



Meeting: **SCRUTINY COMMITTEE**
Date: **THURSDAY, 24 SEPTEMBER 2020**
Time: **5.00 PM**
Venue: **MICROSOFT TEAMS - REMOTE**
[\(Click here\)](#)
To: **Councillors Shaw-Wright (Chair), W Nichols (Vice-Chair),
R Sweeting, A Lee, J McCartney, N Reader and M Topping**

Agenda

1. Apologies for Absence

2. Disclosures of Interest

A copy of the Register of Interest for each Selby District Councillor is available for inspection at www.selby.gov.uk.

Councillors should declare to the meeting any disclosable pecuniary interest in any item of business on this agenda which is not already entered in their Register of Interests.

Councillors should leave the meeting and take no part in the consideration, discussion or vote on any matter in which they have a disclosable pecuniary interest.

Councillors should also declare any other interests. Having made the declaration, provided the other interest is not a disclosable pecuniary interest, the Councillor may stay in the meeting, speak and vote on that item of business.

If in doubt, Councillors are advised to seek advice from the Monitoring Officer.

3. Minutes (Pages 1 - 8)

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 13 August 2020.

4. Chair's Address to the Scrutiny Committee

5. Work Programme (Pages 9 - 16)

To consider the Committee's work programme.

6. Corporate Performance Report - Quarter 1 2020/21 (April to June) (S/20/5) (Pages 17 - 40)

Members are asked to consider the report of the Head of Business Development and Improvement which provides a progress update on delivery of the Council's Corporate Plan 2015-20, as measured by a combination of progress against priority projects/high level actions and performance against KPIs.

7. Financial Results and Budget Exceptions Report to 30th June (S/20/6) (Pages 41 - 68)

Members are asked to consider the report of the Chief Finance Officer which set out Financial Results and Budget Exceptions Reports for Quarter 1 to 30 June 2020.

8. Treasury Management - Quarterly Update Q1 2020/21 (S/20/7) (Pages 69 - 84)

Members are asked to consider the report of the Chief Finance Officer which reviews the Council's borrowing and investment activity (Treasury Management) for Quarter 1 (the period 1 April 2020 to 30 June 2020), which presents performance against the Prudential Indicators.

9. Outcome of Housing Centre Review by Task and Finish Group with Recommendations (S20/8) (Pages 85 - 102)

The Scrutiny Committee are asked to receive the report and the recommendations for agreement and subsequent referral to the Executive for its consideration and approval.

10. Inspiring Healthy Lifestyles - Selby Annual Review 2019-20 and Verbal Update on Urgent Decision taken during Covid-19 relating to Leisure Services made in May 2020 (S/20/9) (Pages 103 - 146)

To consider and comment on the content of the Annual Review 2019-20, and note the information provided by Officers on the urgent decision taken during Covid-19 in May 2020 relating to the waiving of a portion of the management fees for the Leisure Services Contract.

11. North Yorkshire Safeguarding Children Board and North Yorkshire Safeguarding Adults Board Annual Reports 2018-2019 (S/20/10) (Pages 147 - 190)

To note the content of the 2018-19 annual reports for the North Yorkshire Safeguarding Children and North Yorkshire Safeguarding Adult's Boards.

12. Information on Local Government Reorganisation - Discussion Item

The Director for Corporate Services and Commissioning will be in attendance at the meeting to answer questions from the Committee. There is no report attached as this will be a discussion item.

Janet Waggott

Janet Waggott, Chief Executive

<p>Dates of next meeting (5.00pm) Thursday, 22 October 2020</p>
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Enquiries relating to this agenda, please contact Victoria Foreman on vforeman@selby.gov.uk or 01757 292046.

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Minutes

Scrutiny Committee

Venue:	Microsoft Teams Live Event - Remote
Date:	Thursday, 13 August 2020
Time:	5.00 pm
Present remotely via Teams:	Councillors Shaw-Wright (Chair), J McCartney, R Packham, N Reader and M Topping
Officers present remotely via Teams:	Stuart Robinson - Head of Business Development and Improvement, Peter Williams - Head of Finance, Victoria Foreman - Democratic Services Officer
Others present remotely via Teams:	Councillor M Jordan

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor W Nichols; Councillor R Packham was in attendance as a substitute for Councillor Nichols.

2 DISCLOSURES OF INTEREST

There were no disclosures of interest.

3 MINUTES

The Committee considered the minutes of the meetings held on 4 and 13 February 2020.

RESOLVED:

To approve the minutes of the Scrutiny Committee meetings held on 4 and 13 February 2020 for signing by the Chair.

4 CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE

There was no Chair's address to the Committee.

5 FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORTS QUARTER 3 (TO 31 DECEMBER 2019) AND QUARTER 4 (TO 31 MARCH 2020)

The Committee received the reports of the Chief Finance Officer which asked Members to consider and comment on the financial information that covered both Quarters 3 and 4 of 2019-20.

Quarter 3

Officers explained that at the end of Quarter 3, the General Fund (GF) was forecasting a breakeven position. There continued to be a shortfall on planned savings and shortfalls on key income streams but these had been mitigated by in year savings. The Housing Revenue Account (HRA) was indicating a higher surplus than at Quarter 2 of (£180k). This was due to continuing lower external borrowing requirements partially offset by lower savings expected in the current financial year from the implementation of the new housing system.

The Committee noted that GF savings were showing a forecast shortfall of £353k and the HRA a shortfall of £195k as a result of delayed projects, and some reprioritisation. The capital programme was forecasting an underspend of (£23.6m); (£16.9m) GF and (£6.7m) HRA. In the general fund, £11.6m related to slippage in the Housing Trust loans budget. Proposals for phase 2 of the Housing Development Programme were currently being developed and would be put forward to the Executive when finalised.

Members acknowledged that the recently approved acquisition of the waste collection fleet and wheelie bins had been added to the capital programme, but the £4m cost of the vehicles was now not expected to be incurred until the first half of next year; therefore it was recommended that the budget be rolled into 2020/21.

In the HRA a number of programmes had been delayed whilst contracts were being procured, resulting in significant slippage. Expectations were that spend on these committed programmes would be completed in 2020/21 along with the further works already planned for that year.

The Programme for Growth was progressing well with projects delivering over multiple years. It was expected that funds from the business rates pool, towards the costs of Tour De Yorkshire and UCI cycling races, would be received in Quarter 4.

Quarter 4

Officers then took Members through the Quarter 4 report and explained that after carry forward requests, the Council's year end results for

2019/20 showed a deficit of £363k including proposed carry forwards on the General Fund against budget. There were a number of variances (positive and negative) which made up the deficit, including: a shortfall on planned savings, adverse variances across a number of income streams, partly offset by in year staffing savings, higher investment income and unused contingency.

Members noted that the Housing Revenue Account showed a surplus of (£315k), which was mainly driven by lower external borrowing requirements, unused contingency, increased investment income and lower costs on premises cost. This was partly offset by a shortfall in savings due to the delays in the implementation of the housing system and increased void costs to assist with faster turnaround times. The surplus would be transferred to the Major Repairs Reserve to help fund future capital expenditure.

It was acknowledged by Members that planned savings for the year fell short in both the Housing Revenue Account and General Fund. General Fund savings fell short by £374k due to delays in some initiatives whilst the Housing Revenue Account was £195k short.

The capital programme spend was under budget as a number of projects had experienced delays and some were due to deliver over multiple years. After assumed carry forwards, a saving of (£1,213k) has been achieved - (£92k) General Fund and (£1,121k) Housing Revenue Account. The General Fund saving related to ICT costs that were no longer required. In the Housing Revenue Account, the roofing project had been incorporated in the new HRA business plan and therefore this particular budget was no longer required.

The Committee were informed that Programme for Growth spend had totalled £1,902k in 2019/20, with a further £854k to be carried forward.

The impacts of Covid-19 had been limited in 2019/20, but looking ahead to 2020/21 there were a number of risks to income streams and additional costs which would need to be carefully managed. This was because the size and duration of these risks and the potential financial support from central government would become clearer. A revised budget was planned for September 2020.

In response to a query about the shortfall in property income, Officers explained that some Council-owned industrial units were empty and required upgrading, and that there had been a drop in income from room bookings at the Civic Centre.

Members emphasised the importance of improving the industrial units so that they could be rented out and start to generate income. It was agreed that this had been an ongoing issue for some time, and as such Officers were asked to report back to the Committee on the matter in the future, and ensure that action was taken on the matter soon.

RESOLVED:

- i. **To note the Council's financial results and budget exceptions from Quarters 3 and 4 in 2019-20.**
- ii. **To ask Officers to report back to the Committee on the upgrading and letting out of Council-owned industrial units, as this had been an ongoing concern for some time.**

6 TREASURY MANAGEMENT QUARTERLY UPDATE QUARTER 3 AND QUARTER 4 - 2019-20

The Committee received the reports of the Chief Finance Officer for Quarters 3 and 4 of 2019-20, which asked Members to consider and comment on the information contained therein, to comply with the Treasury Management Code of Practice.

Members noted that the reports reviewed the Council's borrowing and investment activity (Treasury Management) for the periods 1 April 2019 to 31 December 2019 (Quarter 3) and 1 April 2019 to 31 March 2020 (Quarter 4) and presented performance against the Prudential Indicators.

Quarter 3

Officers explained that on average the Council's investments totalled £63.9m over the first 3 quarters at an average rate of 0.92%, and had earned interest of £441k (£304k allocated to the General Fund; £137k allocated to the HRA) which was £114k above the year to date budget. Whilst cash balances were expected to reduce over the year, should interest rates remain static, forecast returns could be in the region of £572k, a budget surplus of £137k. However, a no-deal Brexit could lead to a cut in the Bank Rate and therefore the position would be kept under review.

The Committee were informed that in addition to investments held in the NYCC investment pool, the Council had £4.83m invested in property funds as at 31 December 2019, with a net rate of return of 2.42% (3.95% revenue return and 1.53% capital loss), and achieved revenue income of £146.2k to the end of Quarter 3 and a capital loss of £75.2k.

Officers also explained that long-term borrowing had totalled £59.3m at 31 December 2019, (£1.6m relating to the General Fund; £57.7m relating to the HRA). Interest payments of £2.5m were forecast for 2019/20, which was a saving of £0.3m against budget. The Council had no short term borrowing in place as of 31 December 2019. The Council's affordable limits for borrowing were not breached during this period.

Quarter 4/Annual Review 2019-20

The Committee noted that the Council's investments held in the NYCC

investment pool totalled £66.04m over the year at an average rate of 0.91% and earned interest of £601k (£415k allocated to the General Fund; £186k allocated to the HRA) which was £166k above the total annual budget. This exceeded estimates at Quarter 3, which remained prudent in the event that Brexit would result in a sharp decline in rates. For the General Fund £65k interest earned above a £350k threshold would be transferred to the contingency reserve.

Members were informed that in addition to investments held in the pool, the Council had £4.69m invested in property funds as at 31 March 2020. The funds achieved 3.46% revenue return and 4.54% capital loss. This resulted in revenue income of £168.9k to the end of Quarter 4 and an 'unrealised' capital loss of £222.8k. These funds were long term investments and changes in capital values were realised when the units in the funds were sold.

Officers gave details of the long-term borrowing that totalled £59.3m at 31 March 2020, (£1.6m relating to the General Fund; £57.7m relating to the HRA), Interest payments of £2.5m were paid 2019/20, a saving of £0.3m against budget. The Council undertook no short term borrowing in year and the Council's affordable limits for borrowing were not breached during this period.

Lastly, looking ahead to 2020/21, investment returns were expected to be significantly lower as a result of the cut in Bank Base Rate to 0.1%, in response to the economic challenges arising from the Covid-19 global pandemic. No changes to the Treasury Management Strategy were proposed but revised forecasts would inform a revised budget for 2020/21, and the next refresh of the Medium-Term Financial Strategy.

Members asked for more information from Officers regarding the 0.9% return on a balance of £66m; Officers confirmed that this would be supplied to the Committee after the meeting.

RESOLVED: The Committee

- i. endorsed the actions of officers on the Council's treasury activities for Q3 2019/20 and Q4 2019/20 and approved the reports;**
- ii. noted that general fund investment income received over the £350k threshold was to be transferred to contingency reserve, equating to £65k for the year; and**
- iii. asked Officers to provide further information on the 0.9% interest return on the balance of £66m, as detailed in the report.**

7 CORPORATE PERFORMANCE REPORT - QUARTER 4 - 2019/20 (JANUARY TO MARCH)/YEAR END 2019/20

The Committee received the report of the Head of Business Development

and Improvement which asked Members to consider and comment on the performance information contained in the report.

Members noted that the quarterly corporate performance report provided a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of: progress against priority projects/high level actions, and performance against KPIs. The report before the Committee also included a year-end summary of progress on delivery of the Council's Corporate Plan 2015-2020 as measured by year-end performance against KPIs in 2019/20 compared with year end data for KPIs in 2018/19.

Officers gave an overview of the report and detailed what had went well in Quarter 4; emergency response and support to residents and businesses during flooding in February and Covid-19 (which remained a live incident), Council housing rent and arrears collection, sundry debt collection, the average wait time in minutes before a customer phone call was answered by an advisor, access of benefits forms and taxation direct debit forms online and the average days to re-let standard voids.

However, the Committee also noted that performance had not been as good in some areas; average days sick per full time employee, number of affordable homes provided in the district, missed waste collections, number of SMEs supported, corporate complaints, visits to leisure centres and amount of planned savings achieved.

Members asked Officers to provide some further information on the costs of not re-letting void properties and on the provision of affordable homes, particularly what was causing the difference between the targets and the number of actual homes delivered.

RESOLVED:

- i. To note the Corporate Performance Report for Quarter 4 2019-20 (January to March)/Year End 2019-20.**
- ii. To ask Officers to provide further information on the costs of not re-letting void properties and on the provision of affordable homes, particularly what was causing the difference between the targets and the number of actual homes delivered.**

8 SCRUTINY COMMITTEE ANNUAL REPORT 2019-20

The Democratic Services Officer introduced the report which asked the Committee to approve the Scrutiny Committee Annual Report 2019-20 and make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.

Members noted that the Scrutiny Committee was required, under Article 6

of the Constitution, to prepare an annual report reviewing its work during the previous municipal year.

The Committee confirmed that they were happy with the contents of the Annual Report 2019-20 as set out in the agenda.

RESOLVED:

To approve the Scrutiny Committee Annual Report 2019-20.

9 WORK PROGRAMME

The Chair asked the Committee to consider and comment on their Work Programme for 2020-21.

RESOLVED:

To note the Work Programme for 2020-21 as circulated.

The meeting closed at 5.40 pm.

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Scrutiny Committee Work Plan for 2020-21

Please note that any items 'called in' will be considered at the next available meeting. Councillor Call for Action will also be considered at the next available meeting. **PROVISIONAL DATES FOR 2020-21** – 22 October, 17 December, 25 February, 15 April

Date of meeting	Topic	Action required
13 AUGUST 2020	Annual Report 2019-20	To consider and approve the Scrutiny Committee Annual report for 2019-20.
	Work Programme 2020-21	To consider the Scrutiny Committee's Work Programme for 2020-21.
	Corporate Performance Report – Q3 and Q4	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Treasury Management Monitoring Report – Q3 and Q4	To consider the Council's Treasury Management Activity for Q4 and the performance against the prudential indicators.
	Financial Results and Budget Exceptions – Q3 and Q4	To consider the financial results and budget exceptions report for Q4. This report now also includes the Programme for Growth quarterly update.
24 September 2020	Work Programme 2020-21	To consider the Committee's work programme for 2020-21.
	Housing Centres Working Group Report	To consider the final report and recommendations of the Housing Centre Working Group before referral to the Executive. <i>Moved to September meeting from August to give more time for changes to be made after Working Group on 30 July.</i>

6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <i>There is no update to give so at this time, so this item has been removed from the agenda.</i>
North Yorkshire Safeguarding Adults and Children Boards Annual Reports 2018-19	To consider the annual reports of the North Yorkshire Safeguarding Adults and Children Boards for 2018-19. <i>(Delayed due to Covid-19 from 2019-20 meeting year).</i>
Corporate Performance Report - Q1	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
Financial Results and Budget Exceptions - Q1	To consider the financial results and budget exceptions report for Q1. This report now also includes the Programme for Growth quarterly update.
Treasury Management - Monitoring Report - Q1	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
Leisure Services Contract Annual Review and Urgent Decision taken during Covid-19 relating to Leisure Services (Waiving of Management Fee Payments, taken in May 2020)	To discuss the Annual Review of the contract for the Council's leisure services, and to provide the Committee with further information (verbal update) on the urgent decision taken during Covid-19 relating to leisure services, namely the waiving of management fee payments for 1 April to 30 June 2020.
Programme for Growth (P4G)	To receive an update and information on the latest position of the Programme for Growth (P4G). <i>Update on P4G contained in Q1 Financial Results and Budget Exceptions report – update will also be provided at Full Council in September, so Officers suggest no update to receive at Scrutiny Committee.</i>

	Information and Update on Local Government Reorganisation – Verbal Update	Following the Government’s announcement on devolution and reorganisation, Members have asked for some information on this.
	Housing Development Programme (6 Monthly)	To receive an update on the Housing Development Programme, including changes to North Yorkshire Home Choice. There is no update to give so at this time, so this item has been removed from the agenda.
22 October 2020 - Provisional Date	Covid-19 in Selby District	To look at the work of the Council during the COVID-19 pandemic – how things progressed, what work was undertaken and how it affected the work of the Council (across all areas, i.e. housing, street cleansing, working from home, decision making/virtual meetings etc, should these become the new norm?) Written report and Officer attendance to answer queries.
	CEF Covid-19 Community Group Support Funding	To examine the CEF Covid-19 community support funding offered by the Council between July and September 2020 to provide a ‘community float’, to enable local voluntary groups to access financial assistance to support their activities that help communities to connect again.
26 November 2020	Police Co-Location and Update on the Contact Centre Move	An update on the impact of the Police co-location after over a year of operation, and on the Contact Centre’s move to the Civic Centre.
	Council Delivery Plan 2020-23 and Monitoring Framework	To consider and comment on the Council’s Delivery Plan 2020-2023 and Monitoring Framework, following consideration by Executive.
	Police and Fire Services	Before Covid-19, the plan for this was to invite the newly elected Police, Fire and Crime Commissioner, and representatives from North Yorkshire Police and the Fire Service to update the

		<p>committee on their work. However, with the PCC elections likely to be delayed, Members need to consider how to deal with this item.</p> <p>(Potential guests to invite - Andrew Blades, Group Manager York and Selby District, NY Fire and Rescue Service Supt. Lindsey Robson (Butterfield), York and Selby Commander, NY Police Service).</p>
	NYCC Director of Public Health Annual Report 2019-20	To consider the annual report of the Director of Public Health from NYCC.
	Financial Results and Budget Exceptions - Q2	To consider the financial results and budget exceptions report for Q2. This report now also includes the Programme for Growth quarterly update.
	Treasury Management - Monitoring Report - Q2	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Barlow Common and Hambleton Hough Annual Reports 2019-20 – Yorkshire Wildlife Trust and Wildlife Habitat Protection Trust	To consider the annual reports by the Yorkshire Wildlife Trust and Wildlife Habitat Protection Trust for Barlow Common (YWT) and Hambleton Hough (WHPT).
	Work Programme 2020-21	To consider the Committee's work programme for 2020-21.
	Visitor Economy Strategy and Action Plan – Annual Review (including Tour de Yorkshire) –	To consider the annual review of the Visitor Economy Strategy and Action Plan, including an assessment of the Tour de Yorkshire 2019.
21 January 2021	Economic Development Framework Update	To receive an update on the progress of the Council's Economic Development Framework. <i>If there is no update to give, this item will be removed from the agenda.</i>

	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <i>If there is no update to give, this item will be removed from the agenda.</i>
	Corporate Performance Report – Q2	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Scrutiny Committee Work Programme 2020-21	To consider and plan the Committee's work plan for 2020-21.
25 February 2021	Education in Selby District - Revisited	<p>Following on from the successful education themed meeting in February 2020, a chance to revisit education in Selby District and what the Council can do to work better with local schools and colleges that young people from Selby District attend.</p> <p>Attendees invited from Selby College, Scunthorpe College, Pontefract College, York College, Ebor Academy Trust, Hope Learning Trust York, NYCC Education Services.</p>
25 March 2021	North Yorkshire Safeguarding Adults and Children Boards Annual Reports 2019-20	To consider the annual reports of the North Yorkshire Safeguarding Adults and Children Boards for 2019-20.
	Scrutiny Committee Work Programme 2020-21 and Planning for 2021-22	To consider and agree the Committee's work plan for 2020-21 and the next municipal year, 2021-22.
	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.

	Housing Development Programme (6 Monthly)	To receive an update on the Housing Development Programme, including changes to North Yorkshire Home Choice. <i>If there is no update to give, this item will be removed from the agenda.</i>
	Financial Results and Budget Exceptions – Q3	To consider the financial results and budget exceptions report for Q3. This report now also includes the Programme for Growth quarterly update.
	Treasury Management - Monitoring Report – Q3	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <i>If there is no update to give, this item will be removed from the agenda.</i>
	Programme for Growth (P4G)	To receive an update and information on the latest position of the Programme for Growth (P4G). <i>If there is no update to give, this item can be removed from the agenda.</i>

Other issues to be added to the work plan as appropriate in 2020-21/2021-22:

- Public Engagement
- Police Complaints Handling by the PCC: Report from Police, Fire and Crime Panel – tie in with work of the Police, Crime and Fire Panel (PFCP) on examining this; add to work plan when PFCP look at the matter in 2019-20.
- Loneliness – future theme for the Committee to consider, older and younger people.
- Safety Advisory Group – suggested as a future topic at mid-cycle briefing; what they do, who is involved, how they offer advice to groups and what advice they offer.
- Programme for Growth – suggested by Executive at Quarterly Scrutiny Chairs/Executive meeting in January 2020.
- MP Nigel Adams – was meant to attend in March 2020 but cancelled due to Covid-19. To be rearranged for as soon as possible.
- Community Partnerships – was provisionally due for consideration in April 2020 but cancelled due to Covid-19. Mr Adams' office contacted for rescheduled date twice.
- Industrial Units for rent owned by the Council – Require upgrading and improvements, currently void/empty and not generating income. Added to work programme following 13 August 2020 meeting.

'Deep Dives'/'Scrutiny in a Day' Reviews

- Review of Safer Selby Hub and Anti-Social Behaviour – **suggested in 2018-19**
- Exploring the case for the provision of a temporary travellers site in the District – **suggested in 2018-19**
- CEFs – **suggested in 2019-20**
- Devolution, LEPs and Northern Powerhouse – All day/half day at Selby College with guest speakers from NHS, LEPs, Central Government, PCC, HS2, NYCC etc. Delayed due to Covid-19.
- Housing Centres Working Group – **set up in 2019-20 and work concluding in 2020-21**
- Voluntary Sector - Contracts, SLAs the Council has with the sector, amount awarded to the sector via CEFs and other grants or commissions – **suggested by the Chair in May 2020**

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Report Reference Number: S/20/5

To: Scrutiny Committee
Date: 24 September 2020
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson, Head of Business Development and Improvement

Title: Corporate Performance Report - Quarter 1 2020/21 (April to June)

Summary:

The Scrutiny Committee is asked to consider the report of the Head of Business Development and Improvement which provides a progress update on delivery of the Council Plan 2020-2030 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs. This report covers Quarter 1 (April to June 2020).

This report was considered by the Executive at its meeting on 3 September 2020.

Recommendation:

The Scrutiny Committee is asked to consider the content of the report and make any comments on the Council's performance.

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The reporting of performance data enables the Council to demonstrate progress on delivering the Corporate Plan Priorities to make Selby District a great place.

1. Introduction and background

1.1 Please see section 1 of the report considered by the Executive on 3 September 2020 attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 3 September 2020 attached to this report at Appendix A.

3. Alternative Options Considered

None applicable.

4. Implications

4.1 Legal Implications

Effective Scrutiny arrangements form part of the governance framework of the Council. Please see section 4 of the report considered by the Executive on 3 September 2020 attached at Appendix A to this report.

4.2 Financial Implications

Please see section 4 of the report considered by the Executive on 3 September 2020 attached at Appendix A to this report.

4.3 Policy and Risk Implications

Please see section 4 of the report considered by the Executive on 3 September 2020 attached at Appendix A to this report.

4.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the report enables the Council to monitor its performance.

4.5 Resource Implications

Please see section 4 of the report considered by the Executive on 3 September 2020 attached at Appendix A to this report.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Please see section 4 of the report considered by the Executive on 3 September 2020 attached at Appendix A to this report.

5. Conclusion

- 5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's

performance; the Committee's comments and observations on performance are welcomed.

6. Background Documents

None.

7. Appendices

Appendix A – Executive Report – 3 September 2020

Appendix B – (Appendix A of Executive Report 3 September 2020) -
Corporate Performance Report Quarter 1 2020-21

Contact Officer:

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Democratic Services Officer
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Report Reference Number: E/20/11

To: Executive
Date: 3 September 2020
Status: Non-Key Decision
Ward(s) Affected: All
Author: Stuart Robinson, Head of Business Development and Improvement
Lead Executive Member: Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson, Head of Business Development and Improvement

Title: Corporate Performance Report - Quarter 1 2020/21 (April to June)

Summary:

The quarterly Corporate Performance Report provides a progress update on delivery of the Council Plan 2020-2030 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs.

Recommendations:

- i. The report is noted and approved.
- ii. Executive consider any further action they wish to be taken as a result of current performance

Reasons for recommendation

The reporting of performance data enables the Council to demonstrate progress on delivering the Corporate Plan Priorities to make Selby District a great place.

1. Introduction and background

- 1.1 High level performance reporting of progress against the Council's priorities – as set out in the Council Plan 2020-2030 – is a key element of the performance management arrangements.
- 1.2 Progress on delivering the Council's priorities is demonstrated by a combination of:
 - progress against priority projects/high level actions (are we meeting/expecting to meet delivery timescales); and
 - performance against KPIs (are targets being met; are we getting better)

- 1.3 The Corporate Performance Report (see Appendix A) sets out the detail in terms of progress (or otherwise) against the Council's priorities.

2. Reporting Period

- 2.1 The specific focus of this report covers the period April to June 2020. The Council Plan 2020-2030 has provided consistency in terms of the direction the Council is seeking to follow and the specific priorities.

2.2 Summary of progress

Quarter 1

To summarise progress in quarter 1:

- 50% of KPIs are showing improvement over the longer term, or have maintained 100% performance.
- 55% of KPIs are on target - a further 18% of KPIs are within acceptable tolerances.

The impact of Covid-19 on service delivery and performance during Q1.

During Q1 we maintained a good level of performance across services areas. This was at a time when there was an increased demand for some services e.g. council tax support and hardship payments to residents, and additional services were delivered, including payment of government grants and support to businesses and calls to support vulnerable residents.

We continued to maintain a customer facing presence through telephony and online channels.

We successfully implemented a new waste collection service and saw an increase in collection volumes. Throughout Q1 customers experienced no disruption to waste collection services.

We maintained an emergency response service during lockdown to ensure all emergency repairs were undertaken and properties were made safe.

The government suspended all but essential house moves during the lockdown period and therefore void properties were unable to be let during this time.

No leisure services were delivered during Q1 due to lockdown restrictions imposed by the government.

2.3 What went well in quarter 1

- Number of SMEs supported - 106 (against a target of 50). These numbers are significantly up based on the nature of the work through Q1 that related to Covid-19 business support. There was a significant increase in short term advice for businesses, which different in context to

normal work is just as important.

- % of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels - Overall, in Q1, 70% of forms were submitted online (604 out of 861), exceeding the 50% target - this included 80% of all direct debit mandates and 79% of new benefit claims.
- Stage 2 complaints – There were no escalation of stage 1 complaints to stage 2 in Q1, compared to 5 in Q1 the previous year. With officers having been utilised for other duties due to Covid-19, a dedicated officer has assisted with stage 1 corporate complaints – this has helped to reduce escalation to stage 2.
- Council Housing Rent and Arrears and Sundry Debt Collected - both these collection KPIs exceeded target. Given the demanding circumstances the team have been working under e.g. home working, undertaking rigorous testing on the new housing system and dealing with customer's financial impact from Covid-19 this is an excellent achievement.

Positive performance – Other

- Support to vulnerable residents - 2365 calls have been made to Covid-19 'Shielded' residents, with 75% of those being recorded as 'No support needs identified'. Resident response to these calls has been positive.
- Payment of government grants to business - 1465 Small Business and Retail Hospitality grants have been paid totalling £16.7m. Almost 100 Discretionary Grants have also been paid to businesses totalling £800k.
- Payment of council tax support and hardship payments to residents - Since the end of March the Council Tax Support caseload has increased by 9.3%. 421 more claimants received support. All working age claimants received an additional £150 council tax support hardship payment where they had at least this amount still left to pay for the year. This was 1754 claimants and the total given in hardship payments has been £248k.
- Reopening the high street - A Reopening High Streets Safely Plan is being implemented. SDC has been awarded c.£80k from the Government's Reopening High Streets Safely Fund to support delivery of marketing, information provision and temporary changes to the public realm 'Back to Business' packs have been created and delivered to over 150 businesses. Temporary interventions such as pavement stencilling & bollard covers have been installed to support social distancing.
- Maintaining service delivery - Despite lockdown and staff working at home, we continued to maintain a customer facing presence with Customer Services Advisers maintaining telephony and online channels.

- Successfully implemented new waste collection arrangements, minimising service disruption all during a period of Covid-19 related lockdown. The collection services experienced a significant increase in tonnage collected during this period amounting to a 25% increase (over 1000 tonnes) with no disruption to collections experienced. (Data for missed bins was not reported during Q1 due to an amnesty period for the start of the new collection service).

2.4 What did not go so well in quarter 1 – and what are we doing about it

- Total number of Empty Homes (6 months +) brought back into use through direct action - Activity in Q1 has been affected by the Covid-19 crisis with no empty homes brought back into use through direct action by the Council. Towards the end of the Q1 our Interim Empty Homes Officer returned to the authority and has recommenced discussions with and support to relevant owners. We would expect to see progress during Q2 and would still expect to meet year end targets.
- Average days to process new benefit claims - The average time to process new housing benefit claims for Q1 was 26.35 (target 22 days). One claim processed in June took over 200 days to process due to delays in waiting for information from the Pension Service - without this claim the figure would have been 15.58 days.
- Stage 1 complaints - 86% of complaints (6 out of 7) were dealt with within the timescale (target 90%). There were 7 stage one complaints in Q1 (compared to 25 in Q1 last year).
- Average days sick per FTE (full time employee) Rolling 12 months – 6.9 days (target 5), compared to 7.76 in the previous quarter and 8.94 in Q1 the previous year. Whilst the rolling 12 month target has not been met, sickness figures for Q1 are significantly improved on both the previous quarter and the same period last year. Against a monthly target of 0.41 days per FTE, the figures for April were 0.45 days/FTE, for May 0.26 and for June 0.39. The challenge is to maintain those staffing levels as lockdown is released and learn from what was working well during lockdown – such as the benefits of flexible and homeworking.
- Amount of planned savings achieved (£) – forecast £156k, a shortfall of £602k against the £758 target. The planned savings programme has been impacted by Covid-19, with delays to projects and savings delivery as a result of pressure on staff resources.

Performance – Temporary suspension of services

- Average days to re-let voids – the government suspension of all but essential house moves during the lockdown period has resulted in a significant increase in turnaround times on our void properties, as well as a sizeable increase in the number of voids currently in the system.

Despite the prohibition on moving home, the number of properties being returned to the Council during the period remained relatively constant, averaging around 5 per week. Housing colleagues have recently been able to re-commence lettings and whilst they are working hard to address the backlog there remain 15 properties within the system which are completed awaiting customer sign-up. Property Services staff are currently working on a further 41 properties, with an additional 19 refurbishment voids awaiting return to operations of our major works contractor on 3rd August 2020.

- Emergency/urgent repairs to council-owned properties completed within agreed timescales - the suspension of all but emergency repairs due to the coronavirus outbreak has severely impacted performance in Q1 and resulted in a substantial backlog of urgent/non-urgent repairs which it is anticipated will take a significant period of time to clear. At the current time, there are in excess of 300 urgent repairs outstanding within the system. On 20th July delivery was re-commenced. Addressing the backlog and re-introducing adherence to the 5 day published response period will take a number of weeks to achieve, we aim to return to the normal 5 day target by 30th September 2020. Non-urgent repairs backlog is currently in excess of 1000 jobs is however expected to take significantly longer to address and it is fully anticipated the backlog will continue to increase in the short-term due to working to Covid secure guidelines.

3. Alternative Options Considered

N/A

4. Implications

N/A

4.1 Legal Implications

None

4.2 Financial Implications

Delivery of Corporate Plan priorities is reflected in the Medium Term Financial Strategy.

4.3 Policy and Risk Implications

Performance is a corporate risk. Failure to adequately perform will result in the corporate priorities not being delivered. Performance reporting is part of a suite of mitigating actions which make up our Performance Management Framework.

4.4 Corporate Plan Implications

This report provides a progress update on delivery of the Council's Corporate Plan.

4.5 Resource Implications

Performance reporting highlights areas where we are not performing well or are performing too well. Where an under or over allocation of resource is highlighted as a reason for poor performance we can explore opportunities to adjust resources to support effective implementation of the Corporate Plan as part of our on-going business and budget planning.

4.6 Other Implications

N/A

4.7 Equalities Impact Assessment

An Equality, Diversity and Community Impact Assessment screening report has been undertaken on the Corporate Plan and its priorities – and due regard has been given.

5. Conclusion

- 5.1** The performance data demonstrates continued performance improvement and delivery against Corporate Plan Priorities.

6. Background Documents

None

7. Appendices

Appendix A: Corporate Performance Report Quarter 1 2020/21

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Delivering corporate priorities

Corporate Performance Report

Quarter 1 2020/21

Delivering corporate priorities: Summary Q1 2020/21


Key

-  Corporate priority is on track
-  There are some concerns about this corporate priority
-  Significant concerns

Key focus of our work

What's gone well; what are we concerned about

Delivering Priority 1 - A great place to... **Live**


Housing Supply 

What's gone well this quarter:

- Developed arrangements for a new Housing Delivery Plan Programme Board. The Programme Board, comprised of senior councillors and officers, will provide strategic oversight and management of the Housing Delivery Plan. Following the end of the Covid-19 lockdown preparations are being made for phase 2 schemes to be sent out to tender;
- Planning applications continue to be submitted and decisions made during lockdown. During this period we have received 3 major applications for housing developments and 21 applications for residential schemes which constituted minor development (below 10 units).

What are we concerned about:

- Most of the housing construction industry closed during lockdown leading to delays in progressing the development programme.


Affordable Homes 

What's gone well this quarter:

- No permissions were granted in Q1. Although there were 41 permissions all of these were under the threshold for where affordable housing provision is required.

What are we concerned about:

- The impact that Covid-19 will have on the delivery of affordable homes due to the slowdown in the construction industry and the impact this may have on the viability of schemes.

Housing Stock 

What's gone well this quarter:

- Property Services maintained an emergency response service during the Covid-19 lockdown to ensure all emergency repairs were undertaken and properties were made safe.

What are we concerned about:

- Progress on the council house improvement programme has been delayed due to the Covid-19 lockdown. Ongoing delivery of the improvement programme is at risk due to availability of contractors/materials;
- The suspension of all but emergency repairs due to the coronavirus outbreak has severely impacted performance in Q1 and resulted in a substantial backlog of urgent/non-urgent repairs which it is anticipated will take a significant period of time to clear;
- The Government suspension of all but essential house moves during the lockdown period has resulted in a significant increase in turnaround times on our void properties, as well as a sizeable increase in the number of voids currently in the system.

APPENDIX B (Scrutiny Committee, 24 September 2020)

What's gone well this quarter:

- The Council provided free parking in all Council car parks from March until 5th September to support key workers and the recovery of retail and leisure in the town
- Selby Action Plan at final editing stage. A new visitor information board has been installed at Selby station;
- Sherburn Action Plan has been taken to the stakeholder group and is being revised;
- Engagement with businesses and stakeholders as a result of the Covid-19 recovery work will provide an excellent start when work shortly begins on Tadcaster Action Plan;
- Selby High Street Historic Action Zone - officer recruited. Work on Community Engagement Plan begun. SDC's award is £500,000;
- A Reopening High Streets Safely Plan is being implemented. SDC has been awarded c.£80,000 from the Government's Reopening High Streets Safely Fund (RHSSF), a European-funded initiative supporting delivery of marketing, information provision and temporary changes to the public realm to support the safe reopening of High Streets;
- Back to Business packs have been created and delivered to over 150 businesses. Temporary interventions such as pavement stencilling & bollard covers have been installed to support social distancing;

Town Centres



What are we concerned about:

- The impact of Covid-19 on town centres and high streets and especially on retail, leisure, visitor and cultural businesses is likely to be extensive.

Delivering Priority 2 - A great place to... **Enjoy**

Environment



What's gone well this quarter:

- Successfully implemented new waste collection arrangements, minimising service disruption all during a period of Covid-19 related lockdown. The collection services experienced a significant increase in tonnage collected during this period amounting to a 25% increase (Over 1000 tonnes) with no disruption to collections experienced.

What are we concerned about:

- N/A

Community Safety & Wellbeing



What's gone well this quarter:

- 2365 calls have been made to Covid-19 'Shielded' residents, with 75% of those being recorded as 'No support needs identified'. Resident response to these calls has been positive;
- SDC has supported NYCC to set up 3 Community Support Organisations across the district to support vulnerable residents and those requiring practical support during lockdown, with £25,000 made available through CEF funding for community networks to respond to the pandemic;
- Working with the Safer Selby hub and neighbouring policing team to ensure vulnerable residents and tenants are not targeted to reduce fraudulent activity and accommodation/social distance issues. Letter campaigns supported areas of Selby town to alert residents to activity.
- Since the end of March the Council Tax Support caseload has increased by 9.3% with an additional 421 customers receiving support. All working age claimants have received for the additional £150 council tax support hardship payment where they had at least this amount still left to pay for the year. This was 1754 claimants and the total given in hardship payments has been £248k.

What are we concerned about:

- Ensuring our towns and open spaces are safe for people to return to, i.e. shopping, night-time economy.

Climate Change



What's gone well this quarter:

- APSE have now produced draft baseline information on the Council's carbon footprint. This provides a starting point for helping us understand where to focus our actions to reduce the Council's own carbon footprint.
- The Low Carbon Working Group met virtually in June to discuss the progress on carbon baselining, to receive an update on the air quality action plan implementation and to consider potential priorities for the Council's Low Carbon Action Plan.

What are we concerned about:

- Covid-19 response and recovery work has inevitably led to re-direction of staffing resources in the first quarter - but a revised timeline for reporting has been agreed with members. The draft Action Plan will now be considered by Policy Review Committee in September and Executive in October 2020.

Green Infrastructure



What's gone well this quarter:

- Work has begun on the design and consultation stages for the first two play areas to be redeveloped as part of the play area capital improvement project. This work will be project managed by Groundwork on behalf of the Council;
- A framework has been identified which will allow us to procure minor safety surface repairs for a further six play areas this year;
- Work began to allow for the safe reopening of the Council's 22 play areas in July following the Government's updated Covid-19 guidance.

What are we concerned about:

- N/A

Delivering Priority 3 - A great place to... **Grow**

Local Plan



What's gone well this quarter:

- Work on the Preferred Options consultation document is progressing well with three Local Plan Programme Board Meetings taking place virtually in this reporting period;
- A total of 350 sites have been submitted as potential allocations to date. The final deadline for submissions is 31st August 2020;
- A number of key pieces of evidence have been commissioned including the Whole Plan Viability and CIL Review Study, Conservation Area Appraisals for 12 Conservation Areas and the Strategic Flood Risk Assessment;
- Stage 1 of the Highways Study has been completed, with the Housing and Economic Development Needs Assessment due for completion in July;
- A revised Statement of Community Involvement is due to be presented to Council in September seeking approval for adoption.

What are we concerned about:

- The implications on Plan Making which may emerge from the forthcoming Planning Statement.

Visitor Economy



What's gone well this quarter:

- The Friends of the Trans Pennine Trail (TPT) have successfully been awarded £136,000 from Sport England to support the refurbishment of the TPT route at Burn Airfield. NYCC have also contributed £50,000 to maintenance work and will support the delivery of the project;
- Selby 950 complete: 5 arts/heritage events were delivered to an audience of over 20,000 - 82% agree that it had a positive impact on the community; 83% felt it projected a positive image of Selby as a good place to live; and 73% of visitors to the District agree/strongly agree that 950 enhanced their image of Selby as a visitor destination. Visitors to Selby 950 events directly contributed an estimated £359,000 into the local economy
- The Selby Treasures Exhibition - all of the objects and their stories can now be accessed online.

What are we concerned about:

- The tourism and visitor economy sectors were strongly impacted during lockdown and many are yet to fully emerge let alone begin to recover. Many tourism activities are seasonal. Spring/Summer carries them through the Winter. One attraction, due to re-open in Easter estimated a loss of around £10,000, just for April and many events that attract visitors to the district have been cancelled.

**Enterprise and
Business
Growth**



What's gone well this quarter:

- The impact of Covid related business support programmes and the need for new working practises stretched the business support teams capacity as it concentrated on business survival rather than business growth. This transition supported other Council teams involved in distributing government funded business grants and front line advise to businesses;
- The development and delivery of a Council funded independent business advice programme and professional support for businesses through the free membership of the Federation of Small Businesses provided essential legal and financial advice for struggling businesses;
- The ability to switch from conventional face to face networking groups to virtual networking meetings provided a positive platform for businesses to work collectively understanding shared challenges and getting advise and guidance from other SME's facing the same types of challenges;
- We have paid out 1465 Small Business and Retail Hospitality grants totalling £16.7m. 49 businesses benefited from 800k in Discretionary Grants. Many businesses have contacted the team to thank them for the payments and the relief they have brought to them;
- In addition over 1,100 businesses received business rate relief totalling over £5m.

What are we concerned about:

- Some businesses will fail coming out of the lockdown period. The single biggest concern relates to the scale of business failures and the gaps this is likely to leave with in the local supply chain and it's potential impact on the growth and survival of other businesses impacted as a consequence.

Skills



What's gone well this quarter:

- The critical impact that new skills programmes can have coming out of the lockdown period has been recognised by central government as being critical to getting newly unemployed people back into work. The business support team are working closely with the Department for Work and Pensions to identify businesses and employees at risk to ensure an early response.

What are we concerned about:

- Capacity within the business support team to adequately deal with increasingly high unemployment numbers

Key focus of our work

What's gone well; what are we concerned about

Delivering Priority 4 - Delivering **Great Value**

Digital



What's gone well this quarter:

- In Q1 customer service was delivered from employee's homes. The customer journey was very similar with many services offered by the contact centre operating as usual but with some limitations due to Covid-19. New ways of working put in place helped to ensure no vulnerable customers were left without assistance;
- Use of Microsoft Teams supported over 80% of staff to work effectively from home during lockdown. Data shows a 500% increase in Teams usage compared to immediately pre-lockdown;
- The role of councillors and the democratic process was also supported to continue effectively through use of Teams. Councillors have been trained and supported to use Teams and we have implemented remote decision making such as Executive and Planning Committee to enable discussions and decisions by Members and viewing by the public;
- Over 70% of claims for benefits and local taxation direct debits were accessed online – significantly higher than Q4 2019/20 and double the rate for Q3 2019/20.

What are we concerned about:

- N/A

People Plan



What's gone well this quarter:

- Arrangements put in place to support staff wellbeing during lockdown, including arrangements for staff to access Health Assured, the AskSAL helpline and daily communication messages from the Chief Executive;
- Maintained the HR policy response – often at very short notice – to keep up with and respond to government announcements and legislative change;
- Leadership Team agreed the revised approach to delivering the People Plan.

What are we concerned about:

- We must continue to recognise the challenges faced by staff during the Covid-19 pandemic – including those working at home and balancing a number of responsibilities.

Use of assets



What's gone well this quarter:

- We gave a 12 week rent free period to the businesses in Selby Council industrial and commercial units to help them with the financial impact of the Covid-19 lockdown

What are we concerned about:

- Covid-19 lockdown has delayed the commissioning of a new Asset Management Strategy.

APPENDIX B (Scrutiny Committee, 24 September 2020)

What's gone well this quarter:

- We have tendered and awarded five contracts this quarter including, annual billing, town centre retail and leisure study, strategic flood risk assessment, gas servicing, kitchen bathrooms and electrical re-wires. We have also completed extensions to three contracts during the quarter;
- The variation to the Environmental Services contract has been finalised and ready for completing in July. This reflects the changes to the recycling services and vehicle provision.

Value for Money



What are we concerned about:

- Council finances have been significantly impacted by the Covid-19 lockdown. At the end of June 2020, estimates of full year risk for 2020/21 total £3.9m, which includes additional costs, delayed savings and income losses. Key areas of income impacted are investment returns, council tax receipts, planning, car parking and leisure fees, and housing rents. To date the Council has received £1.1m of emergency funding from the Government.

KPIs Summary



Indicator/action	Exception	Actions/Comments
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Positive performance - KPIs

Council Housing Rent and Arrears & Sundry Debt Collected	Targets exceeded	Both KPIs are slightly over target. Given the extremely demanding circumstances the team have been working under e.g. home working, undertaking a rigorous testing schedule for the new housing system and dealing with customer's financial impact from COVID 19, this is an exceptional achievement.
Stage 2 complaints	None received	In Q1 there were no escalations of stage 1 complaints to stage 2, compared to 5 in the same quarter last year. With officers having been utilised for other duties due to Covid-19, a dedicated officer has assisted with stage 1 corporate complaints – this has helped to reduce escalation to stage 2.
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Target exceeded	Overall, in Q1 70% of forms were submitted online (604 out of 861), against a target of 50% - this included 80% of all direct debit mandates and 79% of new benefit claims.
Number of SMEs supported	Target exceeded	106 (target 50) – these numbers are significantly up based on the nature of the work through Q1 that related to Covid-19 business support. There was a significant increase in short term advice for businesses, which different in context to normal work, is just as important.










Positive performance - Other










































Reopening the high street	A Reopening High Streets Safely Plan is being implemented. SDC has been awarded c.£80k from the Government's Reopening High Streets Safely Fund to support delivery of marketing, information provision and temporary changes to the public realm. 'Back to Business' packs have been created and delivered to over 150 businesses. Temporary interventions such as pavement stencilling & bollard covers have been installed to support social distancing.
Waste collections	April saw the start of the new district wide recycling service and despite the difficult circumstances the bin roll out was completed and all collections took place as scheduled. With the hard work of our contractors, Amey, all domestic and commercial bin collection services remained operational throughout the pandemic.
Support to vulnerable residents	2365 calls have been made to Covid-19 'Shielded' residents, with 75% of those being recorded as 'No support needs identified'. Resident response to these calls has been positive
Payment of government grants to business	1465 Small Business and Retail Hospitality grants have been paid totalling £16.7m. Almost 100 Discretionary Grants have also been paid to businesses totalling £800k.
Payment of council tax support and hardship payments to residents	Since the end of March the Council Tax Support caseload has increased by 9.3%. 421 more claimants received support. All working age claimants received an additional £150 council tax support hardship payment where they had at least this amount still left to pay for the year. This was 1754 claimants and the total given in hardship payments has been £248k.
Maintaining service delivery	Despite lockdown and staff working at home, we continued to maintain a customer facing presence with Customer Services Advisers maintaining telephony and online channels. Despite lockdown we continued to implement a new waste collection service.

Delivering corporate priorities: Exceptions Q1 2020/21

Indicator/action	Exception	Actions/Comments
Performance concerns - KPIs		
Average days to process new benefit claims (total)	Target not met	The average time to process new housing benefit claims for Q1 was 26.35 (target 22 days). One claim processed in June took over 200 days to process due to delays in waiting for information from the Pension Service - without this claim the figure would have been 15.58 days.
Total number of Empty Homes (6 months +) brought back into use through direct action (Year to date)	Target not met	Activity in Q1 has been affected by the Covid-19 crisis with no empty homes brought back into use through direct action by the Council. Towards the end of the Q1 discussions have recommenced with relevant owners. We expect to see progress during Q2 and still expect to meet year end targets.
Stage 1 complaints	Target not met	86% (6 out of 7 complaints) were dealt with within the timescale (target 90%). There were 7 stage one complaints in Q1 (compared to 25 in Q1 last year).
Amount of planned savings achieved (£)	Target not met	The planned savings programme has been impacted by Covid-19, with delays to projects and savings delivery as a result of pressure on staff resources. Forecast is £156k, a shortfall of £602k.
Average days sick per FTE (full time employee) Rolling 12 months	Target not met	6.9 days (target 5), compared to 7.76 in the previous quarter and 8.94 in Q1 the previous year. Whilst the rolling 12 month target has not been met, sickness figures for Q1 are significantly improved on both the previous quarter and the same period last year. Against a monthly target of 0.41 days per FTE, the figures for April were 0.45 days/FTE, for May 0.26 and for June 0.39. The challenge is to maintain those staffing levels as lockdown is released and learn from what was working well during lockdown – such as the benefits of flexible and homeworking.
Average days to re-let voids	Service not delivered/target suspended due to Covid-19 lockdown	The Government suspension of all but essential house moves during the lockdown period has resulted in a significant increase in turnaround times on our void properties, as well as a sizeable increase in the number of voids. Despite the prohibition on moving home, the number of properties being returned to the Council during the period remained relatively constant, averaging circa five per week. We have recently been able to re-commence lettings and whilst we are working hard to address the backlog, there remain 15 properties within the system which are completed awaiting customer sign-up. We are currently working on a further 41 properties, with an additional 19 refurbishment voids awaiting the return to operations of our major works contractor.
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Data not available/target suspended due to Covid-19 lockdown	The suspension of all but emergency repairs due to the coronavirus outbreak has severely impacted performance in Q1 and resulted in a substantial backlog of urgent/non-urgent repairs which it is anticipated will take a significant period of time to clear. At the current time, there are in excess of 300 urgent (P2) repairs outstanding within the system. On 20 th July delivery was re-commenced. Addressing the backlog and re-introducing adherence to the 5 day published response period will take a number of weeks to achieve. We aim to return to the normal 5 day target by 30 th September 2020. Non-urgent (P3) repairs backlog is currently in excess of 1000 jobs. This however is expected to take significantly longer to address and it is fully anticipated the backlog will continue to increase in the short-term due to working to Covid secure guidelines.

Delivering corporate priorities: KPIs Q1 2020/21

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change/Not applicable		No Change/Not applicable
	OK		Getting Worse		Getting Worse

KPI	Direction of Travel	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Residual household waste per household (kg)	Aim to Minimise	131	133	138	145	TBC	137			
% Household waste recycled	Aim to Maximise	49.57	48.72	36.23	32.14	TBC	30.12			
Number of SMEs supported	Aim to Maximise	45	45	47	13	106	50			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	92.9	95.87	99.24	85.06	N/A	90			N/A
Total number of Empty Homes (6 months +) brought back into use through direct action (Year to date)	Aim to Maximise	7	34	36	39	0	5			
% of Council Tax collected	Aim to Maximise	29.65	56.99	84.40	98.33	28.96	30.00			
% of Council Housing Rent & Arrears collected	Aim to Maximise	92.99	94.83	97.22	98.34	92.95	92.76			
% of Non-domestic Rate collected	Aim to Maximise	28.48	54.41	81.27	99.18	25.86	27.50			
% of Sundry Debt collected	Aim to Maximise	44.61	63.86	69.24	99.1	45.79	44.61			
Amount of planned savings achieved (£)	Aim to Maximise	829k	777k	786k	768k	156k	758k			
Average days to process new benefit claims (total)	Aim to Minimise	14.33	17.19	24.00	19.12	26.35	22.00			
Average days to process Change of Circumstances	Aim to Minimise	3.04	3.82	4.29	2.10	3.15	8.40			
% of Major applications within statutory or extension of time	Aim to Maximise	100	77.78	100	80	75	60			
% of non-major applications within statutory or extension of time limit	Aim to Maximise	66	68.05	83.75	82.61	73.77	70			
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	96	73	100	29	86	90			
% of FOI responded to within 20 days	Aim to Maximise	87.76	89.19	86.84	90.96	92.19	86			

APPENDIX B (Scrutiny Committee, 24 September 2020)

KPI	Direction of Travel	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.00	5.00	4.00	5.00	N/A	10			N/A
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.92	1.36	1.08	1.96	1.91	2			
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Aim to Maximise	53.14	32.41	34.66	54.38	70.15	50			
Corporate health & safety: The number of incidents reported	Aim to Minimise	3	3	3	1	0	3			
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	8.94	8.49	8.16	7.76	6.9	5			
Amount of Business Rates retained (million £s)	Aim to Maximise	11.2	11.2	11.2	11.2	11.2	7.5			
Council Tax base	Aim to Maximise	31212	31479	31565	31710	31469	31658			
Percentage of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	100	66.67	100	33	100	90			
Number of missed waste collections	Aim to Minimise	243	270	247	253	N/A	186			N/A
Number of visits to combined leisure centres	Aim to Maximise	110.8k	96.34k	87.3k	93.3k	N/A	103.1k			N/A
% of active members participating in one or more sessions a week	Aim to Maximise	44.7	43.3	46.01	No data	N/A	51			N/A
% conversions to full membership from participants in health referral programmes	Aim to Maximise	155	36	36	No data	N/A	30			N/A
% participants completing health referral programme	Aim to Maximise	24	72	66	No data	N/A	54			N/A
Memberships at combined leisure centres	Aim to Maximise	4,263	4,324	4,393	No data	N/A	4,143			N/A
Average days to re-let Standard Void Types	Aim to Minimise	39.6	22	25.3	23.3	N/A	26			N/A
Average days to re-let Major Void Types	Aim to Minimise	80.2	50.2	37.9	46.2	N/A	45			N/A

Context indicators

Q1 2020/21

These indicators are those which we may be able to influence, but not directly affect.

Indicator	Update frequency	Previous Value	Latest Value	Regional comparison
Resident population of the district	annual	89,100	90,600	n/a
% of the district population of working age (16-64)	annual	61.4	61.1	below average
% of the district population aged 65+	annual	19.9	20.1	above average
% working age population in employment	quarterly	72	71.3	below average
% working age population claiming Job Seekers Allowance	quarterly	0.8	0.6	below average
% working age population qualified to Level 4+ (annual measure)	annual	34.7	30	below average
% working age population with no qualifications (annual measure)	annual	8.3	6.9	below average
Total Gross Value Added (£)	annual	1,930m	2,110m	n/a
Business births	annual	480	580	n/a
% business survival rate (2-year)	annual	77.8	74	above average
Median Gross Weekly Pay for Full-Time Workers £ (Workplace- based)	annual	584.1	582.4	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.2	3.3	below average
% adults defined as overweight or obese (annual measure)	annual	63.5	69.6	above average
% children defined as overweight or obese (at year 6) (annual measure) (reported in Q4)	annual	31.96	33.59	above average



Report Reference Number: S/20/6

To: Scrutiny Committee
Date: 24 September 2020
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Cliff Lunn, Lead Member for Finance and Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 30th June 2020

Summary:

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which sets out Financial Results and Budget Exceptions Reports for Quarter 1 to 30 June 2020.

The Quarter 1 report was considered was considered by the Executive at its meeting on 3 September 2020.

Recommendation:

The Scrutiny Committee is asked to consider the content of the reports and make any comments on the Council's financial results and budget exceptions.

Reasons for recommendation

The Committee is asked to consider the information as set out in the reports as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The financial information contained in the reports enables the Council to monitor its financial and budgetary position and to ensure that budget exceptions are brought to the attention of Councillors.

1. Introduction and background

1.1 Please see the summary and introduction and background sections of the report considered by the Executive on 3 September 2020 attached as appendices to this report.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 3 September 2020 attached as appendices to this report.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

Please see section 5 of the report considered by the Executive on 3 September 2020 attached as appendices to this report.

4.2 Financial Implications

Please see section 5 of the report considered by the Executive on 3 September 2020 attached as appendices to this report.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The financial information contained in the reports enables the Council to monitor its financial and budgetary position and to ensure that budget exceptions are brought to the attention of Councillors.

4.5 Resource Implications

None applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

- 5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on financial results and budget exceptions are welcomed.

6. Background Documents

None.

7. Appendices

Appendix A – Executive Report – 3 September 2020

Appendix B – Appendices A to D of the Executive Report 3 September 2020

Contact Officer:

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Report Reference Number: E/20/14

To: Executive
Date: 3 September 2020
Status: Key Decision
Ward(s) Affected: Whole District
Author: Peter Williams –Head of Finance
Lead Executive Member: Cllr C Lunn – Lead Member for Finance & Resources
Lead Officer: Karen Iveson - Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 30th June 2020

Summary:

Covid-19 has had a substantial impact on this financial year, and we have been reporting monthly to MHCLG and the Executive the estimated impacts of this on our income streams and cost base, affecting both the General Fund and the HRA.

At the end of Q1, taking into account Covid-19 and other issues, current estimated full year revenue outturn estimates indicate deficits of £1,164k for the GF and £374k for the HRA. The key variances are highlighted in the report with further detail in Appendix A.

General Fund planned savings are showing a forecast shortfall of £603k whilst the HRA is forecasting savings to be £195k lower. Much of this relates to staff capacity at the Council to deliver savings this year where Covid-19 has led to a requirement for additional resources to deal with backlogs where otherwise savings would have been expected to be made. There have been delays to negotiations on the environmental contract negotiations plus Covid-19. Appendix B has additional details of the programme.

The capital programme is currently forecasting an underspend of (£9,329k); (£3,641k) GF and (£5,688k) HRA. In the General Fund, the majority relates to loans to the Housing Trust and the purchase of land whilst the HRA variance is due to much lower expected spend on the housing development and property improvement programmes in this financial year. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth projects continue, but progress in terms of financial spend has been mostly staff cost in quarter 1. Project by project progress is shown in Appendix D.

The MHCLG return submitted for July indicates an overall estimated gross impact on Council finances of £3,759k across both the General Fund and HRA.

Recommendations:

Recommendations:

It is recommended that:

- i) The Executive endorse the actions of officers and note the contents of the report;
- ii) The Executive approve re-profiled capital programmes and Programme for Growth as set out at Appendices C and D.

Reasons for recommendation

To ensure that budget exceptions are brought to the attention of the Executive in order to approve remedial action where necessary.

1. Introduction and background

- 1.1 The revenue budgets and capital programmes were approved by Council on 22 February 2020, this report and associated appendices present the financial performance as at 30 June 2020 against these budgets.
- 1.2 From late March 2020, the country entered a period of lockdown as a result of the Covid-19 pandemic. This resulted in staff immediately moving to work from home, suspension of committee and Council meetings, and resources diverted towards the Council's response.
- 1.3 During quarter 1, the Council has administered over £18m in emergency grants for businesses, council tax hardship funds, provided business support and assisted communities to reopen. This increase in workload has put pressure on capacity to deliver the planned expenditure programmes.
- 1.4 The estimated financial impacts for the year as a result of Covid-19 have been recorded in monthly returns to the Ministry for Housing, Communities and Local Government (MHCLG). Estimating the impacts has been challenging as there are many uncertainties. Looking ahead there is the risk of further lockdowns and post Covid-19 impacts on income streams, service backlogs and delays to savings plans as well as the potential for rising costs. Accordingly, 'worst' and 'best' case scenarios have also been modelled to help understand the potential breadth and depth of the issues.
- 1.5 The main report below contains the mid-range forecast to reflect the current estimated impacts in 2020/21. This will form the basis of a revised budget and Medium Term Financial Strategy which will go to Full Council for approval on the 22nd September.

2. Main Report

General Fund Revenue

- 2.1 Latest forecasts show a £1,164k deficit. For the General Fund the forecasted impacts of Covid-19 total £2,625k in 2020/21 (per July MHCLG return). Central Government grants have been received to help mitigate some of the losses, with (£1,067k) received as Covid-19 support grants and a further (£130k) new burdens funding to assist with the administration of the Covid-19 grant schemes. There are also, a small number of in year savings forecast at Q1.
- 2.2 In addition, the Council has received (£18,400k) of funding for the provision of business grant schemes on behalf of the Government, as well as (£524k) of funding for council tax hardship. The majority of this funding has been paid out already and it is anticipated all of this will be paid out in the financial year.
- 2.3 The table below shows the summary position at the end of June 2020. The revised budget contains 2019/20 carry forwards. The supplementary estimates reflect the decisions taken under urgency rules to fund the suspension of car parking income and industrial unit rents from the business rates equalisation reserve. Full details of forecast variances against budget are set out at Appendix A.

General Fund Account Q1 2020/21	Revised Budget	Supplementary Estimates	Latest Approved Budget	Forecast	Forecast Variance
Corporate Services & Commissioning	6,147	208	6,355	6,793	438
Economic Regeneration & Place	3,603	0	3,603	4,160	557
Corporate / Finance	(958)	0	(958)	(1,537)	(579)
Legal & Democratic Services	878	0	878	1,023	145
Contingency	198	0	198	198	0
Net Service Expenditure	9,868	208	10,076	10,637	561
	0				
Contribution to / from reserves	9,060	(208)	8,852	8,852	0
Other Accounting Adjustments	(979)	0	(979)	(979)	0
Council Tax	(5,861)	0	(5,861)	(5,861)	0
Business Rates & Associated Grants	(2,382)	0	(2,382)	(2,382)	0
Collection fund Deficit / (Surplus) Share	(9,093)	0	(9,093)	(9,093)	0
Shortfall / (Surplus)	614	0	614	1,175	561
Budget Savings Left to Deliver	(614)		(614)	(11)	603
Net Revenue Budget	0	0	0	1,164	1,164

- 2.4 The main forecasted variances against the General Fund are:

- £375k on planning due to reduced applications and future economic risk impacting on application numbers for the rest of the year;
- £166k additional staffing and legal support on planning and enforcement needed to deal with service backlogs;
- £323k reduction in income from leisure facilities. This reflects a full year position, whilst the leisure centre has just reopened the Summit has the potential to remain closed for the remainder of the year;

- Free car parking facilities have been provided until mid-September, plus an assumed additional 10% reduction in footfall for the remainder of the year - £181k;
- £99k reduction in rental income from general fund properties due to Covid-19. This includes industrial units which have been provided with a rent-free period for the first three months and a shortfall in income from the office space due to no room bookings this year;
- £55k reduction in land charges due to reduced demand for services, as a result of Covid-19;
- £217k of other service income reductions as a result of Covid-19, details of which are in appendix A;
- A £603k shortfall on planned savings, predominantly due to capacity to deliver following Covid-19 as outlined in the planned savings section of this report and in more detail in Appendix B;
- There is a £262k reduction to investment returns in the general fund, with the pandemic resulting in a lowering of the Bank of England base rate to 0.1%. This is expected to reduce investment returns on cash by £162k, 0.25%. In addition, returns on property funds are expected to half from the 4% achieved last year, to 2% with an impact of £100k;
- Business Rates are expected to be impacted by covid-19. However, as the Council is below 'safety net' for the purposes of Business Rates Retention, it is expected that the Government will make up any further shortfall in business rates income;
- £176k of additional costs have been approved for extra spend related to the pandemic including office adaption costs, additional costs to support home working and community support;
- In addition to the Covid related impacts, the budget assumed 2% increase for the pay award. The latest offer is 2.75%. Whilst this has not yet been agreed, it would result in £53k of additional recurring cost.

2.5 Covid-19 is also impacting on Council Tax income although this initially impacts on cashflow and the Collection Fund, with deficits being distributed to the revenue account in future years. Lower council tax collection rates are expected, with latest estimates showing a £245k shortfall as a result of lower collection rates and a 20% increase in those on council tax support since the Council Tax Return was completed.

Housing Revenue Account (HRA)

2.6 Latest forecasts show a £374k deficit which will result in a reduction in the transfer to the major repairs reserve from £3,716k to £3,342k. For the Housing Revenue Account the forecasted impacts of Covid-19 (per July MHCLG return) total £1,134k, £600k of which reflects increased costs of the capital programme. Due to delays in the capital programme, £240k of this is expected to impact on 21/22.

2.6 The table below shows the summary position at the end of June 2020. Full details of forecast variances against budget are set out at Appendix A.

Housing Revenue Account – Q1 2020/21	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	8,441	8,649	208
Dwelling Rents	(12,157)	(11,991)	166
Net (Surplus) / Deficit transferred to Major Repairs Reserve	(3,716)	(3,342)	374

2.6 The main forecasted variances against the HRA surplus are:

- Housing rents are expected to fall short by £166k overall, due to Covid-19. Collection rates for the first quarter extrapolated across the year suggest a possible £138k reduction to rent collected. Covid-19 restrictions are making turnaround of voids more challenging, and this is estimated currently to reduce rents also. The forecast is set to worsen from quarter 1 to cater for future risk of increasing economic impacts due to covid-19. This will be continue to be monitored as further data is collected as the year progresses.
- £195k shortfall in planned savings are expected to be delayed due to additional staffing demands as a result of the pandemic.
- The lowering of the Bank of England base rate to 0.1% resulting in potentially £63k lower returns.
- An additional £70k has been forecast for staffing costs to help with backlogs of work caused by the pandemic and lockdown.
- The above negative impacts are partly offset by lower borrowing costs due to delays in the capital programme and in particular the housing development programme which are expected to produce an in year saving of £136k.

Planned savings

2.7 The General Fund budgeted savings target for the year was (£758k). The pandemic has resulted in considerable pressure on resources, and this has had an impact on the Council's ability to deliver further savings in the current year. Forecasts for 2020/21 indicate a shortfall against the in-year target of £603k with further risk in some additional areas. The key areas to note are as follows:

- There is a savings target for (£324k) related to negotiation of new contracts but these have been delayed until later in the year with the exception of the public conveniences contract which will return a saving of (£6k) per annum. In addition, the purchase of a new fleet of vehicles is expected to happen in the autumn now, which will generate a saving

but this will be offset by the higher costs being incurred for leasing in the first half of the year. Some of the parts for the vehicles are produced in Europe, so there is a risk of further delays should the pandemic worsen. Currently it is not expected that this saving will be achieved this year, but there is considerable uncertainty on this until things become clearer later in the autumn.

- Planning savings of (£67k) were set from the planning review. However, demands on the planning service and enforcement mean that any savings are unlikely to be delivered this financial year.
- (£100k) of the asset rationalisation target is dependent on the move of the contact centre from Market Cross. Whilst the move is still planned, it is not expected that the saving will be achieved in the current year. The saving is dependent upon the ongoing negotiations with the landlord and capacity to consider alternative uses for the premises which have been hampered by capacity in the team due to Covid-19.
- The digital programme is a fundamental part of the process improvements/online transactions saving. Covid-19 has reduced capacity to deliver projects and where delivered the savings are unlikely to be recognised immediately due to the additional capacity required to deliver covid-19 priorities resulting in a (£112k) shortfall this year.

- 2.8 The HRA has a budgeted savings target for 2020/21 of (£218k), (£23K) of which has been delivered and allocated to budgets. The remainder of the saving relates to efficiency savings following implementation of new Housing and Asset Management System. The system has gone live in July 2020, but the (£195k) saving is likely to be delayed due to the capacity required in the Council to deliver Covid-19 priorities.

Details of all planned savings can be found in Appendix B.

Capital Programme

- 2.9 The capital programme shows a forecast underspend of (£9,329k).
- 2.10 In the General Fund the variance of (£3,641k) is made up of:
- loans to the Housing Trust are expected to be £400k in year compared to the original £2,400k budget as covid-19 has led to delays in negotiations on identified sites;
 - a budget of £995k to purchase land to facilitate affordable housing development has also been delayed and will not be spent this year.
 - work on industrial units and car parks has been delayed due to Covid-19 and is proposed to be rephased, with £360k now expected to be spent next year;

- The adoption of the industrial road is not expected to go ahead this year, saving (£325k). The current condition of the road does not justify the significant investment required to bring the road up to adoptable standard. It is proposed to delay this project until such time as the condition of the road makes this work appropriate and necessary.

2.11 The HRA variance of (£5,688k) is due to delays caused by Covid-19. Much lower spend is expected on the housing development programme in this financial year with a forecast of £400k spend against a budget of £3,427k. Work is continuing towards readying a number of sites, but it is expected that Covid-19 will result in further delays. The property improvement programmes are also expected to be delayed due to Covid-19 restrictions on the work that can be carried out, with a further £2,660k of spend now expected in 2021/22 leaving a £4m budget to spend this year. This is partly offset by a risk of increased spend across the capital programme due to Covid related project delays and supplier pressures, which has been estimated at an additional £600k.

Programme for Growth (PfG)

2.12 The current multi-year programme has £5,862k remaining to spend at the start of the financial year, with £283k spent in the first quarter, which is predominantly staff costs. Some of this spend has been profiled over a number of years as match funding for Transforming Cities Fund and Heritage Access Zones programmes which run to 2023 and 2024 respectively.

2.13 The Covid-19 pandemic has resulted in some staff resources that would normally deliver P4G projects being redirected during quarter 1 to support Covid response and recovery work, including work with businesses and applications for grant money to help towards post covid changes to the high street.

2.14 Project by project detail can be found in appendix D.

3. Alternative Options Considered

3.1 'Best' and 'worst' case scenarios have been modelled (see section 4 below) although these are indicative only and subject to the ultimate trajectory of the virus, the success of easing lockdown measures and the pace of economic recovery.

4. Implications

4.1 Legal Implications

4.1.1 There is a legal requirement to balance the budget. In addition, any actions to tackle the deficit position need to avoid any potential for contractual or legal dispute as well as following appropriate governance.

4.2 Financial Implications

- 4.2.1 The forecast deficit requires in-year action to address. The latest MHCLG returns shows that Covid will result in a potential £3,759k cost/loss in year. Scenario modelling shows these costs/losses could increase to £5,161k (with £3,216k GF and £1,945k HRA) at the more pessimistic end of the assumptions (which assumes a second wave of the virus later in the year and an associated period of lockdown). Whilst the Government funding received to date is welcome it still leaves a £2,691k gap. We continue to support lobbying for additional Government funding but if this is not forthcoming then any residual shortfall would have to be met by diverting funds from reserves. The revised estimates proposes the use of New Homes Bonus that was originally intended for the Special Projects Reserve.
- 4.2.2 The Business Rates Equalisation Reserve holds £4.5m after approved supplementary estimates which is the reserve that would be used should General Fund revenue support be required. Any funding gap within the HRA would reduce the amount available to fund planned major repairs and improvements to the housing stock.
- 4.2.3 The rapidly changing picture means that close monitoring of the estimated impacts of Covid needs to continue to ensure any changes are incorporated so the latest deficit position is fully understood.
- 4.2.4 The numbers in the forecast reflect a mid-case scenario for the year. Optimistic and pessimistic scenarios have also been drawn up for the key areas impacted and the indicative deficits for the General Fund and Housing Revenue Account are illustrated below. The pessimistic view incorporates the potential for a future lockdown period, and therefore shows a much higher potential figure should this happen within this financial year.
- 4.2.5 The largest movements in the general fund are those that reflect the greatest uncertainty. Key movements include:
- Council tax – potentially we have not yet seen the full impacts of the economic fallout of covid-19 and knock on effect to collection of Council Tax. In addition, there is also risk of a second lockdown period. The estimates included below indicate the potential for council tax collection to improve by a further £104k or worsen by £160k based on collection percentage estimates;
 - Included in the pessimistic forecast is a £151k cost of additional resources to assist with test and trace if financial support for delivery of this is not forthcoming;
 - There is a lot of uncertainty currently in predicting planning fees, which can be impacted by economic factors. Therefore the analysis below includes a range of income between £472k and £707k against a budget of £952k.

General Fund	Deficit £k
Best case	732
Mid case	1,164
Worst case	1,755

4.2.6 The largest movements in the housing revenue account are:

- Housing rents are again vulnerable to economic factors, the current collection rate at the end of quarter 1 indicates £138k shortfall and is considered as the optimistic forecast, with the pessimistic forecast showing a potential reduction in rent collections of £316k. This includes both payment failure and voids;
- The additional financial risk in the capital programme created by delays and supplier risk is estimated at 5% of the programme value which is £600k. This could increase to £1,200k (10% of programme cost) if we were to suffer further lockdown periods as a result of the pandemic.

Housing Revenue Account	Deficit £k
Best case	916
Mid case	974
Worst case	1,785

4.2.7 The reconciliation between the MHCLG return mid-case submission and the quarter 1 forecasted outturn can be found below.

General Fund

MHCLG Return July	£2,626k	
Council Tax	-245	Impact in 22/23 – two year delay in collection fund.
Grant support	-1,067	Covid-19 support grants received.
Reserves	-208	Decision notices on car parking and industrial units funded from reserves.
Other non-covid savings	-98	Additional in year savings not related to covid-19.
Pay award	53	Pay award assumption increased from 2% to 2.75%.
Change in interest assumption	-63	Assumptions on interest improved based on to date actuals since MHCLG return was completed.
Planning and Enforcement	166	Staff and legal support to deal with service backlogs
Quarter 1 Forecast Deficit	£1,164k	

Housing Revenue Account

MHCLG Return July	£1,134k	
Capital programme	-600	Covid impact in the return which is for the capital programme.
External borrowing costs	-136	Reduced external borrowing requirement - non-covid
Change in interest assumption	-27	Assumptions on interest improved based on to date actuals since MHCLG return was completed.
Other in year variances	3	Small variances not related to covid.
Quarter 1 Forecast Deficit	£374k	

4.3 Policy and Risk Implications

There are no specific policy or risk implications beyond those highlighted in the report.

4.4 Corporate Plan Implications

The financial position and performance against budget is fundamental to delivery of the Council's Corporate Plan, achieving value for money and ensuring financial stability.

4.5 Resource Implications

The pandemic has put considerable pressure on the Council to deliver all of its priorities from the Council plan in addition to the new requirements as a result of covid-19.

4.6 Other Implications

None.

4.7 Equalities Impact Assessment

There are no equalities impacts as a direct result of this report.

5. Conclusion

5.1 The covid-19 pandemic has had significant impact on the Council's finances with substantial deficits forecast in both the General Fund and Housing Revenue Account.

5.2 The latest forecast revenue position, taking into account Covid and other issues, indicates a potential deficit of £1,164k in the General Fund and £374k in the HRA. This includes the £1m funding received to date from Government. Whilst the LGA continue to lobby for further support for Local Government,

should this not be forthcoming then a drawdown from the Business Rates Equalisation Reserve would be needed to balance the General Fund and the planned transfer to Major Repairs Reserve would need to be reduced. There is also additional risk of increased deficits should there be any future periods of lockdown in the District.

- 5.3 There is also increased pressure on resources and capacity to deliver the Council's priorities that made up the previous budget in a more restricted timeframe as well as the new requirements resulting from the pandemic. Delays in the capital programme have been forecast to reflect this. A revised budget for the year will be presented for approval at the Full Council on the 22nd September.

6. Background Documents

None.

7. Appendices

Appendix A – General Fund and Housing Revenue Account Revenue budget exceptions.

Appendix B – General Fund and Housing Revenue Account Savings.

Appendix C – General Fund and Housing Revenue Account Capital Programme.

Appendix D – Programme for Growth.

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GF Management Accounts 2020-21

Results as at 30th June

General Fund

	Previous Year	Latest	Year to Date		Annual Total	Variances		Comment
	Actuals	Approved	Actual	Budget	Forecast	Year to date	Full Year	
	£k	Budget				Actual	Forecast	
		£k	£k	£k	£k	£k	£k	
Income								
Investment Income	-502	-650	-199	-196	-388	-3	262	Current estimate for investment interest is 0.25% for 20/21 and 2% return in property investments.
Recharges	-12,574	-10,812	-1		-10,812	-1		Recharge to the HRA to reflect the impact of Housing System implementation savings not being achieved (offset in savings).
Customer & Client Receipts	-7,741	-4,491	-662	-902	-3,767	240	724	Impact of Covid 19 Pandemic on income, Planning Income £375k from lower activity, £73k from suspension of enforcement for Council Tax Court Costs & penalty notices, £50k land charges from demand for searches, Assets Team Trading activities £50k due to capacity issues in the team and only doing emergency repairs, Covid Impact on HB Overpayments £49k from suspension of enforcement, £45k Trade Waste Contracts (reduction in disposal costs partly offset), Property Management Income £35k, Lifeline Service £29k, Civic Centre Rental income £18k, Free car parking losses £12k to mid September and a reduction in footfall after a contribution from reserves, CL Income £12k & Suspension of special waste collection services £9k, Q1 Rents Frozen for Industrial Unit Occupiers £6k after a contribution from reserves. Additional Recycling Income (£27k) due to more waste being produced by everyone being at home during lockdown.
Government Grants	-11,652	-13,811	-2,498	-3,421	-13,811	923		
Other Government Grant	-2,001	-2,647	-704	-662	-2,647	-42		
Other Grants/Contributions Etc	-35		-2,618		-1,213	-2,618	-1,213	(£1.067m) Covid Support Grant, (£130k) Covid Discretionary Grant Support & (£15k) Custom Build Grant.
Budget Savings Required		-614			-11		603	Savings still to be delivered (includes £195k HRA saving which is offset in the recharge). Details of all planned savings can be found in Appendix B.
Total Service Income	-34,505	-33,025	-6,681	-5,181	-32,649	-1,500	376	
Expenditure								
Employees	8,336	8,333	2,049	2,083	8,552	-34	219	A vacancy factor of £351k was set for the 2020/21 budget, forecast to break even by year end. Pay award was assumed in the budget at 2% but the forecast reflects the latest offer of 2.75% although this is still unconfirmed at this stage. This increases costs by £53k. In addition £166k additional costs required to address a Planning and Enforcement backlog.
Premises	786	799	121	200	788	-79	-12	Majority are savings from the Contact Centre being closed.
Supplies And Services	10,600	9,982	12,812	13,151	10,267	-338	285	£247k additional Covid Support costs including Discretionary Grant support, £30k Recycling gate fees from increased recycling activity, £21k Covid Community Support funding, £25k additional homelessness support, £9k additional HR support. Offset by (£8k) CCTV & Public Convenience contract savings, (£21k) P4G saving, offset by reserve contributions, (£11k), Business Support Savings and (£26k) Trade waste disposal savings from the reduced client list.
Transport	158	144	29	36	138	-7	-6	Car allowance saving in the lifeline team.
Benefit Payments	11,112	13,919	2,508	3,442	13,919	-934		
Support Services	9,453	7,599		-1	7,599	1		
Third Party Payments	-308	-323		-81		81	323	Full year impact of not receiving a return from IHL for the provision of Leisure Services & Summit.
Drainage Board Levy	1,704	1,760	870	440	1,739	430	-21	Inflation increases anticipated when setting the budget were higher than actual levies.
External Interest Payable	80	75	-6	19	75	-25		
Contingency		198			198			
Total Service Expenditure	41,920	42,487	18,383	19,289	43,275	-906	788	
Accounting - Non Service budgets								
Total Accounting & Non Service Budgets	-7,416	-9,463	2,075	-4,845	-9,463	6,920		
Net Total			13,777	9,263	1,164	4,514	1,164	

HRA Management Accounts 2020-21
Results as at 30th June

HRA

Appendix A

	Previous Year Actuals	Latest Approved Budget	Year to Date		Annual Total	Variances		Comment
	Actual	Budget	Actual	Budget	Forecast	Year to date Actual	Full Year Forecast	
	£k	£k	£k	£k	£k	£k	£k	
Income								
Investment Income	-187	-135			-72		63	The impact of Covid 19 is likely to only yield a return of 0.25% for 2020/21
Garage Rents	-102	-106			-97		9	Reduction in rents compared to equivalent period last year, correlates with current rent losses.
Housing Rents	-11,836	-12,157		-3,039	-11,991	3,039	166	Extrapolated impact of rent losses combined with the impact of not being able to turn round void properties due to the current lockdown measures. As this eases the position will change but in the meantime as trades staff cannot do responsive repairs, work is being done on voids to bring them to a higher lettable standard.
Customer & Client Receipts	-171	-149	-19	-16	-134	-3	15	Impact of closure of Community Centres to public and recharges to tenants for work done on property unless required as an emergency.
Recharges	-13	-18		-5	-18	5		
Savings								
Total Service Income	-12,309	-12,564	-19	-3,059	-12,311	3,040	253	
Expenditure								
Employees	33	81	17	20	77	-3	-4	Small saving on Community Centre Cleaners and Housing Enforcement Officer.
Premises	652	779	79	199	779	-120		Anticipate as restrictions ease, there will be lots of catch up work eliminating any current underspends.
Supplies And Services	1,282	1,191	187	265	1,258	-79	67	Anticipated impact of employing additional resource, including overtime for operatives to catch up on responsive repairs when lockdown measures ease.
Support Services	2,855	2,708			2,903		195	Impact of not achieving Housing System Implementation savings
Transport	109	144	22	33	143	-11	-1	
Debt Management Expenses	6	6	6,500		6	6,500		£6.5m Loan repayment - to be funded from funds set aside.
External Interest Payable	2,413	2,056	64	206	1,920	-142	-136	Until schemes are finalised for the housing development programme, no new borrowing will be taken. Interest rates rises may prompt action to increase borrowing to mitigate future interest costs.
Contingencies		75			75			
Provision for Bad Debts	260	267	2		267	2		
Total Service Expenditure	7,610	7,307	6,869	723	7,428	6,146	121	
Accounting & non service budgets								
Total Accounting & Non Service Budgets	4,699	5,258			5,258			
Net Total			6,850	-2,336	374	9,187	374	

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Planned Savings

Strategic Category	Lead	General Fund - Potential Saving	Budget Risk	2020/21 Target £000's	2020/21 Forecast £000's	2020/21 Shortfall £000's	Commentary
Growing resources	Suzan Harrington	Asset rationalisation	Medium	131	31	100	Additional income has been generated from our assets which were not budgeted, particularly around the use of our office space by third parties. This has allowed us to increase the target from the original target of £100k which relates to the move from Market Cross. Covid-19 has delayed the contact centre move and negotiations with the landlord, it is considered unlikely that savings will be made on the Market Cross lease this year.
Total Growing Resources			0	131	31	100	
Transforming	Suzan Harrington / Alison Hartley	Process improvements /on-line transactions	Medium	112	0	112	The Channel shift project is currently being delivered and savings from this are starting to be recognised. Further programmes to role out digitalisation are delayed due to covid-19, and any potential benefits from this may not be made in the short term due to additional workload pressures as a result of the pandemic across the Council.
Transforming	Suzan Harrington	Introduce CT Penalty Scheme - NEW	Medium	10	5	6	Introduce CT Penalty scheme to assist with cost recovery of the additional work required when details are not updated. Current changes to enforcement mean that it is unlikely that we will be making many of these charges in the current year. This is to be kept under review.
Transforming	Suzan Harrington	Review and introduce increased empty homes premium.	Medium	45	45	0	The empty homes premium has been introduced and is currently expected to be achieved this year.
Transforming	Dave Caulfield	Planning service review	Medium	67	0	67	At the time of setting the budget, the planning review indicated a saving in the service of £67k. This will not be achieved this year due to requirements for additional resources to tackle the covid-related backlog of applications.
Total Transforming				234	50	185	
Commissioning	Suzan Harrington	Contract renegotiations	Medium	324	6	318	Renewal of the public conveniences contract has generated a £6k per annum saving. The purchase of the waste vehicle fleet will result in cost savings. However, these renewals are delayed until later in the year. Figures will become clearer later in the autumn but current assumption is that no saving will be made this year.
Total Collaboration & Commissioning			0	324	6	318	
Technical/housekeeping	Karen Iveson	Reduction in pension contributions	Low	69	69	0	Reduction in pension contributions following the 2019 triennial valuation. Rates are subject to final confirmation but there is sufficient headroom in the fund to consider this low risk. Rates are expected to increase from 2023/24 and budget provision will be made to mitigate this.
Total Technical/Housekeeping			0	69	69	0	
Total				758	156	603	

Low Risk		69	69	0
Medium Risk		45	45	0
High Risk		644	41	603
Total		758	156	603

Strategic Category	Lead	HRA - Potential Saving	Risk	2020/21 Target £000's	2020/21 Forecast £000's	2020/21 Shortfall £000's	Update/Comments
Transforming	Suzan Harrington	Process improvements /on-line transactions	Medium	195	0	195	The new housing/asset management system is in the process of being implemented and is set to go live in 20/21.
Commissioning		NYCC Procurement Partnership	Low	0	0	0	Completed - Selby has exited from the North Yorkshire Procurement Partnership in April 2019. Approved by the Executive 4/10/2018.
Technical/housekeeping	Karen Iveson	Reduction in pension contributions	Low	23	23	0	
Total			-	218	23	195	

General Fund	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	YTD Variance	Forecast	Carry Forward	Year End Variance	Comments	Carry Forward Proposal		
									Forecast 21/22	Forecast 22/23	Forecast 23/24
Transforming Customer Services	110,000	27,500	2,700	-24,800	110,000	0	0	Covid-19 has prevented the start of work on the reception alterations delaying the contact centre move. It is hoped that procurement of the contractor will be completed during summer with work being completed in October with the contact centre operating from the Civic as soon as possible following completion. The project is expected to be on budget.			
Website Development	10,000	2,500	0	-2,500	10,000	0	0	This project is to enhance the platform to allow for future development of the website. We are in discussions with NYCC to deliver the new platform.			
Industrial Units - Road Adoption	325,000	81,250	0	-81,250	0	0	-325,000	Further information being sought from NYCC Highways regarding detailed specification requirements and contribution to enable formulation of an estimate of costs. Budget costings received from contractor. This budget has been rolled forward for a number of years and a decision is now required as to whether to invest in upgrading the highway provision to adoptable standard. The current condition of the road is such that significant investment at the current time merely to enable adoption is not appropriate. It is proposed not to progress at this juncture and to seek to re-secure funding for the works when the condition dictates those works are appropriate and necessary. There are no plans to carry out this work at present as the road still has a significant useful life. A report will be prepared recommending to remove this budget.			
GIS System	37,131	9,283	0	-9,283	37,131	0	0	The project still to be scoped for this budget. Decision to be made is dependant on the decision for an Appointment System for the new Customer Contact Centre.			
Benefits & Taxation System upgrade	16,475	4,119	2,915	-1,204	16,475	0	0	This budget is linked to software upgrade supporting Channel Shift Phase 2.			
IDOX Planning System	15,000	3,750	0	-3,750	15,000	0	0	To support the IDOX suite of software applications for upgrades and patches as part of the IDOX Roadmap. This will ensure that we remain PSN compliant throughout 2020/21			
ICT - Annual Software Licence	85,000	21,250	0	-21,250	85,000	0	0	Annual Microsoft Licence			
ICT - Servers	7,590	1,898	0	-1,898	7,590	0	0	Servers are being upgraded to align to Microsoft licencing requirements. 50% of idox upgrade has been paid but the remaining £7.5k will be paid in Q2 of 2020/21 when the work is completed.			
ICT - Software	29,694	7,424	8,000	577	29,694	0	0	Budget committed to the Digital Workforce Project. The project is underway for the implementation of Microsoft 365 tools. The project has been delayed due to Covid-19, however it is anticipated that the project will be completed in the current financial year.			
Committee Management System	3,000	750	0	-750	3,000	0	0	ModernGov software now live as of 2019/20, the final £3k budget to cover final costs to upgrade the software due Q2 2020/21.			
Upgrade to Assure from M3	20,000	5,000	10,000	5,000	20,000	0	0	This budget is to migrate from M3 to Assure software, this project will commence in Q3 2020/21 to be completed in the current year.			
Cash receipting System	32,500	8,125	0	-8,125	32,500	0	0	Income Management Software replacement project. The capital budget for this project will be used for training and consultancy on the new software commencing in Q2 with delivery completing in Q4 2020/21.			
Northgate Revs & Bens	7,856	1,964	0	-1,964	7,856	0	0	Budget required for system upgrades following legislative changes in relation to e-billing. The budget will be to complete the software changes / upgrades.			

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2020

Appendix C

General Fund	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
Asset Management Plan - Leisure & Parks	32,780	8,195	0	-8,195	32,780	0	0	There are a number of planned maintenance works to be carried out this year at both Selby and Tadcaster leisure centres. The works are being co-ordinated by IHL and are expected to be completed on time.			
Committee Room Microphone system	65,000	16,250	0	-16,250	65,000	0	0	Specification is written and tenders have been invited for the Committee Room microphone system. However, the project is currently on hold due to Covid-19.			
Car Park Ticket Machines	36,000	9,000	0	-9,000	36,000	0	0	The purchase of new ticket machines is linked to changes to the Car Parking Strategy, new tariffs etc. Given the delays to all services as a result of coronavirus it is currently unclear when the policy changes required prior to the acquisition of new machines will occur.			
Industrial Units Maintenance	150,000	37,500	0	-37,500	20,000	130,000	-130,000	An initial report presenting options has been provided to LT for consideration. Further work is now required to develop a formal business case for each option. Given the nature of the options being considered it is considered inappropriate to seek approval to invest the existing capital funds at this time. The outturn forecast has therefore been revised accordingly and a carry forward will be requested. Improvements to the industrial units are subject to the outcome of a report to Executive in respect of the future direction. We are awaiting information regarding demand from colleagues in ED to inform the recommendations of the report. The budget has currently been re-forecast of the basis of expected essential spend for the year.	130,000		
Car Park Improvement Programme	530,096	132,524	0	-132,524	300,000	230,096	-230,096	Work to progress improvement to Back Micklegate and Micklegate car parks has been placed on hold in order to maximise funding options through external funding bids such as the Heritage Action Zone funding. The funds will be required in 20/21 as match funding for the wider investment programme being considered.	230,096		
ICT - Channel Shift 2 Website & Intranet	57,500	14,375	40,775	26,400	57,500	0	0	Channel shift Phase 2 (Customer portal) project which has been delayed from 19/20 as per the business case and project plan. Citizens Access Portal (Revenues) will be LIVE in Q3 2020/21 with Citizens Access Portal (Benefits) in Q4 2020/21. A commitment of £22.5k will be made once the software is LIVE. This budget will be used for Scanstation/CAB/CAR and CA_LL and e-forms development through 2020/21			
ICT - Channel Shift 3 Website & Intranet	18,000	4,500	0	-4,500		18,000	-18,000	Channel shift Phase 3 (Housing management CX integration) project which has been delayed from 19/20 as per the business case and project plan. This will follow the implementation of Channel shift phase 2 (Customer portal project) expected to be during 2020/21. This budget will be used as the Digital Front Door Options Appraisal, however, due to Covid-19 it is anticipated that this will not commence until 2021/22.	18,000		
ICT - Disaster Recovery Improvements - Software / Hardware	24,786	6,197	6,992	796	24,786	0	0	Design changes have enabled lower costs for this project. This budget is for improvements aligned to Microsoft requirements & DR Improvements including new server in 2020/21.			
ICT - End User Devices - Software / Hardware	25,341	6,335	0	-6,335	25,341	0	0	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy.			
ICT - Digital Workforce - Telephones - Mobile Working	16,000	4,000	0	-4,000	16,000	0	0	Budget is for replacement Mobile phone hardware in relation to the digital workforce strand of the digital strategy.			

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2020

Appendix C

General Fund	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
South Milford Retaining Wall	15,000	3,750	0	-3,750	15,000	0	0	We are still awaiting confirmation from the parish priest as to whether approval for the improvement works to the wall will need to go through a Faculty application (similar to Listed Building Approval). It is currently unknown how long the process will take. Given the relatively small amount of funding involved, no alteration to the outturn forecast has been made at this time.			
Waste Collection Fleet	4,000,000	1,000,000	0	-1,000,000	4,000,000	0	0	An order was placed last year via a framework for the purchase of 21 x RCV's and 1 x mechanical sweeper. The fleet is likely to be delivered between August and November 2020.			
Council Play Area Maintenance	105,000	26,250	0	-26,250	105,000	0	0	Groundwork have been commissioned to project manage this project and the design and consultation stages have been completed for the first site which is Grange Road, Tadcaster. Groundwork will shortly be going out to tender for the works. Design work is starting on the second site which is Charles Street, Selby.			
Replacement of Vehicle Fleet	7,950	1,988	0	-1,988	7,950	0	0	Delivery of the replacement vehicle fleet has been delayed until September/October due to coronavirus.			
Purchase of Land	937,500	234,375	0	-234,375	0	937,500	-937,500	To facilitate affordable housing development and acquisitions and will be subject to business case.	937,500		
New Build Projects (Loans to SDHT)	2,400,000	600,000	0	-600,000	400,000	2,000,000	-2,000,000	Sites have been identified for potential acquisition. However, the Covid lockdown has delayed negotiations. There are also small sites identified for development and are with the Planning Team, when approved, tenders can be completed to attain absolute costs, this has also been delayed due to the Covid lockdown. tenders will be issued during September. Discussions will then take place with SDHT to decide if they wish to progress them. Until the SDHT Business Plan is finalised current assumptions have been used to commence 15 new units / acquisitions in 2020/21, 30 units in 2021/22 and 2022/23 with the balance of the funding in 2023/24.	2,000,000		
Private Sector - Home Improvement Loans	39,031	9,758	3,423	-6,335	39,031	0	0	There has been a slow start to RAS Loans in 2020/21, due in part to Covid-19 but also due to RAS loans being somewhat seasonal and difficult to profile, despite this we would still expect full spend of the budget in 2020/21. RAS loans are repaid to the council upon sale of the property and then recycled into new loans. This allows more vulnerable households to receive the help they need.-In 2019/20 we received 4 repaid loans totalling £12,117 which meant that around 3 additional households were able to receive essential assistance. We would expect to receive at least a similar number of repayments in 2020/21.			
Empty Property Grants	80,000	20,000	17,832	-2,168	80,000	0	0	We have completed 1 Empty Homes Grant in quarter 1 of 2020/21. In addition, there have been around 6 expressions of interest from empty property owners which we would expect to convert into full grants in due course. Empty Homes Grants remain popular and are an excellent way of sourcing private rented accommodation for vulnerable households at risk of homelessness. It is expected that the full budget be spent in 2020/21.			
Disabled Facilities Grants (DFG)	680,317	170,079	28,391	-141,688	680,317	0	0	Covid-19 has had a significant impact on the delivery of DFGs. At the end of Q1 only 3 have been completed. The good news is 17 are approved with contractors now on site. It is hoped that by the end of this year we will have recovered with performance similar to last year.			
Total General Fund	9,919,547	2,479,887	121,028	-2,358,859	6,278,951	3,315,596	-3,640,596		3,315,596	0	0

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2020

Appendix C

Housing Revenue Account	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast	Forecast Variance	Comments	Carry Forward submitted		
									Forecast 21/22	Forecast 22/23	Forecast 23/24
Housing & Asset Management System	132,375	33,094	0	-33,094	132,375	0	0	The remaining capital of £132k will be invoiced in August 2020 following the Rents module Go Live in July 2020. The repairs module will commence in September 2020, with the remaining revenue expenditure to be used to implement this by a scheduled date of January 2021.			
St Wilfrid's Court	113,000	28,250	19,267	-8,983	19,267	93,733	-93,733	The programme scoping meeting identified requirement for significantly more investment than is available in the current budget. The current budget will therefore be utilised to address some of the higher priority issues identified during visit, as well as any essential health and safety related works. Work to replace the Tunstall system within the property has now been completed as this was deemed an emergency due to increasing false/no alarm reports. Progress in identifying additional improvement works at the scheme are however still on hold due to coronavirus. Due to the nature of the scheme and protect the safety of the residents it is felt essential to limit the works being undertaken whilst the Covid situation remains uncertain.	93,733		
Environmental Improvement Plan	108,152	27,038	0	-27,038	108,152	0	0	This funding is earmarked to support a scheme being led by colleagues in the Contracts and Procurement Team. Work to progress the scheme has however been delayed by the coronavirus outbreak. Currently awaiting a revised programme from colleagues in the Contracts and Procurement team.			
Housing Development Project	3,427,643	856,911	0	-856,911	400,000	3,027,643	-3,027,643	Programme for the development of up to 10 HRA properties on small sites. Starts on these sites is anticipated in 2020/21. Work including, feasibility studies, asbestos surveys and garage clearance are being progressed. Planning permission for development of three schemes has now been secured and work is underway to progress these through to tender. The coronavirus pandemic will result in delays in progressing these projects to site however.	3,027,643		
Phasegate Hostel	10,394	2,599	0	-2,599	10,394	0	0	An upgrade of the CCTV within the building was undertaken with Fire Risk Assessment and communal area refurbishment works progressing in tandem. This budget is required to complete the final elements of the works identified within the Fire Risk Assessment and will be assessed for Covid compliance.			
Phase 1 HDP Byram Park Road	0	0	-5,805	-5,805	0	0	0	Final Retention invoice received £5k lower than anticipated			
Community Centre Refurbishment	64,377	16,094	0	-16,094	64,377	0	0	The Fire Risk Assessment works identified at Grove House have now been completed except for the installation of the new entrance doors and door entry system which are on order. Work to identify further requirements outlined for other community centres under the FRA process is currently underway Progress on delivery of this programme has been delayed due to the coronavirus outbreak.			
Empty Homes Programme - Improvements to Property	1,094,740	273,685	0	-273,685	1,094,740	0	0	This supports the Empty Homes Programme and is available to purchase Empty properties that will be brought back in to use and let through the HRA and former council properties sold through the Right to Buy. This is part of a 3 year programme to fund the purchase of 20 properties and includes S106 and Homes England Grant funding. We purchased 7 properties in 2019/2020, the work to improve these properties to a lettable position has been delayed due to the Covid lockdown, there was 1 long term empty property and 6 former Right to Buy, buy backs. We are also still progressing with the Compulsory Purchase of a long term empty property. These properties have been added to the HRA and will be let at an affordable rent once the works are complete. A revised programme is being drawn up for further acquisitions in 20/21.			
Assets Vehicle Fleet	60,950	15,238	0	-15,238	60,950	0	0	Delays in obtaining the new vehicle fleet due to coronavirus have resulted in underspend on this budget YTD. The fleet is now estimated to arrived in September/October.			

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2020

Appendix C

Housing Revenue Account	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
Energy Efficient Programme	701,869	175,467	64,971	-110,496	701,869	0	0	The cessation of all but emergency repairs due to coronavirus has impacted delivery of the capital investment programme. We have issued the scope of works to our contractor partners about programme delivery and are pushing for this programme of works to be completed in the current financial year.			
Health and Safety Improvement Programme	886,724	221,681	101,922	-119,759	598,000	288,724	-288,724	The cessation of all but emergency repairs due to coronavirus has impacted delivery of the capital investment programme. We are currently working on our recovery plans for reintroduction of services and talking with contractor partners about programme delivery. £289k has been forecasted to drop into the next financial year, this is electrical re-wire works linked to the delays on the Property Refurbishment Programme.	288,724		
Property Refurbishment Programme	4,618,490	1,154,623	101,308	-1,053,315	3,131,094	1,487,396	-1,487,396	The cessation of all but emergency repairs due to coronavirus has impacted delivery of the capital investment programme. We are currently working on our recovery plans for reintroduction of services and talking with contractor partners about programme delivery. Current estimations are to deliver 60% of the programme in the current financial year, this will re-assessed once the recommencement plan is received from our contractors. The forecast includes £600k Covid impact based on 5% increase in costs as a result of project delays	1,487,396		
Property Investment Programme	1,140,375	285,094	1,484	-283,610	350,000	790,375	-790,375	The cessation of all but emergency repairs due to coronavirus has impacted delivery of the capital investment programme. We are currently working on our recovery plans for reintroduction of services and talking with contractor partners about programme delivery. Current estimations are to deliver 30% of the programme in the current financial year, this will be re-assessed once the recommencement plan has been received.	790,375		
	0	0	0	0		0	0				
Total HRA	12,359,089	3,089,772	283,147	-2,806,625	6,671,218	5,687,871	-5,687,871		5,687,871	0	0
Total Capital Programme	22,278,636	5,569,659	404,175	-5,165,484	12,950,169	9,003,467	-9,328,467		9,003,467	0	0

Appendix D : Programme for Growth 2020/21 Financial Year Project Updates
Multi Year schedule for the project lifespan

Project	Lead Officer	Multi-Year Project Budget	Position @ 30 June 2020			Project Budget Remaining	Update	Phasing of future spend Q1		
			In Year Revised Budget 20/21	In Year Spend 20/21	Forecast			Forecast 20/21	Forecast 21/22	Forecast 22/23
Healthy Living Concepts Fund	Angela Crossland	53,291	53,291	0	53,281	53,291	Of the remaining £53,281 in this fund - £10k allocated to develop active travel sustainable travel packs in line with the visitor economy niche trails work, £30k allocated to development of project with Yorkshire Wildlife Trust for Barlow Common (TBC re: covid recovery). Remaining £13k will support health initiatives identified as part of covid recovery plans.	53,291	0	0
Visitor Economy (Tourism & Culture)	Angela Crossland	352,912	352,912	30,211	352,912	322,701	Delivery of the Visitor Economy Strategy is a 3 year programme, which will complete in October 2021. Projects to complete in 2020/21 include: Visitor Economy Place-branding and first year of the marketing plan A suite of niche trails (heritage, outdoor/nature, family fun etc.) which, in light of COVID-19, encourage local people to explore their district. These exist as postcard and an online interactive map with functionality on a mobile phone. The development of a Cultural Development Framework for the District (part-funded by Arts Council England) A programme of support & development for the Food & Drink/hospitality sector Creation of a Visitor Economy business toolkit to support VE businesses to develop their product and their audiences Project delivery on target against Covid-reset of Visitor Economy, which accelerates much of the work and emphasises sector-support activity and the need to engage local audiences. The Tourism Development Officer is working with Welcome to Yorkshire, the LEP, Visit Leeds, Visit York etc. to maximise opportunities from partnership working and joined up thinking regarding Covid-recovery planning.	200,000	152,912	0
Celebrating Selby 950	Angela Crossland	30,311	30,311	11,695	30,311	18,616	Final reports have been submitted to funders. All delivery is complete, including an Audience Development Plan which builds on the findings in the Evaluation Report. National Lottery Heritage Fund have approved final activity report and financial evidence. Their final payment of (10%) will be made shortly. NLHF describe the activity as "brilliant". Arts Council England have different financial reporting requirements, which are not yet complete.	30,311	0	0
Marketing Selby's USP	Mike James	7,753	7,753	4,841	7,753	2,912	The final elements of this phase of the campaign have now been completed, apart from one remaining case study which was put on hold due to the flooding and Coronavirus emergencies, we are awaiting the final invoices. The 2019/20 phase of the place branding work has delivered the following: human interest marketing materials linked to the Council's strategic development sites (used by ourselves and partners in local, regional and national marketing), on-going positive regional coverage about opportunities in the district through media partnerships, new media partnerships focusing on the benefits of growth to existing residents and businesses, national coverage for the district in partnership with LEPs and the LGA, and the development of a new 'business portal website, linked through the Council's main website. As per other proposed PFG projects for 2020/21, no decision has been made on future funding, so this comms work will be scaled back to deliver only those actions that have no cost.	7,753	0	0
Retail Experience - STEP	Angela Crossland	76,749	76,749	2,085	76,749	74,664	Town centre revitalisation and strategy work is underway. Noticeboard element of street scene work completed in line with car park refurbishment. Work to deliver on priorities in line with the town centre strategy and revitalisation action plan. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ Town centre baseline reports completed for Selby and Sherburn. Selby action plan in draft. Work being prioritised on digital development in line with recent LEP support and post Covid19 planning.	76,749	0	0
Towns Masterplanning (Regeneration)	Angela Crossland	102,257	102,257	3,251	102,257	99,006	Work has been commissioned in 2019/20 from the People and Places consultancy (Chris Wade) to develop town centre revitalisation plans and prepare for Future High Streets Fund applications throughout 2019. The first stage of work for Selby has been completed. Sherburn action plan draft now to finalise and Tadcaster engagement due to commence mid-August. Work will identify where match fund and further commission is needed and establish the further multi-partner governance model needed to deliver the strategies and action plans for each town centre. Places and movement study with Highways due to commence July 2020 and supported from this funding allocation. Circa £30k. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ and covid recovery planning.	65,000	37,257	0
Strategic Sites Masterplanning	Iain Brown	104,833	104,833	5,778	104,833	99,055	Funded due diligence work for Selby Station Masterplan area and Selby TCF revenue costs (in partnership with NYCC). Future costs will include consultancy costs for development to Full Business Case stage, surveys, design, legal and valuation fees. A large proportion, if not all, of Selby TCF revenue costs should be reimbursed back to this budget by WYCA.	104,833	0	0
Access to Employment	Iain Brown	39,895	39,895	570	19,282	18,712	Projects within this budget will be targeted at supporting social mobility to give unemployed people in areas of higher deprivation in Selby District access to current and future employment opportunities e.g. connecting people to employment opportunities at Sherburn, the former Kellingley Colliery, Church Fenton etc. Future initiatives being reviewed against this budget include the opportunity to support future LCWIP projects linking residential communities with employment hubs and opportunities related to electric bike programmes.	19,282	0	0

Project	Lead Officer	Multi-Year Project Budget	In Year Revised Budget 20/21	In Year Spend 20/21	Forecast	Project Budget Remaining	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23
Growing Enterprise	Iain Brown	60,521	60,521	570	60,521	59,951	Budget to support one of the 10 priorities in Economic Development Framework (EDF) 2 year delivery programme as approved at the January 2019 Executive. It helps to match-fund small business support with the Leeds City Region LEP and unlock assistance for small businesses through the Ad:Venture and Digital Enterprise. New initiatives that will be funded through the coming year will include a widening of the skills support programme and work with any businesses that could be affected by the TCF programme around Selby Station.	60,521	0	0
Empty Homes	June Rothwell Simon Parkinson	3,846	3,846	95	3,846	3,751	Overall the project is progressing well and the Empty Homes Officer has directly helped bring empty homes back into use in line with the targets set by offering advice and assistance to owners. Homes England Grant funding has been secured to support the options of voluntary and compulsory purchase. A total of £390,000 has been secured, subject to individual business cases for the properties, to purchase and repair the empty homes, bringing them to a habitable standard. This indicative funding is to bring back in to use 10 empty properties up to 2020, providing up to £39,000 per property. We can also use the funding to purchase 'right to buy' buy backs and this is something we will consider on a case by case basis. We are currently pursuing our first Compulsory Purchase Order - although this has been delayed due to the current Coronavirus crisis. If successful it is hoped that this will send a strong message that tackling empty homes are a priority for us. In 19/20 we brought 5 properties back into use through the Empty Homes Grants/Loans service. These provided homes to vulnerable households who were at risk of homelessness.	3,846	0	0
Selby District Housing Trust	June Rothwell Phil Hiscott	34,850	34,850	0	34,850	34,850	This fund is to support SDHTs role in the more ambitious HDP approved by Executive in January 2018. A new officer has now been appointed to support the SDHT. The Trust have taken occupation of an additional 17 new affordable homes in 2018/19 delivered through new build and Section 106 acquisitions and a further 12 Section 106 acquisitions in Q1 2019/20. SDHT continue to work with SDC colleagues on the affordability and viability of new properties coming forward via the Housing Development Programme. Discussions with external providers regarding possible S106 acquisitions are also ongoing.	10,000	10,000	14,850
Stepping Up Housing Delivery	June Rothwell Phil Hiscott	7,052	7,052	108	7,052	6,944	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018. Seeking opportunities to maximise the social and economic benefits of the Council's asset portfolio.	7,052	0	0
Olympia Park	Iain Brown	4,733	4,733	0	4,733	4,733	Following further detailed information about costs and technical issues at the Olympia Park development site in Selby, Selby District Council, the landowners and developers involved have reluctantly concluded that conditions attached to a government housing infrastructure grant towards site costs cannot now be met. Despite the best endeavours taken by the Council, its advisers and Olympia Park Development (OPD), the project in its current form cannot be delivered within the timescales required to access the grant offered towards infrastructure costs. Everyone involved remains fully committed to effective use of the site in the future to support existing businesses and enable the delivery of appropriate new employment space and homes. The Council and OPD now have the benefit of significant detailed technical information regarding the site and continue to work together to unlock its significant potential for development, particularly given the close proximity to the town centre and railway station. The Council is in discussion with OPD regarding the scope for a significant employment development on the site and, on this basis, has retained a pedestrian and cycle footbridge to the site from the town centre and station in the TCF proposals. Further details will be provided once further discussions have taken place.	4,733	0	0
Making our Assets work	Iain Brown	0	0	0	0	0	The budget is targeted at funding due diligence work to bring the Council's own land assets to the market. These include small garage sites, Portholme Rd, Egerton Lodge, Barlby Rd depot and Bondgate. There is some in year spend which was covered by year end accruals. Funding for further work to progress this workstream are to be reallocated from other budgets to provide funding capacity for additional site investigations.	0	0	0
Housing development Feasibility Work	Phil Hiscott	3,546	3,546	23,000	3,546	(19,454)	Housing development feasibility project to identify viability of sites for development. Phase 2 feasibility costs have been transferred to the individual development budgets for three identified sites; Camblesforth, Hambleton and Sherburn in Elmet. Burn is still in planning awaiting a decision and West Haddlesey has not yet been submitted. Outstanding work is still required at Burn, and will commit the carried forward budget. A large proportion of the costs have been incurred as abort fee against sites which will not be progressing.	3,546	0	0
Asset Strategy	Phil Hiscott	80,000	80,000	0	80,000	80,000	Budget for the production of the Asset Management Strategy This funding is required to support development of the Council's new Asset Management Strategy. Work to agree the brief has been completed. however progressing this to tender has been delayed by coronavirus.	80,000	0	0

Project	Lead Officer	Multi-Year Project Budget	In Year Revised Budget 20/21	In Year Spend 20/21	Forecast	Project Budget Remaining	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23
Commercial property acquisition fund	Iain Brown	3,039,424	3,039,424	0	3,039,424	3,039,424	This budget will be used to acquire strategic development sites consistent with the Councils regeneration and commercial development opportunities, in some instances this may be used to match fund acquisitions as part of the TCF bid submission. The current live project being developed with funding from this budget is the purchase of a site near Selby Station to provide new access to platform 2 and additional car parking. A significant amount of funding from this budget has been put forward as match funding within the Council's TCF proposals for Selby Station.	1,000,000	1,000,000	1,039,424
High Street shop fronts	Angela Crossland	100,000	100,000	0	100,000	100,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile. HAZ Officer due to start in post August 2020	0	50,000	50,000
New lane - Public Realm	Angela Crossland	200,000	200,000	0	200,000	200,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile. HAZ Officer due to start in post August 2020. Experimental road closures in place as part of Reopening High Streets project (ERDF Funded)	0	0	200,000
Town Centre Action Plans	Angela Crossland	2,600,000	1,200,000	0	2,600,000	2,600,000	A Forward Framework and Action Plan is being prepared for each of the 3 town centres - work led by Chris Wade funded from the current Town Master planning P4G project. Two elements to this new ask: 1) Feasibility pot to work up project ideas e.g as required for the TCF bid; 2) Delivery budget - for implementation of projects - split as follows: Selby - £1m; Sherburn - £500k; Tadcaster - £500k.	1,200,000	700,000	700,000
Staffing costs		3,379,092	3,379,092	200,480	3,379,092	3,178,612	This covers all the P4G funded posts across SDC including the extensions to contracts approved in the budget. These posts support delivery of this P4G programme. It also covers the additional core staffing costs in a number of teams required to deliver the Council's corporate growth ambitions including the Economic Development and Regeneration team (to deliver the Economic Development Framework 2 year action plan) and key posts in Communities and Partnerships, Planning and Marketing and Communications.	953,087	1,057,690	1,368,315
Contingency		4,151,760	4,151,760	0	4,172,373	4,151,760	The funding we are receiving from the West & North Yorkshire Business Rates pool for the Tour de Yorkshire and UCI £200k has been put back into P4G contingency to fund essential work on the asset management strategy. Also the balance remaining on Tadcaster Linear Park has been transferred back to P4G contingency.	257,373		3,915,000
		14,432,825	13,032,825	282,684	14,432,815	14,129,528		4,137,377	3,007,859	7,287,589



Report Reference Number: S/20/7

To: Scrutiny Committee
Date: 24 September 2020
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Cliff Lunn, Lead Member for Finance and Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Treasury Management – Quarterly Update Q1 2020/21

Summary:

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which reviews the Council's borrowing and investment activity (Treasury Management) for the period 1 April to 30 June 2020 (Q1) and presents performance against the Prudential Indicators.

The Quarter 1 report was considered was considered by the Executive at its meeting on 3 September 2020.

Recommendation:

The Scrutiny Committee is asked to consider the content of the reports and make any comments on the Council's treasury management.

Reasons for recommendation

The Committee is asked to consider the information as set out in the reports as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the reports is required in order to comply with the Treasury Management Code of Practice.

1. Introduction and background

1.1 Please see section 1 of the report considered by the Executive on 3 September 2020 attached at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 3 September 2020 attached at Appendix A.

3. Alternative Options Considered

None applicable.

4. Implications

4.1 Legal Implications

Please see section 4 of the report considered by the Executive on 3 September 2020 attached at Appendix A.

4.2 Financial Implications

Please also see section 4 of the report considered by the Executive on 3 September 2020 attached at Appendix A.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the reports enables the Council to monitor its treasury management arrangements and to ensure that the Treasury Management Code of Practice is complied with.

4.5 Resource Implications

None applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

- 5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on treasury management are welcomed.

6. Background Documents

None.

7. Appendices

Appendix A – Executive Report – 3 September 2020

Appendix B – Appendix A of Executive Report, 3 September 2020 - Prudential Indicators at 30 June 2020

Contact Officer:

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Report Reference Number: E/20/15

To: Executive
Date: 3 September 2020
Status: Non Key Decision
Ward(s) Affected: All
Author: Michelle Oates, Senior Accountant
Lead Executive Member: Councillor Cliff Lunn, Lead Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer, S151

Title: Treasury Management – Quarterly Update Q1 2020/21

Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1st April to 30th June 2020 (Q1) and presents performance against the Prudential Indicators.

Investments – On average the Council's investments totalled £75.0m over the quarter at an average rate of 0.77% and earned interest of £143.9k (£103.9k allocated to the General Fund; £40k allocated to the HRA) which was £22.7k above the year to date budget. However, cash balances are expected to gradually reduce over the year, and interest rates are now at unprecedented low levels, so forecast returns could be in the region of £260k, a budget deficit of £225k. The Bank Rate of 0.10% is expected to remain in place for at least the next two years, and a Brexit trade deal has yet to be agreed. The position will be kept under review.

In addition to investments held in the pool, the Council has £4.69m invested in property funds as at 30 June 2020. The funds achieved 3.59% revenue return and 2.91% capital loss. This resulted in revenue income of £41.7k to the end of Q1 and an 'unrealised' capital loss of £136.6k. These funds are long term investments and changes in capital values are realised when the units in the funds are sold.

Borrowing – Long-term borrowing totalled £52.833m at 30 June 2020, (£1.6m relating to the General Fund; £51.233m relating to the HRA). Repayment was made in May 2020 of £6.5m HRA Debt. Interest payments of £1.917m are forecast for 2020/21, a saving of £0.871m against budget. This is due to HRA budgets allowing for borrowing to support Housing Delivery, which has not been required to date. The Council had no short term borrowing in place as at 31 June 2020.

Prudential Indicators – the Council's affordable limits for borrowing were not breached during this period.

Recommendation:

That Councillors endorse the actions of officers on the Council's treasury activities for Q1 2020/21 and approve the report.

Reasons for recommendation:

To comply with the Treasury Management Code of Practice, the Executive is required to receive and review regular treasury management monitoring reports.

1. Introduction and background

- 1.1 This is the first monitoring report for treasury management in 2020/21 and covers the period 1 April to 30 June 20. During this period the Council complied with its legislative and regulatory requirements.
- 1.2 Treasury management in Local Government is governed by the CIPFA "Code of Practice on Treasury Management in the Public Services" and in this context is the management of the Council's cash flows, its banking and its capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This Council has adopted the Code and complies with its requirements.
- 1.3 The Council's Treasury Strategy, including the Annual Investment Strategy and Prudential Indicators was approved by Council on 22 February 2020.
- 1.4 The two key budgets related to the Council's treasury management activities are the amount of interest earned on investments £485k (£350k General Fund, £135k HRA) and the amount of interest paid on borrowing £2.788m (£75.2k General Fund, £2.713m HRA).

2. The Report

Market Conditions and Interest Rates

- 2.1 The Council's treasury advisors Link Asset Services – Treasury Solutions summarised the key points associated with economic activity in Q1 2020/21 up to 30 June 2020:
 - Big impact from coronavirus lockdown;
 - Two emergency bank rate cuts, first to 0.25% and then to 0.10% with the latter likely to continue for some time;
 - Uncertainties as to how quickly the economy will recover;
 - UK Government rejected extending the Brexit transition period beyond 31 December 2020;
 - Increase in quantitative easing;

- Measures to support jobs and businesses will result in a huge increase in the annual budget deficit in the current year;
- Annual inflation rise could reach zero by the end of the year.

Interest Rate Forecasts

2.2 The current interest rate forecasts (last update 6 July) of Link Asset Services – Treasury Solutions are as follows:

Date	Bank rate	5 year PWLB*	10 year PWLB*	25 year PWLB*	50 year PWLB*
Current rates	0.10%	1.90%	2.10%	2.50%	2.30%
Sept 2020	0.10%	1.90%	2.10%	2.50%	2.30%
Dec 2020	0.10%	1.90%	2.10%	2.50%	2.30%
March 2021	0.10%	2.00%	2.20%	2.60%	2.40%
June 2021	0.10%	2.00%	2.20%	2.60%	2.40%
Sept 2021	0.10%	2.00%	2.20%	2.60%	2.40%
Dec 2021	0.10%	2.00%	2.20%	2.60%	2.40%
March 2022	0.10%	2.00%	2.20%	2.60%	2.40%
June 2022	0.10%	2.10%	2.30%	2.70%	2.50%
Sept 2022	0.10%	2.10%	2.30%	2.70%	2.50%
Dec 2022	0.10%	2.10%	2.30%	2.70%	2.50%
March 2023	0.10%	2.10%	2.30%	2.70%	2.50%

* Net of certainty rate 0.2% discount

2.3 After the dramatic March 2020 decrease in Bank Rate to 0.10% the Monetary Policy Committee is unlikely to make any change until there are signs of positive economic activity after the lockdown and a degree of certainty around a Brexit trade deal.

Annual Investment Strategy

2.4 The Annual Investment Strategy outlines the Council’s investment priorities which are consistent with those recommended by DCLG and CIPFA:

- Security of Capital and
- Liquidity of its investments

2.5 The Investment of cash balances of the Council are managed as part of the investment pool operated by North Yorkshire County Council (NYCC). In order to facilitate this pooling, the Council’s Annual Investment strategy and Lending List has been aligned to that of NYCC.

- 2.6** NYCC continues to invest in only highly credit rated institutions using the Link suggested creditworthiness matrices which take information from all the credit ratings agencies. Officers can confirm that the Council has not breached its approved investment limits during the year.
- 2.7** The Council's investment activity in the NYCC investment pool up to Q1 2020/21 was as follows:
- Balance invested at 30 June 2020 £68.1m
 - Average Daily Balance Q1 20/21 £75.0m
 - Average Interest Rate Achieved Q1 20/21 0.77%
 - Forecast income for the year £260k
- 2.8** The average return to Q1 2020/21 of 0.77% compares with the average benchmark returns as follows:
- 7 day -0.04%
 - 1 month 0.03%
 - 3 months 0.26%
 - 6 months 0.40%
 - 12 months 0.50%

Borrowing

- 2.9** It is a statutory duty for the Council to determine and keep under review its "Affordable Borrowing Limits". The Council's approved Prudential Indicators (affordable limits) were outlined in the Treasury Management Strategy Statement (TMSS). A list of the limits is shown at Appendix A. Officers can confirm that the Prudential Indicators were not breached during the year.
- 2.10** The TMSS indicated that there was no requirement to take external borrowing during 2020/21 to support the budgeted capital programme. However, the borrowing requirement is largely dependent on the Housing Development Programme and whilst it is expected that this will be funded by internal borrowing, this will continue to be reviewed to optimise the timing of external debt.
- 2.11** The Council approved an Authorised Borrowing Limit of £90m (£89m debt and £1m Leases) and an Operational Borrowing Limit of £85m (£84m debt and £1m Leases) for 2020/21.
- 2.12** The current strategy in relation to capital financing, is to continue the voluntary set aside of Minimum Revenue Provision (MRP) payments from the HRA in relation to self-financing debt in order to be in a position to repay the debt over 30 years. £1.26m is budgeted for 2020/21. However, the HRA Business Plan assumptions indicate that there may be a requirement to revisit this approach due to increasing capital programme requirements over the coming years.
- 2.13** The combination of a voluntary MRP strategy, along with a long-term loan repayment in May 2020, meant the Council was in an under-borrowed

position of £1.1m as at 30 June 2020. This means that capital borrowing (external debt) is currently lower than Council's underlying need to borrow. The movement from an over-borrowed position of £5.3m, a movement of £6.4m compared to the year-end position is a result of £6.5m borrowing repaid in May 2020. Planned capital expenditure funded by prudential borrowing, will increase the Council's capital financing requirement as the year progresses. External borrowing requirements are reviewed on an on-going basis to ensure the borrowing strategy reflects the latest capital programme needs and forecast borrowing rates.

- 2.14** The 2020/21 Treasury Management Strategy forecasts an under-borrowed position of £4.86m by the end of 21/22 as loans are made to support the Housing Trust, and HRA Housing Investment Programme. Plans to undertake any additional long term borrowing in the short/medium term will be kept under review as the Extended Housing Delivery Programme progresses and while borrowing rates remain low.

Capital Strategy

- 2.15** The Capital Strategy was included as part of the Council's Annual Treasury Management and Investment Strategy 2020/21, approved in February 2020. The Capital Strategy sets out how capital expenditure, capital financing and treasury management contribute to the provision of corporate and service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. It sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
- 2.16** Alternative non-treasury investments are considered as part of the Capital Strategy. Given the technical nature of potential alternative investments and strong linkages to the Council's Treasury Management function, appropriate governance and decision-making arrangements are needed to ensure robust due diligence in order to make recommendations for implementation. As a result, all investments are subject to consideration and where necessary recommendations of the Executive.
- 2.17** In addition to loans to Selby & District Housing Trust to support the Housing Delivery Programme, options for alternative investments will be kept under review and are subject to individual business case approval.

Housing Delivery Programme Loans

- 2.18** The Housing Delivery Programme has delivered a number of successful schemes so far, in partnership with Selby & District Housing Trust. One of the principles underpinning the programme is that financial support will be provided to the Trust by way of grant and loans to fund provision of affordable homes in the District whilst achieving a revenue return for the Council's General Fund. The forecast income for the year in addition to standard treasury returns is £120k, which is approximately £107k over the forecasted standard interest that would be achieved on cash investments. The capital

programme assumes a further 15 sites will move into tender/negotiation stage around September this year, with drawdowns of up to £400k, although the timing of completions is uncertain at the moment, so any additional forecast interest will be reviewed once approved schemes are known. The table below summarises the loans provided to date.

Scheme	Loan Rate %	Principal Outstanding 30 June 2020 £	Interest Q1 20/21 £	Interest Full Year £
Kirkgate, Tadcaster	4.56%	186,438	2,223	8,893
St Joseph's St	4.20%	202,346	2,175	8,702
Jubilee Close, Riccall	3.55%	547,403	4,494	19,174
Ulleskelf	4.87%	1,066,136	12,817	51,269
Ousegate	3.65%	866,729	7,921	31,684
Average Rate / Total Principal and Interest	4.36%	2,869,052	29,931	119,723

Commercial Property Investments

- 2.19** To date there have been two Commercial Property acquisitions, one in Selby town and one in Tadcaster, both buildings are ex-Natwest Bank Properties. The first acquisition was a Tadcaster property, which completed during Q2 18/19. The second in Selby, which completed towards the end of Q3 18/19, has subsequently been sold, completing in July 2020. A small surplus of around £10k was generated after taking account of interim property costs. No formal plans for Tadcaster have been approved as yet.

Property Funds

- 2.20** The position on Property Funds at 30 June 2020 is as follows:

In Year Performance

Fund	Bfwd Investment £k	Valuation as at 30-Jun-20 £k	In Year Performance Q1 20/21			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,376.60	2,329.42	(47.2)	(1.99)	18.6	3.14
Threadneedle	2,308.11	2,218.73	(89.4)	(3.87)	23.1	4.05
Total	4,684.71	4,548.15	(136.6)	(2.92)	41.7	3.59

Total Fund Performance

Fund	Original Investment £k	Valuation as at 30-Jun-20 £k	Total Performance			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,502.50	2,329.42	(173.1)	(6.92)	138.8	3.56
Threadneedle	2,439.24	2,218.73	(220.5)	(9.04)	184.3	4.63
Total	4,941.73	4,548.15	(393.6)	(7.96)	323.1	4.10

2.21 Investments held in Property Funds are classified as Non-Specified Investments and are, consequently, long term in nature. Valuations can, therefore, fall and rise over the period they are held. Any gains or losses in the capital value of investments are held in an unusable reserve on the balance sheet and do not impact on the General Fund until units in the funds are sold.

2.22 As a result of Covid-19, both funds have experienced further capital losses to the end of June 2020, although still delivering a positive revenue return. Given the material uncertainty washing through financial markets and economies, many funds have temporarily suspended trading as firm valuations cannot be provided. These suspensions are driven by the fundamental requirement of funds to ensure that all investors are treated on an equal basis and they are not aimed at “penalising” investors.

2.23 It is also important to stress that the largest potential impact on fund valuations may not actually come until Q2 and/or possibly Q3. This is in line with underlying economic impact of the virus on the economy. The funds that Selby are invested in have relatively diverse portfolios to mitigate risk. The funds are actively managing these portfolios and working closely with their tenants to minimise losses and maximise potential opportunities. These funds are intended to be held for the longer term (5 years initially) in order to mitigate the risk of shorter-term losses.

3. Alternative Options Considered

3.1 The Council has access to a range of investments through the pooled arrangements in place through North Yorkshire County Council.

4. Implications

4.1 Legal Implications

There are no legal implications as a direct result of this report.

4.2 Financial Implications

The financial implications are set out in the report.

4.3 Equalities Implications

There are no equalities implications as a result of this report.

5. Conclusion

5.1 The impact of the pandemic, and the turmoil in the financial markets, will continue to have an impact on the Council's investment returns. Forecasts predict slow recovery, exacerbated by the on-going delays with Brexit.

5.2 The Council's debt position is in line with expectations set out in the Strategy, with no immediate changes on the horizon. However, as the Housing Delivery Programme progresses, opportunities to optimise the Council's debt portfolio will be kept under review.

5.3 The Council operated within approved Strategy Indicators for the quarter, with no breaches on authorised limits. The Prudential Indicators are reviewed annually as part of the Treasury Strategy to ensure approved boundaries remain appropriate; activities to date during 2020/21 have not highlighted any concerns.

6. Background Documents

None.

7. Appendices

Appendix A – Prudential Indicators as at 30 June 2020

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APPENDIX B

Appendix A of Executive Report, 3 September 2020

Prudential Indicators - As at 30 June 2020

Note	Prudential Indicator	2020/21 Indicator	Quarter 1 Actual
1	Capital Financing Requirement £'000	57,700	53,972
	Gross Borrowing £'000	52,833	52,833
	Investments £'000	49,674	68,087
2	Net Borrowing £'000	3,159	-15,254
3	Authorised Limit for External Debt £'000	84,000	52,833
4	Operational Boundry for External Debt £'000	79,000	52,833
5	Limit of fixed interest rates based on net debt %	100%	100%
	Limit of variable interest rates based on net debt %	30%	0%
6	Principal sums invested for over 364 days		
	1 to 2 years £'000	20,000	0
	2 to 3 years £'000	15,000	0
	3 to 4 years £'000	5,000	0
	4 to 5 years £'000	5,000	0
7	Maturity Structure of external debt borrowing limits		
	Under 12 months %	20%	0.00%
	1 to 2 years %	20%	0.00%
	2 to 5 years %	50%	0.00%
	5 to 10 years %	50%	0.00%
	10 to 15 years %	50%	3.00%
	15 years and above %	90%	97.00%

1. Capital Financing Requirement – this is a measure of the Council's underlying need to borrow long term to fund its capital projects.

2. Net Borrowing (Gross Borrowing less Investments) – this must not except in the short term exceed the capital financing requirement.

3. Authorised Limit for External Debt – this is the maximum amount of borrowing the Council believes it would need to undertake its functions during the year. It is set above the Operational Limit to accommodate unusual or exceptional cashflow movements.

4. Operational Boundary for External Debt – this is set at the Council’s most likely operation level. Any breaches of this would be reported to Councillor’s immediately.
5. Limit of fixed and variable interest rates on net debt – this is to manage interest rate fluctuations to ensure that the Council does not over expose itself to variable rate debt.
6. Principal Sums Invested for over 364 days – the purpose of these limits is so that the Council contains its exposure to the possibility of loss that might arise as a result of having to seek early repayment or redemption of investments.
7. Maturity Structure of Borrowing Limits – the purpose of this is to ensure that the Council is not required to repay all of its debt in one year. The debt in the 15 years and over category is spread over a range of maturities from 23 years to 50 years.



Report Reference Number: S/20/8

To: Scrutiny Committee
Date: 24 September 2020
Ward(s) Affected: All
Author: Drew Fussey - Customer, Business and Revenues Service Manager
Key Decision: Non-key
Lead Executive Member: Councillor Chris Pearson - Executive Lead Member for Housing, Health and Culture
Lead Officer: June Rothwell - Head of Operational Services

Title: Outcome of Housing Centre Review by Task and Finish Group with Recommendations

Summary:

In March 2019 Selby District Council's Scrutiny Committee agreed to establish a Task and Finish Group, to work in partnership with the Tenant Scrutiny Committee, in order to facilitate a review of Council-owned Housing Centres. This review took place between November 2019 and February 2020, with the aim of making recommendations to the Council's Executive as to the future management of the centres.

Recommendation:

That the Scrutiny Committee receive the report and the recommendations for agreement and subsequent referral to the Executive for its consideration and approval.

Reasons for recommendation:

Housing Revenue Account (HRA) funded Housing Centres and their sustainability remains a key issue for Members and residents alike. The recommendations included in this report are aimed at ensuring that all ten centres are better able to service their community and the Selby District as a whole.

1 Introduction and background

1.1 Previous reviews have taken place regarding Council owned Housing Centres. Most notably in 2010, following a report to the Social Board, the decision was made to sell the poorly used centre at Womersley and convert the centre at

Kellington into a residential unit. This left the Council with the 10 centres it has today:

- Anne Sharpe Centre, St Edwards Close, Byram
- Westfield Court Centre, Westfield Court, Eggborough
- Coultish Centre, Charles Street, Selby
- Cunliffe Centre, Petre Avenue, Selby
- Harold Mills House, North Crescent, Sherburn-in-Elmet
- Lady Popplewell Centre, Beechwood Close, Sherburn-in-Elmet
- Grove House, Grove Crescent, South Milford
- Calcaria House, Windmill Rise, Tadcaster
- Kelcbar, Kelcbar Close, Tadcaster
- Rosemary House, Rosemary Court

1.2 Primary concerns at this time were around the poor use of the centres, running costs, lack of community engagement and accountability issues. Improvements have taken place since this time, such as the installation of public WiFi into almost every centre, the implementation of a new booking system created and managed by the Customer Contact Centre, and an investment of £78,000 over two years (agreed in 2017) to facilitate security and access improvements.

1.3 However, whilst these improvements are acknowledged, the same concerns regarding community usage and value for money remained present. Subsequently, it was agreed in March 2019 that the Council's Scrutiny Committee would establish a Task and Finish Group to review the Housing Centres.

1.4 The scope of the review was to:

- Determine current level of use and public satisfaction with the centres.
- Look at current management models at each centre.
- Confirm the cost of providing the centres to the HRA.
- Explore potential alternative delivery models.
- Explore whether the current service offer meets the future needs of tenants and residents; and if not, what future model may best achieve this.

1.5 The group completed a comprehensive review of the centres over a 4-month period, acknowledging that different solutions may be appropriate for individual centres. It was important that group members visited each centre

and consulted with the local community and key stakeholders. A resident-wide consultation also took place to inform the review and options for future use and management of each centre.

- 1.6** Members of the Task and Finish Group were as follows: Councillors J Chilvers, W Nichols, S Shaw-Wright, J McCartney, and M Jordan. They were also joined by Keith Watkins, a member of the Council's Tenant Scrutiny Panel; and assisted by Council Officer Drew Fussey (Customer, Business and Revenues Service Manager).

2 The Review Process

2.1 Visits

One of the initial tasks performed by the Task and Finish Group was to visit all ten centres and to consider the various aspects of their appearance, usability and governance. Key stakeholders were also invited to attend to share their views. The outcome and notes made as part of these visits are attached in Appendix A.

2.2 Community Consultation

The Task and Finish Group were keen to engage the public in the review. A survey was therefore made available both online and in paper form. The online survey was publicised on the Council's website, as well as being sent to all participating tenants of our 'armchair consultees' group. Paper surveys were left at all ten centres for attendees to complete before collection, and neighbouring properties within the community were hand delivered a copy. Overall, the Council received 203 responses, illustrating a good response rate. A summary of the findings can be found in Appendix B.

2.3 Governance

Daily management of the centres is undertaken by the Housing and Property Services Teams. Each centre also has a constitution (Appendix C) and should have a management committee in place. The committee arrangements vary locally, and some are more formal than others. As part of the review visits arranged for the Task and Finish Group, committee members were also invited to attend and share their thoughts.

2.4 Usage

The management committee for each centre is authorised to have 6 free sessions per week (2 hours per session). Members of the public and community groups can hire the centres for their own use; the current charge is £10.40 per hour and use varies across the centres. Appendix D contains an overview of bookings taken in 2018/19 at each individual centre.

2.5 Income and Expenses

Council-owned centres are solely funded by the Housing Revenue Account (HRA), which is also the recipient of any income generated by the ten centres. This budget covers the cost of repairs and maintenance, centre improvements, utilities, fixtures and fittings, cleaning, general insurance and management costs. As the centres' financial budget is combined with other Council services, it is difficult to identify entirely the costs associated with each individual centre. The overall budget for the centres is provided in Appendix E, along with a breakdown of costs associated with each individual centre.

3 Key findings

3.1 Primary concerns with the centres were under-usage, a lack of community involvement, and a lack of control, clear structure and governance (both in terms of committees and Council management). Whilst there is some good work taking place in individual centres; overall, there is room for improvement in key areas.

3.2 Governance

There is weak governance across the centres, with the exception of Rosemary House, who along with Kelcbar have amended their Constitution to meet local needs. There is confusion over the roles of committees, how they operate and what support is available to them. Many do not report directly to the Council as they are unsure who to report to. This makes it difficult to assess membership and involvement, as well as what activities are taking place in each centre. Issues have also presented in some centres where individuals appear to have taken considerable management control, which although often leading to good work, can alienate the local community and residents who would otherwise use the centres, or use them more frequently.

3.3 Usage

Although it is agreed following the review that there is likely to be additional activity taking place in the centres of which the Council are unaware, it is also fair to conclude that all ten centres are not being used to full capacity; either during their regular opening hours or outside of this, such as evenings and weekends. There is also little strategy in place to effectively advertise the centres to the wider community. This may also stem from a lack of clarity regarding responsibility within Council functions.

3.4 Engagement

There has been a lost opportunity to truly engage with the community on the management and running of the centres. This includes the consideration of more enterprise projects, community-led workshops/projects and charitable involvement. Whilst some of the centres have done well to attract a more varied clientele, very few community groups and agencies are actively

engaged with and using the centres on a regular basis. There has also been little to no dedicated Council resource provided to the centres and their committees in regard to how to attract third party interest as well as looking at the potential for external funding opportunities.

3.5 Facilities and resources

In most cases, the centres have suffered from a lack of financial investment regarding their general upkeep and maintenance. Visits to the centres show that, whilst the facilities are adequate, they are not necessarily attractive or suitable for third party hire; especially when considering alternative venues available within the community. There is also inconsistency around the provision of disabled access, emphasising the importance of ensuring that the centres are DDA (Disability Discrimination Act 1995) compliant.

4 Conclusion and Recommendations

- 4.1** Based on the findings of the review, it is concluded that the centres should remain within the control of the Council for the immediate future due to their strategic importance in terms of the communities they serve.
- 4.2** It is recognised that finances play a significant part in this review, and it is recommended that income generation continue to be pursued in all ten centres. However, this should not be the Council's priority, which instead should be to increase community usage and develop the centres as key community assets (noting that these two aims are not mutually exclusive). Whilst the latter may be less profitable, this will deliver stronger and broader benefits to the community.
- 4.3** As noted, the HRA is used to finance the centres in their entirety, given that the centres were originally intended to service older and disabled Council tenants. However, International Financial Reporting Standards (IFRS) require that properties are categorised according to the purposes for which the Council holds them. Where the purpose of the property is identified as having changed since their original acquisition, these properties should be moved from one class of assets to another. The Right to Buy policy (allowing tenants to purchase their Council home at a discounted price) means that an increasing proportion of properties on Council's housing estate are occupied by leaseholders or private owners, rather than Council housing tenants. This means that the centres are no longer supplied solely for Selby District Council tenants. Therefore, if the centres were opened up to the wider community and made available for use by general residents rather than tenants alone, it may be appropriate that the General Fund be considered to fund the capital works required identified in the recommendations below but are retained within the HRA.
- 4.4** The group also found that existing staffing arrangements are not clear, meaning responsibility and ownership within the Council is somewhat absent regarding individual officers and teams. At the same time, there are concerns that there is limited capacity to both maintain the daily running of all ten

centres, whilst also carrying out more strategic development work. However, it is felt considerable improvements could be made by better defining officer roles in relation to management of the centres. A partnership model of management, looking to the Council to more directly involve colleagues from Housing as well as Communities and Partnerships, Town and Parish Councils, partners such as NYCC, voluntary and charitable groups and local residents; would provide a sense of 'ownership' whereby the Council are supporting the community to help themselves.

4.5 With this in mind, the group have made a number of recommendations for Executive Members to consider, set out below:

- **That work should be undertaken to assess whether it is appropriate to fund the works recommended below from the General fund whilst retaining the centres within the HRA.**
- **Does the Council want to consider each centre under an individual business plan or look at them as a whole? If we do want each centre to have its own individual plan, do we want to do this in phases and which centres come first?**
- **To establish a clear Council staff structure in relation to the management of the centres, including reporting and responsibilities. This will help to tackle the lack of clarity regarding which Council officers hold responsibility for the centres and who the committees should contact.**
- **To review the Constitutions for the centres to ensure they are standardised and fit for purpose. Each centre should also have a committee with registered members and with a process for reporting back activity to Council officers.**
- **To establish closer working relationship with Town and Parish Councils, either in regard to developing business plans or establishing the needs of the community.**
- **To identify local voluntary organisations, community and resident groups (some of which may already be present at the centres), subsequently exploring and encouraging their interest in being involved in the management of the centres. This could be facilitated by the Council's Communities and Partnerships Team.**
- **That all relevant service areas should consider the centres as venues for delivering services or hosting events, using these centres as an outreach facility to save residents traveling into Selby. They should also be promoted to partners as potential venues for them to do the same, especially regarding NYCC and the local CCG (Clinical Commissioning Group). Consideration also needs to take place as to whether these partner agencies should be charged for the use of the centres, given that an increased income yield could result in**

Business Rate charges. Using the centres for the delivery of services to reduce travel would also contribute toward reducing the council carbon footprint

- **To arrange for an independent valuation of each centre to understand the value of the asset 'as is' as well as the land value.**
- **That marketing of the centres needs to be improved, both online and within the local community. Residents need to know that the resource exists and where they can find it (e.g. additional signage). They should also be publicised as a resource for all, and not just serving a specific demographic. A social media presence for example, for each of the centres, could help remedy this.**
- **Finally, that the centres require financial investment and a full schedule of works should be produced for each centre. This should focus on ensuring all centres are DDA compliant and more attractive to outside hire. The Executive should consider funding this work the General fund whilst ownership of the centres remains within the HRA.**

5 Implications

5.1 Legal Implications

This review has provided tenants and residents alike an opportunity to share their views and be involved in the future of the centres, meeting the 'Tenant Involvement and Empowerment Standard' as set out by the Regulator of Social Housing.

Any legal implications arising from future proposals in respect of individual centres will be addressed as part of those proposals, and if required further reports produced to consider any specific legal implications

5.2 Financial Implications

Currently all centres work to a deficit and this is funded by the HRA Rent Payer. Whilst outgoings per annum are relatively similar for each centre, it is evident that different centres bring in varying incomes largely from rental. The income from the laundry service is negligible.

Any income earned is returned to the HRA budget. If there was a push to increase usage via rental space, there would be the need to consider the impact of paying business rates which could possibly eliminate any additional income made dependent upon the earning potential for each centre. For example, if the centres were promoted as a rentable space for commercial purposes such as running slimming clubs; such additional income generation would make the centres liable for business rates.

It is proposed that the centres benefit from additional financial investment in order to improve decoration as well as fixtures and fittings. Current revenue budgets allow for a yearly spend of £25,000 for repairs and maintenance. Once a full schedule of works is produced for each centre, financial viability can be ascertained and works prioritised according to budget.

Any additional financial implications arising from future proposals in respect of individual or all centres will be addressed as part of those proposals.

Consideration should also be given to how the centres can contribute to the lower carbon footprint of the Council.

5.3 Policy and Risk Implications

The review's recommendations provide a number of opportunities to develop a partnership approach to the management of our centres, between different Council directorates, partner agencies, third sector organisations, Council tenants and general residents. As with any proposal regarding partnership working arrangements, roles and responsibilities will need to be clearly identified in order to mitigate risk as much as possible.

5.4 Corporate Plan Implications

This review delivers on our strategic priority in the Corporate Plan 2020-2030 to make the Selby district 'a great place to live' by investing in our properties and communities.

5.5 Resource Implications

Rather than recommend additional staffing resources, the review instead concludes that considerable improvements could be made by better defining current Council officer roles in relation to management of the centres, and by facilitating a partnership model of management. This would require a review of current officer roles and responsibilities.

5.6 Equalities Impact Assessment

An EIA has not been completed as it is recognised that not all the centres are DDA (Disability Discrimination Act 1995) compliant. Carrying out the recommended work would ensure the centres were accessible to all with a protected characteristic.

6 Conclusion

The recommendations included in this report are aimed at ensuring that all ten Council-owned centres are better able to service both their community and the Selby district as a whole. If the centres are to provide true social value within their communities, they must adapt to the modern needs of tenants and residents, in order to stay relevant and make a difference.

7 Background Documents

None.

8 Appendices

Appendix A - Outcome of Centre visits

Appendix B - Summary of survey results

Appendix C - Copy of Centre Constitution

Appendix D - Centre usage 2018/19

Appendix E – Centre net spend 2017/18 & 2018/19

Contact Officer: Drew Fussey, Customer, Business and Revenues Service
Manager - dfussey@selby.gov.uk

APPENDIX A

	External Surroundings			First Impressions					Facilities				
Centre	Parking	Environment	Signage	Entrance	Decoration	Information	Contact Info	Event Info	Space available	Furniture & Fittings	Kitchen	Toilets	Wi-Fi
Westfield Court, Eggbrough	Adequate	Clean, tidy, welcoming	Signposted suitably	Clean, tidy, welcoming	Needs painting	Need bigger notice board and no contact info for bookings	Not available	Not available	Lounge/kitchen	Good order/appropriate	Good order	Adequate	No
Anne Sharpe Centre, Byram	Inadequate	Clean, tidy, welcoming	Needs directional signage	Clean, tidy, welcoming	Not needed	Good but no contact info for bookings	Not available	Available	Lounge/kitchen	New carpet	Cooker needed	Adequate but shared	No
Grove House, South Milford	Inadequate	Clean, tidy, welcoming	Needs directional signage	Clean, tidy, welcoming	Needs painting. Has new ceiling and lights	Good selection available	Available	Available	Lounge/kitchen	Good order/appropriate	Good order	Adequate	Yes
Harold Mills, Sherburn	4 parking spaces but an issue at school time (school is adjacent)	Clean, tidy, welcoming but standing water in the porch	Needs directional signage	Clean, tidy, welcoming	Not needed	Inappropriate signs by the Committee removed. Needs a notice board	Not available	Not available	Lounge/kitchen	Good order/appropriate	Good order	Good	Yes
Lady Popplewell, Sherburn	Inadequate	Looks tired	Needs directional signage	Plaster not painted after rewire years ago. Floor and entrance porch dirty	Needed	Needs someone to take ownership	Not available	Not available	Lounge/kitchen	All need replacing	Some cupboards locked in kitchen (dirty)	Adequate but needs decorating	Yes
Rosemary House, Tadcaster	Inadequate - residents parking only for the flats	Looks tired. Metal gates due to previous vandalism. Guttering is loose	Needs directional signage. On Google Maps and has its own FB page	Clean but in need of decoration and flooring	Needed	Needs ownership. Committee have their own FB page to advertise events	Available	Committee have their own FB page to advertise but will put up list	Lounge/kitchen	All need replacing	Yes, but needs updating and a new cooker	Adequate but needs decorating	Yes

Calcaria House, Tadcaster	Inadequate	Clean, tidy, welcoming	Needs directional signage	Clean, tidy, welcoming	Needed	Needs ownership	Available	Not available. Committee asked if NO could explain to tenants on sign up about the centres	2 x lounge and kitchen	Needs decoration and new carpets. Furniture good but very heavy	New kitchen fitted but no cooker. Residents want small lounge made into kitchen as they have large functions at times	Adequate but needs decorating	Yes
Kelbar, Tadcaster	Inadequate	Clean, tidy, welcoming but small hole in the roof to report	Needs directional signage	Clean, tidy, welcoming	Entrances and toilets need decorating. Committee told these would be painted in 2016/17	Good selection available	Available	Available	Lounge/ kitchen	Good	Has a new kitchen	Adequate but needs decorating	Yes
Coulton Centre, Selby	Good car park and street parking	Clean, tidy, welcoming	Needs directional signage	Clean, tidy, welcoming	In good decorative state	Looks cluttered and needs ownership	Available	Not available	2 x rooms and kitchen	Good	New kitchen but small. Needs new crockery etc.	Adequate but needs decorating and disabled facilities need attention	Yes
Cunliffe Centre, Selby	Inadequate	Clean, tidy, welcoming	Needs directional signage	Clean, tidy, welcoming	Needs attention throughout	Looks cluttered and needs ownership	Available	Not available	4 x rooms and 2 x kitchens	Needs attention throughout	Needs all new	Adequate but needs decorating and disabled facilities need attention	No

Additional Comments

Westfield Court: No attendees present at visit.

Anne Sharp Centre: 4 residents attended visit and stated that parking is a problem as it is shared with the Doctors Surgery. Heating is also providing on storage heaters and question was posed whether the centre could be fitted with gas central heating.

Grove House: No attendees present at visit. Post office now operates from the centre two days a week. Also has a defibrillator outside.

Harold Mills: No attendees. Noted that cooker is new and unused, but too small.

Lady Popplewell: 31 residents attended the first consultation meeting. They asked if a loop could be fitted for the hard of hearing. They were also upset that the centre is well used but badly in need of refurbishment. There were also complaints about the centre being dirty since the cleaner left in September 2019.

Rosemary House: 16 residents attended the visit plus members of the Committee, who have their own constitution.

Calcaria House: 8 residents attended visit.

Kelcbar: 17 residents attended the visit and the Committee have their own constitution. Also has a defibrillator outside.

Coultish Centre: 12 residents attended the visit but there is no formal Committee.

Cunliffe Centre: No attendees at visit. A very large building with potential to change the layout of the centre.

Summary

Car Parking: 7 centres considered parking would be inadequate for popular events.

External Environment: 8 centres considered clean and welcoming, whilst Rosemary House and Lady Popplewell need work.

External / directional signage: needs improved directional signage and registering on Google Maps. 8 centres also need external notice boards.

Entrance: Acceptable for 9 of the centres but Lady Popplewell in particular needs attention.

Internal decoration: 7 centres need decorating throughout (Coultish Centre and Harold Mills are in good order and Ann Sharpe is acceptable).

Information: 8 of the 10 centres need a tidy to make sure the notice boards are clear and include contact info and an up to date activity list.

Furniture: 5 centres need new furniture, but all need to be considered for more appropriate lighter tables if they are to be more multifunctional.

Toilets: generally seen as adequate but not all centres have disabled facilities that would comply with the DDA. This needs to be reviewed across all to ensure they meet the requirements for all potential users.

Kitchens: 5 centres considered adequate for hosting events. The other 5 are mixed with some needing minor changes and others needed a new kitchen.

Wi-Fi: 8 centres have Wi-Fi but in 2 it is not accessible to the public. Cunliffe Centre and Ann Sharpe have no Wi-Fi.

Community involvement: Overall, 88 individuals attended the visits. Lady Popplewell had the most attend with 31. 4 centres had no attendees – Westfield Court, Grove House, Harold Mills and Cunliffe Centre.

Appendix B

Consultation responses: totalled 203, a mix of online and paper returns.

Age of respondents was as follows:

Under 39 - 5.5%

40 to 59 - 14%

60 to 79 - 59%

80 plus - 21.5%

This means over 80% of respondents were aged over 60.

75% of respondents who disclosed their gender (190 of the 203) were female, with the remaining 25% male.

Almost all respondents stated their nearest village:

Eggborough - 3.5%

Byram - 5%

South Milford - 8%

Sherburn In Elmet - 23.8% /

Selby - 26.7%

Tadcaster - 33%

86% of respondents had used a Housing Centre before. Of these, 80.5% in the last month, 7.5% in last 3 months and 7% in last year.

Of those who did not use the centres, the most common reason cited for this was because they did not know what was going on within them, followed by not knowing where they were. A small number also said they did not attend due to transport issues.

Activities respondents would like to see at the centres, in descending popularity:

Bingo - 62%

Café - 56%

Talks - 51%

Music and film events - 51%

Arts and crafts - 50%

Fundraising events - 44%

Skills and learning opportunities - 42%

Health and advice - 42%

Games - 39%

In terms of other activities wanted by respondents not listed, the most frequent were: additional laundry facilities, exercise classes for the elderly, meetings to discuss local issues, jumble sales, play groups, and book clubs.

When asked '*would you consider hiring a Community Centre in future:*' 51% said yes, 13% said no and 36% were unsure.

When asked '*would you like to be involved in running one of our Community Centres:*' 25% said yes, 41% said no and 34% were unsure.

Respondents were also able to provide comments as to how we could improve the centres. Key themes here included:

- Issues with committees abusing their powers
- Lack of advertisement
- No transport to get there
- Committee to be better engaged with the Council
- Improved facilities and redecoration
- Increasing use for all age groups
- More and different events available

Some of the comments are noted below:

'What's on and when needs to be advertised more...we need to get younger people involved to try and get more events on.'

'Most of the villagers don't know it's here. All the white goods in the kitchen need repairing or replacing as they are so old.'

'Maybe we need more advertising to young families for children's parties as residents think it is for old people only.'

'Promote their use by information to the community, more varied activities and involve the community in volunteering. People not near to the centre do not know of it or where it is.'

'Centre needs new kitchen bits - cooker, microwave, pots and pans to enable use of hiring. It also needs greater SDC involvement and running of the place.'

'The community centre is not very inviting in how it looks. It needs a good make over on everything.'

Appendix C

CONSTITUTION OF THE COMMUNITY CENTRE

NAME OF CENTRE AND PURPOSE The Centre shall be called *. Its purpose is to provide a meeting place and entertainment for Senior Citizens living in * and immediately surrounding villages.

THE COMMITTEE The Management Committee shall be called the * Management Committee - hereinafter referred to as the Management Committee.

OBJECTS OF THE COMMITTEE The Management Committee shall be responsible for the day to day running of the Centre and the promotion and regulation of its use by those eligible.

Those eligible to use the Centre are all those of pensionable age and the disabled living in the villages referred to above.

COMPOSITION OF THE COMMITTEE The Committee shall comprise of no more than 12 Members elected by those eligible to use the Centre (by invitation others not eligible to use the Centre may have their names put forward for election) at the Annual General Meeting.

SELECTION OF THE COMMITTEE The Annual General Meeting shall elect the Committee each year. Members elected shall serve for a period of one year and may allow their names to go forward for election for further periods of yearly service.

The Management Committee shall have power by a two thirds majority vote to co-opt any person to serve on the Committee whom it feels would benefit its work. Co-opted members have no vote in Committee on policy decisions.

THE CHAIRMAN A Chairman shall be elected annually by the Committee from amongst its members. This election to take place at the AGM. The Chairman will serve for a period of one year. That person may stand for re-election for further yearly terms.

THE HONORARY SECRETARY At the same first meeting of the Committee each year the Honorary Secretary shall be elected for a period of one year. He/she may stand for re-election for further yearly terms. The Secretary shall take minutes at the AGM and each Committee meeting and record them in a book provided for this purpose.

THE HONORARY The Honorary Treasurer shall be elected at the same

TREASURER

meeting to serve for one year and shall keep a record of all financial transactions pertaining to the Centre. The Honorary Treasurer shall be required to present to the Committee an audited Statement of Account in March which the Committee will put before the AGM for acceptance in April. The Honorary Treasurer may serve for further periods of yearly service.

RULES

1. The Committee shall meet as often as its business requires providing that there shall be at least one meeting each quarter.
2. The Honorary Secretary shall convene the meeting on the instruction of the Chairman by giving at least seven days clear notice to members.
3. A meeting may also be convened by request of at least six members of the Committee.
4. The Annual General Meeting shall be held in April each year and a report of the Centre's activities shall be presented by the Chairman to the AGM.
5. Any changes, amendments or additions to the Constitution can be made only at the AGM. Submissions in writing, duly proposed and seconded by those eligible to vote at the AGM, must be received by the Honorary Secretary at least six weeks before the date of the AGM. Any additions to or changes in the Constitution must be made in the form of a motion to the AGM and before being adopted must be passed by at least a two thirds voting majority of those attending the AGM.
6. Those eligible to vote at the AGM are all members of the Centre - that is all senior citizens and disabled persons living in the villages referred to in the Constitution.
7. The assets of the Committee shall be held for and used for the benefit of all senior citizens and disabled persons living in the above mentioned villages. Should all members of the Committee resign and no-one be elected to replace those members, then all the assets of the Committee shall be immediately transferred to the account of "Selby District Council".
8. In any matter of Policy and Use of the Centre decision rests with the Management Committee whose decision shall in all matters be final.
9. **VOTING AT COMMITTEE MEETINGS**

All elected members of the Committee shall have one vote each but co-opted members may only vote in non-policy matters. In the case of a tied vote the Chairman shall have a second or casting vote.

Appendix D

Centre usage (hours per week) in 2018/19

Commercial = paid regular rental income

Social = committee activities and other social events e.g. bingo, coffee mornings

H&W = promoting wellbeing in the community via clubs etc.

Council = being used by Council for Council business e.g. drop-ins and team meetings

Ad hoc = paid bookings over the year that are not regular

Centre	Commercial	Social	H&W	Council	Ad hoc (p.a.)
Ann Sharpe	28	8	0	0	4
Grove House	0	8.5	2	0.5	0
Coultish Centre	3	10	2h 45mins	1	7
Cunliffe Centre	22	11	3	0	5
Westfield Court	0	2.5	2	2	0
Lady Popplewell	2h 45mins	8	4	0	4
Harold Mills	0	4.5	1.5	0	0
Kelcbar	0	3.5	4	0	6
Rosemary House	0	8	0	0	20
Calcaria	1	9	3	3	0

Appendix E – Housing Centres - Net Cost of Service

Account description	2017/18 Actual	2018/19 Actual	Notes	
Income				
OTHER INCOME	-612	-160		
FEES & CHARGES	-81	0		
LAUNDRY INCOME	259	-441		
HIRE/LETTINGS - ROOMS	-12,953	-15,057		
Total Income	-13,387	-15,658		
Direct Costs				
GROSS PAY	34,764	30,667	Cleaning Staff Costs	
NATIONAL INSURANCE EMPLOYERS	601	460		
SUPERANNUATION EMPLOYERS	4,729	4,603		
APPRENTICESHIP LEVY	163	136		
REPAIRS & MAINTENANCE	10,383	12,843		
IMPROVEMENTS TO PROPERTY	15,309	9,009		
GAS	8,086	-1,617		
ELECTRICITY	38,655	26,553		
RENTS (EXPENDITURE)	8,652	8,566		Rent Charge for Warden occupied Units
NNDR	2,475	2,741		
WATER - METERED	16,820	13,389		
FIXTURE & FITTING R & M	6,181	2,894		
CLEANING MATERIALS	744	199		
WINDOW CLEANING	1,694	2,754		
CLOTHING & UNIFORMS	75	0		
GENERAL OFFICE EXPENSES	600	755		
CLIENT COSTS REFUSE COLLECTION	3,176	3,314		
PRIVATE CONTRACTORS - CONTRACT	413	374		
SUB-CONTRACTORS - RESPONSIVE	10,181	11,478		
TELEPHONES - OFFICE	11,138	15,876		
TELEPHONES - MOBILE	72	117		
MISCELLANEOUS	120	148		
GENERAL INSURANCES	61,048	49,430		
Total Direct Costs	236,080	194,687		
Net Position - Direct Costs & Income	222,693	179,029		
Support Services (Indirect Costs)				
OTHER CENTRAL DEPT. SUPPORT	65,080	65,080	Costs of Lifeline Team Managing Centres	
Net Position - after Indirect costs	287,773	244,109		
Accounting Adjustments				
BACK FUNDED SUPERANN	8,630	8,683		
IAS 19 ADJUSTMENT	-4,729	-4,603		
DEPRECIATION	32,486	17,074		
REVALUATIONS		42,482		
Total Accounting Adjustments	36,387	63,636		
Net Cost of Service	324,160	307,744		



Report Reference Number: S/20/9

To: Scrutiny Committee
Date: 24 September 2020
Author: Victoria Foreman - Democratic Services Officer
Lead Executive Member: Councillor Chris Pearson - Executive Lead Member for Housing, Health and Culture
Lead Officer: Keith Cadman – Head of Commissioning, Contracts and Procurement and Aimi Brookes - Contracts Team Leader

Title: Inspiring Healthy Lifestyles – Selby Annual Review 2019-20 and Verbal Update on Urgent Decision taken during Covid-19 relating to Leisure Services made in May 2020

Summary:

The Scrutiny Committee is asked to consider the IHL Selby Annual Review 2019-20 which provides an overview of the period April 2019 to March 2020 (attached at Appendix A). This report was considered by the Executive at its meeting on 3 July 2020.

In addition and as requested, Officers will also provide information by way of a verbal update on the urgent decision taken during Covid-19 in May 2020 relating to the waiving of a portion of management fees for the Leisure Services Contract.

The urgent decision and report are attached at Appendix B but is also available to view online here: <https://democracy.selby.gov.uk/ieDecisionDetails.aspx?ID=263>

Recommendation:

The Scrutiny Committee is asked to consider and comment on the content of the Annual Review 2019-20, and note the information provided by Officers on the urgent decision taken during Covid-19 in May 2020 relating to the waiving of a portion of the management fees for the Leisure Services Contract.

Reasons for recommendation

The Committee is asked to consider the information as set out in the reports at Appendices A and B as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.

1. Introduction and background

- 1.1** Please see the IHL report considered by the Executive on 3 July 2020 attached to this report at Appendix A, and the urgent decision report and decision record from May 2020 at Appendix B.

2. The Report

- 2.1** Please see the IHL report considered by the Executive on 3 July 2020 attached to this report at Appendix A and the urgent decision report and decision record from May 2020 at Appendix B.

3. Alternative Options Considered

None applicable.

4. Implications

4.1 Legal Implications

Effective Scrutiny arrangements form part of the governance framework of the Council. Please see the IHL report considered by the Executive on 3 July 2020 attached at Appendix A to this report and the urgent decision report and decision record from May 2020 at Appendix B.

4.2 Financial Implications

Please see the IHL report considered by the Executive on 3 July 2020 attached at Appendix A to this report and the urgent decision report and decision record from May 2020 at Appendix B.

4.3 Policy and Risk Implications

Please see the IHL report considered by the Executive on 3 July 2020 attached at Appendix A to this report and the urgent decision report and decision record from May 2020 at Appendix B.

4.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.

4.5 Resource Implications

Please see the IHL report considered by the Executive on 3 July 2020 attached at Appendix A to this report and the urgent decision report and decision record from May 2020 at Appendix B.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Please see the IHL report considered by the Executive on 3 July 2020 attached at Appendix A to this report and the urgent decision report and decision record from May 2020 at Appendix B.

5. Conclusion

- 5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's services; the Committee's comments and observations are welcomed.

6. Background Documents

None.

7. Appendices

Appendix A – Selby IHL Annual Review 2019-20

Appendix B – Urgent Decision Report and Decision Record, May 2020: Leisure Services Contract - Waiving the portion of the management fee payments from 1 April 2020 to 30 June 2020 following the Government decision to close all leisure facilities as a result of COVID-19

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Inspiring
healthy
lifestyles



Inspiring Healthy Lifestyles
Selby Annual Review 2019/2020

Introduction

- This review covers the period April 2019 to March 2020 inclusive. Inspiring healthy lifestyles (IHL) works in partnership with Selby District Council (SDC) to deliver leisure facilities across the Selby district. Services include leisure centre management at Selby Leisure Centre and Tadcaster Leisure Centre, Selby Park and the development of sport and health interventions and outreach work through the Wellbeing team. 2019/20 marks the fifth full year of the extended 15-year contract.
- The end of year saw the profound impact of the emergence of Covid-19 with activity delivery suspended with effect from the week of 16th March and included the closure of all leisure sites on 20th March.
- As at end of March 2020 within Selby Leisure Centre (including Selby Park) there are 38 employees (18 full-time, 20 part-time). There are 7 employees at Tadcaster Leisure Centre, (4 full-time, 3 part-time). Overall this represents a slight increase from 2018/19. With the onset of the Covid-19 pandemic and lockdown measures in late March, 11 members of staff remained classed as 'working' with the remainder furloughed.



Executive Summary

- **This paper considers the performance and key highlights from 2019/20. The impact of the Covid-19 virus towards the end of the reporting period had a significant impact on final performance as leisure centre visits for the combined sites and for Selby Leisure Centre alone were on course to achieve target prior to March. Because of the forced closure, final performance represented a decrease on the previous year, whilst visits to Tadcaster Leisure Centre, after years of exceeding target and consistently increasing, also fell below target and represented a decrease on 2018/19 performance. In response to the unprecedented challenge presented by the Covid-19 pandemic and lockdown measures the year ended with a range of innovative offers being developed including online fitness sessions to ensure our service users remained active and engaged.**
- At the start of the reporting year the suite of indicators relating to Lifestyle membership and to leisure centre usage by demographic grouping were reviewed to reduce duplication, and the revised reporting scorecard is presented below. Leisure centre usage by the different demographic groups generally performed ahead of target.
- Customer satisfaction ratings at the leisure facilities showed a slight decline from the previous year, albeit generally in line with targets. In response to the feedback a number of positive measures have been put in place including the appointment of a cleaning champion to oversee and manage the site cleanliness and a regular and rigorous set of cleaning monitoring standards which are clearly communicated to all staff. Quest health checks were carried out during the year with both sites achieving a pass.
- The Wellbeing team continue to exceed targets for achieving and sustaining weight loss within the adult weight management service funded by North Yorkshire County Council (NYCC) Public Health.
- The table below illustrates how our performance measures align to both the IHL strategic objectives and the SDC

SDC Corporate Plan	Inspiring healthy lifestyles' Strategic Objectives	Measures
Making Selby District a Great Place to Do Business	<p>We promise to make a difference to education and skills.</p> <p>We promise to make a difference to the environment.</p>	<p>Provision of apprenticeship opportunities</p> <p>Number of visitors to leisure centres / sites from outside the district</p> <p>Attracting external funding into the Selby District</p> <p>Working with business partners such as Selby Co-operative, Leeds United Foundation and Tadcaster CIC (The Barn)</p> <p>Offering corporate leisure memberships</p> <p>Attendance at job fairs, school interview and career awareness days</p>
Making Selby District a Great Place to Enjoy Life	We promise to make a difference to health.	<p>Number of participants (leisure centres and outreach)</p> <p>Increased participation rates including from key demographic groups</p> <p>Number of leisure centre members</p> <p>Number of participants on targeted health programmes</p> <p>Support provided in delivery of key events across the District</p>
Making Selby District a Great Place to Make a Difference	<p>We promise to make a difference to education and skills.</p> <p>We promise to make a difference to the environment.</p>	<p>Customer satisfaction surveys</p> <p>Partnership working and engagement with local community network groups to consult, share resources and secure external funding for new community projects i.e. Selby Health</p> <p>Matters partnership</p> <p>Quest assessments at leisure centre sites</p> <p>Extension of learnings from ISO14001 accreditation</p> <p>Support of events using the Amphitheatre and Marketplace sites</p>

Facility Summaries

Leisure Centres - Selby

- Selby Leisure Centre brings a wide range of leisure and recreation opportunities. In addition to regular exercise and activity classes, offers include virtual fitness sessions, seven personal trainers, and an extensive range of Les Mills classes. The site also makes use of the latest leisure technology including Technogym and Swimtag which supports participants to track their activity levels, monitor their progress and illustrate the benefits of being active. Third party apps have also been developed to link into members wellness programmes.
- As part of the site's continuously refreshed offer the team have developed and delivered a range of new activities including Fat Burner, Kettlecise and Barre Fitness classes.
- The site delivers the Learn to Swim programme supported by the On Course online management system. 2019/20 saw numbers of individual participants on the programme remain in line with the previous year, at 1,781.
- The site has invested in developing staff to support the Learn to Swim programme. Three lifeguards were upskilled to become swimming teachers and one swim teacher was put through their NPLQ to support the growth of the swimming lesson programme. All teachers attended in-house training to improve stroke development and technique alongside various professional development opportunities throughout the year. Leisure centre members took part in a number of themed gym and fitness challenges throughout the year including over 50 participants signing up to the Total Warrior Challenge with a series of fitness programmes in preparation for competing in the Total Warrior Great Northern Mud Run. We also created and participated in other events such as Moves and Tour de France. This approach continues to prove successful in engaging and motivating sustained participation. Three Les Mills launch events were held during the year showcasing the new Les Mills products and classes on offer.



- Two apprentices started their learning programmes at Selby Leisure Centre in autumn 2019. The apprentices will complete their NVQ in Activity Leadership and Level 2 Fitness Instructor alongside other qualifications such as National Pool Lifeguard Qualification, Climbing and First Aid and Mental Health Awareness. One apprentice from 2018/19 was appointed to the Senior Leisure Assistant position at Tadcaster Leisure Centre showing the real benefits of investing in the apprenticeship scheme both to the individual and to IHL.
- Our Wellbeing team deliver a range of specialist health programmes from the site including low impact exercise classes, an Active Outdoors programme (running, walking and cycling), Back to Sport sessions, youth engagement projects and a comprehensive School Coaching offer.
- Alongside the indoor leisure offer at Selby, the site's all-weather pitch is used for bootcamp fitness sessions, walking football, five-a-side football, introductory Triathlon sessions and children's activity camps. The site is also used as the home base for Selby Hockey Club and junior football teams.
- Selby Leisure Centre is a registered Changing Places facility, one of only two in the town, which is suitable and accessible to people with profound and multiple learning and physical disabilities. The site is also accredited as a Breast Feeding Friendly centre.
- Selby Leisure Centre is used as a home venue by local community sports clubs including Selby Tiger Sharks (swimming), Selby Aquanauts, Selby Sub Aqua Club and Selby Hockey Club. Selby Sub Aqua Club deliver training and taster sessions from the centre, providing the most active training site for the sport in the country.

Our Wellbeing and Leisure Centre staff work collaboratively to host events and

provide opportunities to engage with new audiences, sports clubs and members, taking an asset-based approach to community development.

- We reviewed our schools swimming programme in September 2019 and changed from thirty to fifty minute swimming lessons in order to give pupils
- increased learning time with our qualified teachers. This is in order to support improved swimming attainment standards. The site also hosted two inter-school swimming galas, PE lessons and various school sport festivals. Selby Leisure Centre also hosts visits by school groups based upon five thematic areas: sport and fitness, health, mathematics, science and career opportunities. In addition, the site complements the Healthy Active Schools programme by hosting bespoke activity days aimed at primary school pupils.

Leisure Centre and Wellbeing teams collaborated to deliver events such as Parkinson's Awareness, Friday Night Film and a Swimming and Multi-Skills Gala. The major event in 2019/20 was the finish of the first stage of the Tour de Yorkshire, hosted in Selby town centre, which all IHL teams were involved in. Both Wellbeing and the Leisure Centre staff have an annual outreach and event plan and utilise staff where possible to support wider audience engagement. A local, regional and national marketing campaigns calendar is now in place to support cross-promotion across the business.

Leisure Centres - Tadcaster

- Leisure centre usage at Tadcaster fell slightly below target during the year and represented a drop from 2018/19, albeit coming on the back of several years of continuous growth. New classes have been introduced including a half hour HIIT workout on the gym floor. Other activities delivered from the site include gymnastics, badminton, indoor walking football, table tennis, basketball and pickleball.
- The site continues to promote swimming by including access to Tadcaster Community Swimming Pool as an element of its membership package, and over 4,000 swims were recorded by members during 2019/20.
- The centre hosted Friday Night Football sessions delivered with external sports activity providers The Gist. The centre is also running gymnastics and junior badminton clubs and hosts two adult badminton clubs.
- The site hosts regular NHS Blood Donation sessions throughout the year.
- Selby and Tadcaster Leisure Centres host weekly sessions for Selby High School and Tadcaster Grammar School respectively and run junior gym sessions every day of the week, which has resulted in an increase in sales of junior memberships. Both sites also offer Year 12 student placements to schools in the North Yorkshire and East Riding catchment areas.



Selby Park

- Selby Community Cycle Hub launched as part of Wellbeing's Selby Active Outdoors Programme (running, walking and cycling) and took place on the day following the Tour de Yorkshire stage finish in Selby. The event was supported by partners who offered activities including smoothie bikes, balance bikes, free standing bike races and obstacle courses. We also offered family-friendly and women-only guided rides as part of the event.
- The bat boxes in the park have been showcased during the new bat walk events. The events were offered free of charge and were well attended.
- Participants have given feedback to suggest more bat walks taking place in the area therefore IHL are looking at ways to implement themed walks more frequently through the Selby Active Outdoors programme.
- Picnic Brass Band events were delivered between May and August 2019 and were more popular during the events that were lucky enough to have dry, warm weather.

Football Pitches – Portholme Road / Denison Road

- Throughout the year four local teams playing in the York and District football league used the pitches as home venues.
- The Portholme Road site was used by Selby Town Council for the Annual Family Fun Day which was further supported by IHL with the delivery of Selby Vintage Car and Motorbike Rally.

Marketplace and Amphitheatre

- The Marketplace has been used for several events including the Tour de Yorkshire and the annual Three Swans Sportive.





Wellbeing Services

The Wellbeing team comprises of six team members including:

- Wellbeing Manager
- Wellbeing Coordinator
- Education Coordinator
- 2 Specialist Instructors (Activity Referral Scheme / Back to Sport)
- One employee filling 2 part-time posts, a Wellbeing Specialist Instructor (Youth Engagement) and a Wellbeing Coach role.

50% of posts are core funded, one is funded via income generated through the Activity Referral Scheme, another via NYCC Public Health and a temporary role was funded collaboratively by the North Yorkshire Police and Crime Commissioner, North Yorkshire Sport, Schools Coaching

Service and Active Camp programme. All staff access inhouse and external training, examples include: Mental Health Champion; Dementia and Autism Friends; Inclusive Activity; Safeguarding; Making Every Contact Count; UK England Athletics Leader in Running Fitness; British Cycling Level 1 Ride Leader; Fire Safety; First Aid; Risk Assessment; Suicide Prevention and Gendered Intelligence. Two staff members are continuing to work towards their Level 3 Certificate in Assessing Vocational Achievements and the Wellbeing Manager is undertaking the L5 NVQ Diploma in Management and Leadership and has completed the ILM Level 5 Management and Leadership course.

Key Commissioned Services for Selby District

Move it and Lose it

Move It and Lose It, a tier 2 adult weight management service, continues to be delivered successfully in the third year of a five year contract with a possibility of further extension. NYCC's Public Health department fund the service to enable eligible clients to access up to 24 weeks free of charge. The service is available for adults aged 18+ with a BMI over 25 who are living, working or registered with a GP in the Selby District. Over the past year, the team have significantly developed the maintenance phase of the service targeted at clients who have successfully completed the first 12 weeks and achieved target weight loss. The maintenance phase offers a condensed physical activity programme for a further 12 weeks free of charge, nutritional support is then provided by our trained specialist staff. The annual target for the number of clients achieving and sustaining weight loss at 6 months is 34, the 2019/20 year end position was more than double this at 92.



Participant A said:

“My fitness level has improved greatly to the point where I’m looking at doing the next level of classes. My confidence has grown greatly, I now interact with all members of the class and help new members. My weight loss has also given me a great confidence boost (I’m nearly 5 stone lighter). I have lots more energy now and enjoy being active. I now help at my local Slimming World class and often sing the praises of Selby Leisure Centre and the Wellbeing team. If I can do this anyone can.”



Strong and Steady

Strong and Steady is a 12 week strength and balance programme available to people aged 65 and older who are at risk of suffering trips and falls. Weekly classes are delivered at Selby, Sherburn and Tadcaster venues by falls prevention trained instructors. The service is commissioned by North Yorkshire Sport until September 2020. Participants are triaged by Selby Age UK and supported with wider needs. The session also includes opportunities for participants to socially interact over refreshments, reducing feelings of social isolation.

A local Community Safety Officer visited each class and said: “The group at Tadcaster was an especially good group to see – four participants were very keen on (and in need of) a visit from North Yorkshire Fire and Rescue Service and two of those people were referred to NYCC for free deaf alarm systems. A 90 something year old lady had no smoke detectors and I also referred her for a Warm and Well visit and left her with information on Living Well & NYCC Occupational Therapy services - definitely worth me popping in!”

An additional chair based exercise session in Sherburn has been funded for the year as part of a universal offer. The group includes users of the Sherburn Visiting Scheme and children from the local nursery to promote intergenerational activity.

Schools Coaching Service

The education staff within the Wellbeing team have delivered 288 after school clubs (4,320 attendances), 303 curriculum sessions (9,090 participants) and 11 weeks of school holiday Active Camp programmes using a range of indoor and outdoor facilities.

The team were involved in the planning and delivery of the Primary School / School Sport Partnership swimming gala and multi skills festival where 80 children attended.

The Wellbeing team have also provided a key link in supporting and signposting schools to access the leisure facilities through taster days, school festivals and end of term treat events as well as supporting PE lessons within the centres. Within the past year there have been 408 school swimming lessons (16,320 attendances). The education team provide high quality PE lessons and after school clubs across the district to help tackle childhood obesity and promote social engagement.



Reducing Anti-Social Behaviour and Creating Well Rounded Young People in Selby

An application to the North Yorkshire Police, Fire and Crime Commissioner to fund this new, innovative project was successful. The project ran throughout 2019/20, with aspects of the project scheduled to remain part of the Wellbeing delivery plan for the forthcoming year. The project aims to prevent anti-social behaviour through early intervention via two methods: first to deliver a series of workshops within target groups in primary school years 5 and 6 across the district on topics including rail safety, first aid, resilience, values, self-efficacy and play the right way. Staff were able to engage with wider partners such as the Police to deliver aspects of the interactive workshops and feedback was well received.

Teacher A said:

“I feel the points covered were purposeful, engaging and thought provoking. Year 6 were actively engaged in the lessons and looked forward to the workshop each week.”

The second aspect to the project involved provision of diversionary community activities in areas with a high rate of anti-social behaviour. Originally it was intended to provide activities in Selby and Sherburn, however following the trend of incidents both community sessions were delivered

in Selby Town. North Yorkshire Sport provided funding through their Satellite Club programme to support a weekly two hour activity session. The sessions have been extremely successful in engaging with vulnerable young people (targeted at aged 8-12 and 13-19), including some known perpetrators of anti-social behaviour incidents. Feedback has demonstrated a significant impact reduction of incidents during Tuesday evenings when the Satellite Club takes place.

A local PCSO involved in the project said: “I have worked with IHL closely over the past 6 months as part of this project. Working with a partner agency is crucial in the Police and IHL makes this totally enjoyable. We have worked together at meetings, events at Selby Leisure Centre and even done school visits, where it is clear IHL have set up some great relationships with people in the community. Another aspect of our working relationship has been information sharing, IHL has been key in identifying ASB offenders in the area and pointing out those that might need some extra attention. Relevant IHL staff are professional, personable and clearly very dedicated to the role.”

Core Wellbeing Programmes

Activity Referral Scheme

Over the course of 2019/20 the referral scheme was further enhanced with the addition of swimming activities. The Wellbeing team partnered with the local Parkinson's UK Society to implement this activity at the request of service users. Cardiac rehabilitation remains a key aspect of the programme, with provision of classes at Selby, Sherburn and Tadcaster venues. There are plans to expand training in this discipline to further develop programmes in the District. Alongside the traditional referral source (through GPs and health professionals), a self-referral form is now available for low risk clients to streamline the process and avoid unnecessary GP appointments where this route is appropriate. So far this has been positively received by clients and partners and has enabled a more efficient referral process. Other specialist classes are available to referral scheme participants including low impact circuits and supervised gym sessions. In 2019/20, 163 clients reported an increase in physical activity levels following 12 weeks engagement in the programme.



Selby Active Outdoors Programme

The programme includes running, walking and cycling activities provided across the District. Selby Active Outdoors is built on a volunteer led model, providing training and qualifications to volunteers who wish to lead activities in their local community. The programme launched in line with Selby Community Cycle Hub in May 2019 and has so far delivered: bicycle maintenance workshops; guided rides; opportunities to visit the Brownlee Centre cycle circuit free of charge (for Disability Hub and Let's Ride pop-up events) and an inclusive cycling event hosted at The Barn in Tadcaster. This event was held prior to the UCI Road World Championship and Paracycle International events in September. Plans are in place to deliver community cycle coaching courses and provide training to implement community bikeability sessions.

In 2019, the first round of Couch to 5K courses started in Riccall and the group have remained together on completion of the 9 week programme to create a social run group, promoting community cohesion. Additional Couch to 5K courses are to take place across the District.

Wellbeing staff continue to deliver the weekly health walk with the support of the Walking for Health volunteers. Two bat walk events were also delivered as part of the Active Outdoors programme which were extremely popular.

Back to Sport

The programme supports two walking football sessions at Selby and Tadcaster Leisure Centres. One is volunteer led and the other is targeted at people aged 50 and over, supported by IHL staff. Both sessions run weekly and are available to members and non-members at a small cost per person.

Additional Projects

Active Inclusive

Active Inclusive offers individuals with disabilities and their families a range of fun and friendly sessions. Active Inclusive programmes range from specific activities to inclusive family sessions and support for those wanting to become more active. Our Active Inclusive sessions take place in accessible locations, providing participants with a place to learn exciting new skills and in some cases enjoy competitive sports. Examples include cycling (using adapted bikes), indoor climbing, bowling and adventure play, plus access to the monthly specialist swim session. We are hoping to further develop our Active Inclusive offer.

Workplace Health

The Wellbeing Team continue to support local businesses looking to achieve the Workplace Wellbeing Charter bronze, silver or gold award (designed by NYCC Public Health), with one local business currently working towards achieving the award and others being encouraged to engage. Other work includes delivery of taster sessions, participation in workplace events and hosting the annual Corporate Rounders Tournament at Selby Leisure Centre.

Mental Health

Almost all IHL staff have now undertaken either the one day or two day Mental Health First Aid training or the half day Mental Health Awareness session. The aspiration is to ensure all staff are adequately trained and for any new employees to receive the training as appropriate. We are looking to introduce Mental Health Champions into the workplace to further support staff needs.

Healthy Workforce

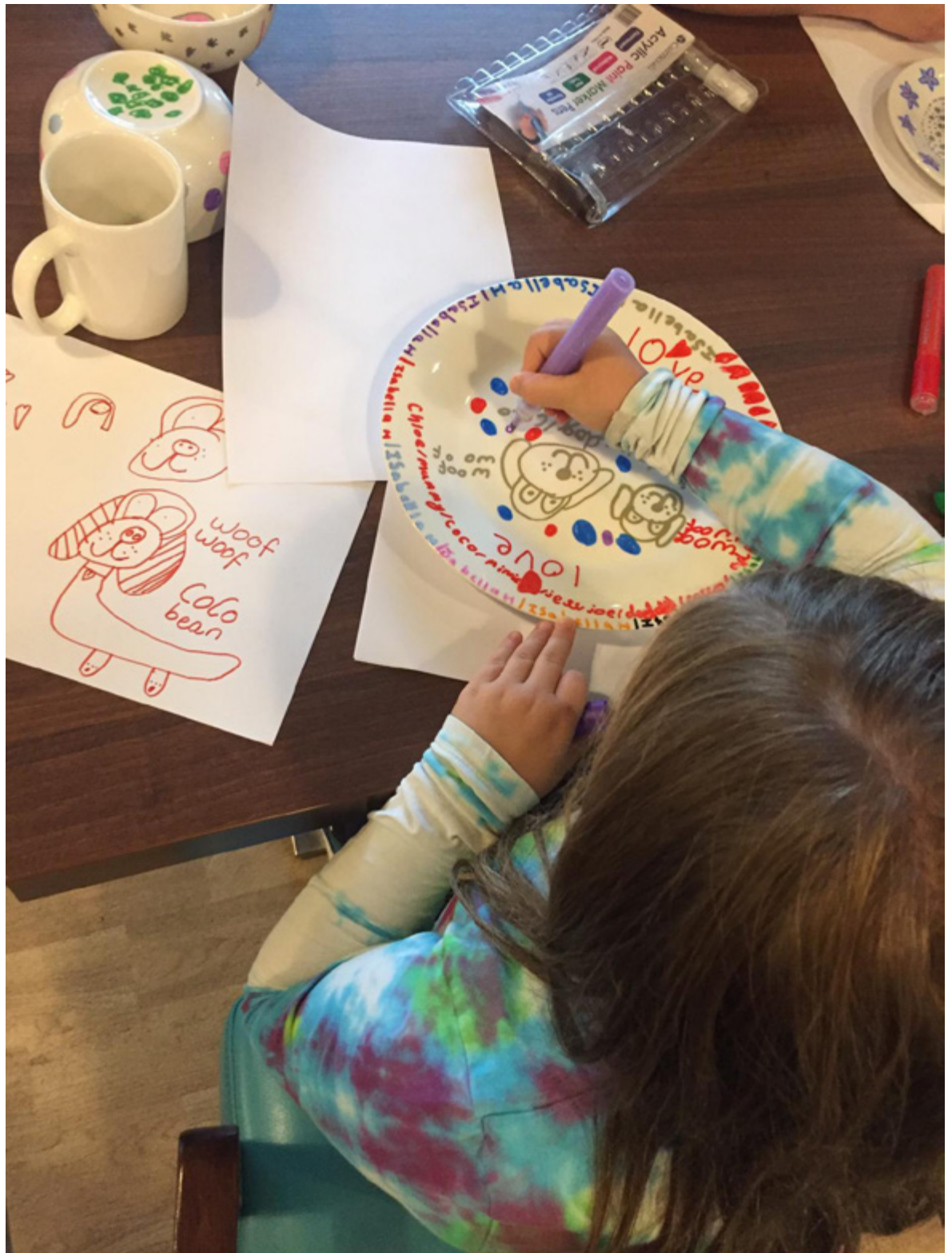
Internally, IHL have implemented a Healthy Workforce group to improve opportunities for all employees to feel healthy at work. The group incorporates staff feedback and ideas to provide activities supporting mental and physical health whilst at work, examples include lunchtime walks, stress free colouring books and a free back care class. The Mental Health Champions proposal has been progressed via the Healthy Workforce group to ensure staff have someone to talk to in a confidential setting. The group have implemented innovative challenges and competitions such as a monthly themed photography competition with the winning pictures forming a 2021 IHL calendar.

Key Focuses

Holiday Hunger

A targeted Holiday Hunger camp took place throughout the summer of 2019 for 15 children identified as being at high risk of deprivation during school holidays when provision of free school meals is unavailable. Participants were identified by School Liaison Officers and involved staff working at the Selby Pupil Referral Unit. Activities were delivered alongside our Active Camps programme to offer a range of fun activities each day. Additionally, participants were given a healthy breakfast, lunch and snack provided free of charge or at extremely low cost to families, depending on personal circumstances. A successful application was made to the Selby Co-op store to access their daily food donations and staff were overwhelmed with the supplies which supported meals and enabled participants to take extra food home to their families. We were able to support a family who couldn't afford an additional nine meals per day to feed their three children over the half term holidays. The family expressed their gratitude to IHL for the support they received.





StreetGames Fit and Fed

This Friday night programme was delivered throughout school holidays in 2019 to provide fun, free and educational activities to children aged 8-12 living in Selby Town wards. The sessions comprised of coached physical activity and nutritional workshops including free refreshments. One activity involved the children decorating their own ceramic plate and cup to encourage excitement around family mealtimes at home.

Cross-Service Working and Events

Sportive

Selby's seventh annual Three Swans Sportive was yet again a success with over 1,000 riders taking part. The event is organised by Yorkshire Cancer Research in partnership with Selby Cycling Club and many IHL teams are involved in supporting the event each year.



Tour de Yorkshire / UCI Championships

The Tour de Yorkshire Stage 1 finish in Selby and the start of some of the Para Cycle International races in Tadcaster (part of the UCI World Road Championships) were very successful in engaging communities in dressing up towns and villages and supporting community spirit. The Wellbeing Manager was a member of the committee board of both races as well as the Yorkshire 2019 Cycle Legacy Steering Group led by British Cycling, Sport England and UK Sport. A cycling legacy framework has been established to encourage local authorities to continue to promote cycling and active travel following these major events. IHL plan to use the Selby Active Outdoors programme in conjunction with Selby Community Cycle Hub to increase opportunities for people to learn to ride and develop cycling knowledge and skills.



Coats for Christmas

The Coats for Christmas initiative took place over two weeks in December 2019 and aimed to keep communities warm and well during winter months. We asked for donations of any unwanted coats and displayed them at the leisure facilities for members of the public to collect free of charge. We received over 200 coats and were able to donate large amounts to Selby Sleep Safe, Social Care Charities and the homeless.



Selby Health Matters

The Wellbeing Manager continues to attend the Selby Health Matters steering group quarterly meetings to measure progress against the agreed three year action plan (2018-21). The first annual newsletter has been produced to highlight key outcomes and developments to date. The partnership has significantly increased representation from private, public and voluntary services across the District, raising awareness of the collaboration and the intended outcomes. From the six determinants of health outlined within the plan, IHL have specifically supported aspects within: leisure and green space, economic development, planning, environmental health and engaging with communities.

Community Outreach Events

Over the course of the year the team have supported the following events :-

- Tour de Yorkshire Stage 1 Finish in Selby
- Selby Community Cycle Hub Launch
- UCI World Road Championships/Para Cycle International Events
- Selby Annual Fun Day/Vintage Car Rally
- Workplace Health Annual Rounders Tournament
- Horton Housing Wellbeing Event
- Friday Night Film
- Selby Swans/Youth Voice Consultation
- Wildcats Guest Appearance
- National Diabetes Prevention Programme
- Walk and Talk (in aid of Time to Talk Day/Every Mind Matters Public Health campaign)
- Public Health England Conference/Networking
- Leeds World Series Triathlon
- Pulmonary Group Talk at Selby Hospital
- Community First Yorkshire Conference/Networking
- Selby Age Friendly Event
- North Yorkshire Sport Partnership Day
- NYCC Safeguarding Conference/Networking
- Sport England Inclusive Conference
- Friendship Fridays Party in the Park
- Pamper Party (ages 12-19)
- Inclusive Cycling Pop Up Event
- Strong and Steady Taster Sessions (various locations)
- Action Towards Inclusion Networking Event
- IHL Parks Team - Brass Band "Picnic in the Park" Concerts (May-August 2019)

In addition the team have been represented on the following groups :-

- Selby Health Matters Steering Group
- Selby Big Local Partnership Board
- Tour de Yorkshire and UCI Championships
- Committee/Working Group
- Trans Pennine Trail Eastern Group Meeting
- North Yorkshire Sport County Sports Partnership
- North Yorkshire Healthy Weight Healthy Lives Steering Group
- NY Healthy Weight Healthy Lives Selby Sub-Group
- Community First Yorkshire Volunteers Network
- Selby Three Swans Sportive Working Group
- Vale of York CCG and local GPs Tier 3 events
- Parkinson's UK Society - Selby
- North Yorkshire Weigh Management Provider Networks
- Yorkshire 2019 Cycle Legacy Steering Group
- IHL Healthy Workforce

Asset Management

The comprehensive planned maintenance programme included the work outlined below :-

Selby Leisure Centre

- Decoration to the gym to support the wider project
- Heating pump replacement
- Boiler repairs
- Water heater repairs
- Decoration to the main staircase, first floor landing and corridors
- New water softener installation
- Recertified TM44 air conditioning
- Repairs to the combined heat and power unit
- Water heater repairs

Tadcaster Leisure Centre

- Male changing rooms damp repairs/ decoration
- Air conditioning unit repairs
- Twin heating pumps replacement
- Replacement expansion vessels
- Decoration of the upstairs gym
- Decoration of the changing rooms and corridors
- Outside cladding cleaning and repairs
- Repointing sports hall storeroom

Selby Park

- Full clean and decoration of the outside woodwork, fascias, windows and railings
- Repaired damaged toilet window
- An inspection identified asbestos material in the storage shed that was safely removed and made safe.



Health and Safety

Health and Safety Audits

Neither site was scheduled to be audited in 2019-20; the status for Tadcaster Leisure Centre from the previous audit in February 2018 was 7 Amber Category remedial actions, 6 completed and 24 Green Category remedial actions, 23 completed. All actions from this audit were completed and signed off in August 2019. All outstanding actions from the Selby audit were completed in 2018-19.

Both leisure sites are due to be audited in 2020-21.

Accidents and Incidents

2019-20 saw a decrease in Employee Accidents from the previous year with a total 2 at Selby LC. There were no RIDDOR reportable cases across the Selby contract. There were a total of 14 public accidents across the leisure facilities (12 at Selby LC, 2 at Tadcaster LC), down from 21 the previous year. One reason for the decrease compared with the previous year is the organisation's decision not to record general sporting injuries onto our main accident statistics.

There were a total of 21 general incidents.

Health and Safety Training

The training programme for 2019/20 included:-

- 4 Managers / Supervisors have completed IOSH Managing Safely, ensuring that a health and safety competent person is always on duty to deal with any safety issues.
- 9 staff have completed IOSH Working Safely
- 15 staff have completed Manual Handling Training
- 4 staff have completed E learning online Ladder Safety Training
- 14 staff have completed facilities training to include – Legionella, Asbestos, Permit to Work and Reporting Maintenance training
- 20 staff have completed Fire Safety Awareness
- 14 staff have completed Risk Assessment Training
- 8 staff have completed Event Management Training.

The above supplements the on the job / induction training provided by the managers and doesn't include additional First Aid, Pool Plant and Food Hygiene training.

Accident / Incident Reporting System

The new cloud based accident / incident reporting system was introduced in April 2019 and has just completed its first year. This system has proven effective in making the reporting of accidents / incidents more efficient. It has also helped with the administration side of the reporting process.

Enforcing Authority Action

There was no Enforcing Authority Action taken during 2019-20 and there continues to be none since IHL took on the contract.



Performance Summary

- The extended contract has a suite of performance measures designed to measure utilisation (footfall), accessibility (target groups), satisfaction and financial performance. The performance measures also provide the basis of reporting to Sport England and external funders to provide a single view of the truth for all reporting.

	%	%	%
Number of Pls	✓	▲	●
25	56% (14)	36% (9)	8% (2)

- For the new reporting year a number of duplicate indicators relating to demographic membership / participation were rationalised, resulting in a reduced suite of KPIs.
- In addition to the performance measures related to the leisure contract, this section also includes the indicators linked to the projects delivered by the Wellbeing team and funded externally (section 5). These indicators are not included in the totals in the table above.

Headline Indicators

The indicators below have been identified as headline indicators based upon their importance to the business and their longer term impact upon SDC's and IHL's priorities for the district's health, wellbeing and lifestyles.

- **Overall visits to leisure centres: 387,852**
Target: 412,365
Rating: Amber
This is a combined total for both centres. This indicator was on course to approach target and reflect an increase on 2018/19 performance prior to the Covid-19 crisis in quarter four. Whilst performance at Tadcaster showed a decrease from the corresponding year, after continual year on year increase for some time, Selby had performed strongly up to quarter three.
- **Percentage of active members participating in one or more sessions per week: Selby 51.15% and Tadcaster 49.51%**
Selby Target: 51%
Selby Rating: Green
Tadcaster Target: 51%
Tadcaster Rating: Amber
6.12% of active members participated in three or more sessions per week. All three indicators showed an increase on the previous year. Although no direct correlation can be made given the different reporting methods and indicator definitions, the latest Active Lives survey data showed 63.6% of Selby District residents were active for 150 minutes per week or more, an increase compared to the previous year's survey.

- **Number of GP referrals: 260**
Target: 350
Rating: Red
This represented an increase from the previous year but still fell below target.
- **Percentage of GP referrals completing 12 week course: 52.6%**
Target: 60%
Rating: Red
Completion rates showed an increase from the previous year however fell below target.
- **Percentage of GP conversions to full membership: 34%**
Target: 30%
Rating: Green
Whilst numbers accessing the referral programme has fallen below target, the percentage of participants converting to a full leisure centre membership upon completion of the intervention is ahead of target, reflecting a successful approach to sustaining healthy and active lifestyles.
- **Percentage overall user satisfaction: 77%**
Target: 81%
Rating: Amber
The satisfaction survey indicator is across both sites. This represented a decline from the previous year. Specific comments and observations are fed back to sites and incorporated into service improvement plans. In response to the feedback a number of positive measures have been put in place including the appointment of a cleaning champion to oversee and manage the site cleanliness and a regular and rigorous set of cleaning monitoring standards which are clearly communicated to all staff.

PI	Ref Indicator	Reporting Frequency	2018/19	2019/20	Direction of Travel	Target	Variance/RAG
1. UTILISATION (scale and nature of usage)							
CILE1000	Visits to Leisure Centres	Quarterly/ Annual	397,352	387,852	↓ X	412,365	
CILE1001	Visits to Leisure centres per 1000 population (83,449)	Quarterly/ Annual	4761.61	4647.77	↓ X	4941.52	
CILE1002	Visits to Selby Leisure Centre	Quarterly/ Annual	325,703	321,265	↓ X	340,000	
CILE1003	Visits to Tadcaster Leisure Centre	Quarterly/ Annual	71,649	66,587	↓ X	72,365	
CILE1005	% of active members participating in 3 or more sessions per week	Quarterly/ Annual	6.01%	6.12%	↑ ✓	6.04%	
CILE1006	% of active members participating in 1 or more sessions per week (TADCASTER)	Quarterly/ Annual	48.78%	49.51%	↑ ✓	51%	
CILE1007	% of active members participating in 1 or more sessions per week (SELBY)	Quarterly/ Annual	47.92%	51.15%	↑ ✓	51.0%	
CILE1008	Number of Leisure Centre visits from beyond the District	Quarterly/ Annual	33,384	32,601	↓ X	-	
	Wellness – number of active members	Quarterly/ Annual	1,264	2,442	↑ ✓	-	
	Wellness - number of members under-active (499 or less moves per training day)	Quarterly/ Annual	573	1,268	↑ ✓	-	
	Wellness - number of members moderately active (500-749 moves per training day)	Quarterly/ Annual	314	512	↑ ✓	-	
	Wellness - number of members active (750-999 moves per training day)	Quarterly/ Annual	165	308	↑ ✓	-	
	Wellness - number of members very active (1000 or more moves per training day)	Quarterly/ Annual	212	354	↑ ✓	-	
	Number of members on looked after children scheme	Quarterly/ Annual	-	8	-	Data Only	

2. ACCESS (use of facilities / service by user group)							
CORP50	Number of GP Referrals	Quarterly/ Annual	247	260	↑✓	350	
CILE2002	Percentage of GP Referrals finishing 12 week course	Quarterly/ Annual	47%	52.6%	↑✓	60%	
CILE2003	% of GP referral conversions to full membership	Annual	83%	34%	↓✗	30%	
CILE2004a	Number of participants 0-13 Tadcaster	Quarterly/ Annual	15	11	↓✗	-	
CILE2005a	Number of participants 0-13 Selby	Quarterly/ Annual	1,692	1,607	↓✗	-	
CILE2008a	Number of participants 14-25 Tadcaster	Quarterly/ Annual	559	551	↓✗	-	
CILE2009a	Number of participants 14-25 Selby	Quarterly/ Annual	1,670	1,856	↑✓	1,800	
CILE2012a	Number of participants 26 and older Tadcaster	Quarterly/ Annual	1,908	1,945	↑✓	1,930	
CILE2013a	Number of participants 26 and older Selby	Quarterly/ Annual	5,444	5,493	↑✓	5,900	
CILE2028a	Gender ratio (male : female participation) Tadcaster	Quarterly/ Annual	40.8 : 59.2	46.4 : 53.6	↓✓	44 : 56	
CILE2028b	Gender ratio (male :female participation) Selby	Quarterly/ Annual	45.4 : 54.6	42.2 : 57.8	↓✗	44 : 56	
CILE2029a	Number of disabled participants Selby	Quarterly/ Annual	71	106	↑✓	-	
CILE2029b	Number of disabled participants Tadcaster	Quarterly/ Annual	24	24	-	-	
CILE2029c	Number of BAME participants Selby	Quarterly/ Annual	76	141	↑✓	-	
CILE2029d	Number of BAME participants Tadcaster	Quarterly/ Annual	28	30	↑✓	-	
CILE2029e	Number of participants from top 20% most deprived communities Selby	Quarterly/ Annual	381	396	↑✓	-	

CILE2029f	Number of participants from top 20% most deprived communities Tadcaster	Quarterly/ Annual	2	10	↑✓	-	
CILE2030	Visits to activities from disabled participants	Quarterly/ Annual	1,764	2,706	↑✓	1,900	
CILE2031	Number of swimming lesson participants	Quarterly/ Annual	1,782	1,781	↓✗	1,361	
CILE2031a	Number of improved swimming ability qualifications achieved	Quarterly/ Annual	2,580	1,679	↓✗	-	
CILE2032	Number of Gym Members	Quarterly/ Annual	4,168	4,591	↑✓	4,123	

3. SATISFACTION (service effectiveness)

CILE3001	Number of reportable accidents per 1000 visits Tadcaster	Quarterly/ Annual	0.03	0.003	↓✓	Data Only	
CILE3002	Number of reportable accidents per 1000 visits Selby	Quarterly/ Annual	0.07	0.04	↓✓	Data Only	
CILE3003	Number of complaints received per 1000 visits Tadcaster	Quarterly/ Annual	0.2	0.16	↓✓	0.5	
CILE3004	Number of complaints received per 1000 visits Selby	Quarterly/ Annual	0.12	0.12	-	0.5	
CILE3005	% of customer complaints responded to within timescale	Quarterly/ Annual	100%	100%	-	95%	
CILE3006	% Overall user satisfaction	Annual	80.2%	77%	↓✗	81%	
CILE3007	Quest Assessment Score – Tadcaster	Annual	Good	Pass	-	-	
CILE3008	Quest Assessment Score - Selby	Annual	Very Good	Pass	-	-	
CILE3009	APSE performance score - Value for money	Annual	78%	77%	↓✗	77%	
CILE3010	APSE performance score - facility presentation	Annual	81.6%	76.2%	↓✗	84%	
CILE3011	APSE performance score - staff & information	Annual	80%	77.8%	↓✗	77%	

4. FINANCIAL (efficiency & economy VFM)							
CILE4001	Net cost per visit (£) - Tadcaster	Quarterly/ Annual	-0.75	-1.03	↓ X	-	
CILE4002	Net cost per visit (£) - Selby	Quarterly/ Annual	-1.21	-1.39	↓ X	-	
CILE4003	Net cost per resident (£) - Tadcaster	Quarterly/ Annual	-0.64	-0.82	↓ X	-	
CILE4004	Net cost per resident (£) - Selby	Quarterly/ Annual	-5.16	-5.36	↓ X	-	
CILE4005	Net cost per M2 (£) - Tadcaster	Quarterly/ Annual	-51.58	-58.55	↓ X	-	
CILE4006	Net cost per M2 (£) - Selby	Quarterly/ Annual	-145.08	-150.71	↓ X	-	
CILE4007	Income per Visit (£) - Tadcaster	Quarterly/ Annual	5.12	5.40	↑ ✓	-	
CILE4008	Income per Visit (£) - Selby	Quarterly/ Annual	4.48	5.12	↑ ✓	-	
5. COMMUNITY WELLBEING							
CILE6001	External funding secured (£)	Quarterly/ Annual	£65,536	£78,987.79	↑ ✓	-	
CILE6002	Number of FANS athletes	Quarterly/ Annual	6	1	↓ X		
CILE6003	Percentage of FANS athletes delivering at least 3 hours' volunteer support per quarter	Quarterly/ Annual	0	0%		50%	
CILE6004	Number of volunteers	Quarterly/ Annual	19	7	↓ X		
CILE6005	Number of volunteer hours delivered	Quarterly/ Annual	934	195	↓ X		
CILE6007	Number of surgeries engaged with on GP referral scheme	Quarterly/ Annual	36	16	↓ X		
CILE6008	Number of cycling opportunities in Selby District	Quarterly/ Annual	7	11	↑ ✓		
	Number of people trained as ride leaders	Quarterly/ Annual	-	5	-		
CILE6009	Number of people trained as walk leaders	Quarterly/ Annual	5	0	↓ X		
CILE6010	Number of health walk opportunities in Selby District	Quarterly/ Annual	69	48	↓ X		

CILE6011	Number of health walk attendances	Quarterly/ Annual	819	908	↑✓		
	Number of Couch to 5k running groups	Quarterly/ Annual	-	2	-		
	Number of people trained as run leaders	Quarterly/ Annual	-	9	-		
CILE6012	Number of activities delivered / offered from Selby Park	Quarterly/ Annual	7	3	↓✗		
CILE6013	Number of people accessing offers from Selby Park	Quarterly/ Annual	129	Not recorded			
CILE6014	Number of new partnerships created to enable sport, physical activity and health	Quarterly/ Annual	31	71	↑✓		
CILE6016a	Percentage of Selby District schools engaged with	Quarterly/ Annual	51%	60%	↑✓		
CILE6016b	Number of non-Selby District schools engaged with	Quarterly/ Annual	26	26	-		
CILE6017	Percentage of schools accessing school coaching service	Quarterly/ Annual	21%	18%	↓✗		
CILE6018	Number of school visits to leisure centres/Park	Quarterly/ Annual	432	458	↑✓		
CILE6019	Number of children supported on school programmes	Quarterly/ Annual	12,941	15,695	↑✓		
CILE6020	Number of learners	Quarterly/ Annual	3	5	-	-	
CILE6021	Percentage of GP referral participants completing IPAQ at 12 weeks	Quarterly/ Annual	57%	42.1%	-		
	CILE6022 Percentage of GP referral participants increasing physical activity at 12 weeks (of those that complete IPAQ)	Quarterly/ Annual	88%	73.42%	↓✗		

GIHL001	Number of individuals completing the weight management (MILI) programme	Quarterly/ Annual	1,526	287			
GIHL0003	Number of individuals completing MILI programme and achieving 5% weight loss after 12 weeks	Quarterly/ Annual	385	191			
	Individuals completing MILI programme and achieving 5% weight loss after 6months	Quarterly/ Annual	782	81			
GIHL0004	Number of new clients accessing the MILI programme	Quarterly/ Annual	2,264	571			
	Number of attendances on Wildcats programme	Quarterly/ Annual	-	376			
	Number of sessions delivered on community anti-social behaviour programme	Quarterly/ Annual	-	20			
	Number of attendances on community anti-social behaviour programme	Quarterly/ Annual	-	355			
	Number of attendances on Strong and Steady programme	Quarterly/ Annual	-	949			



**Individual Member
Decision Record**



This form records an individual Member decision and is published in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and the Openness of Local Government Bodies Regulations 2014.

Decision Maker:	Councillor Mark Crane, Leader of the Council
Lead Officer:	Keith Cadman, Head of Commissioning, Contracts and Procurement
Title of Decision:	Leisure Services Contract - Waiving the portion of the management fee payments from 1 April 2020 to 30 June 2020 following the Government decision to close all leisure facilities as a result of COVID-19
Ward(s) Affected:	All
Type of Decision:	<input checked="" type="checkbox"/> Key decision <input type="checkbox"/> Non-key decision discharging (or connected to the discharge of) an Executive function <input type="checkbox"/> Specific delegation from Council or Committee <input type="checkbox"/> Grant of permission / licence <input type="checkbox"/> Affecting the rights of an individual <input type="checkbox"/> Awarding a contract or incurring expenditure which materially affects the financial position of the Council <input checked="" type="checkbox"/> Decision under urgency
Details of decision:	<p>RESOLVED:</p> <p>That the portion of the annual management fee payments between 1 April 2020 to 30 June 2020 be waived for the Leisure Services Contract following the Government decision to close all leisure facilities due to COVID-19.</p>
Reason for decision:	To ensure the Council acting reasonably recognises the financial impact on IHL and assists in mitigating the financial impact of the closure to ensure as far as is practical the facilities can be re-

APPENDIX B

	opened in a managed way for the residents of the Selby District.
Alternative options considered and rejected:	These are set out in full in the report to the Leader to accompany this decision record.
Member Interests: (<i>Name of any Member who has declared a conflict of interest in relation to the decision and details of any dispensation granted by the Head of Paid Service if appropriate</i>)	None
Legal, Financial or other implications:	<p>The legal and financial implications are as set out in the attached Officer Report to the Leader.</p> <p>The Chairs of the Scrutiny and Policy Review Committees will be consulted on this issue as it is an urgent decision outside of the Budget and Policy Framework. Both Chairs have agreed the urgency of the decision.</p> <p>The Chief Executive has also confirmed that this is urgent and reasonable.</p>
Background papers:	None.
Contact details for further information:	Keith Cadman, Head of Commissioning, Contracts and Procurement kcadman@selby.gov.uk
Signed:	<i>Signature redacted</i> Councillor Mark Crane, Leader of the Council
Date of Decision:	7 May 2020



Report Reference Number: N/A

To: Urgent Individual Member Decision – Leader of the Council
Date: May 2020
Status: Key Decision
Ward(s) Affected: All
Author: Keith Cadman, Head of Commissioning, Contracts and Procurement
Lead Executive Member: Councillor Mark Crane, Leader of the Council
Lead Officer: Keith Cadman, Head of Commissioning, Contracts and Procurement

Title: Leisure Services Contract – Waiving of Management Fee Payments April – June 2020

Summary:

Central Government announced the closure of all leisure facilities from 20th March 2020. The closure has resulted in a loss of income to Inspiring Healthy Lifestyles (IHL) including the furlough of staff to mitigate costs, although other costs remain such as NNDR, utilities and plant maintenance and servicing. IHL have approached the Council and requested the freezing of the management fee from April to June 2020 to help sustain the organisation, retain staff on furlough and to assist with future service continuity beyond the current restrictions.

Recommendation:

That the portion of the annual management fee payments between 1 April 2020 to 30 June 2020 is waived for the Leisure Services Contract following the Government decision to close all leisure facilities due to COVID-19.

Reason for recommendation:

To ensure the Council acting reasonably recognises the financial impact on IHL of the Government decision to close all leisure facilities and assists in mitigating the financial impact. This is so that as far as is practical the facilities can be re-opened in a managed way for the residents of the Selby District in the phase out of Lockdown. This approach is in accordance with the latest Local Government Association Guidance for supporting leisure providers during Covid-19 appended to this report.

1. Report

- 1.1 Central Government announced the closure of all leisure facilities from 20th March 2020. The closure has resulted in a loss of income and the furlough of staff to mitigate costs, although other costs remain such as NNDR, utilities and plant maintenance and servicing. IHL have approached the Council and requested the waiving of the management fee from April to June 2020 to help sustain the organisation, retain staff on furlough and to assist with future service continuity beyond the current restrictions.
- 1.2 The decision to waive a portion of the annual management fee payable to the Council of £31,522 will mitigate some of the losses during the facilities closure. This decision equates to a monthly loss of income to the council of £2,627 per month of closure, total initial relief granted £7,881.
- 1.3 If the facilities are required to remain closed beyond June 2020 and staff remain furloughed the Council will review whether to waive a further portion of the annual payment fee provided the Government continues to meet 80% of the staff costs. During this time the Council and IHL will continue to review the position regarding the Lockdown and the specific impact on this contract and consider the practical implications for provision of the service of the easing of restrictions as they are announced by the Government.

3. Alternative Options Considered

Enforcing the contract conditions is an option but is not considered to be in the wider public interest due to the adverse impact on the leisure sector if it is not sustained through this crisis. Any re-mobilisation of public leisure provision will be significantly affected, with facilities unable to open and clubs and voluntary organisations unable to re-start activities for communities. There will be additional costs to the public purse through re-procurement, TUPEing staff, or establishing new delivery mechanisms whilst facilities remain closed for longer periods. There will be an impact on the social and health benefits to communities at a time when these will be most needed.

Leisure operators face particular challenges in accessing Government support during the COVID-19 pandemic:

- critically, while they benefit from the job retention scheme, they are largely ineligible for the retail, hospitality and leisure grants or rate relief
- they are also not in a position to take out loan finance – due to the risk – because of the nature of their business model and the low margins, which are in any case reinvested in the community
- they are not eligible for the Sport England emergency response package announced, which is aimed at grassroots organisations, and it is not yet clear

whether or not they will be able to access any of the £750 million package of support for charities announced by the Chancellor.

4. Implications

4.1 Legal Implications

The Council is permitted to provide relief to suppliers due to COVID 19 under the provisions of the Procurement Policy Note 02/20 issued by the Cabinet Office in March 2020. If a supplier is identified as at risk and is unable to continue fully delivering their contract due to the COVID-19 outbreak the Council can continue to pay them (or reduce a management fee) for a period of 3 months. The Council should review the position when the initial 3 months has expired. Any decision to provide relief must be taken in compliance with the provisions set out in PPN 02/20 and any other relevant updates or further guidance issued by Central Government.

The decision proposed is for an initial 3-month period. As more information about post lockdown requirements are known the position after that 3 month period will be reviewed.

4.2 Financial Implications

IHL Projections April – June

IHL have provided detailed cashflow estimates for the year, (extract for April to June below). Based on current assumptions around a phased recovery period, the expectation is that by the end of the financial year, losses will accumulate to around £570k, this excludes any transfers to IHL central overheads.

	APRIL	MAY	JUNE
Total Income	6,574	47,971	54,529
Total Expenditure	(100,784)	(115,376)	(109,377)
NET CASHFLOW IN MONTH	(94,211)	(67,405)	(54,848)
Cumulative Cashflow	(94,211)	(161,615)	(216,464)

SDC Revenue Implications

The annual management fee for 20/21 is budgeted at £32k, or £2.7k per month. This represents net loss of income for April to June of £8.1k, and £2.7k for any extension beyond June.

It is proposed that the loss of income is funded from Business Equalisation Reserve.

The S151 Officer is satisfied that on the information available the supplier is at risk as a result of the Covid-19 outbreak for the purposes of PPN 02/20.

4.3 Policy and Risk Implications

Not providing this support risks the future sustainability of leisure services beyond the Covid-19 restrictions and the ability to re-open in a managed way.

4.4 Corporate Plan Implications

Waiving of the management fee directly supports the Councils corporate priority to make Selby District a great place to enjoy life.

4.5 Resource Implications

None directly arising from this report

4.6 Other Implications

These have been considered within the body of the report

4.7 Equalities Impact Assessment

None arising directly from this report

6. Conclusion

- 6.1 The recommendation supports the sustainability and future delivery of this service beyond the current Covid-19 restrictions. Evidence supports that without this assistance the service is at risk due to the Government's direction to closedown leisure facilities.

7. Background Documents

None

8. Appendices

LGA Options for Councils in supporting leisure providers through COVID-19 guidance.

Contact Officer:

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Report Reference Number: S/20/10

To: Scrutiny Committee
Date: 24 September 2020
Ward(s) Affected: All
Author: Angela Crossland, Head of Community, Partnerships and Customers
Lead Officer: Angela Crossland, Head of Community, Partnerships and Customers

Title: North Yorkshire Safeguarding Children Board and North Yorkshire Safeguarding Adults Board Annual Reports 2018-2019

Summary:

This report accompanies the above-named annual reports. Below offers a short summary of the documents and an insight into Selby District Council's current position in relation to ensuring effective safeguarding practices.

Recommendations:

The Scrutiny Committee is asked to note the content of the attached annual reports for the North Yorkshire Safeguarding Children and North Yorkshire Safeguarding Adult's Boards.

Reasons for recommendation

Safeguarding Children and Vulnerable Adults is a statutory duty for the District Council.

1. Introduction and background

- 1.1 The North Yorkshire Safeguarding Boards have a statutory duty to publish annual reports, accounting for the activities of the Board for the previous year. These reports cover 2018/19 activity and provide evidence of the key areas of focus for the current year.
- 1.2 Both reports discuss the governance arrangements across North Yorkshire, the work of the sub-groups and outline the activity and partnership working in the Selby District.
- 1.3 The reports highlight the governance changes agreed in 2018, and the timeframe for which they would be enacted.
- 1.4 The changes include:

Adults: New Multi-Agency Protocols (i.e A reduction of the number of stages in the process, and shifting the focus to be person-centred, to 'Make Safeguarding Personal').

Children: Following the changes in legislation, the Board would be revised and replaced by an Executive function by September 2019, with the co-ordination of children's safeguarding undertaken by all organisations that feature in the report.

2. North Yorkshire Safeguarding Children Board Report 2018-19

The report notes that the vision and priorities for the North Yorkshire Safeguarding Children Board (NYSCB) remain the same as the previous year, namely:

Vision:

"We will listen to the views of children and young people and work together to ensure they feel safe and North Yorkshire is a happy place to live."

Priorities:

"To coordinate what is done by each person or body represented on the Board for the purposed of safeguarding and promoting the welfare of children in the area."

"To ensure the effectiveness of what is done by each person or body for those purposes."

2.1. The North Yorkshire Safeguarding Children Board (NYSCB) report outlines in 2018-19 data that the overall demand for child protection services remained high, although there are some signs of demand reaching a plateau, with a 7.3% decrease across the County in referrals to Children's Social Care compared to 2017-18. Although the rate of repeat referrals had increased to 18.2% in 2018-19 compared to 15.8% in 2017-18, North Yorkshire referrals remain lower than across England (21.9%).

2.2. The report outlines that the 2018-19 audits highlighted the following issues for practitioners across North Yorkshire:

- Awareness of internal policies and procedures, as well as the multi-agency procedures when recognising and reporting children safeguarding concerns to avoid delays in addressing those concerns should safeguarding leads be unavailable.
- Absence of Multi-Agency Challenge Events resulted in a lack of peer cross examination of agencies safeguarding arrangements.

It has been agreed that the next Section 11¹ audit will continue to be conducted on a biennial basis, with the next audit commencing in November 2020.

2.4. Selby District Council's involvement is included within Chapters 6 and 7 of the NYSCB report. It explains that there is crossover between Safeguarding

¹ S11 of the Children's Act 2004 – ensuring arrangements are in place to discharge functions having regard to the need to safeguard and promote the welfare of children.

and Community Safety work, and Selby District Council carries out activity in both realms. Specifically, at the local level, Selby District Council sits on the Selby Children's Safeguarding Strategy Group which focused on e-safety as a priority theme for 2018-19, along with reducing teenage pregnancy.

- 2.5. North Yorkshire Safeguarding Week ran from 25-29 June 2018 and was supported across the county by our five Children's Strategy and Safeguarding Groups (CSSG) including Selby CSSG. Selby looked at the impact of drugs and alcohol misuse and how this can lead to safeguarding concerns; as well as placing an emphasis throughout the week on 'elder abuse'

3. North Yorkshire Safeguarding Adults Board Report 2018-19

The report notes that the vision and priorities for the North Yorkshire Safeguarding Adults Board (NYSAB) remain the same as the previous year, namely:

Vision:

"We will provide leadership, challenge and direction to ensure that the partner agencies improve outcomes for adults at risk of harm or abuse. We will promote values of openness, trust, respect and learning".

Priorities:

- Awareness and Empowerment
- Prevention
- Protection and Proportionality
- Partnership Effectiveness and Accountability

- 3.1 During 2018-19, NYSAB received 5514 Safeguarding concerns - a decrease of 9% on 2017-18.

- 3.2. The North Yorkshire Safeguarding Adults Board (NYSAB) report informs of a development day at which the 2019-20 priorities were discussed. The priorities were agreed as:

- Work more closely with communities in North Yorkshire to develop strategies that reduce the risk of abuse, and help improve services;
- Implement and embed the new Multi-Agency Safeguarding Policies, in line with national guidance and best practice around Making Safeguarding Personal;
- Develop a whole community approach to the prevention of abuse;
- Ensure the accountability of all partners working with adults at risk of abuse;
- Develop North Yorkshire's response to National Priorities;
- Understand and assess the impact of changes in the strategic context within which the Board operates.

- 3.3. NYSAB has focused on the following sub-groups:

- Trading Standards will become a member of the Board
- A new Policies, Practice and Legislation sub-group
- A more integrated data set has been developed
- Benchmarking ourselves against other Safeguarding Adults Boards and learning from good practice
- A new subgroup - 'Communications and Engagement'

3.4. The work the Board has carried out and are looking to carry out in the future include:

- New Multi-Agency Safeguarding Policy and Procedures
- Mental Capacity Act (MCA) Engagement
- Carers Updates

4. Local Delivery

In October 2019 the Children's Safeguarding Strategy Groups, Local Safeguarding Adult Groups and the Community Safety Local Delivery Teams were merged to create Local Safeguarding Partnerships (LSP's). The LSP aims to:

- Raise awareness of local safeguarding issues in the locality
- Respond to local needs
- Identify learning needs
- Share good practice
- Deliver the local priorities set out within the three respective Boards' business plans

Selby District Council is represented at the new LSPs through the Partnerships Manager. The meetings have been disrupted due to the impact of Covid with virtual communication occurring during the last 6 months. The Partnership is due to meet again at the end of September. From a community safety perspective, the Safer Selby Hub and Multi-Agency Child Exploitation groups have continued to meet to focus on case specific support during this time.

4. Selby District Council activity

In order to discharge our duty to cooperate, the Community, Partnerships and Customers team have delivered the following through the 2018-2020 period:

- Supported the planning and the delivery of local multi-agency events during Safeguarding Awareness Week, with the theme of 'Safeguarding is Everybody's Business'.
- Attended the Local Safeguarding Partnerships and continued to manage the Safer Selby Hub multi-agency tasking meetings to support community safety, prevent and safeguarding case issues.
- Conducted and submitted the Section 11 audits as per our statutory requirements.
- Revised all internal policy and procedures including alignment with the new North Yorkshire Adult's Safeguarding policy.
- Established an internal Safeguarding Panel with cross department representation. The Panel has met twice and its focus is on identifying rates

and quality of referrals as well as identifying training and development needs for staff and members. Training plans have been rolled out for both over the last 6 months.

4. Alternative Options Considered

None.

5. Implications

5.1 Legal Implications

The Council has a statutory duty to cooperate in safeguarding children and vulnerable adults.

5.2 Financial Implications

There are no identified financial implications.

5.3 Policy and Risk Implications

Not applicable.

5.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective safeguarding function is essential to protect those who are most vulnerable in our communities, ensuring everyone can enjoy life in Selby District.

5.5 Resource Implications

None identified.

5.6 Other Implications

Not applicable.

5.7 Equalities Impact Assessment

Not applicable.

6. Conclusion

6.1 The North Yorkshire Safeguarding Adults and Children Boards are required to publish Annual Reports, providing an overview of the work carried out to effectively safeguard and promote the welfare of Children and Adults in the County.

6.2 The 2018-19 reports outline the priorities for each of the Safeguarding Boards, along with the local area work that is focused on issues specific to Selby District.

7. Background Documents (also hyperlinked)

Appendix A - [North Yorkshire Safeguarding Children Board Annual Report 2018-19](#)

Appendix B - [North Yorkshire Safeguarding Adults Board Annual Report 2018-19](#)

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Annual Report

2018-19



North Yorkshire
Safeguarding
Children
Board



working together to safeguard children

Enter

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Foreword

This report records, celebrates, and provides commentary in rich and accessible detail on the wealth of partnership-based and service-by-service safeguarding across North Yorkshire throughout 2018-19. In its pages you will find examples of good multi-agency practice within the county with partners who have a duty to keep children and young people safe, happy, achieving, and well.

From the county and district councils, through public health and NHS services to the police service, there is a strong reflection here on the fact that none of these bodies do what they do for and with children and young people in isolation. North Yorkshire's Safeguarding Children Board (NYSCB) coordinates the work, holds every organisation to account and audits how well the work is going, helps celebrate when things are going well and children are supported to be citizens – and holds everybody to account when things need attention or are in danger of falling short of what children expect adults to do to keep them safe.

I have been Chair of the NYSCB for a year. This is my first annual report, which I am pleased and proud to present on behalf of a strong partnership of services and organisations working with children and young people – along with some contributions from children and young people themselves, given this work is primarily about them. This is the NYSCB's final annual report given the law has changed and Boards like ours, across England, stand down by the end of September 2019. The work of safeguarding children and young people will of course go on. Coordination will be undertaken by all organisations whose work features in this report, holding each other to account through an Executive and a constant learning approach, rather than a Board. North Yorkshire's many partners will continue to hold training and exploration events, publish helpful materials so staff and others can learn from both successes and challenges, and meet with each other to strengthen partnership working.

The County Council, Clinical Commissioning Groups and Police will be at the core of the work to be done. All other agencies, from district councils and schools to youth groups, voluntary bodies to faith communities, will retain Relevant Agency roles in safeguarding. This annual report therefore looks forward to 2019-20 and beyond, as well as back through 2018-19. It is the foundation stone for ever more successful and partnership-driven work, and for my continued role as an Independent Scrutineer of how well the new arrangements work.

North Yorkshire can be proud of the work its Safeguarding Children Board has done since its creation. Those who come to its table are under no illusion. They firmly believe there is always something new to learn, something new to share and improvements to make to practice so children and young people, regardless of their background or circumstances, are kept as safe as possible. The changes yet to come should further strengthen the approach, and that determination to go on improving, preventing difficulties in children's lives becoming crises and always learning from each other. I commend this report to all readers with that high aim in mind.



Dr Maggie Atkinson, Chair of the North Yorkshire Safeguarding Children Board

Demographic of North Yorkshire

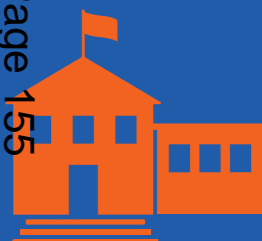


North Yorkshire is the biggest geographical county in England at 803,761 hectares (approximately 3,100 square miles). Although the county is large, it is sparsely populated with approximately 604,900 residents (ONS population estimate) based in a variety of urban and rural communities. North Yorkshire stretches across the country from the North Sea coast to within 12 miles of Morecambe Bay, and from south of the M62 to the edge of Teesside.

Most of the children resident in North Yorkshire have a rural upbringing with farming being the main industry. Children growing up in the county enjoy the beautiful countryside although many children and young people also grow up in the many market towns and smaller communities within the county. Due to the sparse nature of most of the county, children and young people can feel isolated due to the long distances they have to travel to meet friends or use amenities.

Schools

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	Community	Foundation	Free	Voluntary Aided	Voluntary Controlled	Total	Converter Academy	Sponsored Academy	Total Academy	Grand Total
Infant	3				2	5	2		2	7
Junior	4				1	5	1		1	6
Nursery	3					3			0	3
						22				29
Primary	97	1		36	92	6	55	10	65	1
PRU	4					4	1		1	5
Secondary	17		1	5	1	24	13	6	19	43
Special	9					9	1		1	10
Grand Total	137	1	1	41	96	276	73	16	89	365

803,761
Hectares

604,900
Residents

6

Clinical Commissioning Group

3,103²
Miles



7

District Council



- A countywide multi-agency Youth Justice Service
- North Yorkshire Police
- The Learning and Skills Council

- 9 special schools
- 1 special needs academy for 2 - 19

Chapter 1: Strategic Vision/Board/Executive



The NYSCB Executive and Board meet on a quarterly basis to collectively ensure that the vision and priorities set out below are achieved and that NYSCB Members are fulfilling their statutory functions and holding each other to account to ensure Children and Young People are safeguarded in North Yorkshire. Additionally, the NYSCB have subgroups to deliver

and monitor local activities and priorities. Work plans for the NYSCB are overseen by the NYSCB Business Unit with support by NYSCB Members.

The NYSCB Annual Report provided an overview of the collective work undertaken by NYSCB Members during 2018/19.

Vision

“We will listen to the views of children and young people and work together to ensure they feel safe and North Yorkshire is a happy place to live.”

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Priority One:

To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area.

Priority Two:

To ensure the effectiveness of what is done by each such person or body for those purposes.

Our Principles:

- Ensure our partners share information to improve multi-agency practice to safeguard children
- Maintain an environment of continuous learning and improvement
- Increase staff morale and confidence, enabling good practice
- Be responsive to the changing environment of safeguarding both at a national and local level
- Actively monitor, promote, coordinate and evaluate the work of the statutory partners that help, protect and care for children in the local area



Chapter 2: NYSCB Subgroups

Learning & Improvement Subgroup

The Learning and Improvement Subgroup seeks to identify, report and act upon any appropriate examples of local, regional and national learning through the Learning and Improvement Framework.

During 2018/19 the Learning and Improvement Subgroup has:

- Continued to develop and audit programme which identifies the themes and types of safeguarding audits the NYSCB undertakes each year.
- Received and considered information from single agency audits to monitor for themes and identify multi-agency learning to be shared across the partnership.
- Undertake case file, Learning Lessons Reviews and practitioner based audits on a number of themes including:
 - The Voice of the Child in Their Service Planning
 - School Safeguarding Audit 2018/19
 - Section 11 Audit 2018/19 of multi-agency safeguarding arrangements
 - Domestic Abuse Multi-Agency Audit
 - Mental Health Multi-Agency Audit
 - Child C Learning Lessons Review
 - Serious Case Review
- These audits and reviews are used to identify areas for development of new policies, procedures and practice guidance.
- To inform the NYSCB's training offer to improve practice and to provide the Board with assurance that agencies are taking appropriate actions to safeguard and promote the wellbeing of children.
- Continued to develop the NYSCB multi-agency dataset, including new indicators and ways of reporting information. This information is used across partners to show multi-agency performance, identify emerging trends and potential emerging issues, as well as help inform local multi-agency activities.
- Introduced a new multi-agency training offer. The new training arrangements significantly extended the reach of NYSCB training by making better use of technology and introducing 39 new e-learning courses, making training more accessible for staff across all agencies.

Section 11 Audit Learning Summary

What has happened since?

- Feedback has been provided to the NYSCB Learning & Improvement Subgroup and is scheduled to be shared with all agencies
- An action plan has been agreed to address thematic and individual agency recommendations of the audit
- It has been agreed that the next Section 11 audit will continue to be conducted on a biennial basis, with the next audit commencing in November 2020

Good practice

- Strong inter-agency working between partners and arrangements are in place to ensure the safeguarding of children and young people
- Senior Managers have expressed a strong commitment to safeguarding through their strategic plans, policies and procedures
- Continued improvement in relation to inter-agency information sharing
- Generally all agencies have arrangements in place to listen to and act upon the views of children, young people and their families

Areas of development

- Reintroduce peer cross examination of agencies safeguarding arrangements
- Some agencies required further development of policies and procedures to meet all requirements
- Improvement is needed in some agencies to ensure the voice of the child and family is considered and acted upon more effectively
- Some agencies need to develop proportionate and consistent information sharing with other agencies

Issues and/or Actions for Practitioners

- Absence of Multi-Agency Challenge Events resulted in a lack of peer cross examination of agencies safeguarding arrangements
- Professionals need to be aware of their own internal policies and procedures for recognising and reporting safeguarding concerns
- Professionals also need to be mindful of multi-agency procedures and the need to ensure safeguarding concerns are addressed as soon as possible and not delayed due to the absence of managers or safeguarding leads

Domestic Abuse Multi-Agency Learning Summary

What has happened since?

- Feedback is scheduled to be presented to NYSCB Learning & Improvement Subgroup
- An action plan will be agreed to address thematic and individual agency recommendations of the audit
- The next multi-agency audit has been identified as Child Exploitation and is scheduled for July 2019

Good practice

- Where a young person's engagement was challenging in terms of delivering support, the professional tenacity demonstrated, mitigated periods of transience to ensure young people were in receipt of support in a time of need and readiness to engage
- A wide range of tools were utilised in assessment, which were adapted to meet the young person's needs in order to their capture wishes and feelings
- Robust safety plans in place for young people to reduce risks, in the event of a crisis.

Areas of development

- Information sharing between agencies and CAMHS needs to more proportionate and consistent
- All agencies need to how they are able to demonstrate more clearly how a young person's mental health needs can be met over a sustained period of time
- Some agencies need to ensure appropriate safeguarding procedures are followed when a contact has been initiated in relation to a young person's safety and well-being
- All agencies need to explore alternative measures in meeting a young person's mental health needs when there is a challenge in engagement with a specific mental health provision

Issues and/or Actions for Practitioners

- Professional awareness and understanding of the stepped approach in mental health provision (universal through to acute specialist support) in North Yorkshire seems limited
- Opportunities to deliver intervention at an earlier stage to address a young person's mental health needs were missed in instances
- Long term outcomes in improving a young person's overall mental health needs through an action plan was deficient on occasions and unclear
- Professional challenge and curiosity should always be upheld in order to validate information, particularly when there are multiple agencies involved within a case

Domestic Abuse Multi-Agency Learning Summary

What has happened since?

- Specific examples of good practice to be fed back to those practitioners involved in the case files
- The NYSCB created a composite chronology template to use in future multi-agency audits
- Recommendations have been taken to the Learning & Improvement Subgroup for an action plan to be developed
- Health services were aware when a DASH risk assessment was submitted by North Yorkshire Police and was recorded accurately

Good practice

- Joint working between partners was generally excellent and the level of commitment from frontline staff was commendable
- The use of the 'Ask for Angela' campaign was highlighted in one case and demonstrated how useful this provision is in initiating an urgent response to an incident
- Where perpetrators remained part of the family unit, a good understanding in assessing and managing the risk of this was evidenced
- Health services were aware when a DASH risk assessment was submitted by North Yorkshire Police and was recorded accurately

Areas of development

- Throughout longer term pieces of work where engagement had been consistent it became more sporadic from families when services focussed on additional issues, once the issue of domestic abuse had been addressed
- Multi-agency meetings and action plans were not dynamic in capturing a family's needs as they evolved over a period of time, once the initial issue of domestic abuse had been addressed

Issues and/or Actions for Practitioners

- Referrals to additional services were appropriately submitted but the length of time it took for those families to receive support was too long in instances, resulting in non-engagement
- Challenges were experienced in terms of understanding the timeline of cases from the point of view of multi-agency involvement

Education Focus Group

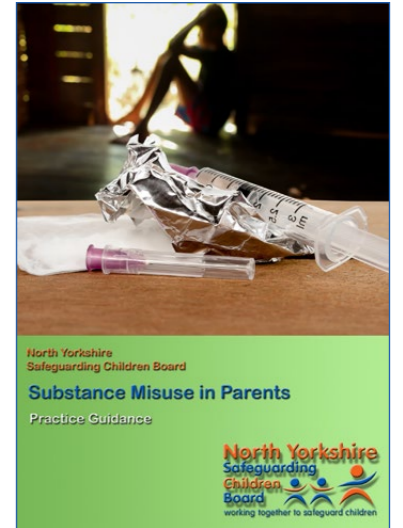
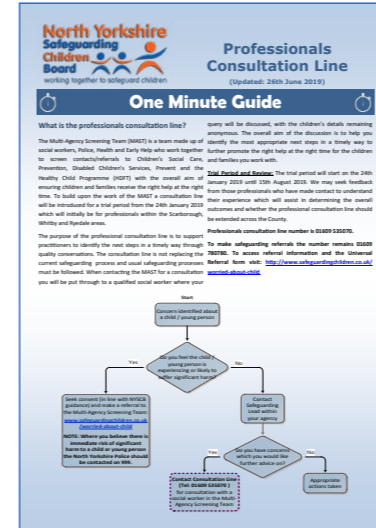
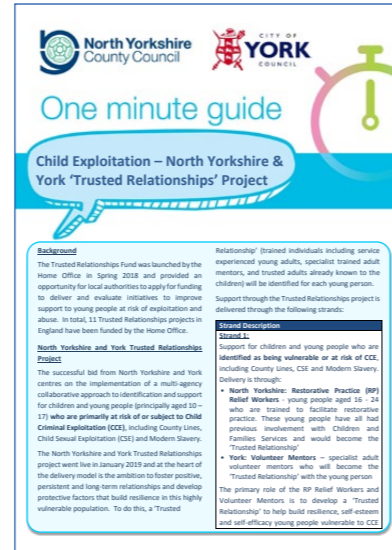
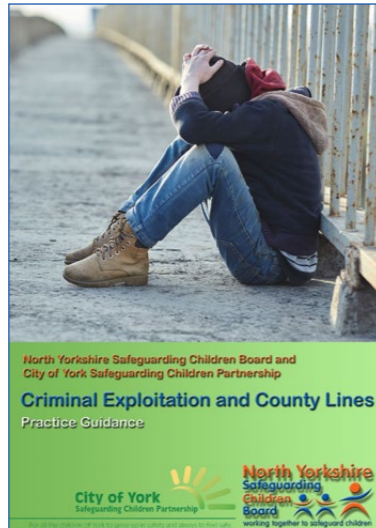
The Education Focus Group was formed in June 2018 and has established more effective links within the education sector in North Yorkshire in relation to safeguarding

During 2018/19 the Education Focus Group has:

- Secured closer working partnership with 26 schools and colleges
- Shared good safeguarding practice amongst the education sector
- Consulted on the School Safeguarding Audit 2018/19 and the School Sample Child Protection Policy
- Explored ways in which communication can be more effective between the NYSCB and the education sector through the development of the NYSCB e-Bulletin
- Gathered anecdotal feedback on school's experiences of Operation Encompass and fed this back through to the Practice Development Subgroup
- Invited guest speakers and agencies such as North Yorkshire Police to provide schools with information on support they can access



Practice Development Subgroup (PDS)



The Practice Development subgroup seeks to assure and contribute to the development of child safeguarding practice in line with National and the current NYSCB business plan priorities. This is achieved by providing healthy challenge and holding professionals to account with respect to safeguarding children practice.

During 2018/19 the subgroup has: Created and published NYSCB One Minute Guides (NYSCB OMG's) on:

- Information sharing practitioners
<http://www.safeguardingchildren.co.uk/admin/uploads/one-minute-guide/information-sharing-for-professionals-omg.pdf>
- Professionals Consultation Line (East Coast only)
<http://www.safeguardingchildren.co.uk/admin/uploads/resources/professionals-consultation-line-one-minute-guide.pdf>
- Trusted Relationships Project
<http://www.safeguardingchildren.co.uk/admin/uploads/resources/omg-trusted-relationships.pdf>

Created and published Practice Guidance on:

- Criminal Exploitation and County Lines
<http://safeguardingchildren.co.uk/admin/uploads/resources/north-yorkshire-criminal-exploitation-county-lines-practice-guidance.pdf>
- Safer Recruitment Practice Guidance
<http://safeguardingchildren.co.uk/admin/uploads/practice-guidance/saferrecruitment.pdf>
- Substance Misuse in Parents
<http://safeguardingchildren.co.uk/admin/uploads/practice-guidance/substance-misuse-in-parents.pdf>

The practice group have also had inputs this year around Adverse Childhood Experiences (ACES) and Children in Need Emergency Essentials Fund to explore how we can embed both across the work of our partners.

Vulnerable, Exploited, Missing and Trafficking (VEMT)



The purpose of the VEMT Practitioner Group (VPG) meetings are to share information in a professional manner in order to consider suspected risk and vulnerability related to the VEMT risk categories (Vulnerable, Exploited, Missing and Trafficked). The meetings operate on a monthly basis across the seven District areas of North Yorkshire (Scarborough, Ryedale, Craven, Harrogate, Selby, Hambleton and Richmondshire). They focus on contextual safeguarding and the links between children and young people reported missing, those assessed as at risk of Child Exploitation (both sexual and/or criminal) or trafficking and those who may be at risk of Exploitation,

but who are not currently open to any services. They focus on the links between young people and the adults around them who may present a risk of harm through exploitation and/or how they are linked to locations that may be a concern. By bringing together partners to discuss risk and vulnerability in this way, it enables partners to put in place coordinated actions that aid early identification of risk and safeguarding and robust disruption tactics for the perpetrators of exploitation. They are attended by a range of multi-agency partners including Children Social Care, Police, Early Help, Health, Youth Justice Services, Education, Drug and Alcohol Services, Housing and Third

sector partners. Cases open to Children and Families Service are not discussed directly and there is a fluid transfer of information between cases discussed in VEMT and individual case workers responsible for the risk management plan for individual children. However there is a focus on the environments in which exploitation may be taking place. For example, there may be a concern around an address where intelligence indicates groups of young people are being drawn to and being given drugs/alcohol. Through early identification of a location of concern, the VEMT group can co-ordinate multi-agency work to target and disrupt this activity e.g. through the issuing of Child Abduction Warning Notices (CAWN), working with housing to enforce tenancy regulations, increasing partnership intelligence submissions to the police and ensuring the safeguarding of those young people identified as being involved etc.

“ VEMT is like having a web of networking across an area and allows connections to be made and often small pieces of information shared that can make hugely important links which can be pivotal for agreeing actions to further safeguard children and young people. VEMT is hugely valuable, well organised and rigorous and holds all agencies to account to deliver agreed actions”
Senior Education Manager, NYCC

Over the last 12 months there have been a number of areas that VEMT developed. Firstly in ensuring effective transitional safeguarding for young people aged 16 – 17 and locality meetings have strengthened links with

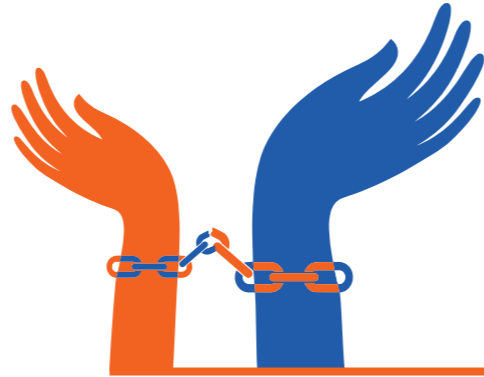
leaving care teams and adult services to ensure that when a young person turns 18 they continue to have the services and support in place that they need. There have also been a number of successful multi-agency mapping exercises that have pooled together professionals and identified links between children, perpetrators and locations of concern, not just across North Yorkshire, but also identified where children are being trafficked across county areas. This has led the identification of a number of networks and perpetrators that otherwise may not have been identified. Other areas have commented that

“The VEMT model we observed was very impressive, with the local knowledge of all partners being considered in decision making ensuring both preventative and pro-active actions to ensure young people were protected. In particular the extensive local knowledge of young people held by secondary schools, the patterns of behaviour they observe, is essential and invaluable”

CSE Nurse, West Yorkshire

Vulnerability and Exploitation remains a high priority for NYSCB and the VEMT process will continue to be reviewed and developed to ensure that across North Yorkshire we have the most effective processes in place to assess risk and vulnerability and identify perpetrators of exploitation. Our aim is to continue to create spaces of safety for children and young people and make North Yorkshire an unattractive location for perpetrators to exploit them.

Modern Slavery and Human Trafficking



Considerable work has been undertaken by NYSCB in relation to Modern Slavery and Human Trafficking for children over the last year. Much of the work and development has been led by the Modern Slavery and Human Trafficking Partnership group.

'The York and North Yorkshire Modern Slavery Partnership brings together a wide range of agencies in both statutory and voluntary sectors working together to combat slavery in both children and adults'

Professor Gary Craig
Deputy Chair of the York and North Yorkshire Modern Slavery Partnership

The partnership recognises that modern slavery doesn't just happen in large urban areas and that is also found in towns, villages, rural and isolated communities across North Yorkshire and the City of York and can often involve young children. The aim of the group is to equip partners within private, public and voluntary organisations to recognise the signs of modern slavery, help them understand their roles in preventing this type of crime within their communities, as well as provide support victims who are identified.

The National Referral Mechanism (NRM) is the framework through which potential victims of trafficking in the UK are identified, so that they can be supported and protected. It is a particular process to be followed when it is suspected that an adult or a child might be a victim of trafficking. During the period 01/04/2018 – 31/03/2019, 62 National Referral Mechanism (NRM) referral forms and 8 Duty to Notify forms were submitted across North Yorkshire. Professionals have a duty to submit a National Referral Mechanism where they suspect a child or young person under the age of 18 may be subject of modern day slavery or human trafficking. Of those 62

NRM referrals, 50 related to children where professionals suspected that a child was being exploited through modern slavery and/or being trafficked. Of these 50 child referrals, 20 were submitted by North Yorkshire County Council Children and Families Services.

In total, 45 of the 62 NRM referrals submitted resulted in an initial positive reasonable grounds decision from the Modern Slavery Unit within the Home Office. This indicates that from the information available, there is reasonable suspicion at that stage that the child is a victim of trafficking. This resulted in most cases requiring North Yorkshire Police to record a crime and investigate under the Modern Slavery Act 2015. NYSCB are currently developing best practice guidance for partners regarding submitting NRM referrals for children to ensure we submit the highest quality referrals for the children professionals believe are at risk. The links between young people who are believed to be at risk, links to harmful adults and locations of concern are also regularly shared within the VEMT monthly locality meetings, which has resulted in a number of positive pieces of joined up partnership work to take action to disrupt the activity and ensure that children at risk are safeguarded.

In terms of training and awareness rising, NYSCB held a series of Safeguarding Managers masterclasses across the county in December 2018 and included training in child criminal exploitation, county lines, modern slavery and human trafficking. The training was presented to partners from children and families service, police, education professionals, health workers, housing providers, third sector organisations and a range of other front line professionals. This included raising awareness of the indicators that practitioners may see within children who are at risk, as well as what they should do if they suspect a child is subject to exploitation, slavery or trafficking. The feedback from partners was extremely positive and it has led to the development of further learning and development within locality teams across the partnership.

There are also plans to continually develop this training and awareness across the partnership, so that front-line professionals are equipped with the knowledge and skills to identify those children at risk of modern slavery and human trafficking at the earliest opportunity and take appropriate action to safeguard those children.

The NYSCB also produced new practice guidance around criminal exploitation and county lines to support professionals (<http://www.safeguardingchildren.co.uk/admin/uploads/resources/north-yorkshire-criminal-exploitation-county-lines-practice-guidance.pdf>) as well as a joint protocol for those children who reside out of North Yorkshire, but who are arrested within the county and suspected to be at risk of county lines (<http://www.safeguardingchildren.co.uk/admin/uploads/resources/out-of-area-young-people-arrested-who-appear-to-be-at-risk-of-criminal-exploitation-protocol.pdf>). The main focus on both documents is around early identification and professionals' taking appropriate measures to ensure the safety of those children.

Across the County, relentless pursuit of the perpetrators of this crime has continued and North Yorkshire Police and helped secure a Slavery and Trafficking Risk Order in Norfolk in November 2018 following the suspected exploitation of migrant sex workers in Harrogate. They are also actively seeking their own Slavery and Trafficking Risk Order in relation to the exploitation of migrant workers at a restaurant within the County. If successful, this Slavery and Trafficking Risk Order will serve as a blue print as to how we as a partnership deal with suspected exploitation at vulnerable locations across the County.

Trusted Relationships (Home Office Funded Multi-Agency Project)

In 2018 the Home Office launched an £11 million Trusted Relationships Fund which provided the opportunity for local authorities to apply for funding to deliver and evaluate initiatives to improve support to young people at risk of exploitation and abuse. The fund focussed on fostering positive and protective relationships between frontline staff or other trusted adults and at-risk children and young people.

A review carried out by the Early Intervention Foundation, commissioned by the Home Office in 2017, also found that a trusted relationship with an adult is a significant protective factor and an essential part of programmes to support vulnerable children. It found that this kind of social support can help children avoid risky situations, as well as help them overcome adverse circumstances in their lives.



North Yorkshire and York Project Summary

A successful bid which was developed by a North Yorkshire and York partnership group centred on the implementation of a multi-agency collaborative approach to identification and support for children and young people (principally aged 10 – 17) who are primarily at risk of or subject to Child Criminal Exploitation (CCE), including County Lines, Child Sexual Exploitation (CSE) and Modern Slavery. County Councillor Janet Sanderson said: “North Yorkshire and York councils welcome this funding as it will enable us to extend our already established innovative, multi-agency work in supporting children at risk of exploitation.”

The exploitation of young people due to County Lines criminal networks is a growing issue in North Yorkshire and York. There is evidence of active networks operating in Scarborough, York and in the rest of the county. Networks from Liverpool, Birmingham, Leeds, Sheffield and Manchester continue to feature. Intelligence shows that children are being trafficked to different parts of the country in order to supply drugs. Violence and threats are associated with most County Lines networks within North Yorkshire and York, and the carrying of weapons, such as knives and machetes is a feature. Central to the North Yorkshire and York project is the ambition to disrupt the County Lines network by diverting the most vulnerable young people away from risk through effective support networks.

Minister for Crime, Safeguarding and Vulnerability, Victoria Atkins, said: “Early intervention is so important to steer vulnerable young people away from abuse and harms. I am delighted that the Trusted Relationships fund will provide vital support to children in the North Yorkshire and York areas.”

North Yorkshire and York Project

At the heart of the delivery model for the North Yorkshire and York project is the ambition to foster positive, persistent and long-term relationships and develop protective factors that build resilience in this highly vulnerable population. The funding is being used to

further develop the multi-agency panels which are currently in place to allow them to receive referrals, complete multi-agency screening, identify a lead professional and develop a multi-agency support plan for children and young people who are at risk of or already subject to CCE/CSE/modern slavery.

Furthermore, a ‘Trusted Relationship’ (trained individuals including service experienced young adults, specialist trained adult mentors, and trusted adults already known to the children) are identified for each young person help to build resilience, self-esteem and self-efficacy in the young people subject to or vulnerable to CCE and exploitation generally. Funding is also being used to enhance the shared understanding of the issues associated with CCE and exploitation across agencies and facilitate improved integrated working arrangements.

The first cohort of cases have been accepted onto the Trusted Relationships project and as of 27/03/19 North Yorkshire had received a total of 21 requests for a Trusted Relationship and a further 7 cases have been identified as potentially being suitable for the Trusted Relationships programme. The positive impact has already begun to be evidenced.

“There is already a developing relationship between the youth worker and the young person, and a development of trust, to the extent that the young person is being proactive with her Mum in dealing with some of her vulnerabilities and sharing information with the youth worker and asking for the youth worker’s involvement. With this case we have already ascertained new intelligence around groups of youths and peer pressures, and the youth worker is supporting the young person with police interviews alongside the family”

Private Fostering

Private fostering is when children and young people up to the age of 16 (18 if disabled) are cared for by someone other than a parent or close relative for more than 28 days.

All private fostering arrangements have to be notified to the local authority to enable them to carry out their duty to promote the welfare of children privately fostered. Key to strengthening the notification system is improving the knowledge, awareness and readiness to act of all professionals who come into contact with children and families.

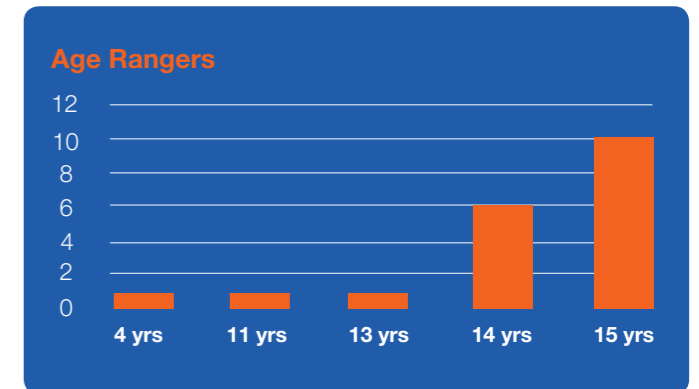
During 2018/2019 there has been a 41% increase in the number of notifications received by North Yorkshire Children & Families Service. This equates to 24 notifications to which 14 progressed to new Private Fostering arrangements.

The number of children subject to an active private fostering arrangement as at the end of reporting period in 2018/19 is the same as in 2017/2018 (nine). There were a further 19 arrangements that ended in 2018/19 (either because the child turned 16, or because they were no longer privately fostered for other reasons).

The referral source for private fostering notifications in 2018/2019, is primarily through Schools and the Police. Other sources of multiple referrals include family members, other Local Authorities and our own Local Authority.

82% of privately fostered children are White British. The remaining children in a private fostering arrangement in 2018/19 are from: Any Other White Background (9%); and Asian/Asian British (9%). In all cases ethnicity was recorded in the case file. It is pleasing that recording in this area has continued at 100%.

The age range of children and young people in private fostering arrangements over 2018/19 was between four and 15 years of age. The age group with the highest number of Privately Fostered children is aged 15 which is expected given the usual nature of Private Fostering arrangements. There were no known disabled children within a private fostering arrangement during the period.



Of the 9 current private fostering arrangements, 7 of those children are on Child in Need plans, and 2 are not subject to any plan, other than Private Fostering. None of the children and young people are currently subject to a Child Protection Plan. This figure is similar to previous years in terms of children on Child in Need plans but there were two children subject to a Child Protection Plan in the previous year.

The key indicators are that visits are undertaken within 7 working days of the notification, or of Children’s Social Care becoming aware of an arrangement; that assessments are completed within 42 days (or completion of Disclosure and Barring Service (DBS) checks, whichever sooner) and that visits are carried out every 6 weeks within the first year and thereafter every 12 weeks.

An annual audit has taken place which looked at all children and young people with an open Private Fostering status, and a proportion of recently ended cases, which was 16 cases. The audit found that 13 out of 16 assessments were completed in timescale resulting in 73% of all Private Fostering assessments were completed in timescale which is comparable to the previous year. When exploring the delay it was found that the DBS can impact and also social workers are often completing a Children and Families Assessment prior to completion of the Private Fostering Assessment which impacts on timeliness.

Assessments were found to be robust, they identified need appropriately and the use of Signs of Safety was well evidenced.

There is evidence across 94% of the cases that the young person was seen alone and 75% of visits were completed in timescale which needs to be a priority action moving forward. It was identified that often that the initial visit was not completed in timescale but the remainder of the other visits were.

There was good evidence throughout the case file of the child's wishes and feelings being gathered in 88% of those arrangements. In two cases the auditor did not answer the question. In all bar one case there was evidence that any other young people in the household were appropriately considered in the assessment.

The local authority has a range of powers and duties in relation to private fostering, including the power to place requirements on a private foster carer, maintaining a limit of 3 children, the power to prevent someone unsuitable from caring for someone else's child, and taking action about unsatisfactory care. There have been no requirements or prohibitions in North Yorkshire during the past 12 months. There have been no examples of people who are disqualified (Disqualification from Caring for Children (England) Regulations 2004) being involved in private fostering.

The Private Fostering Steering Group has been established since February 2012. The Steering Group is made up from Children's Social Care, Early Help and NYSCB. Meetings take place on a quarterly basis. There is also a newly formed working group chaired by the Group Manager for Access and Vulnerabilities and will be attended by the three locality Specialist Social Workers and the fostering service. The function of the working group is to have oversight of private fostering cases, performance data and drive awareness across each locality.

North Yorkshire has a communication plan which is kept under review in the working group. The purpose of the plan is to ensure that information about private fostering is made available to professionals and the wider public. The Private Fostering Steering and Working Groups will have oversight of the plan and work to drive this forward.



Follow the link to the presentation: <https://youtu.be/Gm5hZLLQ62I>

Chapter 3: Funding

The NYSCB budget is derived from contributions from a number of partners. As well as direct funding the NYSCB is also provided with services in kind by a number of agencies.



Expend Types	Budget	Total
		101,868.72
Income	-126,684.96	
Independent Chair	14,931.86	
IT	6.57	
Staffing	204,274.17	
Supplies and services	9,341.08	

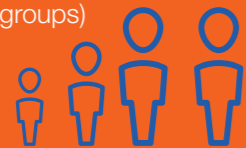


Chapter 4: NYSCB Data

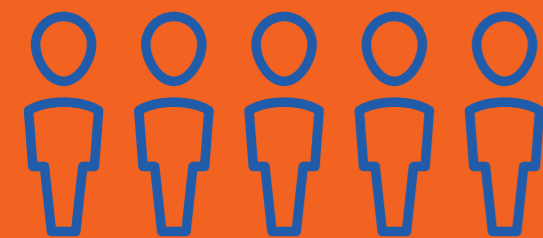


School population (all year groups)

83211



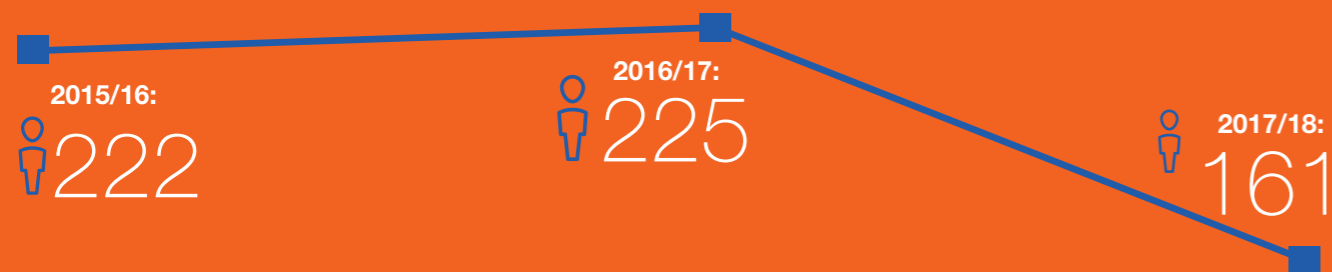
Exclusions:



White British Ethnicity 89.1%

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Total number of children and young people (under 18) not in education, employment or training (NEET) over the last 3 years (At end of 2015/16, 2016/17 and 2017/18 financial year, in Year 12 to 13):



Total number of accidental and or deliberate injuries in North Yorkshire for over the last 3 years:

		2015/16	2016/17	2017/18
Inpatient admissions (No Data from Craven)	Intentional	316*	392*	419
	Unintentional	937*	1116*	1069
Emergency Department attendance	Intentional	16984	24042	22661
	Unintentional	12660	12031	12022

- Early years settings graded good or outstanding**
NY 97.0% — National 96.0%
- Childminders graded good or outstanding**
NY 97.0% — National 95.0%
- Primary schools graded good or outstanding**
NY 84.6% — National 81.1%
- Secondary schools graded good or outstanding**
NY 79.1% — National 73.2%
- Special schools graded good or outstanding**
NY 90.9% — National 89.7%
- Pupil Referral Service graded good or outstanding**
NY 100% — National 81.1%

Second or Subsequent Child Protection Plans

16.6% in 2018/19, 1.3% lower than in 2017/18 and below national (20.2%) and statistical neighbour (20.4%) averages

Key Themes

- Adoption - 398 days from coming into care to moving in with an adoptive family in North Yorkshire compared to 486 days nationally
- CPP - Reported violent and sexual offences against children have increased for the third successive year
- 1657 violent offences reported in 2018/19, 21% higher than in 2017/18 and 36% higher than in 2016/17
- 868 sexual offences reported in 2018/19, 30% higher than in 2017/18 and 45% higher than in 2016/17
- Demand for child protection services remains high, although there are some signs of demand reaching a plateau
- 4164 referrals to Children's Social Care in 2018/19, compared to 4492 in 2017/18
- Significant reduction in the number of children subject to a child protection plan, from 520 at the end of 2017/18 to 369 at the end of 2018/19, a reduction of 29%
- Although the rate of repeat referrals has climbed for 15.8% in 2017/18 to 18.2% in 2018/19, it remains lower in North Yorkshire than across England (21.9%) and the statistical neighbour average (22.2%)
- Mirroring national trends, school exclusions remain a concern.

Chapter 5: Safeguarding Practice Review Group



The Local Safeguarding Practice Review Group (SPRG) has been established in accordance with Working Together to Safeguard Children (2018) and the Children & Social Work Act 2017. The SPRG is the arrangement by which local safeguarding partners will:

- (a) *Identify serious safeguarding cases which raise issues of importance in relation to the area and;*
- (b) *For those cases to be reviewed under the supervision of the safeguarding partners, where they consider it appropriate to identify any improvements that should be made by persons in the area to safeguard and promote the welfare of children.*

The purpose of the SPRG is to identify and oversee the reviews of serious safeguarding cases which raise issues of importance in relation to North Yorkshire. The SPRG make recommendations to the Independent Chair of the NYSCB on cases that meet the criteria for a local review with a view to commissioning reviews of multi-agency practice. The SPRG will work with the National Panel to have a shared aim in identifying improvements to practice and protecting children

from harm, this will include: recognising commonly-recurring areas that may need investigation, to share learning including learning from good practice that could lead to improvements in other areas. The SPRG meet on a quarterly basis and consider cases where some of the following outcomes may be identified:

- Multi-agency learning review.
- Single-agency learning review.
 - Multi-agency case file audit.
 - Multi-agency practitioner audit.
 - Good Practice reviews.
 - No further action.

The SPRG consists of multi-agency partners including: Police, Health and Local Authority and is currently chaired by the Designated Doctor Safeguarding/Looked after Children.



Highlights:

- The Terms of Reference have been reviewed following the publication of the Children and Social Work Act, 2017.
- Work has commenced on developing a template for the Rapid Review of cases notified to the National Panel
- During 2018/2019 no notifications to Ofsted were made.
- The SPRG have considered a number of cases. Resulting in two practitioner reviews being undertaken of cases which did not meet the threshold for a serious case review but in which practitioners felt there may be multi-agency learning. Following the reviews it is envisaged that actions plan will be developed by the Learning & Improvement subgroup.
- Multi-agency action plans from learning have been developed and are managed in the multi-agency NYSCB Learning & Improvement subgroup which has ensured that actions are taken forward resulting in positive impact on practice and on outcomes for children. Learning generated as a result of audit and review has been disseminated by the NYSCB into:
 - Improved training delivery.
 - Developments in Safeguarding: Managers Masterclasses continue to be delivered and learning shared to multi-agency professionals.
 - Published new and updated one minute guides.
 - Seven Point Briefings published to help share learning.

Serious Case Review (SCR)

A case was considered by the SPRG where it met the threshold for a notification to be submitted to Ofsted by the Local Authority. The SPRG made a recommendation to the NYSCB Independent Chair as it was agreed that the criteria for an SCR had been met. The NYSCB Independent Chair made a recommendation to the National Panel who agreed with the decision for the NYSCB to undertake an SCR.

The NYSCB set up a multi-agency Panel which was chaired by the NYSCB Board Manager and subsequently by the Designated Nurse, Safeguarding/Looked After Children. The draft SCR has been presented to the NYSCB Executive for approval along with the Executive Summary. It is anticipated that the final report and Executive Summary will be published in November 2019 following the Inquest.



Chapter 6: Partnerships and Network



Safeguarding are Everybody's Business and one that can't be done in isolation. Partners working in North Yorkshire is vital to ensure our communities are safe for children, young people and their families and as such we continue to develop strong working arrangements with other boards across North Yorkshire and the City of York.

The Inter-Board Network (North Yorkshire) and The Systems Leadership Group (North Yorkshire and York)

The Inter-board network is a forum for key professionals who have responsibility to manage safeguarding in North Yorkshire. The Inter-board network meet, discuss and progress opportunities whilst strengthening and co-ordinating existing arrangements.

The primary purpose of the network is to support the System Leadership which operates across North Yorkshire and the City of York. The group aims to identify, implement and deliver cross boundary collaborative initiatives.

Membership of the Inter-board Network includes:

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North Yorkshire Community Safety Partnerships (NYCSP)

Community Safety Partnerships (CSPs) are under a statutory responsibility for partners to work together to reduce reoffending, to tackle crime and disorder, to tackle anti-social behaviour to tackle alcohol and substance misuse and to tackle any other behaviour which has a negative effect on the local environment. When the criteria is met, it is the statutory function of CSPs, to undertake Domestic Homicide Reviews, ensuring effective learning is identified and embedded across partners.

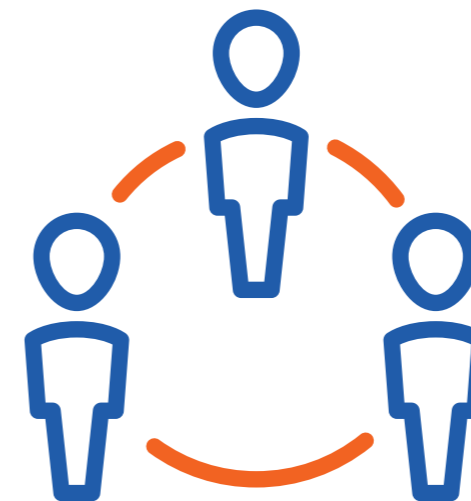
Integrated Community Safety Hubs have been introduced in each of the districts to enhance the services of all partners and to provide better community safety support for all communities across North Yorkshire.

North Yorkshire and York Domestic Abuse Joint Commissioning Group (DAJCG)

The DAJCG includes representation from key agencies and sectors, who through this group deliver their commitments to continuing to reduce the impact of Domestic

Abuse and the effects on families, across North Yorkshire and York. In order to do this we need to ensure that services are improving people's lives, with an emphasis on early intervention and providing secure provision and consistent services across the county.

To support this delivery two multi-agency sub groups have been established, both reporting to the DAJCG, one focusing on the commissioning of Domestic Abuse services and the other group is focusing on operational matters.



North Yorkshire and City of York Strategic Prevent Board

The Prevent element of the Counter Terrorism Strategy, CONTEST, aims to stop people from becoming terrorists or supporting terrorism. It contains three key objectives; Ideology- challenging the ideology that supports terrorism and those who promote it Individuals- protecting people from being drawn into terrorism and ensuring that they are given appropriate advice and support; and Institutions- supporting sectors and institutions where there are risks of radicalisation. The Prevent Strategic Board for North Yorkshire and York develops the multiagency strategic approach to Prevent.

Agrees the North Yorkshire and York Counter Terrorism Local Profile (CTLP) and action plan and ensures the effective strategic coordination of partners. For local delivery each of the districts has a local Prevent delivery group. Aside from the local implementation of action plans the groups gather local intelligence and information regarding community tensions and hate crime incidents that can influence the Prevent agenda. North Yorkshire has a multi-agency Channel Panel that meets on a monthly basis and is chaired by the Head of Safer Communities. Channel is a programme which focuses on providing support at an early stage to people who are identified as being vulnerable to being drawn into terrorism. The programme uses a multi-agency approach to protect vulnerable people from radicalisation and extremism, by; Identifying individuals at risk Assessing the nature and extent of that risk, and Developing the most appropriate support plan for the individuals concerned.

Chapter 7: Children Strategy and Safeguarding Groups



Craven CSSG

"Once again I would like to pay tribute to and commend the professionalism of all the staff who work in Safeguarding in North Yorkshire. The Craven CSSG gives me such confidence that our authorities do an excellent job in difficult times. I would like to acknowledge the contribution of all members of this group over the past year and to those staff that work with them also".

Chair of the Craven CSSG,
Cllr Andy Solloway

Achievements

Notable achievements over that past year have included: Safeguarding Week, the theme being 'Safeguarding is Everybody's Business', held in venues in Skipton, Grassington and Settle, with the Police, and the Prevention Service being involved. Great success was reported with some great work with some difficult to reach groups. In addition, there has also been a focus on alcohol awareness, with some good cross agency work, particularly in certain localities in Craven where alcohol misuse is a problem. A big event in Craven for many agencies was the opening of the new Carers Resource in Skipton. This actually provides a superb location for all kinds of services, and many safeguarding officers have commented about how good it is to have a resource like this that provides not only support to carers and their families, but also provides a staffed contact point that can feed into our work too. Craven District Council is also proactive in taking enforcement action in respect to safeguarding such investigating certain premises, focus on taxi drivers, licensing and training as well as child labour.

Safeguarding Week 2019

The CSSG has tasked a working group who will plan local activity in Craven as part of Safeguarding Week 2019. The focus is to raise awareness amongst the wider public of the vulnerability and risk indicators of county lines to protect young people.



Hambleton and Richmondshire CSSG

Achievements

Hambleton and Richmondshire's focus for Safeguarding Week 2018 was loneliness and isolation. In Hambleton, Husthwaite Sports and Activity Group and activity group hosted a variety of groups and invited local partners which was well engaged with by the wider public. A number of competitions took place and the event was replicated in the Colborn area. From a public health front, there has been a focus on reducing unintentional injuries amongst under 5's within Richmondshire through establishing a local action group. This has been a continuing theme with the CSSG and it is positive development.

Safeguarding Week 2019

Hambleton & Richmondshire are looking to hold two events, one in Northallerton and one in Catterick. The events will look to use a mobile unit to raise awareness about emerging safeguarding themes amongst the general public, especially around exploitation and modern slavery.



Selby CSSG

The Selby CSSG continues to be an active group, with a core group of committed members, including the Police, District Council and Health, who attend the group on a regular basis..

Achievements

Following on from the success of last year's Safeguarding Week in Selby, the theme of E-Safety continues to be a priority for the group and work around this is ongoing, aimed at both professionals and families.

The multi-agency Teenage Pregnancy Task and Finish Group has been re-established and work is ongoing, including improved access to Emergency Contraception, via the Healthy Child Teams. Latest conception data is now showing a reduction in Selby.



Harrogate CSSG

There is a lot of energy and enthusiasm for this locality networking group, and the Harrogate CSSG has delivered some excellent pieces of work in recent years. Members are still ready and willing to be galvanised collectively, to work together for the benefit of children, young people and families. The Group looks forward to the next stage in development.

Achievements

The current Harrogate work plan is mostly completed. One last area of work identified within the plan has been the development, of a Youth Project to reduce the social isolation of young people with autism. This has been led by Helen Prince from Carers Resource, with support from Vicki Lever from North Yorkshire Youth. This has been targeted at the new Year 7 intake with information leaflets going out to families informing them of possible support that will be available. Some training of Year11's/12's to act as 'buddies' to work in the club is being undertaken. Harrogate National Autistic Society are supporting with training. Stronger Communities have facilitated a grant of £950 from the 'Inspire Fund' for financial support towards training. Further expansion through contact with the SENCO at King James High School is currently being explored.

The Group have also received informative awareness raising presentations and discussed these within the local context. In particular group members found the presentation by North Yorkshire Police on Modern Day Slavery and Human Trafficking especially informative as many members were unaware of it and recent trends (for example the expansion of County Lines). Presentations have also been made updating the group on the developing strategy around young peoples' Voice, Influence & Participation.

Scarborough & Ryedale CSSG

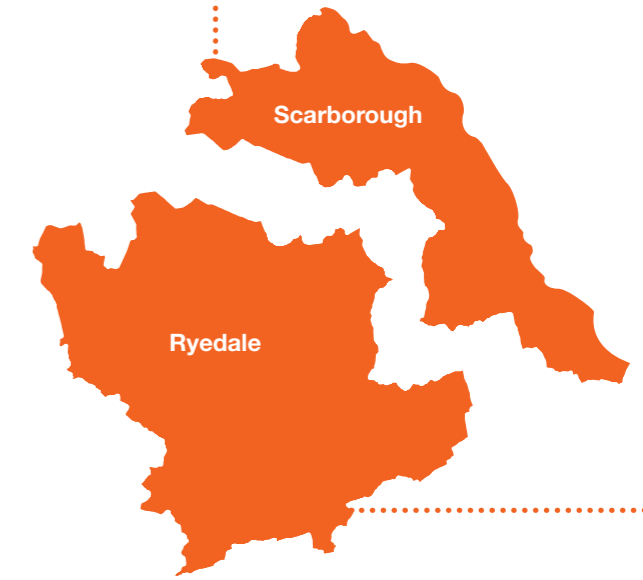
The group is now well established with a broad membership across the locality, including:

- A nominated chair: Councillor Janet Jefferson
- Children's Trust Lead: Elizabeth White-Acting Divisional Manager, East, Children & Families Service
- Safeguarding Lead: Victoria Barber - Team Manager, Children & Families Service.
- Safer Communities
- Police
- Early Help Service
- MAST

Achievements

Scarborough Borough Council with the Police continue to raise awareness to safeguard children, young people and vulnerable adults through briefings, these include Modern Slavery, CCE and CSE, to Scarborough Hospitality Association, Local Hotels, Police and Community Support Officers, Holiday theme parks, Taxi and private hire vehicles, other main businesses with on-going delivery to new Taxi drivers in the Borough. The work has seen some positive reporting by businesses and outcomes in relation to keeping people safe in the Borough.

Scarborough Borough Council commissioned 'Hope for Justice' who delivered 2 x sessions to multi-agency audience at Coventry University on Modern Slavery in 2018. A further 2 x sessions are planned in March 2019.



Safeguarding Week

In Ryedale, a community event promoting 'Safeguarding is everybody's business' was held on 25th June as part of Safeguarding Week 2018, which included a mobile phone unit in Malton and multi-agency partners engaged with members of the public handing out literature.

Challenges

- Emerging concerns regarding the number of children on limited education packages leading to increasing number of children not actively in education. Most of these young people are known to one or more local services (Police, Youth Justice, Prevention, Children and Family Services, CAMHS, private residential homes etc.) Progress to date has included, monthly meetings established in September with a review of meeting in April.
- Growing concern with regard to children home educated and number of Exclusions, especially within Primary Schools
- Emphasis on Ladder of Interventions and opportunities funding to enable engagement with schools

Chapter 8: NYSCB Training



Following a further training review in 2018/19, the NYSCB ceased to adopt the Virtual College Safeguarding Training. Although, this has seen an overall reduction in the amount of courses, NYSCB signposts agencies to, the stability of the training systems now in place are enhanced.

The NYSCB is currently signposting professionals to 17 training packages of which as follows:

- NYCC Safeguarding Children Basic Awareness – Online Learning
- Home Office E-Learning Training on Prevent
- NYCC Comprehensive Child Protection Pathways (CCPP)
- NYCC Comprehensive Child Protection Pathways (CCPP) Refresher
- NYCC Safeguarding Children
- NYCC Young People and Risky Behaviour
- NYCC Child Sexual Exploitation: Working with those directly at risk of CSE
- NYCC Toxic Trio

- NYSCB Developments in Safeguarding Manager's Masterclasses
- NYSCB Managing Allegations against Staff
- Child Death Reviews: Advanced Training for Rapid Response Teams
- Forced Marriage
- Female Genital Mutilation
- Domestic Abuse Awareness Training
- Hate Crime Signposting in North Yorkshire
- Zero Suicide Alliance e-training
- Health Education England Suicide Prevention e-learning

The NYSCB is continuing to develop the above training offer for professionals and hopes to be able to offer more in 2019/20.



NYSCB Developments in Safeguarding Manager's Masterclasses

Of particular note, it was pleasing to see the growth of the NYSCB Developments in Safeguarding Manager's Masterclasses within the past year. A total of 322 frontline managers / safeguarding leads attended the events in June and December which were ran across North Yorkshire in 5 localities.

Originally established in 2016, Managers' Masterclasses aim to ensure that safeguarding managers are regularly provided with an opportunity to establish an overview of new developments both locally and Nationally, including research, new legislation, learning from Serious Case Review's (SCR's) and other key themes. Additionally the briefing is to improve understanding of the multiagency work to safeguard children and young people in North Yorkshire.

Masterclasses are aimed at managers who have responsibility for staff who so that they can disseminate learning within their teams an agencies. The training is facilitated by members of the NYSCB Business Unit in conjunction with safeguarding partners who have sought to ensure that managers are empowered to challenge and support staff when reflecting on safeguarding issues.

Topics included in the agenda for Managers' Masterclasses have been identified in response to issues arising from; new legislation, findings from local and national audits and case reviews, and hot topics arising from multi-agency discussion in subgroups relating to partners.

Last year saw a diverse range of topics covered including:

- The Dark Web
- Learning from Auditing Exercises & Reviews
- Fabrication and Induction of Illness of Children
- Social and Emotional Mental Health
- New Multi-Agency Safeguarding Arrangements
- Modern Slavery and Human Trafficking
- Vulnerable, Exploited, Missing, Trafficked Agenda



Chapter 9: Voice of Children and Young People

The NYSCB Business Unit was pleased to attend the Youth Voice Conference at the Pavilions, Harrogate on the 22nd March 2018. This is a key conference to seek the views of young people and as part of this the NYSCB ran a workshop to seek young people views on a range of safeguarding themes which were identified within the Growing Up in North Yorkshire Survey 2018 and how services could better support young people who experience these issues.



The topics generated a wide variety of discussion by young people sharing their thoughts and insights on whether they agreed or disagreed with the statements and how services can better support those who encounter a safeguarding matter. The feedback provided by young people will be circulated to wider partners through the NYSCB sub-groups. Moreover, this work will inform further consultation the NYSCB Business Unit is wanting to carry out with young people through local forums such as the Youth Voice Executive and the North Yorkshire & York Youth Commission as it looks to develop ways in which the board can communicate more effectively and reach out directly to young people.



Hosted by North Yorkshire County Council, the event offers young people the opportunity to meet and learn how they can influence decision-makers from the police, education services, local authorities and other organisations. The conference is aimed at secondary schools, youth councils and youth groups.

A total of thirty children and young people engaged with the workshop where we asked a series of questions based on a number of statements about:

- Social and emotional mental health
- Carrying weapons for protection
- Bullying
- Friendships & relationships
- Exposed to harmful content online
- Substance misuse

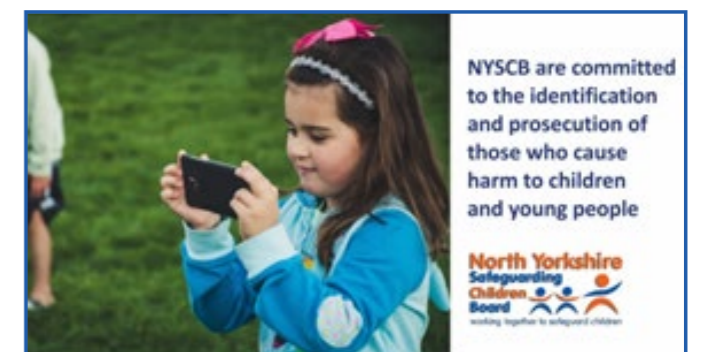
Chapter 10: Campaigns/ Social Media/E-Bulletin

Campaigns

CSE Awareness Day 2019

Monday 18th March, 2019 marked National Child Sexual Exploitation (CSE) Awareness Day and the National Working Group (NWG) published a range of key messages that NYSCB promoted amongst partners and organisations. For more information about the national awareness day go to www.nwgnetwork.org

As part of the day NYSCB has put together a range of images that were used by partners across North Yorkshire to raise awareness locally and through social media. We were extremely pleased with the volume of social media activity around this campaign.



2018 North Yorkshire Safeguarding week

25–29 June 2018

Safeguarding Week 2018

'Safeguarding is everybody's business' – that was the message coming from organisations across North Yorkshire as they supported Safeguarding Week 2018 (25-29 June).

Safeguarding Week campaign is supported by the North Yorkshire Safeguarding Children Board (NYSCB), North Yorkshire Safeguarding Adult Board (NYSAB), the Police and Crime Commissioner for North Yorkshire, and the North Yorkshire Community Safety Partnership, working with North Yorkshire Police and local partners.

For us in North Yorkshire Safeguarding means working together to stop abuse and prevent it happening in the future – everyone has a right to live a life that is free from abuse and neglect. One of the aims of the week is to emphasise that everyone has a role to play in spotting the signs of abuse, and to encourage the public and professionals in all walks of life to be aware of the many forms abuse can take.

Detective Superintendent Allan Harder, Head of Safeguarding at North Yorkshire Police, said:

“Keeping children and adults safe from harm remains a priority for North Yorkshire Police. There are many, many vulnerable people in our communities, people of all ages and different backgrounds.

“This week is important to help to raise awareness of the positive work being done by many agencies across the county in order to support those people who need us the most. It is also an opportune time to educate communities about issues such as Domestic Abuse, Harassment and Stalking, Child Neglect and Child Abuse, and point them in the direction of how and where to report concerns.

“We want everyone to be able to recognise the different behaviours of offenders and victims and to be confident to report abuse and seek the necessary help and support.”

Throughout the county there were a variety of local activities taking place across North Yorkshire and a vast amount of social media activity happening post, during and pre safeguarding week.

Anti-Slavery Day 2018

Nearly 200 years after the abolition of slavery, vulnerable men, women and children are still being exploited. This can, and does, happen right here in North Yorkshire. Over the past three years the number of potential victims of modern slavery and human trafficking identified in North Yorkshire has risen significantly, this follows the national trend, which is believed to be due to the rise in awareness.

Thursday, 18th October marked anti-slavery day which was another opportunity to raise awareness and highlight the ongoing efforts by many agencies and charities to eradicate such an abhorrent crime. This gave an opportunity to continue to promote the North Yorkshire Modern Slavery Toolkit developed by our partners North Yorkshire Police <http://www.safeguardingchildren.co.uk/admin/uploads/resources/nyp-modern-slavery-toolkit.pdf>



Dangers and consequences of carrying knives and weapons

Across the country, 7 out of 10 young people who end up in A&E with a knife injury have been stabbed with their own knife. By carrying a blade, people are putting themselves at risk.

A person found with a knife or weapon could be prosecuted and end up in prison, it can also affect future employment and travel prospects.

We do not have a massive knife crime problem in North Yorkshire, but some young people still make the decision to carry a knife or blade. Young people may feel carrying a knife gives them street cred, makes them feel big or earns them respect, but the truth is none of these are good enough reasons for carrying a knife.

Knives can be surrendered at local police stations. See <http://www.northyorkshire.police.uk/> for more information.

During 17th to 24th September we participated in the national week of action to raise awareness around the dangers and consequences of carrying knives and weapons. This campaign covered all ages and there is information available from a number of organisations.

Useful websites and social media include:

- <https://www.knifefree.co.uk>
- <https://noknivesbetterlives.com/practitioners/resources>
- <https://www.pshe-association.org.uk/curriculum-and-resources/resources/home-office-knifefree-lesson-plans-ks34>
- <https://www.fearless.org/en>

Social Media

Social Media has significantly increased the NYSCB's reach to professionals and members of the public. The NYSCB's Twitter account has over 1000 followers which includes professionals, schools, businesses, other safeguarding children boards and members of the public. The NYSCB's Twitter feed is used to provide important information such as changes to policies and procedures as well as links to information and resources. It is also used by the NYSCB to promote campaigns and the activities of partners.

Are you following us on Twitter?

www.twitter.com/nyscb

During 2019/20 and as a result of direct feedback from young people we will be seeking to introduce an Instagram account to directly target messages to young people.

You Said: The best way to get safeguarding messages to young people is through Instagram.



NYSCB E-bulletin

The NYSCB Business Unit are pleased to announce that from March 2019 the launch of a free e-Bulletin to improve our communication and engagement with all of our partners across North Yorkshire. To keep up to date with the latest developments in safeguarding children and young people in North Yorkshire, simply sign up to our new NYSCB e-Bulletin by clicking <https://mailchi.mp/71fd749434d5/nyscbe-bulletin>

Chapter 11: CDOP

A summary from the Child Death Overview Panel – Annual Report 2018-19

The NYSCB are committed to learning from the circumstances and factors present in each death, and to

- Identify any change that can be made or actions which can be taken that might help to prevent similar deaths in the future
- Share learning with colleagues locally, regionally and nationally so that the findings will have a greater impact Analyse trends and targeted interventions that can be delivered in response to findings, for example promoting safe sleep practice through awareness raising.

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2018/19 there were a total of 30 child deaths in North Yorkshire. Of the 30 deaths, 19 were expected and 11 unexpected. Between 1 April 2018 and 31 March 2019 there have been more male deaths than female which is in line with the Office of National Statistics.

From the children that died 30 were classified as “White British”, 1 as “Pakistani” and 1 as “Any other white ethnic background”. Out of the 30 child deaths 2 children who died were known to have a disability

When an unexpected child death occurs the lead agency i.e. Police or Consultant Paediatrician will ensure a ‘joint agency response meeting’ takes place within 72 hours of the death. The aim of the joint agency response meeting is to have an initial multi-agency information sharing and planning meeting. Of the 11 unexpected child deaths all the joint agency response meeting took place within the required 72 hours with attendance from all key agencies.

The Child Death Overview Panel

The information presented to the CDOP to consider is anonymised, enabling strategic leads who are representing various agencies including the Local Authority, Health and the Police consider any learning or factors that could be used by agencies to prevent future deaths of children. It takes an average of six months for a child death reach panel for review, but each case is different and there may be a number of reasons which mean that a case cannot be progressed by CDOP. The CDOP cannot review a case where: There is an on-going investigation by the Police or Coroner, or Information has not been received from all agencies in relation to the death.



Modifiable factors

Modifiable factors are defined as ‘those, where, if actions could be taken through national or local interventions, the risk of future child deaths could be reduced’

When the CDOP has reviewed the death of a child they will then identify and agree any modifiable factors that may have prevented the death. Out of the 20 North Yorkshire child deaths reviewed by panel in 2018/2019, there were 8 cases 40% where modifiable factors were identified.

Where modifiable factors are identified the Panel has taken appropriate action to address these where appropriate. For example we continue to re-enforce safe sleep messages and the risk of alcohol misuse and smoking during pregnancy.

What we have achieved in 2018/2019:

- CDOP developed its relationship with the Major Incident Response Team (MIRT) which has strengthened the understanding of the services both CDOP and MIRT deliver. MIRT contributed to the NYSCB Managers Masterclasses which assisted in raising awareness to services across North Yorkshire and York for their work including post-vention suicide support.
- The Designated Dr for Child Death and Child Death Review Coordinator have developed the new Child Death Review Training for Professionals. The training incorporates the new guidance and how it is implemented locally.
- CDOP continue to contribute to the Paediatric Mortality Review Meetings with each of the Sudden and Unexpected Death in Infancy and Childhood (SUDIC) leads to review child death that have occurred at hospitals across the county to establish effective working relationships and information sharing.

- CDOP actively engages with the Yorkshire and Humber Regional CDOP Coordinator Meetings and Sub Regional CDOP meetings sharing information to develop our understanding of child deaths across the region, share best practice and understand the challenges faced.
- The Designated Dr for Child Death has been appointed as the CDOP representative on the National Network for Designated Health Professionals.
- CDOP, along with NYSCB Business Unit have been a key supporter of the Suicide Prevention work within the county and are actively contributing to the development of the North Yorkshire Self Harm Pathway that will be published in summer 2019.
- CDOP has undertaken joint work with the 0-5 Health Child Service to promote Safe Sleep

CDOP Priorities for 2019/2020

- Reduce the mortality rate of children and young people in North Yorkshire through a coordinated response with actions to prevent recurrence.
- To seek assurance that partners are working collectively on the Suicide Prevention agenda
- Launch the Self-Harm and Suicide Prevention pathway.
- CDOP to attend and engage with Paediatric Mortality Meetings to gathering further information in relation to neonatal deaths across the county.
- To raise the profile of the Child Death Review Process by delivering multi-agency training across the county.
- Reintegrated the letter to parent’s and booklet informing them of the Child Death Review Process to sure better parental involvement in the Child Death Review Process
- To identify and share bereavement support services that are available to Children, Young People, Families and Communities.

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North Yorkshire Safeguarding Adults Board

Annual Report 2018/19



Making safeguarding everybody's business in North Yorkshire

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Message from the Chair

Once again, I am very pleased to welcome you to the Annual Report for the North Yorkshire Safeguarding Adults Board (NYSAB) for 2018/19.

I want to take the opportunity afforded by the annual report to extend my personal thanks to all our partners who have supported the work of the Board throughout this year.

Thanks are also due to those colleagues who attend and support the work of the Local Safeguarding Adults Groups (LSAGs) and the subgroups. Without their commitment there would be little chance of addressing the wide ranging and complex safeguarding issues that involve adults at risk. There is more information on their work in the body of the report.

Having now completed my first full year as the Independent Chair of the NYSAB I can reflect on what has been a productive 12 months.

The Board remains wholly committed to hearing the voices of those it serves and being inclusive and accessible and working with user groups and other Boards and will continue to consult and engage with people as much as possible to shape our future work. As well as the Communications and Engagement subgroup, another way we will be communicating with the public and professionals is through our new website; www.safeguardingadults.co.uk which is full of useful information, videos and animations to support safeguarding work across North Yorkshire.

We have welcomed new partners from Trading Standards, the Armed Forces, Care Quality Commission (CQC) and NHS England and we are working closer with colleagues within digital and IT.

Safeguarding Week took place in June with many workshops and events across the localities. Events such as these serve as a reminder as to how important it is to engage with the public and communities throughout North Yorkshire.

We have continued to build on the connections we have with the North Yorkshire Safeguarding Children's Board, Systems Leadership Group and Community Safety Partnerships.

The NYSAB has undertaken no Safeguarding Adults Reviews (SARs) in the 2018/19 period, however a SAR and Lessons Learned Review have been commissioned and the findings of these will be published in our 2019/20 Annual Report.

The Board is working to a 2-year framework and whilst this report allows us to look at the work we have achieved over the past year, now is the time to refocus and re-energise so that we can look to the work ahead of us and build upon what we have achieved over 2018/19 to ensure we deliver on our strategic priorities.

There will be many changes over the 2019/20 period that will shape the direction of the Board.

From October 2019, there will be changes to our LSAGs as these will merge with the Children's Safeguarding Strategy Groups (CSSGs) and the Community Safety Partnerships (CSPs) to form Local Safeguarding Partnerships (LSPs).

Further changes include the restructure of our subgroups from April 2019, including the introduction of the Communications and Engagement subgroup. The new Adult Safeguarding Procedures will come into operation from October 2019.

Our motto is **All Together Safer, Altogether Better** because we believe that when communities, teams and staff work together, everyone is safer. In the next year, this will be something we continue to build upon to develop a whole community approach to the prevention of abuse as we believe that safeguarding is everybody's business.



Introduction to the Annual Report

Welcome to the Annual Report for the North Yorkshire Safeguarding Adults Board.

This report lays out the strategic vision, outcomes and a reminder of our priorities.

It gives information on internal structures and committees as well as holding partners to account.

Updates are provided on the work of the Board and what it has achieved, including governance changes and the work of our sub-groups and Local Safeguarding Adults Groups (LSAGs).

There is information on the work with our strategic partners and also opportunities for future working and emerging risks.

Statements from our statutory partners outline what has been achieved and in some cases, where there needs to be further work.

Also included is our work on safeguarding including information on Safeguarding Adults Reviews (SARs) and the data we have collected throughout 2018/19.

Our 2019/20 strategic priorities are listed to set out what we aim to achieve in the coming year.

Our Strategic Outcomes

Awareness and Empowerment

People feel safe and in control. They are more able to share concerns and manage risk of harm either to themselves or others.

Prevention

We work on the basis that it is better to take action before harm happens.

Protection and Proportionality

We provide support and help for those adults who are vulnerable and most at risk of harm. We respond to identified risks and intervene as necessary to protect from harm or manage risks.

Partnership and Accountability

We work for local solutions in response to local needs and expectations. We focus on improving outcomes for people and communities. We hold each other to account for delivery.

Our Strategic Vision

"We will provide leadership, challenge and direction to ensure that the partner agencies improve outcomes for adults at risk of harm or abuse. We will promote values of openness, trust, respect and learning."



Our Strategic Priorities 2018/19

Awareness and Empowerment

We will continue to ensure that local people, staff, volunteers and people with care and support needs:

- Know what abuse is and how to protect themselves
- Know how to raise safeguarding concerns
- Are confident that they will get an appropriate response that takes account of their wishes
- Influence the Board's priorities and can see a difference

Protection and Proportionality

People with care and support needs or their representatives are involved in deciding the right level of protection for them

- The Mental Capacity Act (MCA) and Deprivation of Liberty Safeguards (DoLS) are implemented in such a way that people are safeguarded from abuse and neglect
- Any intervention is proportionate to a person's situation and their ability to make appropriate decisions to keep themselves safe
- Concerns about potential risks of abuse posed by staff, volunteers or students are co-ordinated by Designated Adult Safeguarding Managers (DASMs) and inform the work of the Board
- Making Safeguarding Personal (MSP), the Mental Capacity Act and safeguarding policy and procedures are high priorities for training staff and volunteers. Staff are confident of their roles and responsibilities

Prevention

- Care and support is safe, personalised and of high quality, where people are treated with dignity and respect so that the likelihood of abuse occurring is minimised
- As a partnership we make communities safe and take actions to reduce risk and prevent further abuse occurring
- Carers understand safeguarding, how to get help and information, and are supported to enable them to continue caring and minimise the likelihood of causing intentional or unintentional harm or neglect to the person they support

Partnership Effectiveness and Accountability

- People of North Yorkshire have told us that they see GPs as a first point of call. We will work to strengthen their contribution to safeguarding adults and much progress has been made
- Information is shared appropriately across agencies and is effectively acted upon
- The Board will have a shared approach to challenges such as domestic abuse, self-neglect, modern slavery, exploitation, hate crime, mate crime and radicalisation
- We will put in place a systematic approach to learning from experiences in North Yorkshire and in other areas, and ensure this learning is embedded in practice
- We will strengthen the contribution of District Councils, in particular in developing a shared safeguarding response to self-neglect
- Continue to improve the Board's understanding of how safe North Yorkshire is for people with care and support needs, and ensure safeguarding reflects people's views and needs

The work of the North Yorkshire Safeguarding Adults Board and its Sub Groups 2018/19

North Yorkshire Safeguarding Adults Board (NYSAB) works to protect adults who may be at risk from abuse by promoting co-operation and effective working practices between different agencies. NYSAB brings together a combination of NHS, police, local government, independent and voluntary sector and community partners seeking to ensure that adults who may be at risk of abuse are safe and well.

The Board has a number of sub groups to assist in its role, each with their own responsibility. This year has seen a change in the structure of the Board and its sub-groups with the Mental Capacity Act & Deprivation of Liberty Safeguards group now sitting within the Practice Development & Training Group from January 2019. In April 2019 a new sub group was created to focus on Communications and Engagement. This is a summary of the work the Board and subgroups have carried out and are looking to carry out in the future.

New Multi-Agency Safeguarding Policy and Procedures

The North Yorkshire SAB is one of seven SABs who came together to form a consortium using joint policies and procedures – the others being;

- Bradford
- Calderdale
- Kirklees
- Leeds
- Wakefield and
- York

The Board has been working to prepare for the introduction of revised Multi-Agency Safeguarding Adults Policy and Procedures. There will be more in keeping with the principles of Making Safeguarding Personal where the focus is on whether the individual's outcomes have been met.

Changes will include making clearer the distinction between those issues that concern quality of care, and those that concern safeguarding. This should result in a reduction of the number of concerns that result in Safeguarding, as they will be addressed more appropriately through another route.

It is anticipated that the changes will increase the time available to respond to safeguarding concerns and provide a more proportionate and appropriate response for individuals and families.

These changes represent a significant change for the Local Authority and its partners. The level of change impacts the culture of how services are delivered as well as policies, procedures, training and case recording, and a large amount of preparation has gone into ensuring all NYSAB partners are prepared and engaged with the new safeguarding adults procedures which will be launched in October 2019.



Mental Capacity Act (MCA) Engagement

In 2018 we went out to speak to as many people as possible, and also sent out an online survey, to ask about the Mental Capacity Act. We spoke to people directly affected by the Act and their families, as well as self-advocates and professionals.

What we heard:

Of the 21 members of the public who completed the online survey, 100% said they had heard of the Mental Capacity Act (MCA)

This was in contrast to the feedback from the 22 face to face engagement events we carried out where understanding was low

"MCA is when other people make decisions for you"

"I thought that the MCA was a law that would take my loved one away"

No one who we spoke to knew where to get support or knew what was available

Around 50% of those directly affected had heard of the Act but were unclear of their rights

All groups felt there was a stigma and fear around the Mental Capacity Act (MCA)

"We were given an initial diagnosis of dementia and were left to find our own support"

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What we will do about it:

- We are working with self-advocacy groups to create easy read guides for safeguarding, Mental Capacity Act and the Deprivation of Liberty Safeguards. These guides will be distributed across North Yorkshire so that people have access to them;
- We have included videos and animated guides to the MCA on our website. We will be adding guides for families and carers, as well as information on planning for the future;
- We have updated our training for professionals about working with MCA and DoLS; and
- We are working together with our partners and City of York Council to prepare for the legal changes in 2020 and the introduction of the Liberty Protection Safeguards. We want to make sure we will provide the right support whichever professionals are involved and to make sure we listen and respond clearly.

For the full MCA Engagement Report and access to MCA and DoLS information, you can visit the NYSAB website www.safeguardingadults.co.uk



Carers Updates

Carers: Milestones and planned work

During 2018/19

Care and Support – The work carried out in 2018/19 was concentrated towards responding to the objectives identified within:

- The Health and Wellbeing Board for North Yorkshire Carers Strategy 2017– 2022 (published October 2017)
 - Department of Health and Social Care – Carers’ Action Plan 2018– 2020 Supporting Carers’ Today (published June 2018)
- It included action on:
- Working in Partnership with the Customer Resolution Centre to Support Identification of Carers and early resolution of requests
 - Partnership Working with the Carers Resource Centres
 - Widening the In House Respite Offer
 - Carers Week 11–17 June 2018 and Carers Call to Action Day 8th November 2018

During 2018/19

Carers strategy – Within HAS, the Commissioning Team hold overall responsibility for coordination of the Carers strategy and for procurement of services to meet the needs identified in the strategy. Since 2017, when the Carers Strategy was launched, priority has been given to procurement activity and establishing the new Commissioning structure.

During 2018/19

Carers’ engagement – During 18/19 work started to take a fresh look at carer engagement and ensure that we are building carers’ influence into planning and delivery of the carers’ offer at different stages of the caring journey. This work is led by the engagement team and will feed into the development of the carers’ strategy implementation plan.

March 2019

Report to Care and Support Leadership Team detailing activity in 2018/19 and action plan

- Priority action emerging from the report was to review and develop the carers offer pathway end-to-end, to understand the customer journey and to ensure that it maps more closely to the overarching Care and Support pathway



Year in Numbers

The year at a glance 2018-19

5514

Safeguarding concerns received during 2018/19

9%

The decrease in safeguarding concerns received from the previous year



3180

Section 42 Safeguarding Enquiries



21%

The average percentage of safeguarding concerns (per month) that progress into a safeguarding enquiry for the year

24 weeks

The average length of time for a concern being received to the enquiry being completed

0

Number of Safeguarding Adult Reviews carried out in 2018/19



959

Safeguarding Enquiries Concluded at Quarter 4

459

Number of people's personal outcomes that were fully achieved during the safeguarding adults process



1

Number of Safeguarding Adult Reviews commissioned in 2018/19

1

Number of Lessons Learned Reviews commissioned in 2018/19



Governance Changes

At its meeting in December 2018, the Board agreed a new vision and new Strategic Priorities:

"Working together to prevent abuse and neglect, and ensure that Safeguarding is Everybody's Business"



The Board reviewed its Governance arrangements agreed a new structure for its sub-groups, which will enable the Board to focus more effectively on its agreed priorities:

- Trading Standards will become a member of the Board, reflecting the Board's greater emphasis on preventative work and closer links will be made with organisations including the armed forces, farming community and faith groups;
- A new Policies, Practice and Legislation Sub-Group has been established. This includes responsibilities around the Mental Capacity Act, and preparation for the implementation of the Liberty Protection Safeguards and Review of the Mental Health Act;
- A more integrated data set has been developed, which covers the work of more of the partners;
- We benchmark ourselves against other SABs, and learn from good practice; and
- A new Communications and Engagement Group has been established. This will develop a more targeted approach around Communications and Engagement, and will be responsible for the delivery of the annual Safeguarding Week events and campaigns.

Partnerships and Networks

NYSAB works with a number of Strategic Boards and Partnerships in North Yorkshire:

- North Yorkshire Safeguarding Children's Board
- North Yorkshire Community Safety Partnership
- North Yorkshire Health and Wellbeing Board
- North Yorkshire and York Police and Crime Commissioner
- North Yorkshire and York Systems Leadership Group
- North Yorkshire Inter-Board Network
- North Yorkshire County Council

These Boards and Partnerships all have a role in leading and managing safeguarding. NYSAB works in partnership with them to identify and implement agreed collaborative initiatives.



The work of the Sub Groups 2018/19

Practice, Development and Training Group

- The development of the new Policies and Procedures;
- We undertook training needs analysis that was sent out to partners to gauge what training is delivered and accessed and by whom; and
- The development of the Pressure Ulcer Protocol; and
- Mental Capacity Act and Deprivation of Liberty Safeguards preparation.

Quality and Performance

- A new reporting template has been introduced which gives greater focus on outcomes and is more aligned to the Board priorities;
- Key Performance Indicators have been set out by the group to ensure action is taken;
- Public Health will assist in providing health data to ensure that awareness and empowerment data goes wider than just NYCC Health and Adult services;
- We will produce a quarterly audit report to provide further detail where improvements or further work may be required; and
- Staff are linking in regionally and nationally with other Boards on how they present data, to improve the quality of comparison data.

Learning and Review Group

- Work has been undertaken to review and develop a Safeguarding Adults Review (SAR) action plan including the addition of a tool to enable the progress of actions to be monitored and archived once completed;
- Produced a 7 minute guide to the SAR, including key learning points for all partners;
- Developed and implemented the case tracker which includes both potential statutory and non-statutory SARs for the group to discuss and monitor;
- The group is identifying how key messages are given to the Local Safeguarding Adults Groups and are considering the appropriate route for this; and agreed a joint SAR author procurement process in conjunction with 12 North East SABs.

Communication and Engagement (From April 2019)

Upcoming Work

- We will use public campaigns to improve local communities' understanding of adult abuse and how to get help;
- We will alert people to scams, fraud and other forms of financial abuse;
- We will explore the new ways the SAB can find out the views of adults about their experience of safeguarding;
- We will ensure the voice of the people who use services and their representatives help to shape professional practice; and
- We will develop and maintain a website for NYSAB to share information in many accessible formats, and to gauge the views and opinions of people who use services, their representatives, staff and volunteers.

Strategic Partners

Our strategic partners have shared stories at each Board meeting to understand emerging risks to the safety of adults in North Yorkshire.

Trading Standards

At the Board Meeting in December 2018, Ruth Andrews, Head of Investigations, presented the outline work of North Yorkshire Trading Standards relating to Safeguarding. Ruth discussed the different types of financial abuse and fraud:

- Doorstep crime
- Scam mail
- "Boiler" room/investment fraud
- Abuse by family members and carers
- Abuse by those in a position of trust i.e. bank clerk
- "Romance" fraud (African based)

The action fraud service is coordinating responses of fraud and currently distributing all responses to police forces. A quarter of older adults in North Yorkshire were affected by 400 cases of financial abuse and fraud but only 5% of those report it.

Ruth confirmed there are no other trading standards teams currently working this way and other authorities are replicating our services. There is a device called True Call which is a digital box that filters and blocks scam calls. It blocks 85% of scam calls before a person can answer the phone.

From April 2019, Trading Standards will be attending our Communication and Engagement subgroup to discuss with partners how we promote messages to keep people safe and to prevent them from becoming victims of fraud, scams and financial abuse.

Trading Standards and North Yorkshire Police will also be providing data and commentary around figures relating to fraud and financial abuse for our quarterly Performance and Quality Improvement report.

Digital & IT

At the Board Meeting in March 2019, Robert Ling, Assistant Director of Technology and Change at NYCC gave a presentation entitled 'My Health, My Technology'.

It was agreed that there were a lot of positives for the use of digital devices and technology. However, it was acknowledged that there were challenges on where and how to use technology safely.

Further conversations will take place regarding safeguarding ethics and the risk to adults at risk of the misuse of technology. We need to ensure people know what to do to protect themselves and are aware of how to use the security settings on digital equipment.

NYCC are providing the infrastructure for communities to create their own communication networks as most rural areas now have superfast connectivity.

Digital Technology has now been added to the NYSAB 19/20 Delivery Plan not only to look at cyber-crime and online abuse, but also how communities and individuals can use technology to assist them and reduce safeguarding risks.

Care Quality Commissioning

At the Board meeting in September 2018 Kathryn Reid gave a presentation on the regulation work carried out by the Care Quality Commission. The work fell broadly into the following four categories:

- Registration
- Monitor Inspect & Rate
- Enforcement
- Independent Voice

Kathryn advised that they had completed a joint reviews of local health and social care systems in 20 local authority areas and stated that a further 3 were planned.

The Board will continue to work with the CQC on a number of different areas. CQC confirmed that the joint reviews that had taken place so far had resulted in a number of significant changes being made.



Local Safeguarding Adult Groups (LSAGs)

Work and Achievement of the LSAGs (2018/19)

- Each meeting has now been themed to focus on a particular area of safeguarding;
- Safeguarding Week events featured high on the agenda in each of the localities;
- Public Health Consultants are now invited to LSAG meetings to present District profiles;
- A draft Terms of Reference (ToR) and report has been prepared for consideration by the Inter Board Network to look at combining the LSAGs with Children's Safeguarding Strategy Groups (CSSGs) and Community Safety Partnerships (CSPs) to create Local Safeguarding Partnerships (LSPs);
- Improved attendance at the Scarborough meetings; and
- Closer working with the NYSAB Executive meeting and connecting through sending a representative to each meeting.

In October 2019 we plan to merge the CSSGs, LSAGs and CSPs to form new Local Safeguarding Partnerships (LSPs).

The LSPs will meet four times a year in the following areas:

- Hambleton and Richmondshire
- Scarborough, Whitby & Ryedale
- Harrogate and Craven
- Selby

By bringing together key partners from each local area the LSPs can focus on the key safeguarding issues in their areas for children, families and adults. They will report to the NYSAB and their work will be monitored by the NYSCB, NYSAB and CSPs to ensure they work in line with our strategic priorities.

Local Safeguarding Partnerships aim:

- To raise awareness of local safeguarding issues in the locality;
- To respond to local need;
- To identify learning needs;
- To share good practice; and
- To deliver the local priorities set out within the three respective Boards' business plans.



Safeguarding Week 2018

Craven

- A Community Safeguarding Awareness session was held;
- A Stand Together Against Narcotics and other Illegal Drugs (STAND) event for premises' licence holders and designated premises' supervisors took place.

Hambleton & Richmondshire

- Hushwaite Primetime Group hosted an event that was themed around loneliness and isolation. The event was well attended, included by Kevin Hollinrake MP, which attracted media coverage.

Scarborough, Whitby & Ryedale

- Public facing awareness sessions took place each day at Malton, Whitby, Eastfield, Scarborough and Filey. The main focus was Fraud and Cyber Fraud, Grooming and Scams.



Harrogate

- A 'drop in event' from Stonham and NYCC was held at St Peter's Church community café;
- North Yorkshire Police (NYP) were in Victoria Shopping Centre to distribute leaflets and talk about safeguarding;
- NYP were also at the Harrogate Women's Project to talk about domestic abuse and ways to get help; and
- Leaflets and display boards with accessible information on safeguarding and keeping safe were at St Peter's Church, Harrogate Hospital and Harrogate library.

Selby

- We looked at the impact of drug and alcohol misuse on everyday living and how this can lead to safeguarding concerns;
- There was also emphasis throughout the week on 'elder abuse' as a result of carer stress, and family issues relating to substance use that can sometimes have an unintended impact on those they are caring for.

Safeguarding Week Communications

- Tina Simpson of NYCC and Councillor Janet Jefferson were interviewed by Yorkshire Television during the Scarborough Day;
- The Communications team at NYCC published a case study focusing on a different area of abuse over each day of the week.

Emerging risks and opportunities to focus on in 2019/20

NYSCB & NYSAB – Joint Board Working

North Yorkshire Safeguarding Adults Board (NYSAB), North Yorkshire Safeguarding Children Board (NYSCB) and the Community Safety Partnerships (CSPs) will be working more closely than ever.

To meet our overarching priority of being assured that safeguarding is effective in North Yorkshire, both Boards have ambitious plans for continuous improvement, supporting our Independent Chairs and partners to challenge and scrutinise safeguarding activity.

Whilst the Boards are independent of each other, we share many partners, and recognise the need for a joined-up ‘think family’ approach to reaching the highest standard of safeguarding for everybody in North Yorkshire.

We are working closely to develop strategic plans that recognise and complement each other. Board Members and colleagues within the many services and agencies who work with communities, children or adults know, from both national and local learning, that too often services are seen separately, with organisations communicating poorly.

We know there are certain areas where services need to work more closely to provide the best possible integrated support for children, young people, adults and families,

including when young people with additional needs or difficulties move from children’s to adults’ services.

The Boards also have a role to promote greater public awareness of the entitlement of every child or adult to feel safe at home, school and in the community, and to be treated with respect by all those who offer them support or work with them.

We all have a part to play in preventing, identifying and reporting neglect and abuse of children and adults, so we are not dealing with crises, but helping them to be safe and well.

We have recently launched a new joint website as the focal point for all safeguarding information relating to adults and children for both North Yorkshire residents and people who work with adults and children.

Modern Slavery

Declaration

North Yorkshire County Council has published a statement on its website that sets out its actions to understand all potential modern slavery risks related to its business and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking in its own business or its supply chains. You can view the full statement by visiting www.northyorks.gov.uk and searching ‘**Modern Slavery**’

Awareness

The NYSAB is committed to raising awareness about modern slavery and we do this in a number of ways:

- Modern Slavery was a topic discussed at Safeguarding Week in 2018 and will feature at the Joint Safeguarding Conference taking place in June 2019. This will include a key note speaker discussing modern slavery and human trafficking and a workshop by North Yorkshire Police
- North Yorkshire Police now provide data and commentary for the quarterly Performance and Quality Improvement subgroup report and to discuss at the meeting with partners to highlight any areas of concern and that may need further analysis
- Partners use both the NYSAB’s and their own organisations social media accounts to promote modern slavery awareness campaigns and events that may be taking place and what to do if you or someone you know could be the victim of Modern Slavery
- The NYSAB website is developing information based on Modern Slavery in many accessible formats, including easy read, videos and leaflets within the ‘Keeping Safe’ section. There is also information on how to report a concern

Partner Statements – NYCC Health and Adult Services

Key Achievements 2018/19

Established a leading role in the organisation and delivery of Safeguarding Week, improving awareness of safeguarding within local communities or among relevant professionals.

Led engagement with staff and the public on the Mental Capacity Act and what it means to them.

Delivered safeguarding training and awareness sessions to a range of staff and volunteers.

Attended the User Forums and Partnership Boards.

Developed multi-agency safeguarding policy and procedures in partnership.

Provided targeted advice, information and guidance to providers through Care and Support and Living Well Teams.

Worked in partnership with City of York Council to develop guidance and procedures to self-neglect.

Development and piloting of tools to ensure that service quality and safeguarding issues are raised and managed through the appropriate route.

Co-ordinated audits and peer supervisions with practitioners to embed the principles of Making Safeguarding Personal to ensure an individual’s outcomes are at the centre of any response.

Participated in joint working with safeguarding and Community Safety Partnership staff within North Yorkshire County Council, City of York and the wider Yorkshire and Humber Region to share and implement good practice.



Partner Statements – North Yorkshire Police

Key Achievements 2018/19

Produced a series of safeguarding films which include Adult Safeguarding with a strong emphasis of Making Safeguarding Personal.

Continued our commitment to caring for the vulnerable by raising awareness across the workforce in addition to the embedded Student Officer and Special Constable training.

The Herbert Protocol

During 2018 the 'Missing from Home' team have been re-visiting the Herbert Protocol both internally with officers and externally with care homes

<https://northyorkshire.police.uk/staying-safe/personal-safety/the-herbert-protocol/>

The Banking Protocol

A scheme where high street banks alert police if they suspect fraudulent activity proved its worth in the last 12 months. In just 24 hours, the scheme prevented FOUR people from being defrauded when staff at Lloyds, Yorkshire and Barclays banks used the protocol to prevent transactions that would have cost more than £48,000.

In 2018/19 the safeguarding team delivered 272 domestic violence disclosures

North Yorkshire Police (NYP) launched Public Protection Notifications (PPN) along with 20 other forces nationwide. This process enables officers to record concerns and refer to the relevant safeguarding agency whilst officers are with the person of concern, recording their wishes and making safeguarding personal.

Operation Cracker

In December, members of the police from seven different agencies visited more than 1500 homes in York and North Yorkshire as part of Operation Cracker – to prevent older vulnerable people falling prey to crime in the run up to Christmas.

Community Connectors

The NYP Partnership Hub launched Community Connectors in three Districts across North Yorkshire. The scheme aims to act early and prevent escalation. Referrals come from Community Safety Hubs and Neighbourhood Policing teams. Trained volunteers will carry out reassurance visits establishing needs and offering low level intervention.

Co-ordinated audits and peer supervisions with practitioners to embed the principles of Making Safeguarding Personal to ensure an individual's outcomes are at the centre of any response.

Areas for development

Throughout 2019, NYP will promote the NYP 'Adult at Risk' action plan with internal colleagues and our partners.

Partner Statements – NHS Clinical Commissioning Groups

Key Achievements 2018/19

The CCG safeguarding team have delivered training to 615 Primary Care Staff.

In 2018-19 attendance at training events increased by 31% from the previous year.

Additional training was attended by 147 admin staff on safeguarding awareness and the management of safeguarding information in GP practice.

GP Safeguarding leads meetings continue to be well attended and offer additional safeguarding training and support for the dedicated safeguarding practice leads for each GP surgery.

The safeguarding team contributed to arrangements for Safeguarding Week. GP practices participated in raising awareness of domestic abuse both for their staff and the public.

Following publication of the first edition of Adult Safeguarding: Roles and Competencies for Health Care Staff in 2018 the CCG has developed a new training strategy for its staff which defines the different levels of training required and the resources available. Full implementation of the new strategy will take place in 2019/20.

The Health Partnership Group chaired by the Designated Professionals has continued to be well attended by safeguarding leads within provider organisations. The group operates as valued peer support and an effective mechanism for discussing local and national safeguarding issues and sharing best practice.

Alongside multi-agency partners the CCG safeguarding team has continued to further develop and embed into GP practice and provider organisations information sharing processes aimed at raising awareness and preventing future harm. These include:
Finalised information sharing processes for individuals who may pose a serious risk of harm to public and staff on release from custody (MAPPA arrangements).

Further development of information-sharing processes between GP practices and North Yorkshire police domestic abuse coordinators.

Full engagement in the Prevent agenda (preventing terrorism) including information gathering / sharing as per Channel panel processes and raising awareness through training.

Assessing vulnerability for adults at risk who 'Did Not Attend' health appointments.

Raising awareness of County Lines i.e. criminal exploitation of children and young people in drug trafficking.

Raising awareness of Modern Slavery & Human Trafficking.

Key Achievements 2018/19 cont.

The CCG and Primary Care safeguarding team have supported enquiry work where complex health issues are a predominant factor and where a multi-agency response to high-risk cases is required.

There has continued to be a significant contribution from our two safeguarding officers who have been involved in over a hundred and thirty cases in 2018/19 with the locality teams across the North Yorkshire region. This has been a small increase on the numbers for 2017/18.

The main categories of abuse in cases with CCG involvement have been neglect (91 cases) and physical abuse (51 cases). The safeguarding team continue to offer support and advice to practitioners with regards actions required for potential safeguarding concerns. Practitioners accessing the safeguarding team for advice and support has continued to increase as awareness of adult safeguarding has developed

The number of quality assurance visits completed with partners in NYCC to independent care providers has remained consistent at just under thirty in 2018/19. These visits enable early identification of safeguarding; quality and safety issues in order that interventions can be offered to support providers to deliver safe care and protection.

The CCGs have offered support to care organisations in need of improvement alongside the CQC and Local Authority as required, as a proportionate response to ensure the safety of our residents.

The CCGs' quality leads for care homes and associated specialist teams have made a considerable contribution to improving care delivery facilitating training in a number of key areas including: the prevention of skin damage (React to Red); end of life care; medicines management; infection prevention and control; and record-keeping.

Scarborough & Ryedale CCG host the adult safeguarding team on behalf of the four North Yorkshire CCGs. The new model established in 2017 has continued to be strengthened with the recruitment of an experienced safeguarding officer for the CCG and planned recruitment of a Named Nurse for Primary Care. This model provides effective strategic and operational leadership to support the work of the CCG and the Safeguarding Adult Board.

GP practices completed an initial NHSE safeguarding audit providing assurance of compliance with safeguarding arrangements. The audit format is being extended and developed as an electronic version and further completion is ongoing.

Audit Yorkshire completed an audit of CCG Adult Safeguarding arrangements to provide assurance on the effectiveness of arrangements and to confirm that these meet statutory requirements. The audit concluded that significant assurance was evident.

The CCG has embedded local delivery of the Learning Disability Mortality Review Programme (LeDeR) for North Yorkshire; with the recruitment of a specialist nurse and support from multi-agency partners a Steering Group has been established to progress learning from completed reviews.

The CCG Chief Nurse is the executive member of the NY SAB and has accepted the role as chair of the newly formed Communications and Engagement Group Nurse; the Designated Professionals and Nurse Consultant for Primary Care have played an active role in all of the subgroups; and also act as chair of the Performance and Quality Improvement Group.

The safeguarding team have strengthened safeguarding governance procedures in contracts with NHS provider organisations, and newly developed engagement and training with private health providers.

For all non-statutory partner statements please visit the NYSAB website www.safeguardingadults.co.uk

Safeguarding Adults Reviews

Section 44 of the Care Act states that we must carry out a Safeguarding Adults review if certain criteria are met.

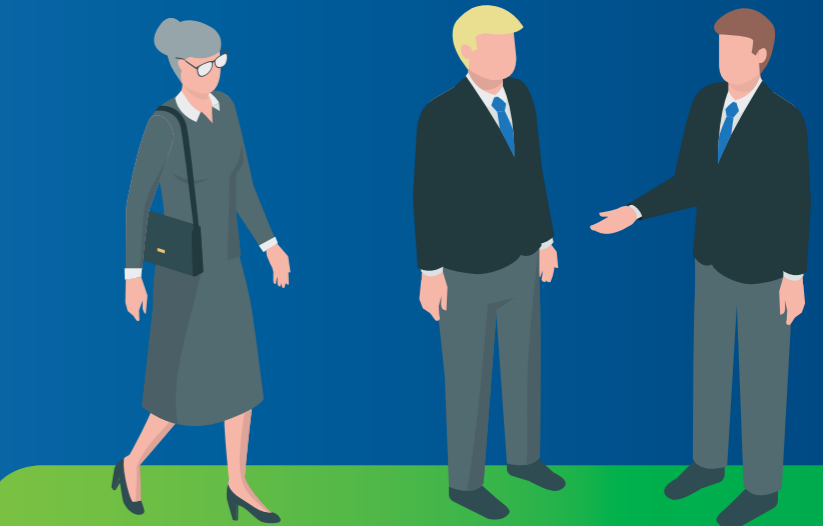
This is so that we can learn lessons where an adult, in vulnerable circumstances, had died or been seriously injured, and abuse or neglect is suspected.

The aim is not to apportion blame to any individual or organisation.

In the past 12 months the North Yorkshire Safeguarding Adults Board have carried out 0 SARs.

We have commissioned 1 SAR and 1 Lessons Learned Review.

We will complete these within the coming months and the findings will be published in the NYSAB 2019/20 Annual Report.



After the Mrs A SAR in 2017/18, the Learning and Improvement sub-group put together a multi-agency action plan.

The plan allowed all statutory agencies to look at the areas for improvement and actions to be carried out.

This action plan was managed by the Learning and Improvement Sub-Group who monitored the actions and held partners to account to ensure that actions were completed and what lessons could be shared.

In January 2019 the Learning and Improvement Sub-Group recommended that the Mrs A SAR Action plan could be closed as all actions by all agencies had been completed and the group could give assurances to the Board that this was the case.

Although actions were completed in terms of the SAR, it was agreed that the wider learning and actions would be added to both the LAR and PDTG work plans.

Further actions to be taken away in relation to this case were the discussions around family involvement and to ensure this was fed into the SAR policy to ensure that it happened.



Priorities for 2019/20

In November 2018, Board partners attended a development day during which the 2019/20 priorities were discussed. These were then agreed upon at the December Board meeting.

We will:

Work more closely with communities in North Yorkshire to develop strategies that reduce the risk of abuse, and help improve services:

- Use public campaigns to improve local communities' understanding of adult abuse and how to get help
- Encourage local communities to be the "eyes and ears" of safeguarding – "Safeguarding is Everybody's Business"

Alert people to scams, fraud and other forms of financial abuse

Explore new ways the SAB can find out the views of adults about their experience and awareness safeguarding

- Support Healthwatch to get the public's views of Health and Social Care Services

Implement and embed the new Multi-Agency Safeguarding Policies and Procedures, in line with national guidance and best practice around MSP:

- Deliver confident and competent practice that is responsive, and in which the principles of MSP are embedded
- Ensure the adult, their families and carers work together with agencies to find the right solutions to keep people safe, and support them in making informed choices.

Develop a whole community approach to the prevention of abuse:

- Ensure statutory agencies work together in an effective manner, including initial response to safeguarding concerns
- Work more closely with partners in children's and community safety services at a strategic and local level
- Develop relevant partnerships around issues in other areas which impact on Adult Safeguarding including, but not restricted to, Modern Slavery, Domestic Abuse and Sexual Exploitation

Ensure the accountability of all partners working with adults at risk of abuse:

- Seek better evidence that the SAB's activity and plans are making a positive difference for people – do they feel safer?
- Develop multi-agency performance data and Key Performance Indicators, and benchmark ourselves against others
- Ensure the voice of people who use services and their representatives help to shape professional practice
- Ensure that immediate and longer term learning from SARs, serious incidents and from good practice identified within North Yorkshire regionally and nationally, is understood and implemented across all agencies

Develop North Yorkshire's response to National Priorities:

- Prepare for the implementation of the Liberty Protection Safeguards and the outcome of the Mental Health Act Review
- Review and monitor any action and improvement plans that result from any identified safeguarding issues from Learning Disability Mortality Reviews.

Understand and assess the impact of changes in the strategic context within which the Board operates:

Anticipate and respond to any changes that could impact (positively or negatively) on Safeguarding in North Yorkshire, for example:

- Exiting the EU
- NHS 10 year plan
- Social Care Green Paper
- Budgetary Pressures
- Changes to the NYSCB working arrangements

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Attendance Record

Organisation	Designation	June 2018	September 2018	December 2018	March 2019
	Independent Chair		Y	Y	Y
North Yorkshire County Council	Corporate Director of Health and Adult Services	Y (Chair)	Y (Chair)	Y	Y
	Assistant Director, Care and Support	N	N	Y	N
	Director of Public Health	Y	Y	Y	Y
North Yorkshire Police	Deputy Chief Constable	Y	Y	Y	Y
NHS Clinical Commissioning Groups (CCGs)	Designated Professional for Adult Safeguarding	Y	Y	Y	Y
NHS England		Y	Y	N	N
Airedale, Wharfedale, Craven CCG		Y	Y	Y	N
Harrogate District Foundation Trust (on behalf of Acute and Community Trusts)		Y	Y	N	Y
Tees, Esk and Wear Valley NHS FT		Y	Y	Y	Y
Richmondshire District Council (on behalf of Borough/District Councils)		Y	Y	Y	Y
Community First Yorkshire		Y	Y	Y	Y
Healthwatch		Y	N	N	Y
Independent Care Group		Y	Y	N	N
Legal Advisor to the Board		Y	Y	Y	Y
Trading Standards				Y	

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Financial Record

Funding

The NYSAB Budget is made up of contributions from the three statutory partners – the County Council, Police and NHS. As well as direct funding, the NYSAB is also provided with services ‘in kind’ by a number of agencies.

Income 2018/19	
North Yorkshire County Council	£136,181.80
North Yorkshire Police	£28,500.00
North Yorkshire CCGs	£28,500.00
Total	£193,181.80

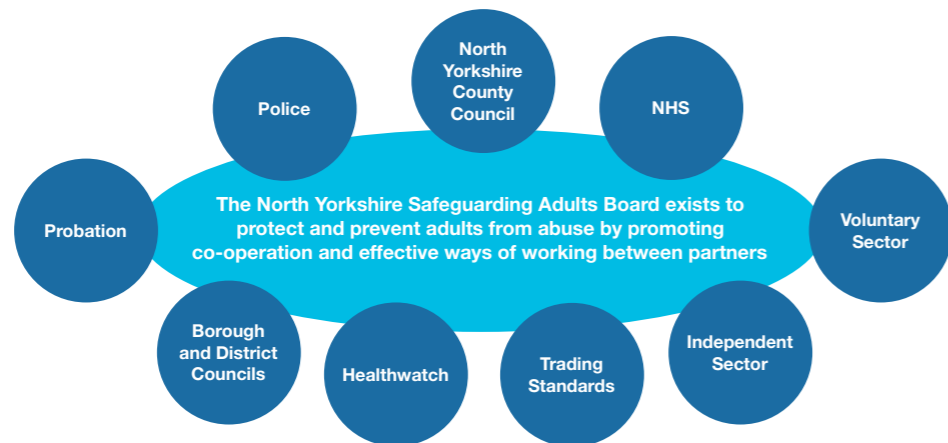
Expenditure 2018/19	
Independent Chair	£14,143.00 (from June 2018)
Staffing	£161,985.00
Supplies and Services	£5,053.80
Lessons Learned Review	£12,000.00
Total	£193,181.80

This includes £8,500 for 6 months funding for the post of Policy Implementation Officer to prepare for implementation of the revised Multi-Agency Safeguarding Policies and Procedures.



Appendix 1 – One Minute Guide to the NYSAB

1 Minute Guide to the North Yorkshire Safeguarding Adults Board



We are working together to deliver our 2019/2020 Priorities



What this means for the people of North Yorkshire

Empowerment "I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens".

Prevention "I receive clear and simple information about what is abuse, how to recognise the signs and what I can do to seek help".

Protection "I get help and support to report abuse. I get help to take part in the safeguarding process to the extent to which I want and to which I am able".

Proportionality "I am sure that the professionals will work for my best interests, as I see them and will only get involved as much as needed".

Partnership "I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together to get the best result for me".

Accountability "I understand the role of everyone involved in my life".



Appendix 2 – Glossary of Terms

Abuse	A form of maltreatment of an adult. Somebody may abuse or neglect an adult by inflicting harm, or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others (e.g. via the internet). They may be abused by an adult or adults.
ADASS Association of Directors of Adult Social Services in England	Their aim is to further the interests of those who need social care services.
CCG Clinical Commissioning Group	Clinical Commissioning Groups were created following the Health and Social Care Act in 2012, and replaced Primary Care Trusts on 1 April 2013. They are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area.
CQC Care Quality Commission	Their aim is to ensure that health and social care services provide people with safe, effective, compassionate, high-quality care and to encourage care services to improve.
CSP Community Safety Partnership	The purpose of the CSP is to bring together the responsible authorities, supported by other relevant organisations, to fulfil their statutory responsibilities to work together.
CSSG Children's Safeguarding Strategy Groups	
DASM Designated Adult Safeguarding Manager	A Designated Adult Safeguarding Manager (DASM) is responsible for the management and oversight of individual complex cases and coordination where allegations are made or concerns are raised about a person, whether an employee, volunteer or student, paid or unpaid.
DoLS Deprivation of Liberty Safeguards	The Deprivation of Liberty Safeguards (DoLS) are part of the Mental Capacity Act 2005. These safeguards aim to make sure that people in care homes and hospitals are looked after in a way that does not inappropriately restrict their freedom.
LA Local Authority	A local authority is an organisation that is officially responsible for all public services and facilities in circumstances, creating a range of responses for people who have experienced harm and abuse, so that they feel more empowered and their lives are improved.
LAR Learning and Review	A sub-group of the NYSAB. The LAR will be the new name of the LIG from April 2019.



LIG Learning and Improvement Group	A sub-group of the NYSAB. The role of this group is to promote a culture of continuous learning across the Board, ensuring that there are lasting improvements to the services. This group also oversees the Safeguarding Adults Reviews (SARs) on behalf of the Board.
LPS Liberty Protection Safeguards	In July 2018, the government published a Mental Capacity (Amendment) Bill which will see DoLS replaced by Liberty Protection Safeguards (LPS). This passed into law in May 2019. Under LPS, there will be a streamlined process to authorise deprivations of liberty. Read more here: Liberty Protection Safeguards
LSAG Local Safeguarding Adults Group	At local level across the County the lead safeguarding representative for each partner agency and within each organisation meets quarterly to ensure information is received from the Board on practice, delivery, lessons learned and active discussion takes place to resolve local issues and informs the Board of progress made locally to meet the strategic objectives.
LSCB Local Safeguarding Children's Board	Local Safeguarding Children's Boards (LSCBs) are statutory bodies established in each local authority area under Section 14 of the Children Act 2004. The purpose of LSCBs is: a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and b) to ensure the effectiveness of what is done by each such person or body for those purposes.
LSP Local Safeguarding Partnership	From October 2019 North Yorkshire plan to merge the CSSGs, LSAGs and CSPs to form new Local Safeguarding Partnerships.
MCA Mental Capacity Act	The MCA has been in force since 2007 and applies to England and Wales. The primary purpose of the MCA is to promote and safeguard decision making within a legal framework. Read more here: Mental Capacity Act
MSP Making Safeguarding Personal	Person centred responses to safeguarding.
NHS National Health Service	The National Health Service (NHS) is a publicly funded national healthcare system for England and one of the four National Health Services for each constituent country of the United Kingdom.
NHSE National Health Service England	NHS England leads the National Health Service (NHS) in England.
NYCC North Yorkshire County Council	The local authority who is a statutory partner of the NYSAB.

NYSAB North Yorkshire Safeguarding Adults Board	See 'SAB'.
NYSACB North Yorkshire Safeguarding Children's Board	See 'LSCB'.
NYP North Yorkshire Police	A statutory partner of the NYSAB.
PDTG Practice Development and Training Group	A sub-group of the NYSAB. The role of this group is to ensure the development of safeguarding practice and to promote the improvements to practice across all partner organisations in North Yorkshire.
PQI Performance and Quality Improvement	A sub-group of the NYSAB. The PQI will be the new name of the QAP group from April 2019.
QAP Quality and Performance	A sub-group of the NYSAB. The role of this group is to develop safeguarding data for presentation at the Board. The group considers the data and how this can be used to support the Board in making improvements.
SAB Safeguarding Adults Board	The main objective of the SAB is to improve local safeguarding arrangements to ensure partners act to help and protect adults experiencing, or at risk of neglect and abuse.
SAR Safeguarding Adults Review	SABs must arrange a Safeguarding Adult Review when an adult dies as a result of abuse or neglect, known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult. Or if an adult has not died but the SAB suspects that the adult has experienced serious abuse.
SCIE Social Care Institute for Excellence	Leading improvement support agency and an independent charity working with adults', families' and children's care and support services across the UK.
Self-Neglect	This covers a wide range of behaviour neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding.
S.42 Enquiry Section 42 Enquiry	The Care Act (Section 42) requires that each local authority must make enquiries, or cause others to do so, if it believes an adult is experiencing, or is at risk of, abuse or neglect.



Contact details:

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Contact us

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(closed weekends and bank holidays). Tel: **01609 780 780**

email: customer.services@northyorks.gov.uk web: www.northyorks.gov.uk

If you would like this information in another language or format please ask us.

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