated and progressing well with Craven IMS successfully migrated across to the new NYC Core IMS Harrogate expected to be complete in May 2025.
- 3.14 **Human Resources** programme is looking to upgrade and improve the HR systems that the council uses daily. The new Everybody Benefits offering is already live (from 1st Jan 2025) to external customers and will be live to all NYC users from 1st March 2025.
- 3.15 **Data** programme brings together work around the council's approach to data and how the council can make best use of this to inform decisions, delivering targeted early intervention and preventative services. Beginning a procurement of a platform to support the data architecture that would enable implementation is a key step to being able to join up the data the council holds and will help inform decisions and improve the services we offer by better use of data, an update on this will be brought to the committee in the Autumn. The GIS architecture project to provide a centralised way of managing map-based data layers for the whole council is also making good progress.

Specific Programmes

- 3.16 There are a number of service specific programmes of work, key updates in this period are set out below:
- 3.17 **Sport & Active Wellbeing programme** is focussing on moving towards consolidating sport and active wellbeing activity into a single in-house function under the Active North Yorkshire banner. In December Brimhams Active successfully transitioned across with work underway for Richmondshire services to move over at the end of February.
- 3.18 **Waste programme** – the adoption of a 4-day working week is being rolled out across the county where this is not already in place, starting in April in Harrogate and ending Scarborough in September.
- 3.19 **Property programme** - has been established to focus on providing the structure, governance and oversight to guide the safe, effective and efficient management of the Council's portfolio of land and property assets. Key activities within the programme include:
- The completion and embedding of the property service restructure and backfilling of vacant posts.
 - The development of a Corporate Property Strategy, which will set out the overarching framework for the management of the Council's portfolio.
 - The adoption and roll out of a 'Corporate Landlord' model, whereby all property assets are managed and maintained centrally, as a corporate resource, within the Resources Directorate.
 - The collation of high-quality asset related data, which is held and managed within a single Property Asset Management system.
 - The development and enhancement of the Property Asset Management system to support automated, streamlined processes and high-quality reporting outputs.

- The delivery of a programme to review, optimise and rationalise the property portfolio to drive increased rental yields, deliver revenue budget savings, generate capital receipts, reduce carbon emissions and repurpose underutilised properties.
- The production of a long-term investment plan to address maintenance backlogs and support carbon reduction initiatives across the portfolio.
- Service convergence activity including but not limited to the centralisation of property budgets, income and expenditure to align with the Corporate Landlord model; provision of a single helpdesk solution for the reporting and management of property repairs; the move to single workplace solutions across our operational buildings (eg. door entry systems, desk and room bookings); alignment of property lease management processes centred around the Property Asset Management system; and the re-procurement of legacy property related contracts and mobilisation of new county wide contracts.

3.20 Work on all of the above areas has commenced, and good progress is being made in the majority of areas, however progress has been affected by a number of factors, including:

- Resourcing constraints within the property service.
- The need to prioritise essential, business as usual, property related activity (eg. statutory property compliance work, lease management, the delivery of legacy capital projects, and the re-procurement of essential contracts) alongside additional workloads associated with LGR service convergence and asset rationalisation activity.
- The need to react to and prioritise essential and significant property related issues, caused by one-off events, or maintenance backlogs arising from historic underinvestment in certain assets.
- Incomplete, inconsistent, and often poor-quality data relating to the inherited portfolio.

3.21 Despite the above constraints a number of key achievements have been delivered, including:

- The appointment to all Heads of Service and Senior Managers posts within the property team structure.
- The completion of the consultation phase for the full property service restructure, with appointments of internal, ring-fenced employees due to be completed by end March 25 and external recruitment to vacant posts to commence thereafter.
- The delivery of significant financial returns and other benefits from asset rationalisation (as detailed in section 3.6.7 below).
- The procurement and mobilisation of 6 new countywide property related contracts with total contract values in excess of £150m.
- The commencement of the procurement of an additional 6, £multi-million property related contracts, which will be completed and mobilised during the 25/26 year.
- The selection of the single Property Asset Management system that will be used within the service.
- The inputting of all known property assets from predecessor councils into the Property Asset Management System, although it is recognised that further work is needed to cleanse and refine data, populate all associated data fields and finalise data structures.
- Obtaining the in-principle approval for significant (£59m) investment in new Care and Support Hubs; which will replace the existing stock of ageing Elderly Person Home properties
- Securing an additional £5m budget allowance in the 2025/26 year which will be used to address short term, critical property maintenance works on the inherited portfolio.

- 3.22 The Council has inherited a substantial portfolio of land and property assets. The LGR business case recognised that financial savings opportunities would be presented to the Council through the rationalisation of its operational assets. A number of potential opportunities were identified soon after vesting day, and a priority asset rationalisation programme was established to realise the potential savings.
- 3.23 Ongoing revenue savings of more than £1m per annum have now been identified and realised from the programme, along with one-off capital receipts projected at well in excess of £2m. The rationalisation proposals progressed to date include:
- The relocation of staff from **Jesmond House** in Harrogate and surrender of the property lease agreement, which has delivered an ongoing revenue saving of c£400k per annum.
 - The relocation of staff from **North Yorkshire House** in Scarborough and proposed disposal of the building, which has delivered an ongoing revenue saving of c£200k per annum and a prospective capital receipt well in excess of £1m.
 - The relocation of staff from space within **Belle Vue, Skipton** and lease of the vacated space, which has delivered an ongoing revenue saving of c£200k per annum.
 - The relocation of staff from **Richmondshire House**, Richmond and lease of the vacated space, which has delivered an ongoing revenue saving of c£30k per annum.
 - The proposed relocation of staff and the customer access point from **Stone Cross, Northallerton** and disposal of the building, which will deliver estimated ongoing revenue savings of c£200k per annum and a potential capital receipt from the sale of the site. The value of the capital receipt will not be known until the outcome of the marketing exercise at end April 25.
- 3.24 In addition to the financial benefits detailed above the asset rationalisation proposals will support the Council's carbon reduction programme by decreasing underutilised property space, and the repurposing of the surplus assets will support the local economy through inward investment and the provision of alternative employment uses.
- 3.25 Since vesting day the property team has generated more than £8m in capital receipts through the disposal of surplus or low yield property assets. Further disposals valued at more than £10m are currently under negotiation, with the capital receipts due to be delivered in the current or next financial year, and other pipeline disposal opportunities have been identified which will deliver significant levels of additional receipts over the short to medium term. These receipts will be used to support the Council's existing and future capital programme.

4.0 REPORT RECOMMENDATIONS

4.1 The Committee is asked to:

- i. Note the progress made to date.
- ii. Add an update on the procurement of a platform to support the data architecture and way-forward to the Committee's work programme for Autumn 2025.

Gary Fielding
Corporate Director – Resources
County Hall
Northallerton

20 February 2025

Report Author – Brigitte Giles, Director of Transformation
Presenter of Report – Brigitte *Giles*, *Margaret Wallace*, *Kerry Metcalfe*, *Madi Hoskin*

Background Papers: None

Appendices:

Appendix A - Breakdown of progress on all systems

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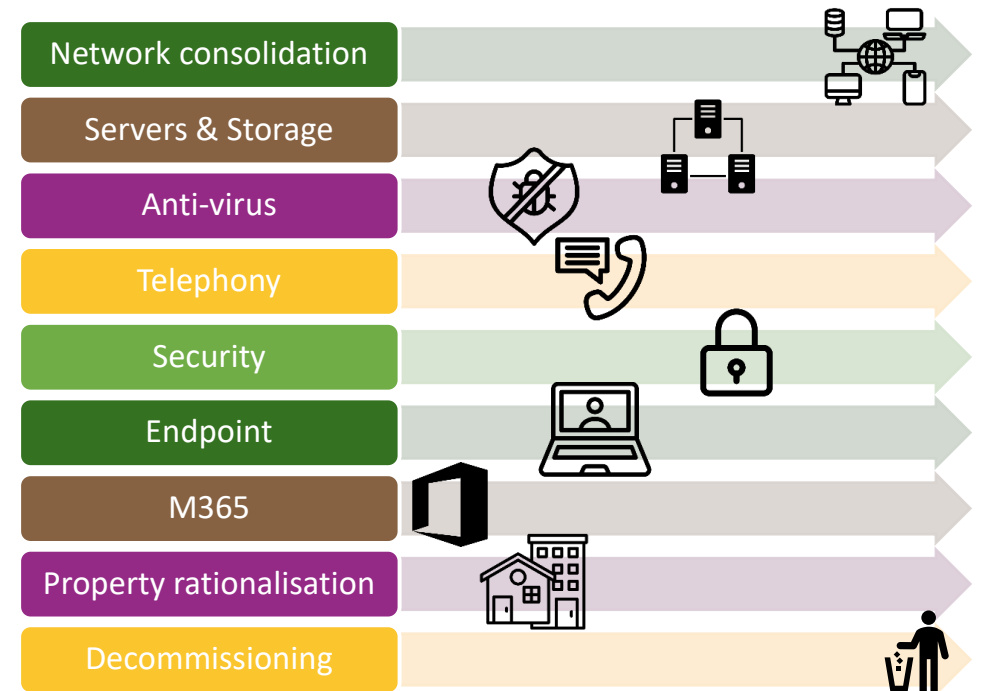
Appendix A Technology Consolidation

February 2025

Infrastructure - progress

- NYC WIFI and central printing is in every building and Windows 11 migration on track. Over 40% of staff have been migrated already.
- ‘Real life’ testing is happening for the complex RDS connectivity (Planning and Revs & Bens complete).
- The security information and event management (SIEM) is in place monitoring for potential cyber-attacks.
- The SAN and DR migration is also on track, Selby and Scarborough are complete, Craven is 50%, Ryedale 75% and Richmond and Hambleton will be complete by June, Harrogate will then follow in Dec/Jan 😊

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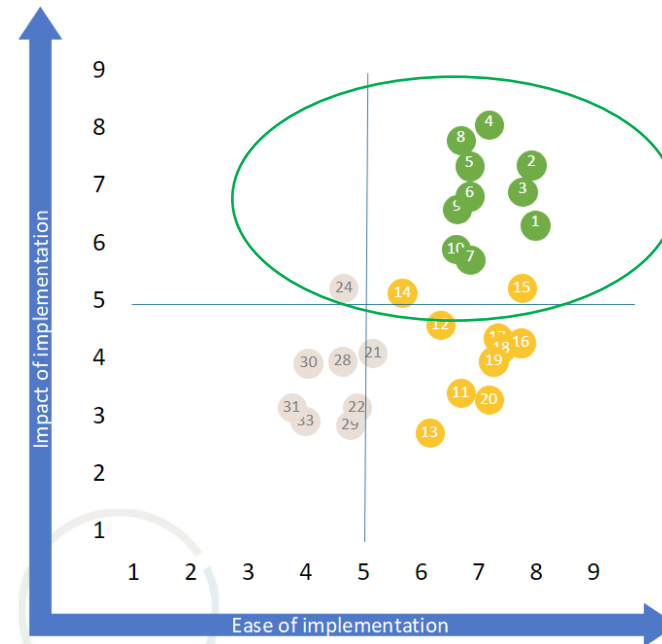


Systems – the analysis

- The **green** blobs indicated an opportunity for tactical consolidation, these projects are now completed.
- The **yellow** blobs indicate projects that needed more people and process work before starting and these are now in progress.
- And the **brown** blobs indicated a requirement for much more service and process transformation to happen first, some of these have started..
- (details in next slides)

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



Systems – Completed

Directorate	Completed
Education and Social Care	<ul style="list-style-type: none"> Youth Justice – CACI (Child View). Online Assessments – Liquid Logic Portal Music Services system replacement - EEPOS
HR, People, Pensions and regulatory services	<ul style="list-style-type: none"> HR & Payroll system – Zellis Resourcelink. Dashboards and reports – Insight. Training – In house system Learning Zone.
Highways, Transport, Property and Environment	<ul style="list-style-type: none"> Property Asset Management – Concerto. Fleet Management – Assetworks. Onboarded Selby waste system and staff – Whitespace. Fleet Telematics – Ctrack (now Inseego).
Customer, Revenues and Benefits, Legal and Technology	<ul style="list-style-type: none"> IT Service Desk – iVanti. Elections – Civica Xpress. Committee Management – Civica ModernGov. Legal Case Management – Iken. Surveys – Snap.
Community Development, Planning, Housing and Leisure	<ul style="list-style-type: none"> Planning Policy – Objective. Homelessness system – 5 instances – MRI Jigsaw. Onboarded Selby Leisure system – OpenPlay. Brimhams Active
Finance	<ul style="list-style-type: none"> Finance system – Oracle EBS.

- We have completed a lot of the tactical and high urgency system consolidations.
- This wasn't painless, involved a great deal of compromise, and this year has involved some utilisation of W11 and RDS to help too.
- We learnt a lot during the first 18 months that we are applying no - such as agree data strategy before you start.

Systems – In Progress (1 of 2)

Directorate	In Progress
Education and Social Care	<ul style="list-style-type: none"> • Digital EHCP – To Be Determined (TBD). • CHC/S117 Finance Pathway – Controcc. • Digital transformation of care provider services – One Touch Health. • Market development plan – phase 2 – Care Cubed. • Launch of E-Brokerage system – Controcc / e-Brokerage • Outdoor learning booking system – TBD. • ASC06 – Develop the offer to unpaid carers – Liquid Logic Portal.
HR, People, Pensions and regulatory services	<ul style="list-style-type: none"> • Environmental Health, Licensing and Trading Standards – Civica CX [Sept 2025] • Zellis HCM fully Live [Dec 2025] • Disclosure and Barring service system [Oct 25]. • HR/ESS Case management system TBD. • Recruitment system TBD.
Highways, Transport, Property and Environment	<ul style="list-style-type: none"> • Route Optimisation – TBD - Bartec, Routeware (Webaspx) or Whitespace. • Household Waste Recycling Centre permits – TBD. • Waste collection model – 4-day week collection. Single model – TBD. • Ancillary waste harmonisation – TBD. • Car Parking – TBD – Imperial. • Parks and Grounds – TBD.

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- The systems consolidations now in progress required the completion of restructures and operational service design prior to starting but are now underway.
- Some of these projects are largely being managed under the Service Convergence programme IT pillar, others are in Directorate transformation programmes and/or Customer programme.

Systems – In Progress (2 of 2)

Directorate	In Progress
Customer, Revenues and Benefits, Legal and Technology	<ul style="list-style-type: none"> • Revenues and Benefits - NEC [June 2025] • Customer Engagement Platform (CRM) – TBD – Netcall, Salesforce[2025]
Community Development, Planning, Housing and Leisure	<ul style="list-style-type: none"> • Library System – Civica. • Single Council House property asset management system – Planon. • Homelessness system – further 2 instances to be added to consolidated system MRI Jigsaw [Sept 2025] • Harmonised Housing allocations system – Civica [April 2025] • Single Gazetteer (LLPG) Management system for all Property Addresses – Idox iManage Cloud [Apr 2025] • Single Geographical Information Systems (GIS) - Esri ArcGIS [Mar 2025] • Planning and Building Control – Idox [Oct 2025]
Finance	<ul style="list-style-type: none"> • Payment system (Income Management) - CivicaPay. • BACS – PayGate. • Replacement Finance System - SAP S/4HANA [Mar 2026]

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- Some of this consolidation work is still considered tactical or interim because service priorities or savings delivery prioritise this work before foundational platforms (Finance and Customer) are complete. This work may need to be revisited in the future for the benefits to be fully realised.
- Dependencies are being very closely managed.

Systems – Not Started

Directorate	Not Started
Education and Social Care	
HR, People, Pensions and regulatory services	<ul style="list-style-type: none"> • Cemeteries – TBD - Bacas. • Risk Management and Performance – TBD - Pentana. • Document Management – TBD. • Insurance and Risk – TBD Pentana. • Volunteers' system – TBD. • Monitoring H&S actions – TBD.
Highways, Transport, Property and Environment	<ul style="list-style-type: none"> • Single Waste System – TBD - Bartec, Routeware (Webaspx) or Whitespace.
Customer, Revenues and Benefits, Legal and Technology	<ul style="list-style-type: none"> • Community Engagement Platform – TBD – Commonplace.
Community Development, Planning, Housing and Leisure	<ul style="list-style-type: none"> • Single Council House repairs system – Civica CX, NEC or Planon. • Single Leisure Management system – TBD - OpenPlay, Gladstone.
Finance	

- Some of the most complex (or lowest impact) system consolidations have not yet started.
- Work may be underway to scope this work, calculate potential benefits or to investigate options but at present none of this work is in delivery just yet.

Design principles

At every opportunity we continue to articulate how important and cost effective it is to follow the principles of:

1. **Reduce** your number of systems and processes,
2. **Reuse** a system that you already have,
3. **Recycle** a system elsewhere in the organisation!

We do not buy something new if we have the functionality or capability in an existing system.



Reduce



Reuse



Recycle



Programme plan:

Illustrative to show scale - activity is on track

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North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

3 March 2025

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 Localities service and Corporate Volunteering.

2.0 Background

- 2.1 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.
- 2.2 The Localities team has been operational since 1 May 2024, it comprises a Communities team, a Parish Liaison & Local Devolution Team and a Migrant Programmes Team. 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.
- 2.3 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 – 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

Knarborough; Selby and Ainsty areas); and East (Scarborough and Whitby; Thirsk and Malton areas).

Prevention & reducing health inequalities

3.3 Stronger Communities Programme Inspire Fund

This fund supports community and voluntary groups to establish new services, events or activities that promote social action and improve the wellbeing of individuals and communities. At the end of December 2024 £106,355 had been awarded supporting 111 projects. This is higher than at the same point the previous financial year when £93,052 had been awarded to 97 projects.

3.4 Health Inequalities

The team is 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. Following a number of successful pilots in 2023/24, a number of project extensions have been agreed to enable community led projects to support people experiencing mental illness in their communities. Discussions are taking place between the Intergrated Care Board (NHS) and North Yorkshire Council's Health & Adult Services (HAS) regarding the future of this programme. It is anticipated that to be sustainable over the longer term those pilots that have been successful may be further developed into a commissioned service model.
- In conjunction with colleagues from Health & Adult Services (HAS) an enhanced prevention pilot - 'the Nidderdale Service Navigator project' is underway in partnership with Nidderdale Plus, one of our Community Anchor Organisations. Other opportunities to involve Community Anchors in enhanced prevention are being explored.
- The 'Core 20 + 5' project in Skipton – this is part of a national, health funded 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. A Theory of Change has been developed and following community conversations a costed action plan for delivery over the next 13 months until March 26 has been developed. The Communities team continue to support the project across the two communities in Skipton which met the funding criteria: Greatwood & Horseclose, and Broughton Road.

Financial Inclusion

3.5 The team continue to lead and coordinate several work areas that are related to financial inclusion as detailed below.

3.6 Local Food Support

Following a partnership and engagement event to launch the findings of the collaborative food insecurity insight study undertaken in conjunction with City of York Council in September 2023 - four online Community of Practice sessions have now taken place with local free or low-cost food providers, and two place-based discussions took place with community food providers in Scarborough to explore opportunities to create a network and work more collaboratively. A number of dedicated key stakeholder conversations also continue to take place in relation to this work, including with colleagues in Public Health as they continue to develop the North Yorkshire Food Strategy. As part of the broader sixth phase of the

Household Support Fund, the team administered the Food Support Grants scheme, awarding 27 grants to free or low-cost community food providers across the county to support their winter provision in the current phase.

3.7 **Cost of Living Communications Campaign**

Led by Localities in conjunction with Communications, and Customer, Revenues and Benefits, the annual Cost-of-Living Communications campaign was launched in late 2024.

Digital Inclusion

3.8 **UK Shared Prosperity Fund (UKSPF)**

The 2024/2025 UK Shared Prosperity Funded investment of £586,000 into Digital Inclusion programmes across North Yorkshire managed through the Localities team is now fully implemented with aligned wraparound training offer supporting the successful programme partners. This has already surpassed all targets with 234 new digital champions already supported through the programme so far (against a target of 150) through 41 successful grants across voluntary, health and care sectors through nearly 100 access points across the county. Work is now underway reviewing learning from the programme and exploring the opportunities to build on this beyond 2024/2025.

3.9 **Reboot North Yorkshire**

Established during the pandemic, this programme that refurbishes old and donated digital devices (Laptops, tablets, phones) 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. An internal review of the project exploring opportunities in the future is currently underway.

Community Resilience

3.10 **Community Anchor Organisations (CAOs)**

The 25 place-based organisations from across the county continue to work with the Localities and other service teams to progress a Community Anchor model for North Yorkshire. This includes the progression of organisational development action plans and participating in the UKSPF funded collaborative support programme for CAOs, delivered by Community First Yorkshire (CFY) and Better Connect. 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 concluded, a grant specification was developed and during Q3 we invited applications for two 'Community Anchor Collectives'. The team were looking for applications from single coordinating organisations on behalf of a 'collective' of locally empowered organisations who are proactive and who have a track record of anticipating and responding to the needs of their communities. The evaluation of these bids is on-going. For the eight localities where a suitable CAO has not been identified, development work continues to explore the potential for a local voluntary sector organisation to become a CAO.

3.11 **Local Assistance Centre - Storm Darragh**

In December 2024, Kirkbymoorside, Pickering and the surrounding villages experienced local flooding events alongside significant and prolonged power outages across a number of sites including Kirkby Mills, Nunnington, Sinnington, Marton, and Lealholm, as a result of Storm Darragh. The Communities Team worked in partnership with the Resilience and Emergencies Team, Kirkbymoorside Town Council, and a local Veterans Club to provide a Local Assistance Centre in the Moorside Rooms, and community-based support. The

Communities Team also led the development and delivery of the Storm Darragh Recovery Assistance Fund in conjunction with Two Ridings Community Foundation (TRCF).

- 3.12 To build on this model further and that of the community led response to the Knaresborough flooding event in May 2024, a range of VCSE organisations, local Flood Groups and Community Anchors are invited to planning events in March to look at the roles that they play in responding to emergency events in their area and the resources available for longer term support for communities as they recover.

Capacity Building

- 3.13 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. A competitive grant process for Infrastructure Support Grant was undertaken and the results of this process will be announced in Quarter 4.

Social regeneration

3.14 UKSPF (Communities & Place)

The Localities team continue to take on the lead role in the collection of monitoring and evaluation information from the projects which have been funded through the Communities strand of the Council's UK Shared Prosperity Fund (SPF) programme. This relationship has allowed the Central SPF management team to be supplied with up to date output and outcome figures as well as case studies of the positive impact the projects are having. This has resulted in a number of projects being invited to the end of year SPF Showcase event. Following the success of the UKSPF Village Hall and Community Building Fund, additional funds were secured through the Mayoral Investment Fund. A pipeline of 20 projects worth £600,000 are now able to go ahead thanks to the additional funding from the Mayor building upon the hard work and success of the original SPF programme. Discussions about future UKSPF monies are ongoing.

3.15 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). An update on Community Partnerships was included in the report taken to the Council Executive on 17th September. Members agreed that there was no longer the requirement for community partnerships to be informal partnerships given two (Uredale and Sherburn are being delivered via a Community Interest Company model). The Scope and Terms of Reference for the operation of Community Partnerships has now been amended to remove the requirement for Community Partnerships to operate only as informal groups. It was also agreed to open up the Community Partnerships programme to all Members who wish to bring forward the development of a partnership in their area to get in touch with Area Managers/Locality Leads from the Communities team.

3.16 Town Investment Funds

The team has been supporting colleagues from Regeneration on developing the Town Investment Fund programme, a co-ordinated approach to regeneration and investment across the county. The plans will align with the 'Local Action Plans' being developed through the Community Partnerships programme and could act as a catalyst to the formation of partnerships where they don't currently operate. They will be created with significant engagement with local stakeholders, community groups and business networks to ensure a

collaborative approach to identifying the investment needs of each town. Proposed implementation plans for each area are currently being developed and will be presented to Area Constituency Committees shortly.

4.0 Parish Liaison 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 through the development of a single 'portal'.
- 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, and a meeting of the Working Group took place on 11 November 2024. The working group supported the work to date and the action plan. The main work will be to confirm and embed the commitments in the Charter within NYC and the establishment of baseline information for performance and service monitoring.
- 4.4 **Parish Liaison**
The work to develop Parish Liaison has included the establishment of a programme of area-based Parish Liaison meetings. The Parish Liaison drop-in and formal meetings have taken place in Harrogate and Knaresborough Area, Richmond Area, and Scarborough and Whitby Area. Highways and Planning teams have supported the Parish Liaison and Localities team and they have been well attended with representation, in person, from over 74 Parish Councils. Meetings for the three remaining Area Committee areas will be completed at the end of March after which there will be a review of format and content, and a regular programme of further meetings will be organised commencing in the summer.
- 4.5 A Regular update to all Parish Council started in August. This is now monthly and brings together all information relevant to Parish Councils from across NYC. The single Parish Liaison contact e-mail address for Parish liaison and Democratic services introduced in August has been extremely successful with over 400 e-mail enquiries dealt with to date by the Parish Team. The single e-mail contact also provides a consistent point of contact for Parish Councils for services to have a consistent consultation/contact with Parish Councils with support from the Parish Liaison Team.
- 4.6 **Parish Consultation Panel**
The representative group of Parish/Town/City Councils and Parish Meetings that has been established provides regular informal dialogue with the Parish Sector. This panel has been consulted regularly on a range of issues with the latest being content and format for a dedicated Parish Council web site web pages etc. as well as broader Parish Liaison activities.
- 4.7 **Local Devolution**
The work to progress local devolution has focused on the agreed double devolution pilot proposals. Progress on these has been dependent on the availability of information due to restructures and the capacity of Parish Councils to develop and submit full business cases. Following more detailed operational discussions between services and Parishes, revised and in some cases reduced proposals are emerging. The larger proposals may include elements

of asset transfers with smaller service-based proposals and there are double devolution proposals at varying stages of development. A review of the approved Expressions of Interest by the Assistant Director for Local Engagement will be undertaken in February with a further report to the Executive.

4.8 Community Rights

Transitional arrangements to fulfil the council's Statutory responsibilities for Community rights were put in place from April 2023. Support for community rights within the team is now in place and work to develop new structures, policies, procedures and changes to delegation has commenced. The transfer of responsibility and information from the previous area-based representatives has already taken place and the introduction of a single NYC area e-mail and contact form has been introduced.

5.0 Migrant Programmes Update

5.1 The Migrant Programmes Team brought together a number of existing refugee and asylum seeker programmes alongside the Home for Ukraine programme to form a single integrated service and is positioned in the Localities Service.

5.2 Economic Migrants

In partnership with a range of voluntary sector organisations, work has continued around the Swift initiative, built on the successful Pomoc programme that operated in the former Scarborough and Ryedale areas, which aims to welcome and empower migrant communities across North Yorkshire. By enabling equitable access to services and encouraging wider social connections, individuals and families will be supported to positively re-build their lives. Lottery Funding has now been secured and place-based partnerships are underway in Scarborough, Selby and Harrogate/Knaresborough, in preparation for a launch next financial year.

5.3 The work of the Migrant Programme is subject to a detailed annual update to Corporate & Partnerships Overview and Scrutiny Committee, with a report due to be considered on 9 June 2025.

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 Localities, 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 Localities and the Resourcing Solutions Team and lead officers from the services that manage volunteers.

6.4 New Volunteers

In September 2024 when the Selby and Tadcaster Leisure Service Tupe transferred into NYC, the authority inherited an established group of volunteers who are Walk Leaders. The volunteers lead walks that members of the community are referred to for health and social reasons. There are 27 volunteer walk leaders.

6.5 **Volunteer Numbers**

The number of registered volunteers in December 2024 stood at approximately 4208. 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**.

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.

Rachel Joyce
Assistant Chief Executive Local Engagement
County Hall, Northallerton

Date - 19 February 2025
Authors of the report – 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&MId=7824&Ver=4>

Appendix 1 - Summary of Corporate Volunteering Levels

Service	Approx. number of registered volunteers (Q1)	Role(s)
Countryside Volunteers	118	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	1,549	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	36	Volunteers serve as appeals panel members for exclusion or admissions appeals
Major Incident Response Team (MIRT)	18	Supporting people affected by an incident
Ready for Anything	370	Database of community volunteers to be called on in an emergency
Adult learning	14	Volunteer teaching assistants (Syrian Refugee project and English classes)
Community Connectors (previously Children's Centres)	7	Supporting new parents, signposting them to information and resources.
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)

Chaperones	<i>10</i>	Chaperones who accompany children who have a licence to act or perform, to auditions/performances
Gardeners	0	Supporting service users with gardening and conservation activities
Craven Museum (Skipton Town Hall)	23	Giving visitor information and helping in the shop
Craven Tourist Information	<i>13</i>	To provide information services to the public
Harrogate Museum	6	Cataloguing artifacts
Mercer Art Gallery	5	
Local Access Forum	5	Office holders assisting with issues in regard to countryside access
Community Volunteers	143	Providing conservation services, including In Bloom and Friends Of groups
Walk Leaders	27	Take out groups of walkers on planned routes.
Total	4,208	

* Figures in italics are estimated from previous quarterly reports.

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North Yorkshire
Community Safety Partnership

Bi-Annual Update- Community Safety Plan Delivery and Partnership Working

March 2025

1.0 Purpose of this Report

- 1.1 To update on the partnership working around the priority areas agreed by North Yorkshire Community Safety Partnership. The Crime and Disorder Act 1998 places a statutory duty on local authorities to create multi-agency partnerships to tackle crime, disorder, anti-social behaviour and other behaviours adversely affecting the local environment and to reduce re-offending. The world of community safety continually changes and the need for partners to work together is essential.
- 1.2 Since the last update the Community Safety Partnership has agreed its strategic priorities 2024-2028 and has appointed a new chair; Chief Superintendent Fiona Wyllie.

2.0 North Yorkshire Community Safety Partnership Strategic Priorities (2024-2028)

2.1 Community Safety Hubs Dealing with crime, fear of crime, anti-social behaviour (ASB), community tensions and creating safer communities through a problem-solving approach.

2.2 Preventing and reducing serious violence Implementation of the Serious Violence Duty to prevent and reduce serious violence, including identifying the kinds of serious violence that occur within our communities. (Statutory duty)

2.3 Domestic abuse Deliver on the North Yorkshire and City of York Domestic Abuse Strategy 2024-2028. Which includes 4 key priorities. (Statutory duty).

1. Prevention and early intervention We will focus on prevention, by proactively increasing the understanding of healthy relationships, regardless of age group, whilst raising awareness of domestic abuse to ensure early identification and promotion of specialist services to provide support and ultimately eradicate abuse altogether.

2. Authentic and inclusive support for all We will ensure services across North Yorkshire and York actively participate, stay well-informed and remain

responsive and are adequately prepared to address the specific needs of every victim, survivor and their families.

3. Drive change together We will build upon our existing partnership approach to tackling domestic abuse, working together to achieve our collective priorities and commitments. We will work to improve how agencies effectively share information, assess risk and collaborate in their response to victims, survivors, and their families.

4. Accountability We will focus on tackling and addressing abusive behaviour, holding individuals accountable and providing support to facilitate the development of healthy relationship behaviours. We will deliver timely assistance to those concerned about their behaviour causing harm and to perpetrators of abuse, supporting them in understanding how to prevent abuse and change their behaviour.

2.4 Standing together to tackle hate crime, radicalisation and extremism (Statutory duty). 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.

3.0 Community Safety Hubs

3.1 Since the new Community Safety Service was established for North Yorkshire Council in May 2024, the 7 Hubs across North Yorkshire have focused on a number of key priorities.

- Consistent approaches across the Hubs (problem solving, intelligence led, early intervention, community engagement, enforcement when needed).
- Review of roles and responsibilities of core Hub staff (police and local authority roles), ensuring uniformity, sharing of good practice, effective delivery.
- Working alongside Neighbourhood Policing Teams and other partners, strengthening the Hub model. Ensuring linkages with other appropriate services, when engaging with an individual or a community.
- Maximizing the tools and powers available.
- Performance reporting, demonstrating the effective work of the Hubs, including case studies.

3.2 Work continues to develop a consistent approach to the working model of the Community Safety Hubs. This includes adopting an updated Terms of Reference and working with police colleagues to agree our combined resources and refreshed role profiles. The geography for delivery has now been agreed, with 3 Senior Community Safety Officers responsible for 3 patches - Harrogate/ Craven/ Selby, Scarborough/ Ryedale and Hambleton/ Richmondshire. Between them that are responsible for the 7 Hubs, with 7 teams supporting local delivery.

3.3 The Community Safety Hubs host regular MAPS (Multi Agency Problem Solving meetings), following referrals which may be person specific or locational and identify clear actions and outcomes. These cases are usually complex in nature and require a robust multi-agency approach. A development area of the Hubs is the adoption of an early intervention approach, identifying predominantly young people who are ‘coming to notice’ and would benefit from support and intervention to avoid an escalation of behaviour and the risk of entering the criminal justice system.

3.4 The Community Safety Partnership is developing a clear performance framework for all the priority areas, to support the delivery of the new strategy. Both Police and local authority staff within the Hubs use a joint case management system, Orcuma. The use of the system is currently being reviewed, to ensure that we have consistency and uniformity - data reports at the moment show different approaches to recording. It is anticipated that this will be resolved and accurate recording across of the Hubs will be fully implemented within the next 6 months. This report focuses on the work of the partnership, but North Yorkshire Police provide data and statistics to the public, to give assurance around the tackling of local crime.

[Stats and data | North Yorkshire Police](#)

3.5 One Anti-Social Behaviour (ASB) Policy for the whole of North Yorkshire is currently being developed and will be used as a framework for the Community Safety Hubs. The ASB delivery approach is based around specific hotspot locations and the continued multi-agency intelligence approach. Project Spotlight in Harrogate Town Centre is an example of a targeted model where joint awareness, disruption and enforcement are utilised to manage locations and individuals. [Spotlight on crime and anti-social behaviour in Harrogate | North Yorkshire Police](#)

4.0 Preventing and Reducing Serious Violence

4.1 The Serious Violence Duty, introduced in 2023, requires specified authorities

- Police
- Justice - Probation services and Youth Offending Teams
- Fire and Rescue
- Health (Integrated Care Boards)
- Local authorities

to work together to share information and to target interventions, where possible through existing partnership structures, collaborate and plan to prevent and reduce serious violence within local communities. The government also amended the Crime and Disorder Act 1998, to ensure that serious violence is an explicit priority for Community Safety Partnerships and that a local strategy is in place to tackle serious violence.

4.2 The aims of the North Yorkshire and York response to serious violence are:

- To understand the extent of violence throughout North Yorkshire and York, through the analysis of characteristics, patterns of behaviour and the impact on the wider community.
- To establish the risk factors that increase the likelihood of violence, and how these factors can be reduced through prevention, diversion and early intervention
- To establish effective interventions in a variety of settings and monitor the impact on reducing serious violence these interventions produce.

A North Yorkshire and York Serious Violence Duty Working group leads on the implementation of the duty, all specified authorities are represented, and the group is chaired by a senior officer from North Yorkshire Fire and Rescue Service. The group reports directly to the respective Community Safety Partnerships (North Yorkshire and York). Since the introduction of the duty the partnership has undertaken 2 Strategic Needs Assessments, the most recent for 2023/24 can be found via [Serious Violence Duty - York & North Yorkshire Office for Policing, Fire, Crime and Commissioning](#)

4.3 The Serious Violence Duty does not provide a definition of serious violence, and each local area is encouraged to set their own definition. The definition for serious violence for North Yorkshire and York reflects issues found within the local area and the impact and prevalence of different types of serious violence. The following crimes are included in our definition and were used in developing the Strategic Needs Assessments.

- Homicide
- Violence with injury
- Domestic abuse
- Rape and sexual offences
- Weapon related violence, including weapon possession
- Arson endangering life
- Stalking and harassment; non-domestic

In addition, the following areas of thematic interest are considered within the wider profile:

- Violence Against Women and Girls (VAWG)
- Young people
- Alcohol and substance misuse
- Mental health
- Deprivation and employment
- Education

4.4 Up to the year end March 2023, 5 people lost their lives to violence in York and North Yorkshire and 7396 serious violence offences were committed. Up to the year end March 2024, 0 homicides and 6194 serious violence offences were committed - a 15% reduction.






4.5 North Yorkshire Headlines- Strategic Needs Assessment

- Compared to the national average, North Yorkshire has a lower rate of crime severity levels, this is also lower than York and the regional average for Yorkshire and Humber.
- There has been a decrease across the most serious crimes; homicide and grievous bodily harm (GBH).
- 50% of North Yorkshire's violent offences were linked to substance misuse, mostly alcohol related and can be associated with the late evening and weekend periods, highlighting links with the night-time economy.
- 93% of York's young people linked to a serious violence offence had been persistently absent and 83% in North Yorkshire.
- 82% of children cautioned or sentenced for a serious violence offence had received a fixed term exclusion and 3% in York and 16% in North Yorkshire had been permanently excluded.
- 42% of respondents to a local Violence Against Women and Girls (VAWG) survey had experienced some sort of 'VAWG'.

4.6 The Serious Violence Response Strategy 2024-2026, in response to the Strategic Needs Assessments can be found via [North-Yorkshire-and-York-Serious-Violence-Duty-Strategy-2024-26.pdf](#). The strategy focuses on 5 strategic priorities.

1. Awareness raising and public perception
2. Children and young people
3. Possession and use of weapons
4. Alcohol, violence and night-time economy
5. Violence Against Women and Girls (VAWG)

4.7 As part of the response strategy, the Working Group manages the 'Prevention and Early Intervention Fund Grant Programme', which gives partners the opportunity to bid for a variety of projects. This has seen successful funding of a number of evidence-based initiatives, all of which support a pro-active, sustainable, outcomes focused approach to reducing serious violence through prevention, early intervention and diversion. Below shows some of the interventions that have been aligned to each of the priorities. As the strategic needs assessment and response strategy are reviewed on an annual basis, the grant programme, with funding from the Home Office, continues to run.

Our strategic priorities	Our interventions	Desired impacts - how they'll help
 Awareness Raising and Public Perception	<i>All interventions and projects set out below reflect our aim to raise awareness and improve public perception of our SV strategy...</i>	<ul style="list-style-type: none"> Increased public confidence and a greater feeling of safety among our communities. Overall reduction in SV offences
 Children and Young People	Emotional Wellbeing Support in Schools Therapeutic support and informal supervision to school staff to aid children's understanding of emotions/reactions. Targeting 20 high-risk young people in 3 schools	<ul style="list-style-type: none"> Improved practical advice for schools and young people to reduce aggressive behaviour, improve emotional understanding and prevent future violence. Improved social skills, school attachment and in turn attendance rates and educational attainment for at-risk cohort.
	Inspire Futures Engaging 250 young people through mobile youth services	<ul style="list-style-type: none"> Fewer reported incidents of SV among children and young people.
	York Youth Bus Continuing existing mobile youth outreach program in York	<ul style="list-style-type: none"> Fewer reported incidents of SV among children and young people.
 Possession and Use of Weapons	Knife Bin Rollout Expanding existing knife disposal program across North Yorkshire	<ul style="list-style-type: none"> Decrease in number of weapon possession offences, and a decrease in weapon-enabled serious violence offences. Reduce demand on services, such as A&E for knife-related admissions.
 Alcohol, Violence and Night-time Economy	Operation Night Safe Selby Creating safety officer patrols on weekend nights in Selby city centre to identify vulnerability and provide safe spaces	<ul style="list-style-type: none"> Reduction in SV and VAWG offences linked to alcohol and substance misuse, which will in turn improve the communities feeling of safety.
	Operation Reach Boosting police presence on peak nights in York and using social media for public reporting of potential crimes	<ul style="list-style-type: none"> Prevention and reduction in serious violence and VAWG offences linked to alcohol and substance misuse. Increased reporting directly to officers in relation to suspicious and criminal behaviour.
	Snickleway Lighting Installing lights in alleyways and passages in York prone to criminal activity to improve public safety	<ul style="list-style-type: none"> Improved feelings of safety among those in York, particularly at night Disruption of offender patterns, reducing criminality.
 Violence Against Women and Girls	Why did you do that? Creating a film to raise awareness of cultural harms victims and violence against BAME women & girls	<ul style="list-style-type: none"> Increased confidence from victims to report VAWG offences. To change attitudes and beliefs for future generations to break the cycle of abuse.
	She Was Walking Home Theatre workshops in schools exploring harassment and abuse against women based on real testimonies	<ul style="list-style-type: none"> Long-term reduction in VAWG and Domestic Violence offences, and increased convictions of offences. Improved attitudes and behaviours in young people to inform decision-making, breaking the cycle of abuse.
	St Giles Trust - grassroots project On-the-ground community support for vulnerable young women and girls involved in crime and anti-social behaviour in Scarborough	<ul style="list-style-type: none"> Decrease in crimes involving young people, girls, and women. Decrease in girls and women in vulnerable positions, and a greater understanding of support available through the wider community.

4.8 The Working Group monitors the interventions on a regular basis, to assess the impact and effectiveness of the projects, alongside reviewing data linked to serious violence, to maintain a collaborative approach. One of the interventions has been the knife bin roll out across North Yorkshire, following a successful pilot in Harrogate. It allows for members of the public to safely dispose of knives, bladed articles, or sharp tools. The intervention is delivered by Community Safety Hubs and North Yorkshire Police within localities, and they are responsible for finding a suitable location, engaging with communities, consultation and promotion, as well as the maintenance and emptying of the installed bin. [Knife bins to be placed in town and cities across North Yorkshire - BBC News](#)

4.9 Another funded intervention is 'Behind Closed Doors', a film created and produced by the Halo Project, supporting the key priority of tackling Violence Against Women and Girls. The film and training package will be shared and delivered across schools and colleges. The aim of the film is to raise awareness among communities of the dangers of 'honour' based abuse and illegal cultural harms. It has been created through a collaboration of true accounts experienced by survivors, across North Yorkshire and York. ["Behind Closed Doors", domestic abuse film premiers in York - York & North Yorkshire Office for Policing, Fire, Crime and Commissioning](#)

4.10 Serious violence is a multi-faceted problem, which requires a multi-agency approach. North Yorkshire and York already have a range of strategies and partnerships established which address factors linked to

serious violence. It is essential that our approach aligns with the existing strategies and governance arrangements to ensure all agencies work together effectively. The key partnerships and strategies include

- Safer York Partnership and North Yorkshire Community Safety Partnership
- Joint Violence Against Women and Girls (VAWG) Partnership [Joint Strategy to Address Violence Against Women and Girls – Progress Update- April 2024 - York & North Yorkshire Office for Policing, Fire, Crime and Commissioning](#)
- Local Domestic Abuse Partnerships (North Yorkshire and York) and joint commissioning
- Serious Organised Crime Partnership
- Drug and Alcohol Partnerships (North Yorkshire and York)
- North Yorkshire Safeguarding Children Partnership and MACE (Multi Agency Child Exploitation) Strategy. MACE aims to
 - ✓ Enable partners and communities to work together to protect children and young people
 - ✓ Focus on prevention and engagement of children, young people, parents and carers
 - ✓ Strengthen multi-agency work in response to children and young people identified as at risk and the targeting and disruption of those who at risk of harm and locations of concern
 - ✓ Utilise research, innovation and quality assurance to strengthen practice.

4.11 From the needs assessment it is clear that Scarborough is impacted negatively by a number of factors including income, employment, educational attainment, health outcomes and crime rates. ‘Clear, Hold, Build’ is a national framework developed by the Home Office, to help police forces and partners tackle serious and organised crime. It aims to reclaim and rebuild neighbourhoods affected by organised crime, make areas safer and increase public confidence in the police and partner agencies.

4.12 In March 2024, the first two Clear, Hold, Build projects were launched locally:

- Clifton, York
- Barrowcliff, Scarborough.

Clear, Hold, Build is a 3-step plan which sees criminals and their associates cleared from an area through relentless pursuit activity. The area is then held and stabilised through high visibility police patrols, assistance from partner agencies and community support. With support from key stakeholders, residents will be equipped and empowered to build a strong and resilient community, free from crime and exploitation. [Barrowcliff Clear, Hold, Build project launched in Scarborough | North Yorkshire Police](#)

5.0 Domestic Abuse

5.1 In December 2024 North Yorkshire Police presented a redacted version of a 'Domestic Abuse Problem Profile 2023/24' to partners. Police and all partners adhere to the Home Office definition, which defines domestic abuse as:

“Any incident or patterns of incidents of controlling, coercive or threatening behaviour, violence or abused between those aged 16 or over who are or have been intimate partners or family members, regardless of gender or sexuality. This can encompass but it is not limited to the following types of abuse:

- *Psychological*
- *Physical*
- *Financial*
- *Sexual Emotional*

Controlling behaviour can be a range of acts designed to make a person subordinate and/ or dependent on another by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviours is an act or pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.”

5.2 The total number of domestic abuse recorded crimes in North Yorkshire was the lowest it had been in 5 years, in the year ending March 2024. This was reflected across all districts. There were no differences among the top crime types compared to previous years; however, the number of repeat victims and perpetrators decreased by approximately 25% compared to the year ending March 2023. 'Violence against Person' had the highest proportion of offences (82%). There were no domestic abuse crimes relating to murder or attempted murder within the year ending March 2024.

5.3 The highest number of domestic abuse crimes occurred in April, May, July and December. This is line with anticipated seasonal summer and Christmas trends. As a wider partnership we have aligned our communications campaigns to these periods, raising public awareness of what constitutes domestic abuse and the support services available.

5.4 Despite North Yorkshire being a predominantly rural county, more than half of the domestic abuse crimes were reported within urban wards. Perpetrators were largely male (70%) with a peak age between 26-35 years old. Victims were largely female (68%) with a peak age between 26-35 years old. All of our commissioned services are accessible across the geography of North Yorkshire and are open to all genders.

5.5 Although there has been a decrease in reporting to police, there has still been high demand on commissioned services. IDAS provide a range of domestic abuse services, and all referrals come via their central hub.

Referrals into Central Hub, IDAS	2022/ 23	2023/ 24	Q1-3 2024/ 25
	10,214	10,055	7,767

*65% of individuals supported had children

Although not all of these enquiries/ referrals will lead to direct work, every contact is screened and assessed.

5.6 Linked to the Covid-19 pandemic, the IDAS Hub saw referrals double in 2020/21 (5494 in 2019/20, 9884 2020/21) and the levels of referrals and contacts have remained high. Due to our joint commissioning arrangements and grants available, our commissioned services have received additional funding; including funding to provide additional capacity in the Hub.

5.7 A wide range of services are jointly commissioned with the Office of Policing, Fire and Crime Commissioning and City of York Council, including

- Services for adult victims and survivors
- Services for children impacted by domestic abuse, including therapeutic support services
- Safe accommodation, refuge and dispersed accommodation and close working arrangements with housing to ensure victims can remain safely within their own properties
- Services for perpetrators who wish to engage in behaviour change programmes

5.8 Multi-agency delivery is led by North Yorkshire Domestic Abuse Local Partnership Board, chaired by Cheryl Henry-Leach (independent chair). The updates and outcomes from partners, in line with the strategy's priorities and commitments are reported on a quarterly basis. [North Yorkshire and City of York Domestic Abuse Strategy 2024-2028](#) Appendix 1 shows an example of partners' reporting for 1 commitment; there are 32 multi-agency commitments aligned to 4 priorities.

5.9 Joint Targeted Inspections (JTAs) are thematic inspections of multi-agency arrangements. JTAs are carried out by inspectors from Ofsted (local authority), Care Quality Commission (Health), His Majesty's Inspector of Constabulary and Fire and Rescue Services and His Majesty's Inspectorate of Probation. The current theme assesses multi-agency responses to children, including unborn children, who are victims of domestic abuse. North Yorkshire has recently been subject to a JTAI (20th January- 7th February 2025). The final inspection report will be published 27th March 2025.

5.10 Inspectors evaluated multi-agency arrangements for

- Responding to children who are victims of domestic abuse, at the point of identification
- Assessment, planning and decision making in response to notifications and referrals of children who are victims of domestic abuse
- Protecting, supporting and caring for children who are at risk of, or who have been victims of, domestic abuse
- Preventing children from becoming victims of domestic abuse

5.11 The Home Office definition for domestic abuse also recognises that *“Abusive behaviour directed at a person under 16 should be dealt with as child abuse rather than domestic abuse. However, children are considered victims of domestic abuse in their own right if they have seen, heard or experienced the effect of the abuse between relatives or persons with parental responsibility for the child.”*

5.12 16 Days of Action is an annual, international campaign that aims to end gender-based violence and abuse. During 25th November- 10th December 2024, Community Safety Hubs and partners held a number of community engagement events across North Yorkshire. There was good interaction across all of the events.

- A military veteran engaged at a Catterick event and stated he wished to become an IDAS volunteer
- At one event IDAS staff received a direct disclosure from a member of the public; support was given
- 3 females (all separate) spoke with officers stating that they had experienced domestic abuse but had received support and were reassured by the community events.

6.0 Standing Together to Tackle Hate Crime, Radicalisation and Extremism

6.1 Hate Crime Awareness Week took place 12th-19th October 2024, a national week of action to encourage local authorities, key partners and communities affected by hate crime to work together to tackle local hate crime issues.

6.2 During this week 12 online webinars were delivered, in addition to a number of local engagement events that took place in town halls, market squares, etc across North Yorkshire. The webinars covered topics including disability, misogyny, cultural and interfaith awareness. The sessions had been designed to stimulate discussion, spark innovation and share best practice. A survey was undertaken after the campaign and feedback confirmed that attendees felt that the sessions added value to their understanding of hate crime and the importance of reporting hate crime. Attendees felt that the sessions were professionally delivered, very interactive and informative.

6.3 **Q3 2024-2025 North Yorkshire Police Hate Crime Headlines**, provided by PC Amy Price, Hate Crime team.

- 9% decrease in hate crime this quarter compared to equivalent reporting period in 2023
- Racial hate crime, whilst still the dominant strand, is down 3% on last year's quarter 3
- Annually there was a 1% decrease in hate crime in 2024, in comparison to 2023
- York accounted for 43% of hate crime during this period, Scarborough 16%, Harrogate 15%, Hambleton 6%, Selby 5%, Richmondshire 5%, Craven 4% and Ryedale 3%
- 15 hate crimes were committed against Police officers whilst on duty. 9 related to sexual orientation and 6 were racial. These tend to be a secondary offence, committed at the time of arrest or during the processing

6.4 Prevent is a national programme that aims to stop people from becoming terrorists or supporting terrorism. It aims to ensure that people who are susceptible to radicalisation are offered appropriate interventions, and communities are protected against radicalising influences. Anyone who is being radicalised can be referred to Prevent. Usually, a Prevent referral will follow this process:

1. Prevent Policing (specialist Counter Terrorism Police Officers) will consider each referral. They will assess for immediate security threat and will confirm if there is a risk of radicalisation.
2. If the person isn't at risk of radicalisation, they are not a case for Prevent. Where appropriate, the person may instead be offered other support, for example being referred to mental health services or social services.
3. If there is a risk of radicalisation the case goes to Channel Panel, chaired by the local authority (Head of Community Safety). Panel includes representation from policing, children and adults services, health including mental health care professionals, education representation and other professionals linked to the individual cases.
4. If the Panel decides that a person is at risk, they can be 'adopted' to Channel, and this will involve working with partner agencies and a Home Office approved Intervention Provider. Channel is voluntary, if a person chooses not to be part of the programme, they will be offered other support, and this risk will be managed by policing.
5. North Yorkshire Channel Panel continues to meet on a monthly basis, to discuss a number of cases.

6.5 Following the horrific attack in Southport in July last year, the perpetrator Axel Muganwa Rudakubana pleaded guilty to all 16 charges against him. An independent Prevent Learning Review was immediately conducted to review the touchpoints Rudakubana had with the Prevent system. The perpetrator had been referred to the Prevent programme on 3 separate occasions, once in 2019 and twice in 2021. He was first referred in December 2019 at the age of 13 and then subsequently in February 2021 and April 2021 at the age of 14.

6.6 Each referral was assessed by specialist Counter Terrorism Police Officers, and in each instance the referral was deemed not to be appropriate for Channel support. As Rudakubana was not adopted into Channel his engagement with Prevent ended in July 2021.

6.7 In December 2024, the Home Secretary outlined reforms to strengthen Prevent. These include:

- Conducting an end-to-end review of Prevent thresholds, updating policy and guidance, including on repeat referrals
- Broadening the interventions available to people supported by the Channel programme, including cyber skills, family interventions and practical mentoring
- Undertaking a review to identify and drive improvements for individuals referred into Prevent who are neurodivergent or suffer from mental ill-health
- Strengthening the approach to the monitoring and oversight of referrals that do not meet Prevent thresholds, by launching a pilot to test new approaches to cases that are transferred to other services to ensure there is proper monitoring and requirements in place

6.8 As a Channel chair and service, we are regularly receiving national updates regarding changes around Prevent and Channel. For the multi-agency workforce an extensive training programme is in place. From a governance perspective, local activity and arrangements are scrutinised by the Prevent Partnership Board, chaired by Rachel Joyce, Assistant Chief Executive, North Yorkshire Council. Our Prevent and Channel arrangements are also assessed on an annual basis by the Home Office, findings are shared directly with Richard Flinton, Chief Executive, North Yorkshire Council.

7.0 Recommendations

7.1 For members to consider the content of the report and to identify any areas for clarity and potential future action.

7.2 For members to identify partnership priorities and duties, that can be a focus for future updates and reports to the committee.

Author: Odette Robson, Head of Community Safety and CCTV (Public Space), North Yorkshire Council

Appendix 1.

Priority 1: Prevention and Early Identification

We will focus on prevention, by proactively increasing understanding of healthy relationships, regardless of age group, whilst raising awareness of domestic abuse to ensure early identification and promotion of specialist services to provide support and ultimately eradicate abuse altogether.

Commitment 1.1 – We will raise awareness of all forms of domestic abuse to create a culture of prevention through the delivery of public facing campaigns, promoting the message that domestic abuse is everyone’s business. This will enable friends, colleagues, neighbours, and family members to spot the signs of domestic abuse and feel confident to help those experiencing it to access specialist support.

Key Activities/Progress towards Priorities	Comments	Outcomes Achieved
<p>IDAS Q3 2024: This priority forms part of the IDAS Local Area Plans in all areas of North Yorkshire. Activities this quarter include several webinars delivered to a range of partners, including post separation abuse, domestic abuse, and disability, and taking a whole family approach to domestic abuse. We are delivering pilots in Ryedale and Craven to increase awareness amongst communities/businesses/key community members to promote making DA everyone’s business.</p> <p>IDAS Q4 2024: IDAS teams continue to raise awareness in their local area. In the period we have delivered sessions to GPs and other healthcare professionals. Betty’s and Taylors in Harrogate, Neighbourhood Policing Teams and many more.</p> <p>BROADACRES Q3 2024: Several comms campaigns carried out on intranet and internet in relation to DA and VAWG. Joint coffee mornings taken place with IDAS and Broadacres creating awareness in the community (Northallerton) in February and July.</p> <p>BROADACRES Q4 2024: Awareness sessions to take place looking at ‘signs of abuse’ and 16 days of activism awareness sessions.</p> <p>TEWV Q3 2024: Domestic abuse procedure reviewed to have greater emphasis on routine enquiry for domestic abuse. All safeguarding mandatory training delivered internally (level 1,2,3) reviewed to ensure includes routine enquiry. TEWV are underway with re commencing the bespoke domestic abuse training delivered in house. Short briefing</p>	<p>NYP Q3 2024: DA related comms campaign during Euros on NYP Facebook and Instagram pages. ‘No excuse for abuse’ message and contact details for IDAS sent out on each England matchday.</p>	<p>NYP Q3 2024: No rise in DA demand seen on matchdays</p> <p>HALO Q3 2024: Report provided to PCC quarterly including numbers of those trained and number of those we have raised awareness with.</p> <p>HORTON HOUSING Q4 2024: Sessions delivered around prevention and recognition of DA, discussing public campaigns and current affairs in the media – stalking, female safety etc.</p> <p>NHS YORK & SCAR TRUST Q4 2024: Safeguarding training and review for consistency and compliance with Intercollegiate Document/Domestic Abuse Duty</p> <p>Implement Domestic Abuse Education Forums to provide specialist advanced training to departmental specific staff (Champions)</p> <p><u>Second quarter</u></p> <p>Implement training programme</p> <p>Evaluate and review training based on feedback</p> <p>Provide paper on Q1 progress for Integrated Safeguarding Group</p> <p>Promote offer to staff teams/departments/clinical governance forums</p>

<p>sessions to be rolled out over the trust in September on routine enquiry and DASH risk assessment. The trust new electronic recording system has a question in the safety summary 'Are you experiencing DA/Violence?' and when answered yes triggers a pathway and prompts clinicians to consider DASH risk assessment and take further action.</p> <p>TEWV Q4 2024: As Q2 but can update that the dates have been set for the bespoke domestic abuse training to commence.</p> <p>HALO Q3 2024: During the period to 16th August awareness of ICH (Illegal Cultural Harm) has been ongoing both through accredited training to professionals, awareness sessions delivered to area partners and online social media activity – applies to 1.2 to 1.8.</p> <p>HALO Q4 2024: In the period to 16th November awareness of ICH has been ongoing both through accredited training to professionals, awareness sessions delivered to area partners and online social media activity – this includes the launch of the film Behind Closed Doors to circa 100+ area professionals on 12th September in York Cinema applies to 1.2 to 1.8.</p> <p>HORTON HOUSING Q4 2024: Horton, through the DA Support Pilot have raised awareness of DA across the GRT sites we manage. Educating the community that DA is everyone's business, spotting the signs of DA (not just physical) and promoting and contributing to public campaigns.</p> <p>NHS NY & HUMBER ICB Q4 2024: Awareness raising re DASV and communications across ICB is an Objective within the HNY ICB Domestic Abuse & Sexual Safety Safeguarding Workplan. Delivery of this includes Providing briefings and awareness raising campaigns re DASV for ICB staff. Drop-in sessions for line managers to outline DA & Sexual Safety policies. Awareness and support for HR & Occ Health staff. This work is ongoing.</p> <p>PROBATION Q4 2024: Posters in reception.</p> <p>NHS YORK & SCAR TRUST Q4 2024: The Trust has developed its own Domestic abuse service development plan which is based around: Self-assessment and Mapping</p> <ul style="list-style-type: none"> •Expand workforce to meet needs of the expanding Domestic Abuse scope (which will include pathways for Non-Fatal Strangulation (NFS)) which also includes compliance with the recommendations of the Safeguarding Assurance and Accountability Framework (SAAF) 2024 		<p>Explore Continuous Professional Development building to prove competence and implement to reduce training burden on staff</p> <p><u>Third and fourth quarter</u></p> <p>To be agreed based on first two quarters but:</p> <ul style="list-style-type: none"> · Continue to Implement training programme · Continue to Evaluate and review training based on feedback · Provide paper on Q1 & 2/3 progress for Integrated Safeguarding Group · Promote offer to staff teams/departments/clinical governance forums <p>This is an evolving training role, and I will keep you informed of:</p> <ol style="list-style-type: none"> 1. Recruitment – we are currently finalising the JDs <p>Training accomplishments Registers.</p>
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<ul style="list-style-type: none"> •Training •Policy Development/Review •Governance and Leadership Harrogate, Neighbourhood Policing Teams and many more. <p><u>NORTH YORKSHIRE COUNCIL Q4 2024:</u> Community engagement events were arranged across the County to support the '16 Days of Action' together with Social media coverage and internal comms. A joint NTE campaign was undertaken with the Community Safety Hubs; IDAS posters were handed to businesses and pubs to display in their toilets highlighting the different forms DA takes along with support contact details.</p>		
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Corporate & Partnerships Overview and Scrutiny Committee Remit

Scope

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

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

Corporate and Partnerships Overview and Scrutiny Committee 2025-2026 Work Programme

Committee Meeting – 9 June 2025 @ 10:30am

Attendance of Deputy Mayor	Proposal to invite Jo Coles, York and North Yorkshire’s Deputy Mayor for Policing, Fire and Crime to receive an update on the new Police & Crime Plan for 2025-2029 and new Fire & Rescue Plan, and to hear her views on crime, ASB and the services commissioned to provide support to victims etc (attendance to be confirmed).
Transformation	Progress update on convergence and transformation of services - Brigette Giles, Interim Director of Transformation
Workforce Annual 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 2024/25 – Rachel Joyce, Assistant Chief Executive (Local Engagement)
Work Programme 2025/26	Consideration of the work programme

Mid Cycle Briefing – 7 July 2025 @ 10:30am	
Work Programme 2025/26	Consideration of the work programme
Committee Meeting – 29 September 2025 @ 10:30am	
Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities, Chair of CSP - Assistant Chief Constable Catherine Clarke
Transformation	Progress update on convergence and transformation of services - Brigette Giles, Interim Director of Transformation, to include update on the procurement of a platform to support the data architecture
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
Work Programme 2025/26	Consideration of the work programme
Mid Cycle Briefing – 3 November 2025 @ 10:30am	
Work Programme 2025/26	Consideration of the work programme
Committee Meeting – 15 December 2025 @ 10:30am	
Transformation	Progress update on convergence and transformation of services - Brigette Giles, Interim Director of Transformation
Council Plan 2024-28 Development	Update on Council Plan Refresh including Review of Council Priorities – Will Boardman, Head of Strategy & Performance (draft Plan to be presented)
Resilience and Emergencies	Annual overview of the National Resilience Standards and NYC's current performance, together with an overview of ongoing Resilience and Emergencies work – Matt Robinson, Head of Resilience and Emergencies
Work Programme 2025/26	Consideration of the work programme
Mid Cycle Briefing – 26 January 2026 @ 10:30am	
Work Programme 2025/26	Consideration of the work programme
Committee Meeting – 16 March 2026 @ 10:30am	

Transformation	Progress update on convergence and transformation of services - Brigette Giles, Interim 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 Catherine Clarke
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
Work Programme 2025/26	Consideration of the work programme
Mid Cycle Briefing – 27 April 2026 @ 10:30am	
Draft Work Programme 2026/27	Consideration of the work programme

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