



Meeting: **SCRUTINY COMMITTEE**  
Date: **THURSDAY, 28 OCTOBER 2021**  
Time: **5.00 PM**  
Venue: **COMMITTEE ROOM - CIVIC CENTRE, DONCASTER ROAD, SELBY, YO8 9FT**  
To: **Councillors S Shaw-Wright (Chair), W Nichols (Vice-Chair), A Lee, N Reader, R Sweeting, K Ellis, J McCartney and J Chilvers**

## 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](http://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 - 4)

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 1 July 2021.

### 4. Chair's Address to the Scrutiny Committee

**5. Executive Member Portfolio Review - Executive Member for Communities and Economic Development**

As requested by the Chair of the Scrutiny Committee, in attendance will be the Executive Member for Communities and Economic Development, Councillor D Buckle, to give a review of matters within his portfolio.

**6. Corporate Performance Reports Q4 2020-21 and Q1 2021-22 (S/21/5) (Pages 5 - 74)**

The Scrutiny Committee is asked to consider the reports of the Head of Business Development and Improvement which provide 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. These reports cover Quarter 4 2020-21 (Year End) and Quarter 1 2021-22.

**7. Financial Results and Budget Exceptions Report Q1 - 2021-22 (S/21/6) (Pages 75 - 100)**

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 2021-22. The Quarter 1 report was considered was considered by the Executive at its meeting on 9 September 2021.

**8. Treasury Management - Quarterly Update Q1 - 2021-22 (S/21/7) (Pages 101 - 116)**

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 Q1 and presents performance against the Prudential Indicators. The Quarter 1 2021-22 report was considered was considered by the Executive at its meeting on 9 September 2021

**9. North Yorkshire Safeguarding Adults Board Annual Reports 2019/2020 and North Yorkshire Safeguarding Children Partnerships Independent Scrutineer's Annual Reports 2019/2020(S/21/8) (Pages 117 - 166)**

To note the North Yorkshire Safeguarding Adults Board Annual Reports 2019/2020 and North Yorkshire Safeguarding Children Partnerships Independent Scrutineer's Annual Reports 2019/2020.

**10. Work Programme (Pages 167 - 174)**

To consider the Committee's work programme.

*Janet Waggott*

**Janet Waggott, Chief Executive**

Enquiries relating to this agenda, please contact Victoria Foreman on [vforeman@selby.gov.uk](mailto:vforeman@selby.gov.uk) or 01757 292046.

**Attendance at Committee**

Public attendance at Council meetings is permitted once more; however, there are restrictions that remain in place due to Covid-19. If you intend to attend a meeting in person, please let Democratic Services know on [democraticservices@selby.gov.uk](mailto:democraticservices@selby.gov.uk) as soon as possible. **Please note however that you are strongly encouraged to watch a stream of the meeting online instead of attending in person.**

**Recording at Council Meetings**

Recording is allowed at Council, Committee and Sub-Committee meetings which are open to the public, subject to:- (i) the recording being conducted with the full knowledge of the Chairman of the meeting; and (ii) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the Democratic Services Officer on the above details prior to the start of the meeting. Any recording must be conducted openly and not in secret.

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## Minutes

### Scrutiny Committee

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Venue:	Council Chamber - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Thursday, 1 July 2021
Time:	5.00 pm
Present:	Councillors S Shaw-Wright (Chair), W Nichols (Vice-Chair), N Reader, R Sweeting, K Ellis and J Chilvers
Officers present:	Peter Williams, Head of Finance, and Dawn Drury, Democratic Services Officer
Others present:	Councillor C Lunn (Lead Executive Member for Finance and Resources)

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#### **6 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors A Lee and J McCartney.

#### **7 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

#### **8 MINUTES**

The Committee considered the minutes of the meetings held on 25 March 2021 and 17 June 2021.

#### **RESOLVED:**

**To approve the minutes of the Scrutiny Committee meetings held on 25 March 2021 and 17 June 2021 for signing by the Chair.**

#### **9 CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE**

The Chair had no address for the Committee.

## 10 FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31 MARCH 2021

The Committee received the report from the Head of Finance which asked them to consider the content of the report and make any comments on the Council's financial results and budget exceptions.

Members acknowledged that 2020-21 had been heavily impacted by the pandemic. A revised budget was set in year to help to address some of the shortfalls in budgeted income which were expected as some services and facilities remained closed for extended periods of the financial year. There had been challenges delivering some of the programmes of work in both the General Fund and the Housing Revenue Account (HRA), from the perspectives of both changing priorities of delivery in the year and ability to deliver works on the ground.

The Committee noted that each month a return to Government was completed, which detailed the latest forecasts of the impacts of Covid-19, including additional costs, delayed savings and income losses. The latest return showed losses as a result of Covid-19 of £2,873k in 2020-21, split between the General Fund £2.44m and HRA £433k. To date the Council had received (£1,168k) emergency Covid-19 funding from the Government, of which (£350k) had been allocated to the HRA. Additional (£245k) compensation for losses in sales, fees and charges income for the period April to November had also been received. A further application for the period December to March would be submitted in May for a value of £242k.

Officers explained that after carry forward requests, which were detailed in Appendix E to the report, the Council's year end results for 2020-21 showed a surplus of (£371k) on the General Fund against a budget surplus of (£43k); a variance of (£328k). There were a number of variances (positive and negative) which made up the surplus, including higher income from a number of sources for example, Covid-support grants, investment interest and services partly offset by increased costs on the trade waste, recycling, and leisure services.

The Committee also noted that the Housing Revenue Account showed a surplus of £6,532k against a budget surplus of £5,509k, which was a variance of £1,023k. This had been mainly driven by Covid support grants which were not budgeted, and a number of cost savings. This was partly offset by a shortfall in savings due to the delays in the implementation of the housing system. It was proposed that any surplus be transferred to the Major Repairs Reserve to help fund future capital expenditure. More detailed analysis of the General Fund and Housing Revenue Account variances could be found in the rest of the report at Appendix A.

Members recognised that planned savings were reduced as part of the revised budget integrated into service budgets. Most of the savings were achieved in 2020-21, but there was a £15k shortfall on two savings areas

in the General Fund; details of savings and their status could be found in Appendix B.

Officers also informed the Committee that capital programme spend was under budget, as a number of projects had experienced delays. £4,657k was spent on the General Fund programme in the year which was (£787k) lower than budget. £716k was proposed as a carry forward, leaving a saving of £70.8k generated from underspends at the end of completed programmes of work. In the HRA, £4,597k was spent against a budget of £6,072k, an underspend of £1,475k. Almost all of this was proposed to be carried forward to 2021-22. A summary analysis of the capital programme could be found in the report with more detail in Appendix C.

Lastly, Members noted that the Programme for Growth spend totalled £1,462k in 2020-21, against the latest approved Q3 estimate of £3,796k. After £2,334k was carried forward to 2021-22, £12,919k of approved budget remained to be spent in this multi-year programme.

Members had a number of queries about the report in relation to the HRA and General Fund deficits and the reasons for these, and in terms of the carry forwards, the reason that there was a two-year delay in the station lift project which was not expected to take place until 2022-23 at the earliest. It was further queried when the work to continue the car park improvement programme would recommence, and lastly, what level of savings were being made from recycling.

The report was noted by the Committee.

**RESOLVED:**

**To note the Council's financial results and budget exceptions for Quarter 4, to 31 March 2021.**

**11 TREASURY MANAGEMENT - QUARTERLY UPDATE Q4 2020/21**

The Committee received the report of the Head of Finance which asked Members to consider the content of the report and comment on the Council's borrowing and investment activity (Treasury Management) for the period 1 April to 31 March 2021 (Q4). The report also presented performance against the Prudential Indicators.

Members noted that with regards to investments, on average the Council's investments held in the North Yorkshire County Council (NYCC) investment pool totalled £74.91m over the year at an average rate of 0.48% and earned interest of £364k (£263k allocated to the General Fund; £101k allocated to the HRA) which was £104k above the total annual budget. This exceeded the Q3 estimated return of £331k by £34k, where it was noted that, whilst in-year performance was better than expected, the bank rate remained low, and a Brexit trade deal was still yet to be agreed.

Officers explained that in addition to investments held in the pool, the Council had £4.65m invested in property funds as at 31 March 2021. The funds achieved 3.69% revenue return and 0.72% capital loss. This resulted in revenue income of £169.9k to the end of Q4 and an 'unrealised' capital loss of £33.9k. These funds were long term investments and changes in capital values were realised when the units in the funds were sold.

The Committee acknowledged that long-term borrowing totalled £52.833m as at 31 March 2021, (£1.6m relating to the General Fund; £51.233m relating to the HRA), with interest payments of £1.992m having been paid in 2020-21, a saving of £2k against budget. The Council undertook no short-term borrowing in year.

Members considered and noted the report.

**RESOLVED:**

**To note the Treasury Management Quarterly update for Quarter 4 2020-21.**

**12 ANNUAL REPORT 2020-21**

The Democratic Services Officer introduced the Committee's Annual Report for 2020-21; Members were asked to approve the report and make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.

Members approved the Annual Report for 2020-21.

**RESOLVED:**

**To approve the Scrutiny Committee Annual Report for 2020-21.**

**13 WORK PROGRAMME**

The Committee considered the work programme for 2021-22 as presented to them by the Chairman.

One Member commented that he remained concerned with housing repairs and felt it should remain on the work programme. The Chairman explained that a special meeting on housing repairs had been held on 17 June 2021, at which time Members had praised the work of officers in their efforts to find solutions to the issues raised.

Members agreed the work programme as presented.

**RESOLVED:**

**To note the work programme for 2021-22**

The meeting closed at 5.26 pm.





**Report Reference Number:** S/21/5

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**To:** Scrutiny Committee  
**Date:** 28 October 2021  
**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

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**Title: Corporate Performance Reports – Quarter 4 2020-21 and Quarter 1 2021-22**

**Summary:**

The Scrutiny Committee is asked to consider the reports 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. The reports cover Quarter 4 for the 2020-21 year, and Quarter 1 for the 2021-22 year.

The reports were considered by the Executive at its meetings on 8 July 2021 and 9 September 2021.

**Recommendation:**

**The Scrutiny Committee is asked to consider the content of the reports 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 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 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 reports considered by the Executive on 8 July 2021 and 9 September 2021 attached to this report at Appendices A4 and A1.

**2. The Report**

**2.1** Please see section 2 of the reports considered by the Executive on 8 July 2021 and 9 September 2021 attached to this report at Appendices A4 and A1.

### **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 reports considered by the Executive on 8 July 2021 and 9 September 2021 attached to this report at Appendices A4 and A1.

#### **4.2 Financial Implications**

Please see section 4 of the reports considered by the Executive on 8 July 2021 and 9 September 2021 attached to this report at Appendices A4 and A1.

#### **4.3 Policy and Risk Implications**

Please see section 4 of the reports considered by the Executive on 8 July 2021 and 9 September 2021 attached to this report at Appendices A4 and A1.

#### **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 reports considered by the Executive on 8 July 2021 and 9 September 2021 attached to this report at Appendices A4 and A1.

#### **4.6 Other Implications**

Not applicable.

#### **4.7 Equalities Impact Assessment**

Please see section 4 of the reports considered by the Executive on 8 July 2021 and 9 September 2021 attached to this report at Appendices A4 and A1.

## **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**

### Quarter 4 2020-21

Appendix A4 – Executive Report – 8 July 2021

Appendix B4 – (Appendix A of Executive Report 8 July 2021) - Corporate Performance Report Quarter 4 2020-21

Appendix C4 - (Appendix B of Executive Report 8 July 2021) - Council Delivery Plan 2020-23 Monitoring Report Quarter 4 2020-21

Appendix D4 – (Appendix C of Executive Report 8 July 2021) – KPIs Year End 2020-21 (Quarter 4)

### Quarter 1 2021-22

Appendix A1 – Executive Report – 9 September 2021

Appendix B1 – (Appendix A of Executive Report 9 September 2021) - Corporate Performance Report Quarter 1 2021-22

Appendix C1 – (Appendix B of Executive Report 9 September 2021) - Council Delivery Plan 2020-23 Monitoring Report Quarter 1 2021-22

### **Contact Officer:**

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Democratic Services Officer  
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Report Reference Number: E/21/9

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**To:** Executive  
**Date:** 8 July 2021  
**Status:** Non-Key Decision  
**Ward(s) Affected:** All  
**Author:** Stuart Robinson, Head of Business Development & Improvement  
**Lead Executive Member:** Mark Crane, Leader of the Council  
**Lead Officer:** Stuart Robinson, Head of Business Development & Improvement

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**Title:** Corporate Performance Report - Quarter 4 – 2020/21 (January to March)/Year End 2020/21

**Summary:**

The quarterly Corporate Performance Report provides a progress update on delivery of the Council Plan 2020-23 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs.

This report also includes a year-end summary of progress on delivery of the Council Plan 2020-23 as measured by year-end performance against KPIs in 2020/21 compared with year end data for KPIs in 2019/20.

**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 Council 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 2020-23 – 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 There are three parts to this report:

- the Council Delivery Plan 2020-23 Monitoring Report (Appendix A) which sets out the objectives, actions and key milestones under each theme and provides overall commentary and RAG rating for each action (updates as at the end of April 2021);
- the quarterly Corporate Performance Report (Appendix B) which sets out the detail in terms of progress (or otherwise) against the Council's priorities in quarter 4 of 2020/21 (covering the period January to March 2021); and
- the Year End summary report (Appendix C) which covers performance across the whole of 2020/21.

Throughout 2020/21 Covid-19 was a live incident, which led to a number of 'lockdowns' - this inevitably had an impact on the delivery of a number of services and subsequently the performance monitoring and reporting of a certain KPIs e.g. leisure services.

Greater detail on annual performance will be covered in the Annual Report which will be reported separately to Executive.

## **2. Reporting Period**

2.1 This report covers the period January to March 2021. The Covid-19 pandemic and national lockdown continued throughout this period.

## **2.2 Summary of progress**

### **Quarter 4 2020/21**

To summarise progress in quarter 4:

- 56% of KPIs are showing improvement over the longer term or have maintained 100% performance.
- 69% of KPIs are on target - a further 31% of KPIs are within acceptable tolerances.

## **2.3 What went well in quarter 4**

2.3.1 Response to Covid-19

- **Reopening High Streets Safely (RHSS)** funding focussed on communications and safety measures including; new campaign material with messages such as 'support your local high street safely', and reinstalling social distancing signage and lamppost banners. Two RHSS funded business workshops were held to support retail and hospitality businesses during lockdown, these training and networking sessions gave businesses the opportunity to plan ahead for reopening and attract customers back. A total of £33,351.21 has been claimed through this grant.
  
- **Environmental Health, Enforcement and Licensing** have:
  - Received and where necessary officers have responded to 74 reports/complaints this quarter, which gives a total of 333 for the working year, in addition to requests from businesses and residents for advice.
  - Pro-actively provided advice and support to businesses to help them comply with the new legislation through responding to emails, direct contact, mail shots, social media campaigns and targeted technical guidance.
  - Used intel from complaint feedback to target sector specific businesses and undertaken spot checks and assessed compliance with the relevant COVID-19 regulations and government guidance. The inspection of those food businesses that continue to operate has also provided the opportunity for officers assess COVID-19 compliance and to offer advice.
  - Supported the work of the COVID-19 Outbreak Control Teams (OCTs) by working closely alongside colleagues from Public Health England, Health and Safety Executive and NYCC to manage COVID-19 outbreaks related to workplaces and the local community.
  - Continued to work closely with colleagues at NYCC and the Police to share intelligence and co-ordinate responses and any necessary enforcement action that has been taken.
  
- **Business Grants**

There has been a significant increase in the amount of work for the team leading on the payment of Covid business grants during the last 14 months with the following payments made to businesses -

  - Local Restrictions Support Grant (Closed addendum) 5 Jan onwards – 559 businesses paid a total of £1,270,440, this grant was for businesses who were mandated to close in the January national lockdown
  - Closed Businesses Lockdown Payment - 559 businesses paid a total of £2,540,000, this grant was for one off payment for businesses who were mandated to close in the January national lockdown
  - Local Restrictions Support Grant (Closed addendum) 16 Feb onwards – 553 businesses paid a total of £1,316,148, this grant was a further payment for businesses mandated to close in the continued national lockdown.

Despite this the performance of the team has been maintained and the general workload has been managed. This has been done by routine reviews being reduced, using a Debt Recovery Officer and our Visiting Officer to work on taxation work and the team doing overtime.

- **NNDR Collection**

The focus has been on supporting businesses through grant payments and other signposting for help to ensure they can continue to trade. The performance target for NNDR has been impacted by the economic impact of COVID-19 and the team have been unable to issue recovery notices for business rates due to the backlogs at the courts. In 2020/21 the Council collected £31.3m NNDR - well below the £39.5m collected in 2019/20 (impacted by the economic impact of Covid-19 and mirroring the country as a whole). The collection rate fell from 99.1% in 2019/20 to 94.2% in 2020/21 - this rate was above the national average (93.0%) - but compared to other councils this places us in the third quartile of performers - 165<sup>th</sup> out of 318 councils.

### 2.3.2 Positive Performance – KPIs

- People accessing benefits forms and taxation direct debit forms online in relation to other channels – in Q4 98% of taxation direct debit mandates were received online and 76% of new benefit claim forms were received online, contributing to an overall figure of 81.95%.
- Average days sick per full time employee – has reduced for the seventh consecutive quarter – from 8.9 days/FTE in Q1 19/20 to 3.78 days/FTE in Q4 20/21 (target 5 days).
- Council Tax collected - 98.11% collected (target 97.9%) – this is despite the Covid-19 pandemic. This council tax collection rate places Selby Council just outside the top 10% of performers in the country – 33<sup>rd</sup> out of 318 councils - and performance is well above the national average (95.7%)
- Increased support provided for SMEs - 80 supported (target 50) - due in part to the demands of Covid-19 pandemic.
- Affordable homes (annual) – 137 provided - 40% of the annual target (342) for the total housing requirement of additional homes in the district.
- The first full year of the new recycling service has been completed and despite the impact of Covid-19 both on collections and on the tonnage of residual waste produced, the overall recycling rate has risen 2.11% from 42.7% to 44.81%. Residual waste tonnages increase by 8.8% (1,902 tonnes) mainly due to home working / home schooling and the closure of the HWRC's in Q1. Dry recycling tonnages increased by an impressive 39% (2,367 tonnes). Initial benchmarking indicates that SDC's recycling



service has performed better in terms of overall recycling rates and tonnages collected than the other North Yorkshire district and borough councils. A full report on the performance of the new service will be going to the Executive later this year when further benchmarking data is available.

### 2.3.3 Changes to KPI target from Q4

Customer contact - wait time before a customer phone call is answered by an advisor – the target has been increased from 2 mins to 5 mins. This is to reflect the change in business and the fact that calls are taking much longer due to advisors having multiple areas to deal with.

## 2.4 What did not go so well in quarter 4 – and what are we doing about it

- Council house repairs:
  - Emergency and priority repairs – have continued as a priority despite lockdown and there is no backlog of jobs.
  - Routine Repairs – the suspension of non-urgent routine repairs throughout the third national lockdown has resulted in a backlog of such works.

As restrictions are gradually eased in line with the national Government roadmap, we are implementing measures to re-introduce delivery of non-urgent repairs going forward and identifying additional resources to address the backlog of repairs as soon as possible.

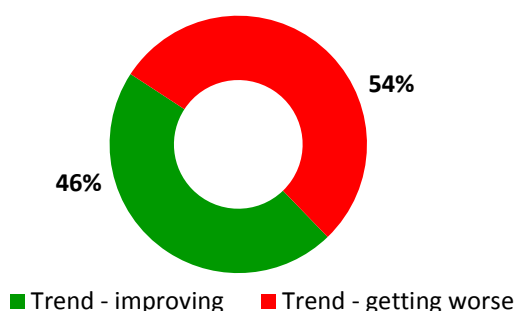
## 3 Annual Performance Report

3.1 Appendix C sets out the detail in terms of progress (or otherwise) against the Council's priorities during 2020/21.

The Annual Report (subject to a separate report to Executive) captures what went well/less well in greater detail. A summary of performance is set out in the charts below:

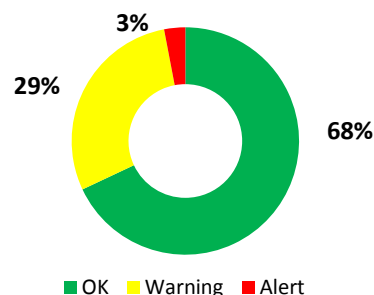
3.2 A summary of performance in 2020/21 is as follows:

## 2020/21 Trend Analysis



This table shows how we have performed in 2020/21 in comparison to 2019/20. It only includes those indicators which are directly comparable.

## 2020/21 Target Analysis



This table shows how we have performed in 20/21 against our annual targets. It does not include data only KPIs and those KPIs we were unable to report on due to the impact of Covid.

### 3.3 When compared to 2019/20:

#### Trend analysis

Year	Improved performance	Reduced performance	No change
2020/21	<b>46%</b>	<b>54%</b>	-
2019/20	44%	56%	0

#### Target analysis

Year	On target	Amber warning	Missed target
2020/21	<b>68%</b>	<b>29%</b>	<b>3%</b>
2019/20	72%	3%	25%

### 3.4 Impact of Covid-19

The impact of Covid-19 (as shown in Appendix C) has resulted in a backlog of work in a number of service areas, detailed below:

#### Repairs: (data provided as at 17/5/21)

- During the first lockdown in March 2020 we attended emergency (P1) repairs only; urgent (P2) and routine (P3) repairs were put on hold. Void works continued but under strict 'social distancing' guidelines.

- The restrictions resulted in a significant backlog of P2 and P3 repairs when lockdown ended; circa 300 and 1,100 respectively.
- From July until the second lockdown in November 2020, we were able to reduce the waiting list for P2 and P3 repairs to around 30 and 540 respectively.
- The implementation of further lockdowns have meant we have once again had to put non-urgent P3 repairs on hold. Currently circa 1,383 waiting P3 repairs in the system relating to 924 properties.

#### **Voids- average days to re-let properties:**

The 20-week moratorium impacted on performance in Q1 & 2. Leading to targets not being met in this period. In addition, the moratorium on moving homes during lockdown theoretically should have suppressed void numbers. However, there was increase to 143 properties which pro rata is an increase in year of 24% overall.

Covid disproportionately impacts smaller voids due to the more frequent requirement for trade changes e.g. less works for each trade results in more individuals needing to visit, this equates to greater sanitisation of the work environment by those involved, therefore taking longer to complete.

This has led the full year performance figures of Standard voids - 33.26 days (target 26) and major voids - 52.11 days (target 45).

#### **Planning Applications/Enforcement:(data provided as at 27/5/21)**

- In Development Management (DM) there is currently a backlog of approximately 272 planning applications. This is around 40% above the carrying capacity of the approved departmental structure.
- Planning Enforcement has a backlog of 153. This is around 37.5% above the carrying capacity of the approved departmental structure.
- During the last twelve months (including the last quarter) we have seen an increase in the number of applications and the service has had a number of vacancies. In addition, covid has impacted on site visits, the ability of statutory consultees to provide comments and decision making. There was also a backlog in DM and Enforcement before Covid. We are working to address including recruitment to vacant posts, looking at process and considering whether additional resources are required.

#### **Environmental Health/Enforcement (data as of end of Q4):**

Due to additional COVID related work, the Services have focused their work on COVID related environmental health and enforcement work, leading to:

- **Food Hygiene Inspections** – A total of 74 inspections due in the working year are overdue. These inspections are predominantly

setting specific and relate to the likes of care and educational settings where access has not been possible or deemed appropriate. In addition some of the more recent new food premises registrations are requiring an inspection visit.

- **Caravan Sites** – Backlog of inspection visits due to access issues.
- **Inspection of Industrial Permitted Premises** – Limited opportunity to undertake site visits alongside face to face appointments has resulted in more desktop or remote interventions, which whilst these are informative they will need supplementing with additional site visits in some cases.
- **Private Water Supplies** – Routine sampling and the statutory risk assessment of these supplies has not been possible over the last 12 months.

#### **4. Alternative Options Considered**

N/A

#### **5. Implications**

N/A

##### **5.1 Legal Implications**

None

##### **5.2 Financial Implications**

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

##### **5.3 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.

##### **5.4 Council Plan Implications**

This report provides a progress update on delivery of the Council Plan 2020-23.

##### **5.5 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 Council Plan as part of our on-going business and budget planning.

## **5.6 Other Implications**

N/A

## **5.7 Equalities Impact Assessment**

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

## **6. Conclusion**

- 6.1** The performance data demonstrates continued performance improvement and delivery against Council Plan Priorities.

## **7. Background Documents**

None

## **8. Appendices**

Appendix A: Council Delivery Plan 2020-23 Monitoring Report Q4 2020/21  
Appendix B: Corporate Performance Report Quarter 4 2020/21  
Appendix C: Corporate Performance Report KPIs Year End 2020/21




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# Council Delivery Plan 2020-23 Monitoring Report

Key:

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



## Theme: A great place to LIVE



OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 19</p> <p><b>Increased Housing Supply</b></p>	<p><b>Maintain our Five-Year Housing Land Supply</b></p>	<p>Martin Grainger</p>	<p>Cllr Musgrave</p>	Deal with pre-application queries and planning applications for new residential development expeditiously	31-Mar-2023			<p>Despite Covid the Planning Development Management Service is continuing to process applications as efficiently as possible. SDC was one of the first authorities in the region to recommence site visits and set up virtual meetings. The pandemic has however created a back log which are now seeking to address.</p> <p>In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing sites for the next twenty years. Consultation on the Preferred Options draft of the plan began at the end of January 2021 and finished on 12 March. Around 1200 comments were received which are now being considered by the team.</p>	
				Explore new sources of supply and a long-term pipeline of housing sites to 2040 through the new Local Plan (see below).	31-Mar-2023				
				Proactive Work with developers to unlock 'stuck sites'	31-Mar-2023				
				Provide appropriate Planning support to deliver the Councils Housing Development Programme and HRA new-build projects	31-Mar-2023				

APPENDIX B4 (Appendix A of Executive Report, 8 July 2021)


OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Increased Housing Supply	Maximise the number of available homes through delivering the Empty Homes programme.	June Rothwell	Cllr Crane	Deliver the Empty Homes Programme	31-Mar-2022			<p>In the early part of 2020/21 there was an increase in the number of Empty Homes due to the global epidemic and the early closure of the Housing Market. Since then, we have seen a lot of movement and by the 1<sup>st</sup> January 2021 the number of long-term empty homes had reduced to 411.</p> <p>Extended programme agreed with Homes England. The 7 properties purchased have now been let as affordable housing. This programme will continue into 21/22 with an aim to purchase a further 3 properties. These have been identified with negotiations ongoing with the property owners.</p>	
				Agree the most appropriate delivery models for the HDP	31-Dec-2020			<p>A new Affordable Housing Strategy for 2021 onwards has been approved by the Executive. This sets out the delivery priorities for the HDP.</p> <p>HDP Board created and meetings taking place.</p>	
Increased Housing Supply	Implement a Selby District Council Housing Development Programme	June Rothwell	Cllr Musgrave	Create HDP Programme Board, agree priority sites within Phase 2 and the Development Programme.	31-March-2023			<p>Due to other Covid related work, phase 2 Planning reports (flood risk) have been delayed. The information needed to complete this work has now been provided. This will now go to the Planning Committee in July. Tenders are now being progressed.</p> <p>On 1<sup>st</sup> April the Executive approved a new Affordable</p>	



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								Housing Policy and a revised Policy on the use of Section 106 funding to purchase and build affordable housing, this will enable the HDP to be accelerated.	
Page 2 Improve our housing stock	Deliver the housing improvement programme element of the HRA Business Plan 2019-2025.	June Rothwell	Cllr Crane	Deliver the HRA improvement Plan.	31-Mar-2022			Despite Covid the Housing Repairs Service is continuing to refurbish VOID properties and carryout emergency and non-urgent repairs. Performance in these areas is still on target.  Following the lifting of lockdown delivery of non-urgent repairs recommenced in July 2020, with the backlog of such repairs cleared by the end of September; allowing commencement on delivery on the backlog of non-urgent repairs in October. The team made excellent progress reducing the number which had amassed from around 1,100 to circa 550 when the non-urgent works were again suspended due to the introduction of the second lockdown.  Lessons learned from the initial lockdown, coupled with changes to operating procedures enabled us to continue delivering urgent repairs throughout the subsequent November and current lockdown periods.  Non-urgent external repairs recommenced in April. Internal none-urgent repairs will recommence on 17 <sup>th</sup> May 2021.	
				Deliver the HRA Business Plan 3 Year Capital Investment	31-March-2023			Delivery of the HRA Business Plan Capital Investment Programme	

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 22</p>				<p>Programme (agreed Dec 2019).</p>			<p style="text-align: center;"></p>	<p>was delayed due to covid lockdowns. Programme recommenced in August 2020 following the return to working of our major works contractors' staff teams, all of whom had been furloughed.</p> <p>Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,) coupled with increasing numbers of customers refusing works due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery.</p> <p>Orders have been issued for 430 properties which are currently being surveyed. This included the properties we were unable to access in 2020 due to tenants refusing access, the 2021 programme and some properties programmed for 2022.</p>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Market Town Regeneration	Develop and implement Town Action Plans and partnerships for Selby, Tadcaster and Sherburn-in-Elmet	Julian Rudd	Cllr Buckle	Complete Town Centre Action Plans for Selby & Sherburn	30-Sep-2020			<p><b>Revitalising Towns Initiative</b> - A series of meetings were held during April with the main stakeholders and a list of potential projects and initiatives have now been identified. The SDC Officer Team will now structure a draft Programme of work which will also include Welcome Back Fund eligible work. Work on progressing the social media platform to promote businesses within the towns has been developed with Maybe Tech and is currently being presented to relevant stakeholders within the main towns.</p> <p><b>Selby District Places and Movement Study</b> - The early analysis work for the Places and Movement Study, including traffic modelling, has now been completed for the three towns Selby, Sherburn, and Tadcaster. Approval was given to undertake the consultation exercise, initially for Sherburn and Selby, at the SDC Executive meeting held on 11<sup>th</sup> of March 2021. A comprehensive briefing for all SDC Members focusing on emerging proposals in the Places and Movement Study took place on 18 March 2021. The briefing included a presentation from WSP, the lead consultants on the Study. The joint consultation with North Yorkshire County Council started on 5<sup>th</sup> April and ended on 23<sup>rd</sup> April. The consultation has now ended, and results are currently being</p>	
				Develop partnership groups for implementing Selby, Sherburn and Tadcaster Town Centre Action Plans.	31-Dec-2020				
				Complete Town Centre Action Plan for Tadcaster	31-Mar-2021				
				Implement the Opening Town Centres Safely plan.	31-Mar-2021				
				Complete Places and Movement study of Selby, Sherburn and Tadcaster -	30-Apr-2021				





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Page 24				joint with NYCC (plus LEP funds).				<p>assessed. A report will be brought to the August Executive.</p> <p><b>Selby Station Gateway Transforming Cities Fund (TCF)</b> The Transforming Cities Fund project public consultation was completed on 23<sup>rd</sup> March 2021. The feedback from the consultation is still being assessed and the outcomes will be published. Outline Business Case (OBC) submitted and further work requested by WYCA to put forward options for use of all the TCF contribution by March 2023, whilst accepting that discussions continue with DfT over the project deadline. Development funding to be released to progress full package of proposals to allow submission of the planning application. Decision on revised business case expected in Sept/October 2021. The March 2023 national deadline for completion remains challenging, particularly for projects that involve land acquisition. Officers remain in dialogue with WYCA over delivery timescales and Members will be informed as further information becomes available.</p>	
				Implement key projects from Town Action Plans for Selby, Sherburn and Tadcaster including:	31-Mar-2022		▶		
				Deliver the Selby town centre High St Heritage Action Zone programme.	31-Mar-2023		▶		
				Deliver Transforming Cities Fund programme to transform the Selby station area.	31-Mar-2023		▲		

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
<b>Theme: A great place to ENJOY</b>									
Community	Develop a resilient community	Angela Crossland	Cllr Buckle	Establish local arrangements that support residents in addressing financial difficulty.	31-Dec-2020	31-03-21	▶	Regular communications to residents including how to access Covid grant assistance funds from Community Support Organisations. CSOs signposting residents with ongoing difficulty to income maximisation teams and Citizens Advice. £112,000 in self isolation grants paid to date. An additional £369,134.00.00 in COVID-19 Hardship Support for working age claimants against the cost of their Council Tax bills Wider recovery work with the Local Resilience Forum on poverty and debt resumed March 2021. New member funding framework agreed to replace CEF funding arrangement. Executive report due 8 July to agree use of a £100k fund to support community funding. Potential to explore a longer term legacy fund initiative. To be presented to Full Council in due course. Selby Voice community engagement started March 2021 to support community conversations on health matters. Initial meetings held with CCG, Two Ridings Community Foundation and Community	▶
				Collaborate with community representatives and funders to establish the community engagement and funding process post covid-19	30-Jun-2021		▶		
				Collaborate with local authority, health, and voluntary sectors to establish a development pathway for a strong and resilient VCS sector to support community emergency response and long-term recovery of communities from Covid-19.	30-Sep-2021		▶		





**APPENDIX B4 (Appendix A of Executive Report, 8 July 2021)**

								First Yorkshire to develop network plan and lottery bid for development programme.	
<b>Environment – Low Carbon</b>	<b>Implement the recommendations of the Low Carbon Working Group</b>	Dave Caulfield	Cllr Musgrave	Develop a Low Carbon Action Plan considering the recommendations of the Low Carbon Working Group (LCWG).	31-Dec-2020			The Policy Review LCWG report and Draft Action Plan are scheduled to go to the Executive on 8 July 2021. Tree canopy targets set as part of the White Rose Forest Partnership plan to identify tree planting areas in the district to 2050. Community led initiative, 'Just Transition' commenced to look at developing community based net zero carbon initiatives	
<b>Environment – Green Space</b>	<b>Work with local partners to maintain and enhance local parks, play areas and open spaces.</b>	Keith Cadman	Cllr Grogan	Deliver capital investment of £100k p.a. to improve quality and accessibility of Council play areas – improving two play areas per year for the years 2020-21; 2021-22; 2022-23.	31-Mar-2023			The contract has been awarded for the Grange Road play area and the initial site visit is planned for early June. Tenders will shortly be going out for Charles Street and we are awaiting the start of a new framework which will allow us to procure contractors for the remaining four play areas over the next 2 years.	

**Theme: A great place to GROW**

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
<b>Local Plan</b>	<b>Deliver the Local Plan by 2023</b>	Martin Grainger	Cllr Musgrave	Develop Preferred Options and consult stakeholders.	28-Feb-2021			Significant progress has been made on the production of a Local Plan. A range of technical studies have been undertaken and a Preferred Options version of the plan produced for consultation. This followed on from an Issues and Options Consultation early in 2020.	
				Develop Submission Draft and consult stakeholders	28-Feb-2022				
				Draft Local Plan Submitted for Examination by the Planning Inspectorate	30-Jun-2022				
				Create the evidence base – including an Infrastructure Delivery Plan for the Selby district.	31-Mar-2023				
				Local Plan adopted	31-Mar-2023				
<b>Visitor Economy</b>	<b>Continued delivery of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond'.</b>	Angela Crossland	Cllr Grogan	Work plan reviewed for the 'Selby District Visitor Economy Strategy 2018-22 – and beyond' with emphasis on sectoral support and development needs in response to C-19:	30-Sep-2020	11/07/20		Heart of Yorkshire branding guidelines launched with local VE businesses attending launch seminars. HoY website holding page developed. 3 further tourism specific business development seminars and network events delivered. 13 walks in the Selby District are currently featured on the Welcome to Yorkshire <a href="#">Walkshire map</a> , with more to add. 8 walks are also planned into the 'Walk of the Day' calendar, across the remainder of the year, including the waymarked trails at Skipwith Common, the Wolsey Walk and the Selby Horseshoe.	
				Deliver short-term outputs – emphasis on local people & stay-cationing	31-Mar-2021	31/12/20			
				Deliver medium term outputs – broadening emphasis to national trade	31-Dec-2021				
				Longer term outputs – developing emphasis to include international travellers	31-Mar-2023				
<b>Visitor Economy</b>	<b>Develop and implement the Selby District Cultural Development</b>	Angela Crossland	Cllr Grogan	Selby District Cultural Development Framework completed (including evidence base & consultation with stakeholders, as agreed with	31-Dec-2020			Cultural Development Framework will go to Executive for sign off July 2021. Funding for key projects from the CDF confirmed by Full Council Sept	

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	<b>Framework.</b>			fundern)				2020 including establishment of an Events Officer Resource now in place.	
				Implement immediate short-term outputs from the framework; develop key projects in line with covid-19 response and external investment e.g. Barlby Road Corridor project; extending festivals/events offer;	30-Apr-2022				
Enterprise & Growth	<b>Deliver the Selby District Economic Development Framework 2022...and beyond</b>	Julian Rudd	Cllr Buckle	Deliver a sustainable and targeted programme of support to SME businesses – to support the post-Covid recovery	31-Mar-2023			SDC have been fully involved in the YNY LEP in the development and shaping of the Covid -19 Economic Recovery Plan – Greener, Fairer, Stronger. This Plan reflects both regional and local priorities and action plans for the short and medium term. This Plan is constantly reviewed to reflect emerging economic challenges and central government responses to the Covid impact and now reflects actions supported by the budget announcements. The Council’s support for SMEs continues at pace as Covid restrictions change, with a strong current emphasis on reopening the high streets safely. ED are currently looking at options to support SDC business Start-ups created during the pandemic and post pandemic period to ensure their viability and sustainability. Throughout the Covid period, officers have worked with strategic site developers, holding a minimum of quarterly Site Development reviews. These will continue as we emerge from lockdown and are coordinated to include Planning Development Management; Department for International Trade	
				Develop and agree with the owners of each key strategic site identified in the EDF Framework (e.g. S2, Eggborough, Kellingley) a programme of short, medium term deliverable actions to bring the site forward in line with EDF	31-Mar-2023				







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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								and the LEP Inward Investment team. This approach ensures that the best investment opportunities come forward to match SDC priorities and that there is a 360-degree approach to delivering quality investment and employment opportunities.	






**Theme: A great place with a Council delivering GREAT VALUE**

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 29  <b>Digital Customers</b>	<b>Deliver Digital Strategy 2020</b>	Stuart Robinson	Cllr Lunn	Complete implementation of Digital Workforce – Office 365; new devices; MyView	31-Dec-2020	31-Mar-2021		<b>Digital Workforce</b> <ul style="list-style-type: none"> <li>MyView attendance module live from 1 April. All main elements of the programme now delivered (O365, new devices, MyView).</li> <li>IT Training portal rolled out to members to support skills</li> <li>Additional work to upgrade member devices, additional training for staff, improve security and extend access to partner organisations is progressing and expected to go live this summer.</li> </ul> <b>Digital Customers</b> <ul style="list-style-type: none"> <li>Implementation of Civica Pay online payments portal – delayed due to Civica capacity – on track to complete by Q2 2021/22 (to integrate with Housing System).</li> <li>Implementation of Citizens Access Revenues delayed (along with CA Benefits) due to pressures on Taxation &amp; Benefits Team caused by Covid Grants</li> </ul>	
				Complete implementation of phases 1 – 3 of Digital Customers – Northgate Citizens Access; CivicaPay; MyScan; Citizens Online project	31-Dec-2021				
				Complete full implementation of Civica CX digital platform for housing and asset	31-Jul-2022				

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Page 30				management.				work. CAR scheduled for May; CAB for July. <ul style="list-style-type: none"> <li>• Citizens Online (improving digital skills of residents) project hampered due to capacity of (customer facing) teams to support this.</li> <li>• E-Forms for Licensing Applications May 2021</li> <li>• Scanstation re-location and development of MYSCAN to complete by end Q2</li> <li>• E-Billing for Revenues &amp; Benefits Q3</li> </ul> <b>Civica Cx Housing System</b> <ul style="list-style-type: none"> <li>• Upgrade to live system (bug fixes plus improvements in automating lettings) was put into Test on 13th May and will be tested for 6 weeks.</li> <li>• Testing on integration with CivicaPay to be completed concurrently.</li> <li>• Workshops for the Cx Contractor (asset module) planned for July following successful testing of the upgrade to Live.</li> </ul>		
	<b>Digital Customers</b>	<b>Transform customer contact services and achieve channel shift</b>	June Rothwell	Cllr Buckle	Set up Contact Centre at Civic Centre and provide appointment-based face to face customer services.	31-Sep-21			Project delayed due to Covid pandemic and ongoing restrictions. Work to create private meeting space is ready to go out to tender.	
	<b>Quality Workforce</b>	<b>Deliver People Plan to support and develop staff through major change</b>	Stuart Robinson	Cllr Lunn	Deliver People Plan, including new HR and OD service delivery arrangements; Leadership and Management Development Programme; enhanced approach to staff engagement and wellbeing; development of staff core skills	31-Mar-2022			<ul style="list-style-type: none"> <li>• Staff briefing session delivered 28 Apr attended by 166 employees (66%)</li> <li>• Manager skills training programme completed. Feedback positive.</li> <li>• Leadership and management development programme scheduled to commence end of May.</li> </ul>	

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								<ul style="list-style-type: none"> <li>Staff engagement programme commenced 24 Mar with LT focus group. Further focus groups with cross section of staff scheduled for May followed by staff survey.</li> <li>Staff survey commenced 14 May focused on return to the workplace.</li> <li>Q1 will see development of programme to support staff core skills, e.g. information governance.</li> </ul>	
<b>Effective use of Assets</b> Page 31	<b>Develop and implement the Asset Strategy 2020-30.</b>	June Rothwell	Cllr Lunn	Develop Asset Strategy 2020-30 and high-level Action Plan – focus on our assets	30-Sep-2021			The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated.  The disposal part of the Portholme Road site to Aldi has completed.	
	<b>Value for Money</b>	<b>Deliver robust arrangements to ensure financial plans are delivered, costs are minimised and planned savings and new opportunities for income are delivered</b>	Karen Iveson	Cllr Lunn	Implement the strategic objectives set out in the MTFS – deliver investment programmes and savings	31-Mar-2023			Covid has impacted severely on the Council's finances and capacity over the last year. The overarching MTFS objectives remain but the majority of savings have been pushed back to 23/24. Investment programmes are in place but spending has been delayed as a result of capacity diverted toward the Council's response to the pandemic.
Review the budget for 20/21 and set balanced budget for 21/22 in light of Covid.					31-Mar-2021			A revised budget for 20/21 was approved by Council in September 2020 along with a revised MTFS. The budget for 21/22 was approved by Council in February 2021. It includes provision for Covid and LGR contingencies and takes account of the contractual risks highlighted in the MTFS which	

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								have crystallised over 20/21.	
				Update the MTFS in light of Covid impacts and delayed 'Spending Review' (incorporating the Fair Funding Review and any changes to Business Rates and Retention).	31 March 2022		N/A	Not started	N/A



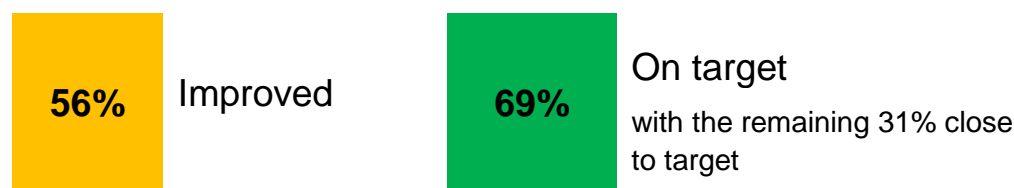
# Delivering corporate priorities

## Corporate Performance Report

Quarter 4 2020/21

# Delivering corporate priorities: KPI Exceptions Q4 2020/21

## KPIs Summary



Indicator/action	Exception	Actions/Comments
<b>Positive performance - KPIs</b>		
Average days sick per FTE (full time employee) Rolling 12 months	Target met and performance improved	This has reduced for the seventh consecutive quarter – from 8.9 days/FTE in Q1 19/20 to 3.78 days/FTE in Q4 20/21 (against a target of 5 days).
% of Council Tax collected	Target met	98.11% of council tax collected, against a target of 97.9%. This is £132k above target despite the Covid-19 pandemic. The collection rate places the council just outside the top 10% of performers in the country - 33 <sup>rd</sup> out of 318 councils - and performance is well above the national average (95.7%)
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Target met and performance improved	In Q4 98% of Taxation direct debit mandates were received on-line (578 out of 596) and 76% of new benefit claim forms (192 out of 252) contributing to an overall figure of 81.95%. This compares to 64.52% in the previous quarter and 54.38% in Q4 2019/20.
Number of SMEs supported	Target met and performance improved	The exceptionally high numbers during this period (80 SMEs) reflect the unusual requirements and demands supporting SME's during the COVID pandemic.
Average days to process new benefit claims (total)	Target met and performance improved	The average time to process new housing benefit claims for Q4 was 16.42days, against a national target of 22 days.
% of Major applications within statutory or extension of time	Target met and performance improved	6 major applications out of the 7 - this equates to 85.71% against a target of 60%.
Number of affordable homes provided in the district (annual)	Target met and performance improved	137 provided – 40% of the annual target (342) for the total housing requirement of additional homes in the district.

## Delivering corporate priorities: KPI Exceptions Q4 2020/21

Indicator/action	Exception	Actions/Comments
<b>Performance concerns - KPIs</b>		
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Target not met	Emergency and priority repairs have continued as a priority despite lockdown and there is no backlog of jobs. Slightly below target at 89.35% against 90%. (Data as at 17/5/21). Routine repairs – the suspension of non-urgent routine repairs throughout the third national lockdown has resulted in a backlog of such works.
Average days to re-let voids	Target not met	Standard voids 33.26 days (target 26) and major voids 52.11 days (target 45). Despite a 20 week moratorium on moving homes during lockdown one when void numbers theoretically should have been suppressed, pro rata we have seen an increase in year of 24% overall which equates to approximately 44 additional properties. Covid disproportionately impacts smaller voids due to the more frequent requirement for trade changes e.g. less works for each trade results in more individuals needing to visit, this equates to greater sanitisation of the work environment by those involved, therefore taking longer to complete.
% of Council Housing Rent & Arrears collected	Target not met	Collection is slightly under target by 0.69% (97.41% against a target of 98.10%) - given the challenges the team have faced this year this is a commendable achievement.
% of Non-domestic Rate collected	Target not met	The Council collected £31.3m NNDR in 2020/21 (£1,429k behind target) and well below the £39.5m collected in 2019/20 - impacted by the economic impact of Covid-19 and mirroring the country as a whole. The collection rate fell from 99.1% in 2019/20 to 94.2% in 2020/21 (target 98.55%) – this rate was above the national average (93.0%) – but compared to other councils this places us in the third quartile of performers – 165 <sup>th</sup> out of 318 councils.
% of Sundry Debt collected	Target not met	97.01% collected against a target of 99.1%. The last year we have seen a lot of additional administration on customers' accounts and changes to services/charges in relation to the pandemic. The team have been working through backlogs of reminders and aged debt, assisting customers to help them manage payment plans and finances.

## Delivering corporate priorities: KPI Details Q4 2020/21

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







KPI	Direction of Travel	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Residual household waste per household (kg)	Aim to Minimise	145	148	141	145	146	N/A			N/A
% Household waste recycled	Aim to Maximise	32.14	49.02	49.88	39.92	38.2	N/A			N/A
Number of SMEs supported	Aim to Maximise	13	106	48	64	80	50			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales* *Data as raised 17/05/21	Aim to Maximise	85.06	N/A	N/A	N/A	89.35	90			
Average days to re-let Standard Void Types* *COVID Impact	Aim to Minimise	23.3	N/A	N/A	N/A	33.26	26			
Average days to re-let Major 'Void Types'	Aim to Minimise	46.2	N/A	N/A	N/A	52.11	45			
Total number of Empty Homes (6 months +) brought back into use through direct action (Year to date)	Aim to Maximise	39	0	59	89	99	20			
% of Council Tax collected	Aim to Maximise	98.33	28.96	56.40	83.89	98.11	97.90			
% of Council Housing Rent & Arrears collected	Aim to Maximise	98.34	92.95	92.55	96.47	97.41	98.10			
% of Non-domestic Rate collected	Aim to Maximise	99.18	25.86	51.52	77.26	94.24	98.55			
% of Sundry Debt collected	Aim to Maximise	99.1	45.79	50.61	66.39	97.01	99.1			
Amount of planned savings achieved (£)	Aim to Maximise	768K	156K	156K	156K	141k	156k			
Average days to process new benefit claims (total)	Aim to Minimise	19.12	26.35	15.63	16.59	16.42	22.00			
Average days to process Change of Circumstances	Aim to Minimise	2.10	3.15	3.13	2.76	1.73	8.40			
% of Major applications within statutory or extension of time	Aim to Maximise	80	75	93.75	60	85.71	60			



## APPENDIX C4 (Appendix B of Executive Report, 8 July 2021)

KPI	Direction of Travel	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
% of non-major applications within statutory or extension of time limit	Aim to Maximise	82.61	73.77	78.57	74.84	73.46	70	↓	↓	✔
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	29	86	78	100	91	90	↓	↑	✔
% of FOI responded to within 20 days	Aim to Maximise	90.96	92.19	85.16	81.88	85.80	86	↑	↓	⚠
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	5.00	N/A	N/A	N/A	N/A	10	N/A	N/A	N/A
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.96	1.91	2.36	1.53	2.73	5	↓	↓	✔
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Aim to Maximise	54.38	70.15	64.06	64.52	81.95	50	↑	↑	✔
Corporate health & safety: The number of incidents reported	Aim to Minimise	1	0	1	2	0	3	↑	↑	✔
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	7.76	6.9	5.8	5.56	3.78	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	31710	314	31927	32035	32183	32108	↑	↑	✔
% of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	33	100	58.3	100	83.33	90	↓	↑	⚠
Number of missed waste collections	Aim to Minimise	253	N/A	199	254	349	N/A	↓	↓	N/A
Number of visits to combined leisure centres	Aim to Maximise	98.3K	N/A	27.3K	N/A	N/A	TBC	N/A	N/A	N/A
% of active members participating in one or more sessions a week	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	51	N/A	N/A	N/A
% conversions to full membership from participants in health referral programmes	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	30	N/A	N/A	N/A
% participants completing health referral programme	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	54	N/A	N/A	N/A
Memberships at combined leisure centres	Aim to Maximise	N/A	N/A	2,441	N/A	N/A	N/A	N/A	N/A	N/A
Number of additional homes provided in the district (annual)	Aim to Minimise	492	N/A	N/A	N/A	489	342	—	↓	✔

**APPENDIX C4 (Appendix B of Executive Report, 8 July 2021)**

KPI	Direction of Travel	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Number of affordable homes provided in the district (annual)	Aim to Minimise	125	N/A	N/A	N/A	137	137			
Number of Selby District Council/HRA units delivered (annual)* *COVID Impact – programme extended to 2022 (target 3-year target)	Aim to Minimise	7	N/A	N/A	N/A	7	10			
% of relevant land and highways assessed as within contract standard for litter (annual). Inspections have not taken place due to Covid	Aim to Minimise	97.03	N/A	N/A	N/A	N/A	95	N/A	N/A	N/A

## Context indicators

Q4 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	<b>90,600</b>	n/a
% of the district population of working age (16-64)	annual	61.4	<b>61.1</b>	below average
% of the district population aged 65+	annual	19.9	<b>20.1</b>	above average
% working age population in employment	quarterly	75.3	<b>78.2</b>	above average
% working age population claiming Job Seekers Allowance	quarterly	0.7	<b>0.6</b>	below average
% working age population qualified to Level 4+ (annual measure)	annual	34.7	<b>30.4</b>	below average
% working age population with no qualifications (annual measure)	annual	6.9	#	n/a
Total Gross Value Added (£)	annual	1,930m	<b>2,110m</b>	n/a
Business births	annual	480	<b>580</b>	n/a
% business survival rate (2-year)	annual	77.8	<b>74</b>	above average
Median Gross Weekly Pay for Full-Time Workers £ (Residence based)	annual	589.9	<b>588.8</b>	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.00	<b>2.7</b>	below average
% adults defined as overweight or obese (annual measure)	annual	63.5	<b>69.6</b>	above average
% children defined as overweight or obese (at year 6) (annual measure) (reported in Q4)	annual	31.96	<b>33.59</b>	above average

#sample size too small for reliable estimate (ONS)

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APPENDIX D4 (Appendix C of Executive Report 8 July 2021)

# Delivering corporate priorities: KPIs Year end 2020/21

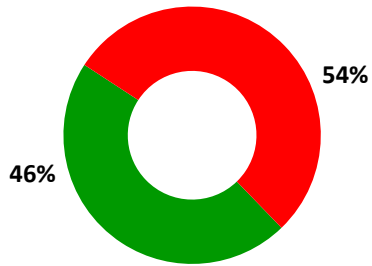
Key:  Data Only  Trend - No Change  Trend - Improving  Trend - Getting Worse  
 Alert – target not met  Warning – target not met but within acceptable limit  OK – target met

KPI	Direction of Travel	2019/20	2020/21	Trend	Target Met?	What does this mean?
Residual household waste per household (kg)	Aim to Minimise	545	578			Increase as a result of the Covid lockdowns with school closures, people working from home and the closure of the HWRC's during Q1.
% Household waste recycled	Aim to Maximise	42.70	44.81			We have seen an increase of 2.11% in the overall recycling rate from 2019/20 – a further increase is also expected in the coming year.
Number of SMEs supported	Aim to Maximise	150	298			Increase supported provided for SMEs, due in part to the demands of Covid-19 pandemic.
Number of additional homes provided in the district	Aim to Maximise	492	489			We have exceeded the standard methodology annual figure of 365. The final completions figure will increase following site inspections.
Number of affordable homes provided in the district	Aim to Maximise	125	137			The Core Strategy policy seeks affordable housing up to a target of 40% of total housing requirement i.e., 40% of 342 dwellings per annum depending on viability.
Number of new Selby District Council/HRA units delivered	Aim to Maximise	6	7			Covid Impact – programme extended to 2022 (target 3-year target)
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	91.57	89.35			Impacted by Covid. Data as raised 17/5/21
The number of empty properties (6 months +) brought back into habitable use through direct action (Year to date)	Aim to Maximise	39	99			Long term empty homes in the district reduced from 466 to 406. Of the 20 top priority properties, 13 are no longer empty homes.
% of relevant land and highways assessed as within contract standard for litter	Aim to Maximise	97.03	N/A	N/A	N/A	Due to Covid and lockdown inspections have not taken place - subject to Government guidance inspections should resume in Q2 of 2021/22
% of Council Tax collected	Aim to Maximise	98.33	98.11			£132k above target, despite the Covid-19 pandemic. Above the national average (95.7%)
% of Council housing rent & arrears	Aim to Maximise	98.34	97.41			This is slightly under target by 0.69% - given all the challenges the team have faced this year this is a commendable achievement.
% of non-domestic rate collected	Aim to Maximise	99.18	94.24			This is £1,429k behind target – but above the national average (93.0%).
% of sundry debt collected	Aim to Maximise	99.1	97.01			Throughout the year the pandemic resulted in additional work. We have supported customers to manage their payment plans and finances.
External auditor Value for Money conclusion	N/A	Yes	Yes			The external auditor concludes that we have in place arrangements to secure value for money
Amount of planned savings achieved (£000s)	Aim to Maximise	£768k	141k			This is just short of the £156k target.
Average days to process new benefit claims (total)	Aim to Minimise	19.12	18.76			Due to Universal Credit being fully rolled out for working age claimants we now receive very few new Housing Benefit claims.
Average days to process Change of Circumstances	Aim to Minimise	3.52	2.86			Throughout the year we have exceeded the national target of 8.4 days.
% of Major applications within statutory or extension of time	Aim to Maximise	88.89	84.38			27 out of 32 major applications determined within time/extension of time.

## APPENDIX D4 (Appendix C of Executive Report 8 July 2021)

KPI	Direction of Travel	2019/20	2020/21	Trend	Traffic Light	What does this mean?
% of non-major applications within statutory or extension of time limit	Aim to Maximise	75.31	75.00			435 out of 580 minor applications determined within time/extension of time.
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	88	90			50 stage one complaints received - 45 responded to on time and 5 late.
% Freedom of Information (FOI) requests responded to within in 20 days	Aim to Maximise	88.8	85.71			498 out of 581 FOIs were responded to within time – slightly below the 86% target.
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	4.33	N/A	N/A	N/A	Since Q1 face to face contact has remained closed due to Covid, customers have been advised to visit the web/ call or email
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.62	2.14			Throughout the year advisors worked from home – they dealt with a high level of calls- the team performance was excellent
% of people accessing Benefits forms and Taxation direct debits forms on-line in relation to other channels	Aim to Maximise	42.64	70.15			We have seen a rise in people accessing forms on-line – the target was exceeded in each quarter throughout the year.
Corporate health & safety: The number of incidents reported	Aim to Minimise	10	3			An overall reduction, with 0 incidents reported in both Q1 and Q4.
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	7.6	4.22			This has improved throughout the year – from 6.9 in Q1 to 3.78 in Q4 – this is also an improvement compared to 7.76 in Q4 2019/20
Amount of Business Rates retained (million £s)	Aim to Maximise	11,291,904	11,276,892			This is comprised of 2 elements: the safety net payment and retained renewables income.
Council Tax Base	Aim to Maximise	31,710	32,183			The Council Tax base has increased by 473.9 properties this year overall.
Percentage of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	64	71.43			21 complaints have been escalated to Stage 2, with 15 responded on time and 6 late.
Number of missed waste collections	Aim to Minimise	253	349			Figures are for data only due to roll out of new service in 2020/21.
Number of visits to combined leisure centres	Aim to Maximise	387,852	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
% of active members participating in one or more sessions a week	Aim to Maximise	46.01%	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
% conversions to full membership from participants in health referral programmes	Aim to Maximise	36%	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
% participants completing health referral programme	Aim to Maximise	66%	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
Memberships at combined leisure centres	Aim to Maximise	4,393	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
Average days to re-let Standard Void Types	Aim to Minimise	20.6	33.26			Despite a 20 week moratorium on moving homes during the first lockdown when void numbers theoretically should have been suppressed, pro rata we have seen an increase in year of 24% overall which equates to approximately 44 additional properties. During 2020/21 159 voids were completed - 58% of which were either major or refurbishment voids.
Average days to re-let Major Void Types	Aim to Minimise	38.5	52.11			

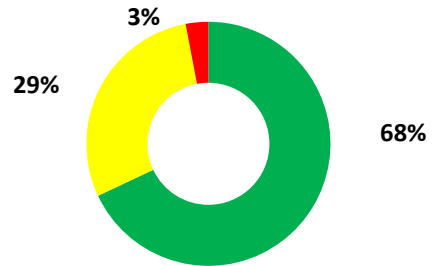
### 2020/21 Trend Analysis



■ Trend - improving ■ Trend - getting wor

This table shows how we have performed in 2020/21 in comparison to 2019/20. It only includes those indicators which are directly comparable.

### 2020/21 Target Analysis



■ OK ■ Warning ■ Alert

This table shows how we have performed in 20/21 against our annual targets. It does not include data only KPIs and those KPIs we were unable to report on due to the impact of Covid.

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Report Reference Number: E/21/18

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**To:** The Executive  
**Date:** 9 September 2021  
**Status:** Non-Key Decision  
**Ward(s) Affected:** All  
**Author:** Michelle Dinsdale, Senior Policy and Performance Officer  
**Lead Executive Member:** Cllr Mark Crane, Leader of the Council  
**Lead Officer:** Stuart Robinson, Head of Business Development & Improvement

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**Title:** Corporate Performance Report - Quarter 1 2021/22 (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 Council 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) see Appendix: A Council Delivery Plan 2020-23 Monitoring Report; and
- performance against KPIs (are targets being met; are we getting better) see Appendix B: Corporate Performance Report.

## **2. Reporting Period**

2.1 The specific focus of this report covers the period April to June 2021. The Covid-19 pandemic continued throughout this period.

## **2.2 Summary of progress**

### **Quarter 1**

To summarise progress in quarter 1:

- 70% of KPIs reported are showing improvement over the longer term or have maintained 100% performance.
- 83% of KPIs reported are on target – with 13% of KPIs within acceptable tolerances.

We are currently finalising a covid 19 variation to the leisure contract that includes revised KPI's and as such we are currently not reporting any leisure KPI's due to the variation and the fact that leisure centres have been closed most of last year and part of this year.

## **2.3 What went well in quarter 1**

The Council successfully delivered the co-ordination of the North Yorkshire Police, Fire and Crime Commissioner election with its Chief Executive, Janet Waggott being the Police Area Returning Officer (PARO) for the area. This involved working closely with the seven other authorities in the North Yorkshire area.

### **2.3.1 Response to Covid-19**

- **Environmental Health, Enforcement and Licensing have:**
  - Received and where necessary officers have responded to 27 reports/complaints this quarter, in addition to requests from businesses and residents for advice.

- Pro-actively provided advice and support to businesses to help them comply with the new legislation through responding to emails, direct contact, mail shots, social media campaigns and targeted technical guidance.
- Used intel from complaint feedback to target sector specific businesses and undertaken spot checks and assessed compliance with the relevant COVID-19 regulations and government guidance.
- Supporting the work of the COVID-19 Outbreak Control Teams (OCTs) by working closely alongside colleagues from Public Health England, Health and Safety Executive and NYCC to manage COVID-19 outbreaks related to workplaces and the local community.
- Continued to work closely with colleagues at NYCC and the Police to share intelligence and co-ordinate responses and any necessary enforcement action that has been taken.
- Supported the work of the Safety Advisory Group (SAG) by providing advice and support to the operators of events in the district to ensure they are adhering to the relevant COVID-19 guidance.

The inspection of those food businesses that continue to operate has also provided the opportunity for officers to assess COVID-19 compliance and to offer advice.

- **Business Grants** – applications for the Restart Grant were opened in early April and closed on the 30 June. Grant payments have been made to 535 businesses totalling £4,098,032.

### 2.3.2 Positive Performance - KPIs

- Average days to re-let void properties – void performance has improved during Q1 as the service continues its recovery towards pre-Covid standards, with all three categories now ahead of target as follows:

Standard voids – the average time taken to bring a standard void back into use has improved from 33.26 days in Q4 2020-21 to 23.53 days in Q1 2021-22 – a reduction on average of 9.73 days or circa 41%.

Major voids – the average time taken to bring a major void back into use has improved from 52.11 days in Q4 2020-21 to 43.75 days in Q1 2021-22 – a reduction on average of 8.36 days or circa 19%.

Refurbishment voids – the average time taken to bring a refurbishment void back in to use has improved from 113.48 days in Q4 2020-21 to 93.97 days in Q1 2021-22 – a reduction on average of 19.51 days or circa 20%.

- Repairs to council owned properties – Performance on repairs continues to see a gradual improvement as the service continues its recovery from the suspensions enforced as a result of Covid-19. At the end of the Q1 there were 2,541 repairs jobs outstanding, a reduction of circa 34% since early May. Of these outstanding repairs, there were 68 Priority 1 (P1) jobs outstanding at the end of Q1; a reduction of 85% on May, with open P1 repairs now accounting for only 2.7% of all outstanding repairs.
- Average days sick per full time employee – 3.96 days, against a target of 5 – this is a slight increase on the previous quarter figure of 3.78 days, but is a significant improvement compared to the 2022/21 Q1 figure of 6.9 days.
- Empty homes (6 months+) brought back into use – a total of 26 empty homes were brought back into use in Q1, exceeding the target of 5.
- Major planning applications – 100% of applications (3 out of 3) were dealt with within statutory or extension of time limit, exceeding the 60% target.
- Non-major planning applications – 82.98% of applications (156 out of 188) were dealt with within statutory or extension of time limit, exceeding the 70% target.
- Percentage of stage 2 corporate complaints fully responded in required time - 100% of complaints were responded to on time, exceeding the 90% target.

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

- Percentage of Council housing rent and arrears collected – 92.28% against a target of 93.60%. Testing on the new housing system has impacted on the day-to-day workload. The team continue to support tenants affected by the pandemic giving debt & benefit advice and support to assist them manage their rent payments.
- Planned savings – 184k against a target of 379K - All savings are set to be achieved in the general fund. The £195k saving from the new housing system in the HRA will not be achieved in 2021/22 as the 2nd phase of implementation will take place later in the year.

- Percentage of FOIs responded to within 20 days - 85.71% responded to within time, slightly below the 86% target.
- Percentage of stage 1 corporate complaints fully responded to in required time – 89% (8 out of 9), slightly below the 90% target, compared to 91% in the previous quarter and 86% in Q1 2020-21.

### **3. Alternative Options Considered**

N/A

### **4. Implications**

N/A

#### **4.1 Legal Implications**

None

#### **4.2 Financial Implications**

Delivery of Council 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 Council Plan Implications**

This report provides a progress update on delivery of the Council Plan 2020-23.

#### **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 Council 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 Council Plan and its priorities – and due regard has been given.

#### **5. Conclusion**

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

#### **6. Background Documents**

None

#### **7. Appendices**

Appendix A: Council Delivery Plan 2020-23 Monitoring Report Quarter 1 2021/22




Appendix B: Corporate Performance Report Quarter 1 2021/22

Contact Officer:

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# Council Delivery Plan 2020-23 Monitoring Report

Key:

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



**Theme: A great place to LIVE**

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 51  <b>Increased Housing Supply</b>	<b>Maintain our Five-Year Housing Land Supply</b>	Martin Grainger	Cllr Musgrave	Deal with pre-application queries and planning applications for new residential development expeditiously	31-Mar-2023			Despite Covid the Planning Development Management Service is continuing to process applications as efficiently as possible. SDC was one of the first authorities in the region to recommence site visits and set up virtual meetings. The pandemic has however created a back log which are now seeking to address.  In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing sites for the next twenty years. Consultation on the Preferred Options draft of the plan took place between 31 <sup>st</sup> January and 12 March 2021. Over 1200 comments were received which will help to inform the Publication version of the Local Plan, which will be consulted on in early 2022. A further 44 sites were submitted as part of the Preferred Options consultation and a further consultation on these	
				Explore new sources of supply and a long-term pipeline of housing sites to 2040 through the new Local Plan (see below).	31-Mar-2023				
				Proactive Work with developers to unlock 'stuck sites'	31-Mar-2023				
				Provide appropriate Planning support to deliver the Councils Housing Development Programme and HRA new-build projects	31-Mar-2023				

## APPENDIX B1 (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								additional sites will take place between 2 <sup>nd</sup> August and 13 <sup>th</sup> September 2021. A number of additional evidence base documents will also be consulted on over the summer.	
Increased Housing Supply	Maximise the number of available homes through delivering the Empty Homes programme.	June Rothwell	Cllr Crane	Deliver the Empty Homes Programme	31-Mar-2022		▶	<p>In the early part of 2021/22 there has been a decrease in the number of Empty Homes, this may be due to sale progressing following the global epidemic and the early closure of the Housing Market. Since then, we have seen a lot of movement and by the 1<sup>st</sup> January 2021 the number of long-term empty homes had reduced to 411. Of these 26 have been brought back into use against a target of 5 for Q1.</p> <p>Extended programme agreed with Homes England. The 7 properties purchased have now been let as affordable housing. This programme will continue into 21/22. Bids have been placed on 3 properties which will be purchased to complete the Homes England programme.</p>	▶
				Agree the most appropriate delivery models for the HDP	31-Dec-2020		▶	A new Affordable Housing Strategy for 2021 onwards has been approved by the Executive. This sets out the delivery priorities for the HDP.	▶
Increased Housing Supply	Implement a Selby District Council Housing Development Programme	June Rothwell	Cllr Musgrave	Create HDP Programme Board, agree priority sites within Phase 2 and the Development Programme.	31-March-2023			<p>HDP Board created and meetings taking place.</p> <p>Due to other Covid related work,</p>	



## APPENDIX B1 (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
							▶	<p>phase 2 Planning reports (flood risk) had been delayed. The information needed to complete this work has now been provided. This will now go to the Planning Committee in August. Tenders are now being progressed.</p> <p>On 1<sup>st</sup> April the Executive approved a new Affordable Housing Policy and a revised Policy on the use of Section 106 funding to purchase and build affordable housing, this will enable the HDP to be accelerated.</p> <p>Negotiations to purchase S106 properties are ongoing.</p>	
Page 53	<b>Improve our housing stock</b>	June Rothwell	Cllr Crane	Deliver the HRA improvement Plan.	31-Mar-2022		▶	<p>Despite Covid the Housing Repairs Service is continuing to refurbish VOID properties and carryout emergency and non-urgent repairs. Performance in these areas is still on target.</p> <p>Non-urgent external repairs recommenced in April 2021. Internal none-urgent repairs recommenced on 17<sup>th</sup> May 2021. 2 additional trades staff have been recruited to work on the backlog of jobs. Substantial progress has been made to deliver current repairs on target and reduce the Covid backlog.</p>	▶
				Deliver the HRA Business Plan 3 Year Capital Investment Programme (agreed Dec 2019).	31-March-2023		▶	<p>Delivery of the HRA Business Plan Capital Investment Programme was delayed due to covid lockdowns. Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,)</p>	

**APPENDIX B1 (Appendix A of Executive Report)**

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								<p>coupled with increasing numbers of customers refusing works due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery.</p> <p>A programme of 550 properties have been issued to the contractor for survey or work. Orders are being issued as the surveys are returned. This included the properties we were unable to access in 2020 due to tenants refusing access, the 2021 programme and some properties programmed for 2022.</p>	

## APPENDIX B1 (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Market Town Regeneration	Develop and implement Town Action Plans and partnerships for Selby, Tadcaster and Sherburn-in-Elmet	Julian Rudd	Cllr Buckle	Complete Town Centre Action Plans for Selby & Sherburn	30-Sep-2020		▶	<p><b>Revitalising Towns Initiative</b></p> <p>The SDC Officer team have identified potential schemes and highlighted their relevance to wider Council initiatives and policies. The project framework documents, known as 'Plan on a Page' (POAP) have been completed for each town. The Tadcaster POAP is still in draft format, but both the Selby and Sherburn POAP have been shared with the Town Centre Regeneration Board. The last Town Centre Regeneration Board, held on 28<sup>th</sup> July 2021 received a presentation from Carolyn Frank. Small Business Federation, which focused on the organisation's members response to COVID over the last year. The Council will continue to work with the FSB and SMEs to benefit the District's centres.</p> <p>The SDC Officer Team are continuing to work up the priority projects based on outcomes from the Chris Wade Revitalising Towns work. This includes likely budget allocation and project delivery programmes. This outline work was completed in July 2021 and further project scoping is underway, taking account of the initial project delivery evaluation. This work is being broadened to include the legacy projects recently identified and a report to agree the approach to delivery of</p>	▶
				Develop partnership groups for implementing Selby, Sherburn and Tadcaster Town Centre Action Plans.	31-Dec-2020		▶		
				Complete Town Centre Action Plan for Tadcaster	31-Mar-2021		▶		
				Implement the Opening Town Centres Safely plan.	31-Mar-2021		▶		
				Complete Places and Movement study of Selby, Sherburn and Tadcaster –	30-Apr-2021		▶		

APPENDIX B1 (Appendix A of Executive Report)




OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 56				joint with NYCC (plus LEP funds).				<p>projects will be considered by the Executive in September 2021.</p> <p><b>Selby District Places and Movement Study</b></p> <p>The key objective of the Study was to assess opportunities for the improvement of the town centres and create better places to work, visit, live, and spend leisure time. The joint consultation with North Yorkshire County Council completed on 23rd April. The project team have now assessed all consultation responses and propose a way forward, in partnership with NYCC. A report summarising the consultation, and proposed way forward will be submitted to September 2021 Executive meeting. This will also take account of current work being undertaken by the Local Plan Team in Tadcaster. The proposals would taken forward through a future Levelling Up Fund bid and the Council recently allocated £2m as a match for a bid of up to £20m to implement projects coming out of this P&amp;M study.</p> <p><b>Selby Town Centre High Street Heritage Action Zone</b></p> <p>The HSHAZ is a national grant programme by Historic England to invest in Selby town centre through community engagement</p>	
				Implement key projects from Town Action Plans for Selby, Sherburn and Tadcaster including:	31-Mar-2022		▶		
				Deliver the Selby town centre High St Heritage Action Zone programme.	31-Mar-2023		▶		
				Deliver Transforming Cities Fund programme to transform the Selby station area.	31-Mar-2023		▶		

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 57</p>								<p>and building regeneration projects. This includes the creation of new planning guidance which explores the details of Selby’s heritage character and features and offer guidance on how to maintain and enhance them. It is under draft internal review and was written by Donald Insalls architects. The project also includes the potential for property improvement grants for town centre business owners helping to fund repairs to historic buildings and reinstating some lost heritage features. The final strand of the project is the development of several community activities throughout the lifetime of the project, celebrating our heritage with all types of Selby residents. This began with school artist workshops in June and an activity plan has been created for the summer and autumn of 2021 alongside other project partners.</p> <p><b>Selby Station Gateway Transforming Cities Fund (TCF)</b></p> <p>The Outline Business Case (OBC) was submitted to WYCA at the end of April and WYCA has requested further work to be done to show how the TCF contribution can be fully spent by March 2023, should the DfT not move the current funding deadline. Final approval for the</p>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 58								<p>OBC is now expected in later 2021, with recommendations on how to proceed to the Full Business Case (FBC) stage. Work is taking place to strengthen and refine the Business Case, involving NYCC and the lead consultants for the project WSP.</p> <p>As previously highlighted, the March 2023 national deadline for completion of TCF projects, set by the DfT before the pandemic, remains very challenging, particularly for projects that involve land acquisition. Officers are in continuous dialogue with WYCA over delivery timescales and Members will be informed as further information becomes available. A recent report to the 8 July Executive has agreed a range to actions to support delivery of the TCF project and to respond to timescale challenges.</p>	

Theme: A great place to ENJOY									
<b>Community</b>	<b>Develop a resilient community</b>	Angela Crossland	Cllr Buckle	Establish local arrangements that support residents in addressing financial difficulty.	31-Dec-2020	31-03-21		Regular communications to residents including how to access Covid grant assistance funds from Community Support Organisations. CSOs	
				Collaborate with community	30-Jun-				







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Page 59				representatives and funders to establish the community engagement and funding process post covid-19	2021			signposting residents with ongoing difficulty to income maximisation teams and Citizens Advice. £132,500 in self isolation grants paid in total - £28,000 of this in Q1. An additional £369,134 in COVID-19 Hardship Support for working age claimants against the cost of their Council Tax bills (support scheme now ended – was for the previous financial year). Wider work continues with NYCC to look at increased support to those ineligible for self-isolation payments. New member funding framework agreed to replace CEF funding arrangement and live from 1 <sup>st</sup> June 21. Executive report due 8 <sup>th</sup> July to agree use of a £100k fund to support community funding. Longer term legacy fund initiative to be presented to Full Council 22 <sup>nd</sup> July.	
				Collaborate with local authority, health, and voluntary sectors to establish a development pathway for a strong and resilient VCS sector to support community emergency response and long-term recovery of communities from Covid-19.	30-Sep-2021				
<b>Environment – Low Carbon</b>	<b>Implement the recommendations of the Low Carbon Working Group (LCWG)</b>	Dave Caulfield	Cllr Musgrave	Develop a Low Carbon Action Plan considering the recommendations of the Low Carbon Working Group.	31-Dec-2020			The Policy Review Committee LCWG continue to meet – the last meeting was held on 6 July and the next meeting is scheduled for 23 August. Low Carbon Officer appointed who is : progressing the APSE scope 3 emissions study; starting tree work, including writing to all Parish Councils and local members; progressing a number of 'business as usual' actions identified in the draft Low Carbon Action Plan; and developing a draft Low Carbon Strategy (due to go to the Executive on 9 September 2021 for approval, subject to sign off	

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								by the Portfolio Lead);	
<b>Environment – Green Space</b>	<b>Work with local partners to maintain and enhance local parks, play areas and open spaces.</b>	Keith Cadman	Cllr Grogan	Deliver capital investment of £100k p.a. to improve quality and accessibility of Council play areas – improving two play areas per year for the years 2020-21; 2021-22; 2022-23.	31-Mar-2023			Works to Grange Road will start w/c 16 <sup>th</sup> August and the Charles Street tender documents are currently being prepared. We signed up to a new framework in June which will allow us to procure the remaining four sites which will be completed over the next two years.	

### Theme: A great place to GROW

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
page 60  <b>Local Plan</b>	<b>Deliver the Local Plan by 2023</b>	Martin Grainger	Cllr Musgrave	Develop Preferred Options and consult stakeholders.	28-Feb-2021			Significant progress has been made on the production of a Local Plan. A range of technical studies have been undertaken and a Preferred Options version of the plan produced for consultation. This followed on from an Issues and Options Consultation early in 2020. Consultation on the Preferred Options draft of the plan took place between 31 <sup>st</sup> January and 12 March 2021. Over 1200 comments were received which will help to inform the Publication version of the Local Plan, which will be consulted on in early 2022. A further 44 sites were submitted as part of the Preferred Options consultation and a further consultation on these additional sites will take place between 2 <sup>nd</sup> August and 13 <sup>th</sup> September 2021. A number of additional evidence base documents will also be consulted on over the summer.	
				Develop Submission Draft and consult stakeholders	28-Feb-2022				
				Draft Local Plan Submitted for Examination by the Planning Inspectorate	30-Jun-2022				
				Create the evidence base – including an Infrastructure Delivery Plan for the Selby district.	31-Mar-2023				
				Local Plan adopted	31-Mar-2023				



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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Visitor Economy	Continued delivery of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond'.	Angela Crossland	Cllr Grogan	Work plan reviewed for the 'Selby District Visitor Economy Strategy 2018-22 – and beyond' with emphasis on sectoral support and development needs in response to C-19:	30-Sep-2020	11/07/20		Heart of Yorkshire branding guidelines launched with local VE businesses attending launch seminars. HoY website holding page developed. 3 further tourism specific business development seminars and network events delivered. 13 walks in the Selby District are currently featured on the Welcome to Yorkshire <a href="#">Walkshire map</a> , with more to add. 8 walks are also planned into the 'Walk of the Day' calendar, across the remainder of the year, including the waymarked trails at Skipwith Common, the Wolsey Walk and the Selby Horseshoe.	
				Deliver short-term outputs – emphasis on local people & stay-cationing	31-Mar-2021	31/12/20			
				Deliver medium term outputs – broadening emphasis to national trade	31-Dec-2021				
				Longer term outputs – developing emphasis to include international travellers	31-Mar-2023				
Visitor Economy	Develop and implement the Selby District Cultural Development Framework.	Angela Crossland	Cllr Grogan	Selby District Cultural Development Framework completed (including evidence base & consultation with stakeholders, as agreed with funders)	31-Dec-2020			Cultural Development Framework submitted to Executive for sign off July 2021. Funding for key projects from the CDF confirmed by Full Council Sept 2020 including establishment of an Events Officer Resource now in place.	
				Implement immediate short-term outputs from the framework; develop key projects in line with covid-19 response and external investment e.g. Barlby Road Corridor project; extending festivals/events offer;	30-Apr-2022				
Enterprise & Growth	Deliver the Selby District Economic Development Framework 2022...and beyond	Julian Rudd	Cllr Buckle	Deliver a sustainable and targeted programme of support to SME businesses – to support the post-Covid recovery	31-Mar-2023			SDC have been fully involved in the YNY LEP in the development and shaping of the Covid -19 Economic Recovery Plan – Greener, Fairer, Stronger. This Plan reflects both regional and local priorities and action plans for the short and	
				Develop and agree with the owners of each key strategic	31-Mar-2023				

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 62				site identified in the EDF Framework (e.g. S2, Eggborough, Kellingley) a programme of short, medium term deliverable actions to bring the site forward in line with EDF				<p>medium term. This Plan is constantly reviewed to reflect emerging economic challenges and central government responses to the Covid impact and now reflects actions supported by the budget announcements.</p> <p>The Council's support for SMEs continues at pace as Covid restrictions change, with a strong current emphasis on reopening the high streets safely. In summary, the Council has provided:</p> <ul style="list-style-type: none"> <li>• Business support to +300 SME's supplying information, diagnosis and brokerage to grant funding, loan applications and consultancy support via various different programmes through the Leeds and York &amp; North Yorkshire Local Enterprise Partnerships.</li> <li>• Grant funding for innovation, start ups, resource efficiency, creative sectors, capital expenditure, property purchase and digital transformation stands at £1m+</li> <li>• Consultancy support funding also at £1m+</li> <li>• Assisted 98 new start businesses ensuring viability and sustainability, directing in terms of legal obligations and supported with business planning.</li> <li>• Introduced the first Selby District Business Week which</li> </ul>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								<p>successfully saw 238 business engaged with the Local Authority.</p> <ul style="list-style-type: none"> <li>• Put on various workshops to help businesses grow/deal with changing legislation.</li> <li>• Introduced the first Selby Business Conference (though this had to be cancelled due to pandemic)</li> <li>• Introduced first Selby District Business Awards with 8 categories</li> <li>• Established two successful forums/networking groups that have supported the local supply chain and circular economy, keeping the spend within the District. Each group has an average attendance of 32 businesses. Maintained contact throughout pandemic via online meetings though numbers for this were at an average of 16 per group.</li> <li>• Sit on the Skills Support for the Workforce steering group and work closely with Calderdale College and the Skills Support programme.</li> <li>• Establishing an Employability and Skills group with the YNY LEP, ESFA (Education and Skills Funding Agency), DWP and local employers to ensure Selby District has a voice into government as to the challenges around employment and skills (first meeting September 2021)</li> <li>• Work closely with NYBEP</li> </ul>	







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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 64</p>								<p>(North Yorkshire Business &amp; Education Partnership) working with schools forming a relationship between schools and businesses to help young people identify skills and ambitions for future careers.</p> <ul style="list-style-type: none"> <li>• Work with apprenticeship providers and the Apprenticeships Hubs.</li> <li>• Recent guidance has included making our town centre businesses 'Inclusive, Safe, Welcoming', providing access for all people, including those with limited mobility.</li> </ul> <p>Throughout the Covid period, officers have worked with strategic site developers, holding a minimum of quarterly Site Development reviews. These will continue as we emerge from lockdown and are coordinated to include Planning Development Management; Department for International Trade and the LEP Inward Investment team. This approach ensures that the best investment opportunities come forward to match SDC priorities and that there is a 360-degree approach to delivering quality investment and employment opportunities. The new Economic Development Manager starts work in August 2021 and will review the team's priorities for the remainder of the lifetime of this Council, working with the Executive.</p>	







**Theme: A great place with a Council delivering GREAT VALUE**

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Digital Customers	Deliver Digital Strategy 2020	Stuart Robinson	Cllr Lunn	Complete implementation of Digital Workforce – Office 365; new devices; MyView	31-Dec-2020	31-Mar-2021		<p><b>Digital Workforce</b></p> <ul style="list-style-type: none"> <li>All main elements of the programme now delivered (O365, new devices, MyView).</li> <li>Access to partner organisations now in place to support improved collaboration.</li> <li>Additional training for staff delivered and improved security – including biometrics – in place.</li> <li>Additional work to upgrade member devices expected later this summer.</li> </ul> <p><b>Digital Customers</b></p> <ul style="list-style-type: none"> <li>Implementation of Civica Pay online payments portal put back to 5 Oct 2021 to allow exploration of alternative telephone payments.</li> <li>Implementation of Citizens Access Revenues commenced. CA Benefits delayed due to pressures on Taxation &amp; Benefits Team caused by Covid Grants.</li> </ul> <p><b>Civica Cx Housing System</b></p> <ul style="list-style-type: none"> <li>Upgrade to live system (bug</li> </ul>	
				Complete implementation of phases 1 – 3 of Digital Customers – Northgate Citizens Access; CivicaPay; MyScan; Citizens Online project	31-Dec-2021				
				Complete full implementation of Civica CX digital platform for housing and asset	31-Jul-2022				

## APPENDIX B1 (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
				management.				<p>fixes plus improvements in automating lettings) scheduled for 20 Sept.</p> <ul style="list-style-type: none"> <li>• Test system to be upgraded end Sept to enable progression of phase 2 project.</li> <li>• Workshops for the Cx Contractor (asset module) underway.</li> </ul>	
<b>Digital Customers</b>	<b>Transform customer contact services and achieve channel shift</b>	June Rothwell	Cllr Buckle	Set up Contact Centre at Civic Centre and provide appointment-based face to face customer services.	01-Nov-22			Project delayed due to Covid pandemic and ongoing restrictions. Work to create private meeting space is ready to go out to tender.	
<b>Page 66 Quality Workforce</b>	<b>Deliver People Plan to support and develop staff through major change</b>	Stuart Robinson	Cllr Lunn	Deliver People Plan, including new HR and OD service delivery arrangements; Leadership and Management Development Programme; enhanced approach to staff engagement and wellbeing; development of staff core skills	31-Mar-2022			<ul style="list-style-type: none"> <li>• June staff briefing session attended by 168 employees (67%)</li> <li>• Manager skills training programme completed. Feedback positive.</li> <li>• Leadership and management development programme commenced and will run to end Nov.</li> <li>• Staff engagement programme commenced. Staff survey commenced 14 May focused on return to the workplace – 61% response rate – followed by focus groups with cross section of staff.</li> <li>• Commenced development of programme to support staff core skills, e.g. information governance.</li> </ul>	
<b>Effective use of Assets</b>	<b>Develop and implement the Asset Strategy 2020-30.</b>	June Rothwell	Cllr Lunn	Develop Asset Strategy 2020-30 and high-level Action Plan – focus on our assets	30-Sep-2022			<p>The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated.</p> <p>The disposal part of the Portholme Road site to Aldi has completed.</p>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								Bids have been received for the old Council depot at Barlby Road.	
Page 67 Value for Money	<b>Deliver robust arrangements to ensure financial plans are delivered, costs are minimised and planned savings and new opportunities for income are delivered</b>	Karen Iveson	Cllr Lunn	Implement the strategic objectives set out in the MTFS – deliver investment programmes and savings	31-Mar-2023			Covid has impacted severely on the Council's finances and capacity over the last year. The overarching MTFS objectives remain but the majority of savings have been pushed back to 23/24. Investment programmes are in place but spending has been delayed as a result of capacity diverted toward the Council's response to the pandemic.	
				Review the budget for 20/21 and set balanced budget for 21/22 in light of Covid.	31-Mar-2021		A revised budget for 20/21 was approved by Council in September 2020 along with a revised MTFS. The budget for 21/22 was approved by Council in February 2021. It includes provision for Covid and LGR contingencies and takes account of the contractual risks highlighted in the MTFS which have crystallised over 20/21.		
				Update the MTFS in light of Covid impacts and delayed 'Spending Review' (incorporating the Fair Funding Review and any changes to Business Rates and Retention).	31 March 2022		The MTFS has been updated and has been to Council in July 21 and incorporates covid impacts plus areas of additional investment. The spending review however continues to be delayed, so there is no update on this at present.		

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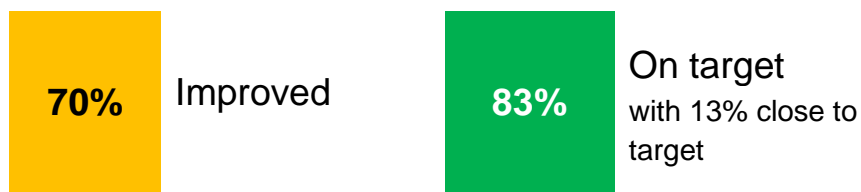


# Delivering corporate priorities

## Corporate Performance Report

Quarter 1 2021/22

## KPIs Summary



Indicator/action	Exception	Actions/Comments
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### Positive performance - KPIs

Average days to re-let standard void types	Target exceeded	Void performance has improved during Q1 as the service continues its recovery towards pre-Covid standards. The average time taken to bring a standard void back into use has improved from 33.26 days in Q4 2020-21 to 23.53 days in Q1 2021-22 – a reduction on average of 9.73 days or circa 41%. The current target is 26 days.
Average days to re-let major void types	Target exceeded	The average time taken to bring a major void back into use has improved from 52.11 days in Q4 2020-21 to 43.75 days in Q1 2021-22 – a reduction of average of 8.36 days or circa 19%. The current target is 45 days.
Repairs to council owned properties completed	N/A	Performance on repairs continues to see gradual improvement as the service continues its recovery from the suspensions enforced as a result of Covid-19. At the end of Q1 there were 2,541 repair jobs outstanding, a reduction of circa 34% since early May. Of these outstanding repairs, there were 68 Priority 1 (P1) jobs outstanding at the end of Q1; a reduction of 85% on May, with open P1 repairs now accounting for only 2.7% of all outstanding repairs.
Average days sick per FTE (full time employee) rolling 12 months	Target exceeded	3.96 days against a target of 5 – this is a slight increase on the Q3 figure of 3.78 days, but a significant improvement compared to the 2020-21 Q1 figure of 6.9 days.
Total number of empty homes (6 months +) brought back in use through direct action	Target exceeded	In Q1 a total of 26 empty homes were brought back into use, exceeding the target of 5.
% Stage 2 corporate complaints fully responded to in required time	Target exceeded	100% (2 out of 2) of stage 2 complaints were responded to in time, exceeding the 90% target.
% Non-major applications within statutory or extension of time limit	Target exceeded	82.98% of applications (156 out of 188) were dealt with within time, exceeding the target of 70%.
% Major applications within statutory or extension of time	Target exceeded	100% of applications (3 out of 3) were dealt with within time, exceeding the target of 60%.

## Delivering corporate priorities: Exceptions Q1 2021/22

Indicator/action	Exception	Actions/Comments
<b>Performance concerns - KPIs</b>		
% Council housing rent and arrears collected	Target not met	<p>Collection rate of 92.28%, slightly below the target of 93.60%. Staff continue to support tenants affected by the pandemic giving debt &amp; benefit advice and support to assist them manage their rent payments.</p> <p>We are continuing to progress more formal recovery in line with Government guidance and keep our legal paperwork and proceedings updated as new timescales are coming into force under the new COVID housing legislation.</p> <p>Testing on the new housing system has begun again for the upgrade which has impacted on day-to-day workloads.</p> <p>The annual inhouse rents audit has been completed in Quarter 1 and the draft report has been submitted.</p>
Amount of planned savings achieved	Target not met	<p>184k against a target of 379k - All savings are set to be achieved in the general fund. The £195k saving from the new housing system in the HRA will not be achieved in 2021/22 as the 2nd phase of implementation will take place later in the year.</p>
% Stage 1 corporate complaints fully responded to in required time	Target not met	<p>89% responded to in required time (8 out of 9), slightly below the target of 90%, compared to 91% in the previous quarter and 86% in Q1 2020-21.</p>
% FOI responded to within 20 days	Target not met	<p>85.71% responded to within time, slightly below the target of 86%.</p>

**APPENDIX C (Appendix B of Executive Report)**

# Delivering corporate priorities: KPIs Q1 2021/22

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 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Number of SMEs supported	Aim to Maximise	106	48	64	80	67	50			
% Repairs to council-owned properties completed within agreed timescales (emergency/urgent repairs combined)	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	90			N/A
Total number of empty homes (6 months +) brought back in use through direct action	Aim to Maximise	0	59	89	99	26	5			
% Council Tax collected	Aim to Maximise	28.96	56.40	83.89	98.11	29.27	30.00			
% Council housing rent and arrears collected	Aim to Maximise	92.95	92.55	96.47	97.41	92.28	93.60			
% Non-domestic rate collected	Aim to Maximise	25.86	51.52	77.26	94.24	26.38	27.50			
% Sundry debt collected	Aim to Maximise	45.79	50.61	66.39	97.01	46.16	45.79			
Amount of planned savings achieved	Aim to Maximise	156K	156K	156K	141k	184k	379k			
Average days to process new benefit claims (total)	Aim to Minimise	26.35	15.63	16.59	16.42	17.08	22.00			
Average days to process change of circumstances	Aim to Minimise	3.15	3.13	2.76	1.73	4.09	8.40			
% Major applications within statutory or extension of time	Aim to Maximise	75	93.75	60	85.71	100	60			
% Non-major applications within statutory or extension of time limit	Aim to Maximise	73.77	78.57	74.84	73.46	82.98	70			
% Stage 1 corporate complaints fully responded to in required timescales	Aim to Maximise	86	78	100	91	89	90			
% FOI responded to within 20 days	Aim to Maximise	92.19	85.16	81.88	85.80	85.71	86			
The average wait time – in minutes – before a customer is seen by an advisor	Aim to Minimise	N/A	N/A	N/A	N/A	-	-			

## APPENDIX C (Appendix B of Executive Report)

KPI	Direction of Travel	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
The average wait time – in minutes – before a customer phone call is answered by an advisor	Aim to Minimise	1.91	2.36	1.53	2.73	2.87	5.00			
% of people accessing benefit forms and taxation direct debit forms online in relation to other channels	Aim to Maximise	70.15	64.06	64.52	81.95	69.32	50.00			
Corporate health and safety: the number of incidents report in the last 12 months (rolling year)	Aim to Minimise	0	1	2	0	0	3			
Average days sick per FTE (full time employee) rolling 12 months	Aim to Minimise	6.9	5.8	5.56	3.78	3.96	5.00			
Amount of business rates retained	Aim to Maximise	11.2	11.2	11.2	11.2	11.2	7.5			
Council tax base	Aim to Maximise	31469	31927	32035	32183	32279	32258			
% Stage 2 corporate complaints fully responded in required time	Aim to Maximise	100	58.3	100	83.33	100	90			
Number of missed waste collections	Aim to Minimise	N/A	199	254	349	170	243			
Residual household waste per household (kg)	Aim to Minimise	148	141	145	146	TBC	N/A			N/A
% Household waste recycled	Aim to Maximise	49.02	49.88	39.92	38.2	TBC	N/A			N/A
% Active members participating in one or more sessions a week	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	-		N/A	
% Conversions to full membership from participants in health referral programmes	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	-		N/A	
% Participants completing health referral programmes	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	-		N/A	
Memberships at combined leisure centres	Aim to Maximise	N/A	2,441	N/A	N/A	N/A	-		N/A	
Average days to re-let standard void types	Aim to Minimise	N/A	N/A	N/A	33.26	23.53	26			
Average days to re-let major void types	Aims to Minimise	N/A	N/A	N/A	52.11	43.75	45			

## APPENDIX C (Appendix B of Executive Report)

### 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	<b>90,600</b>	n/a
% of the district population of working age (16-64)	annual	61.4	<b>61.1</b>	below average
% of the district population aged 65+	annual	19.9	<b>20.1</b>	above average
% working age population in employment	quarterly	78.2	<b>78.2</b>	above average
% working age population claiming Job Seekers Allowance	quarterly	0.6	<b>0.8</b>	below average
% working age population qualified to Level 4+ (annual measure)	annual	34.7	<b>30.4</b>	below average
% working age population with no qualifications (annual measure)	annual	6.9	<b>#</b>	n/a
Total Gross Value Added (£)	annual	1,930m	<b>2,110m</b>	n/a
Business births	annual	480	<b>580</b>	n/a
% business survival rate (2-year)	annual	77.8	<b>74</b>	above average
Median Gross Weekly Pay for Full-Time Workers £ (Workplace- based)	annual	589.9	<b>588.8</b>	above average
Unemployment Rate - % of 16-64 working age population	quarterly	2.7	<b>2.7</b>	below average
% adults defined as overweight or obese (annual measure)	annual	63.5	<b>69.6</b>	above average
% children defined as overweight or obese (at year 6) (annual measure) (reported in Q4)	annual	31.96	<b>33.59</b>	above average



**Report Reference Number:** S/21/6

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**To:** Scrutiny Committee  
**Date:** 28 October 2021  
**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

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**Title: Financial Results and Budget Exceptions Report Q1 – 2021-22**

**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.

The Quarter 1 report was considered by the Executive at its meeting on 9 September 2021.

**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 9 September 2021 attached as appendices to this report.

**2. The Report**

**2.1** Please see section 2 of the report considered by the Executive on 9 September 2021 attached as appendices to this report.

### **3. Alternative Options Considered**

None.

### **4. Implications**

#### **4.1 Legal Implications**

Please see section 4 of the report considered by the Executive on 9 September 2021 attached as appendices to this report.

#### **4.2 Financial Implications**

Please see section 4 of the report considered by the Executive on 9 September 2021 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 from 9 September 2021

Appendix B - Appendices A - D of the Executive Report from 9 September 2021

**Contact Officer:**

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**Report Reference Number: E/21/19**

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**To: Executive**  
**Date: 9 September 2021**  
**Status: Key Decision**  
**Ward(s) Affected: All**  
**Author: Peter Williams, Head of Finance**  
**Lead Executive Member: Cllr C Lunn, Lead Member for Finance & Resources**  
**Lead Officer: Karen Iveson, Chief Finance Officer**

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## **Title: Financial Results and Budget Exceptions Report to 30th June 2021**

### **Summary:**

Whilst the majority of financial impacts of Covid-19 were in 2020/21, it continues to have an impact on this financial year. We continue to report monthly to MHCLG 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, current estimated full year revenue outturn estimates indicate surpluses of (£60k) for the GF and (£155k) for the HRA. The key variances are highlighted in the report with further detail in Appendix A. Recommendations are included in the report to approve virements for £223k from the additional resource contingency to planning to support the team to operate at full capacity and reduce the backlog of applications and £130k to help support additional resources required to address the exceptional pressure from gypsy and traveller applications and enforcement.

A number of savings were put back to 2024/25 as part of the recent Medium Term Financial Strategy paper. General Fund planned savings are currently forecast to deliver at (£184k), details can be found in Appendix B. The £195k saving in the Housing Revenue Account for the housing system however will not be achieved this year as it is predicated on the implementation of phase 2 of the housing system which will not happen until later in the year.

The capital programme is currently underspent by (£1,422k) at the end of quarter 1. Of this, (£363k) is forecast to be underspent at the year end, which is all in the General Fund. The majority relates to disabled facilities. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth projects spend was £412k in quarter 1, £239k of which was staffing costs with the majority of the remainder on visitor economy, transforming

cities fund and towns masterplanning. Project by project progress is shown in Appendix D.

The MHCLG return submitted for June indicates an overall estimated gross impact on Council finances of £2,730k across both the General Fund and HRA when compared to pandemic budget levels.

## **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.
- iii) The Executive approve the virement of £222.658k from the additional resource contingency of £500k to help with the planning backlog and to deal with new major renewable energy applications and Nationally Significant Infrastructure Projects as outlined in section 3 and point 3.7.
- iv) The Executive approve the virement of £130k from the additional resource contingency of £500k to help with exceptional pressures associated with gypsy and traveller applications and enforcement appeals as outlined in section 3 and point 3.8.

## **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 18 February 2021, this report and associated appendices present the financial performance as at 30 June 2021 and a full year forecast against these budgets.
- 1.2 In the first quarter of this financial year, the country has continued under some levels of Covid-19 restrictions. Many staff have continued to work from home and some resources continue to be diverted towards the Council's response.
- 1.3 The Council continues to administer emergency grants for businesses and test and trace payments in 2021/22 and this is expected to continue for some months to come.
- 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). This equates to £2.7m of additional pressures on income and costs when compared to pre-pandemic budget levels.

## 2. Main Report

### General Fund Revenue

2.1 Latest forecasts show an expected full year surplus of (£60k).

2.2 The table below shows the summary position at the end of June 2021.

General Fund Account Q1 2021/22	Revised Budget	Latest Approved Budget	Forecast	Forecast Variance
Corporate Services & Commissioning	7,171	7,171	7,197	26
Economic Regeneration & Place	5,822	5,822	5,824	2
Corporate / Finance	(598)	(598)	(912)	(314)
Legal, Democratic, Licensing, Electoral & Land Charges	1,060	1,060	1,095	35
Contingency	1,232	1,232	1,424	192
<b>Net Service Expenditure</b>	<b>14,687</b>	<b>14,687</b>	<b>14,628</b>	<b>(60)</b>
	0			
Contribution to / from reserves	2,798	2,798	2,798	0
Other Accounting Adjustments	147	147	147	0
Council Tax	(5,875)	(5,875)	(5,875)	0
Business Rates & Associated Grants	(2,402)	(2,402)	(2,402)	0
Collection fund Deficit / (Surplus)Share	(9,322)	(9,322)	(9,322)	0
<b>Shortfall / (Surplus)</b>	<b>34</b>	<b>34</b>	<b>(25)</b>	<b>(60)</b>
Budget Savings Left to Deliver	(34)	(34)	(34)	0
<b>Net Revenue Budget</b>	<b>0</b>	<b>0</b>	<b>(60)</b>	<b>(60)</b>

2.3 The main forecasted variances against the General Fund are:

- The return on property funds has improved since the budget was set. It was anticipated the return would be halved to £100k as a consequence of covid-19, but the first quarter figures indicate an outturn of £160k for the year although given economic uncertainty, this should be viewed with caution.
- Additional new burdens grants that were not known about at the time the budget was set total (£192k) are offset by increase in the contingency budget as the money is expected to be spent in year.
- Car parking income is expected to fall £55k short of target, with ongoing restrictions resulting in reduced footfall in the town centre and fewer people commuting to workplaces. Similarly, lifeline income is also expected to fall short of target with little growth in the customer base, a £56k shortfall in income is expected.

- The commercial waste service has seen an increase in contract income which is expected to be (£39k) higher than budget this year this is due to a combination of fee increases, customer retention and gain. At the same time there is anticipated a reduction in disposal costs based on latest costs which is expected to result in a (£21k) saving, so a (£60k) increase in the profitability of the service.
- Salaries are expected to be over budget by £105k due to a low number of vacancies in the services and some vacant posts being filled by ongoing agency appointments.
- Savings of (£31k) on the streetscene recycling gate fees from increased volumes offset by commodity payments which are estimated based on costs to date driven by an increase in the material price for paper and card sales, plus an additional (£17k) of other waste service income, based on quarter 1 figures.
- There is a £47k saving on the drainage board levies due to the difference in inflation on the fees compared to what was assumed in the budget.

### Housing Revenue Account (HRA)

2.4 Latest forecasts show a (£155k) surplus which will result in an increase in the transfer to the major repairs reserve from £3,239k to £3,394k.

2.5 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 2021/22	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	8,713	8,412	(301)
Dwelling Rents	(12,302)	(12,156)	146
<b>Net (Surplus) / Deficit transferred to Major Repairs Reserve</b>	<b>(3,589)</b>	<b>(3,744)</b>	<b>(155)</b>

2.6 The main forecasted variances against the HRA surplus are:

- (£499k) saving on interest and borrowing charges following reduced requirements this year based on current anticipated progress in the housing development programme.
- The £195k saving which would be generated from the implementation of the housing system will not be achieved in year due to delays in implementation of phase 2 plus continuing requirement of resources as a result of covid-19.
- Lower rent collection based on trends at the end of Q1 which indicate a £146k shortfall over the year.

### Planned savings

- 2.7 Many of the savings were pushed back to 2024/25 as part of the latest Medium Term Financial Strategy. Three savings remain in the General Fund totalling £184k and all are currently expected to be achieved.
- 2.8 The HRA has a budgeted savings target for 2021/22 of (£195k) which relates to efficiency savings following implementation of new Housing and Asset Management System. The second phase of the implementation is due to go live later in 2021/22 but delays and continuing covid priorities means that savings are unlikely to be realised in the current financial year and have been forecast out.

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

### Capital Programme

Capital Programme 2020/21	Actual Year to Date £k	Budget Year to Date £k	Year To Date Variance £k	Full Year Budget £k	Full Year Forecast £k	Full Year Variance £k
GF	50	480	-430	2,781	2,418	-363
HRA	1,100	2,092	-992	11,232	11,232	0
<b>Total</b>	<b>1,150</b>	<b>2,572</b>	<b>-1,422</b>	<b>14,013</b>	<b>13,650</b>	<b>-363</b>

- 2.9 The capital programme shows a forecast underspend of (£363k) which is all in the general fund.
- 2.10 In the General Fund the variance of (£363k) is made up of:
- Disabled facilities grants – there was a substantial carry forward from 2020/21 plus a considerable grant for 2021/22. Covid-19 has had an impact on the ability to carry out works in quarter 1, so it is expected that £353k of the £813k budget will be spent in 2022/23.
  - A small saving on the purchase of the additional vehicle for the waste collection fleet.
- 2.11 The HRA currently has an underspend at the end of the first quarter of £1.0m, but it is expected at this stage that this will catch up by the end of the year.

### Programme for Growth (PfG)

Programme For Growth 2021/22	Actual Year to Date £k	Full Year Budget £k	Full Year Forecast £k	Full Year Variance £k
<b>Total</b>	<b>412</b>	<b>8,799</b>	<b>7,934</b>	<b>865</b>

- 2.12 Following approval of additional projects, the total programme for growth for delivery from 2021/22 onwards is £23,824k. £412k of this was spent in the first quarter of which £239k was spent on salaries.
- 2.13 New projects approved in the recent Medium Term Financial Strategy include £2m investment into the community legacy fund, increase in funds for the

transforming cities fund project and budgets to support projects at Sherburn, Tadcaster and Burn.

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

### **3. Approval of Additional Funding for Planning**

3.1 The Planning Service is facing very high number of applications (circa 40% up on last year) but is making progress in tackling the backlog of applications created by this increased demand and the impacts Covid had on the service. Full staffing capacity is needed to maintain this progress.

3.2 There are currently several vacant posts that despite best efforts it has not been possible to fill. These posts are currently occupied by agency staff generating costs over and above the established budgets. In addition, both Development Management and Enforcement are facing considerable backlogs. Workloads would need to be reduced by around 30 – 35% to bring in line with staffing levels. This backlog is a product of the impacts of Covid, vacancies and increased application numbers.

3.3 Over and above the backlog and increased application numbers there are some more recent additional pressures relating to:

- a number of key Nationally Significant Infrastructure Projects (NSIP's) and Development Consent Orders (DCOs) e.g. the Drax Bio Economy Carbon Capture & storage Project and the National Grid related pipeline project;
- the need to progress the Reserved Matters application for Kellingley Colliery by early 2022 to secure a major inward investment into the site;
- the significant increase in Gypsy & Traveller applications and related enforcement and legal work.

3.4 These additional pressures are one-off fixed-term work pressures that the existing structure was not designed to accommodate and will be difficult to resource. It is also worth noting that excluded from this list are several significant major developments that are being dealt with within the existing service capacity e.g. Eggborough Power station redevelopment; Staynor Hall; Sherburn 2; Gascoigne Wood Rail Freight Interchange; Crosshills urban extension.

3.5 There are four key requests:

#### **To continue to deliver the service at the existing structure level and address the planning and enforcement backlogs**

- Additional costs generated by employing agency staff and to provide additional resource to help continue tackling the backlog. Since the middle of May the Planning Service has been fully staffed for the first time in 18 months through permanent employees and use of some agency staff. The actual backlog is in the order of 250



cases. Since the beginning of May the planning backlog has been reduced by approximately 5-7 applications per week reducing the backlog by over 60 applications. This is a step in the right direction and a significant achievement given that the number of applications compared to last year is up approximately 40%. The Enforcement backlog has reduced by nearly 50 cases over the same period a real achievement given the number of complex and time-consuming new cases the service is dealing with. Recently there has been some lost capacity with a senior planning officer leaving and agency contracts would end in September leading to a significant loss of capacity which will seriously impede our ability to sustain the progress in reducing the backlog. Therefore the service is asking for the agency contracts to be extended until December and the additional Enforcement post to be funded until March 2022. Progress will be kept under review and be reported at Q2. Previous funding was provided for the Planning Service in September 2020 to tackle the backlog. This funding provided some additional resource in enforcement that has helped tackle this issue, but in Development Management was used to largely support the costs of agency staff that were filling posts on the structure. The funding would cover the following additional costs:

	£
Extension of agency contracts until end of December 2021	128,368
Extension of enforcement post to end of March 2022	33,790
Flexible pot for additional hours across all agency posts	20,000
<b>Total Additional Costs</b>	<b>182,158</b>

- **Kellingley Colliery reserved matter application**
  - To progress the planning application to the timescales needed to unlock this major development opportunity (by January 2022);
  - will require additional resource from agency;
  - the estimated cost of this proposal is between £32k - £39k (based on 3 days for 5 months).
  - To be recharged to Harworth Estates and it is recommended that both income and expenditure budgets be adjusted accordingly.
  
- **Nationally Significant Infrastructure Projects (NSIPs), Development Consent Orders (DCOs) and other renewable energy related applications - to deal with the additional workload required to progress these**
  - Will require an additional 1 FTE resource at Senior Planning Officer level;
  - nearly £300k in fees for just two of these applications has been received recently;
  - the cost of a senior post for 12 months is £40.5 k including on costs.

- 3.6 Financial Procedure Rules do not permit virement of income. Whilst there has been an upturn in planning application fees in recent weeks, the quarter 1 forecast shows that planning income is on target to be on budget for 2021/22 although is still below the original base budget for the service prior to the Covid related reduction approved as part of the revenue budget. However, indications at this early stage of the year do suggest that the budget is likely to be exceeded if potential large applications are submitted as anticipated later in the year. The volatile nature of planning income means that it would not be prudent to commit potential income over budget at this stage in the year – a slow-down in other applications could see income levels fall over the remainder of the year but ultimately should planning fee income exceed budget, the contingency would be repaid. The position will be monitored through future quarterly finance reports.
- 3.7 The approved revenue budget recognised the resource pressures being experienced by key services and provision was made to enable in year support should this be needed. Funding is therefore available within Corporate Contingency to cover these additional costs and, with the exception of the rechargeable costs of up to £39k to Harworth Estates, **a drawdown of £222,658k is requested.**
- 3.8 In addition further support is required to deal with exceptional pressures associated with gypsy and traveller (G&T) applications and enforcement appeals. This will require a dedicated specialist G&T planning resource which would be sourced through a specialist consultancy. The estimated cost of this bespoke work is £50k plus a further £80k estimated legal support costs for the two major public inquiries taking place in early 2022. The two public Inquiries for Hillam and A63/Lumby could last over 10 days requiring external legal support including Counsel. Any separate court actions would incur additional costs above this and an assessment of further costs would be undertaken should this be necessary. **£130k is recommended for drawdown from Contingency to cover the initial estimated costs.**
- 3.9 £500k is included in the approved revenue budget for additional resource pressures which is sufficient to cover the recommend drawdowns at paragraphs 3.7 and 3.8. Should planning income ultimately exceed budget then the drawdown will be repaid in part or full as appropriate.

#### **4. Alternative Options Considered**

- 4.1 Not applicable.

#### **5. Implications**

##### **5.1 Legal Implications**

- 5.1.1 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.

## **5.2 Financial Implications**

There are no financial implications beyond those highlighted in the report.

## **5.3 Policy and Risk Implications**

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

## **5.4 Corporate Plan Implications**

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

## **5.5 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. An additional £500k has been put into the 2021/22 budget to cater for additional staffing requirements to deal with backlogs of work as a result of the pandemic.

## **5.6 Other Implications**

None.

## **5.7 Equalities Impact Assessment**

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

## **6. Conclusion**

6.1 The general fund at the end of quarter 1 is forecasting a (£60k) surplus for the year whilst the housing revenue account is forecasting a (£155k) surplus.

6.2 The council is still suffering considerable losses in 2021/22 against pre-pandemic budgets.

6.3 There continues to be increased pressure on resources and capacity to deliver the Council's priorities with covid-19 and local government reorganisation both likely to require considerable resource throughout the financial year.

## **7. Background Documents**

None.

## **8. 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.

### **Contact Officer:**

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**GF Management Accounts 2021-22**  
**Results as at 30th June**  
 General Fund

	Previous Year Actuals	Original Budget	Latest Approved Budget	Year to Date		Annual Total	Variances		Comment
	Actual	Budget	Budget	Actual	Budget	Forecast	Year to date Actual	Full Year Forecast	
	£k	£k	£k	£k	£k	£k	£k	£k	
<b>Income</b>									
Investment Income	-646	-300	-300	-13	-75	-360	62	-60	Property fund revenue return performance higher than estimated when the budget was set. Return expected to be approximately £160k v a budget of £100k.
Recharges	-11,293	-11,375	-11,443			-11,443			
Customer & Client Receipts	-4,364	-4,828	-5,398	-1,063	-994	-5,363	-69	35	The impact of Covid 19 on services has led to a stagnant customer base on the lifeline service £56k and £55k on Car Parks, footfall has not increased leading to low usage, as restrictions ease this position may improve. Offsetting this is Commercial Waste is forecasting an improved position of (£39k), this is due to maintaining and increasing the customer base through the pandemic. Other waste service income is expected to exceed income by (£17k).
Government Grants	-10,772	-11,502	-11,631	-2,411	-2,367	-11,642	-44	-11	Housing Benefit resource management grant (£18k) received offset by reduced Admin Subsidy £7k
Other Government Grant	-2,686	-1,823	-1,823	-737	-456	-2,015	-282	-192	
Other Grants/Contributions Etc	-30,615	-965	-1,121	-677	-640	-1,158	-37	-37	Additional New Burdens funding received for Local Elections & Domestic Abuse Support
Budget Savings Required		-34	-34			-34			
<b>Total Service Income</b>	<b>-60,376</b>	<b>-30,828</b>	<b>-31,751</b>	<b>-4,901</b>	<b>-4,531</b>	<b>-32,015</b>	<b>-370</b>	<b>-264</b>	
<b>Expenditure</b>									
Employees	8,423	8,456	9,098	2,199	2,408	9,204	-209	105	£68k of Vacancy factor has been identified to date leaving £290k still to be achieved (£358k Target). Forecast indicates a £105k overspend against salaries at this stage. This position is expected to change as as the year goes on as more payroll data is available
Premises	815	815	949	387	398	960	-11	11	£16k shortfall anticipated on NNDR, the majority relates to William Jaques House which forms part of the TCF project, this partly offset by small repair and utility savings at the Contact Centre premises.
Supplies And Services	37,454	8,366	12,545	1,640	1,736	12,491	-96	-54	A net saving is currently forecasted (£31k) for the recycling service on gate fees and commodity payments, this is quite volatile and is influenced by volume of waste and prices of recyclable materials, (£10k) is forecasted in Business Support for office running costs and (£21k) on Trade Waste Disposal based on actual payments to date. There is a forecasted shortfall on B&B provision of £14k for homeless services, this is still impacted by the pandemic.
Transport	114	145	145	26	36	143	-10	-2	Various car allowance savings across services as a result of reduced travelling due to Covid-19 restrictions.
Benefit Payments	10,268	11,610	11,610	2,358	2,347	11,610	11		
Support Services	8,201	8,085	8,085			8,085			
Third Party Payments		-23	881			881			
Drainage Board Levy	1,739	1,814	1,807	880	904	1,760	-24	-47	Inflation increases anticipated when setting the budget were higher than actual levies.
External Interest Payable	77	75	75			75			
Contingency		2,400	1,208			1,400		192	
<b>Total Service Expenditure</b>	<b>67,090</b>	<b>41,745</b>	<b>46,404</b>	<b>7,490</b>	<b>7,829</b>	<b>46,609</b>	<b>-338</b>	<b>205</b>	
Accounting - Non Service budgets									
Total Accounting & Non Service Budgets	-6,714	-10,917	-14,653	1,051	1,051	-14,653			
<b>Net Total</b>				<b>3,640</b>	<b>4,349</b>	<b>-60</b>	<b>-708</b>	<b>-60</b>	

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**HRA Management Accounts 2021-22**  
**Results as at 30th June**  
HRA

	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	
<b>Income</b>								
Investment Income	-101	-38			-38			
Garage Rents	-102	-107	-17	-27	-107	10		
Housing Rents	-12,010	-12,302	-2,279	-3,076	-12,156	796	146	Early forecasts suggest a shortfall in rents against budget. This follows the ongoing impact of Covid-19 on households.
Customer & Client Receipts	-501	-150	-31	-28	-154	-3	-4	Small increase in Ousegate Hostel Rent due to occupancy levels and recharges to former tenants.
Recharges		-18		-5	-10	5	8	Internal rechargable works on corporate buildings have not been taking place due to Covid-19 restrictions, therefore no charges raised to date.
<b>Total Service Income</b>	<b>-12,714</b>	<b>-12,616</b>	<b>-2,327</b>	<b>-3,135</b>	<b>-12,466</b>	<b>807</b>	<b>150</b>	
<b>Expenditure</b>								
Employees	69	123	17	31	121	-14	-1	Potential for small savings on Cleaning Staff and Housing Enforcement officer.
Premises	825	730	187	183	731	5		
Supplies And Services	1,189	1,293	260	279	1,293	-19		
Support Services	2,742	2,788			2,983		195	Delays in implementation of the housing system phase 2 combined with resources still being required to deal with the pandemic mean that the saving of £195k will not be achieved this year.
Transport	189	147	53	54	147	-1		
Debt Management Expenses	40	6			6			
External Interest Payable	1,915	2,065			1,870		-195	Only small amount of borrowing anticipated to support the HDP Capital Programme in 21/22, therefore savings anticipated.
Contingencies		75			75			
Provision for Bad Debts	35	271			271			
<b>Total Service Expenditure</b>	<b>7,004</b>	<b>7,497</b>	<b>518</b>	<b>546</b>	<b>7,496</b>	<b>-28</b>	<b>-1</b>	
Accounting & non service budgets								
Total Accounting & Non Service Budgets	5,710	5,119			4,815		-304	Only a small amount of borrowing anticipated for the HDP Capital programme in 2021/22.
<b>Net Total</b>			<b>-1,809</b>	<b>-2,589</b>	<b>-155</b>	<b>779</b>	<b>-155</b>	

**Appendix B : Planned Savings**

Strategic Category	Lead	General Fund - Potential Saving	Budget Risk	2021/22 Planned Savings Budget £000's	2021/22 Planned Savings Forecast	2021/22 Planned Savings Variance	2022/23 Planned Savings £000's	2023/24 Planned Savings £000's	Commentary
Growing resources	Suzan Harrington	Asset rationalisation	Medium	0	0	0	0	100	This saving relates to the lease for the Contact Centre at Market Cross Selby. The saving will be realised when the lease expires and has therefore been reprofiled to 2023/24.
Growing resources	Dave Caulfield	Business Rates Growth	High	0	0	0	100	200	The Council's Economic Development Strategy will proactively foster new inward investment and indigenous business growth. This 'saving' is however high risk due to uncertainties regarding the BRR system reset. This cautious target assumes that the reset brings the Council out of its current safety net position and enables modest year on year growth to be realised. Delays to business rates retention system reset mean that this target is delayed a further year and proposed targets have been reprofiled accordingly.
<b>Total Growing Resources</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>300</b>	
Transforming	Suzan Harrington / Stuart Robinson	Process improvements /on-line transactions	High	0	0	0	0	162	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. Saving reprofiled to 2023/24.
Transforming	Suzan Harrington	Introduce CT Penalty Scheme - NEW	Medium	5	5	0	5	5	Council Tax Penalty Scheme was not being enforced due to covid-19 but has now been reintroduced.
Transforming	Dave Caulfield	Planning service review	Low	11	11	0	11	11	The planning service review has concluded with an annual recurring saving of £11k
<b>Total Transforming</b>				<b>16</b>	<b>16</b>	<b>0</b>	<b>16</b>	<b>178</b>	
Commissioning	Suzan Harrington	Contract renegotiations	Low	168	168	0	168	168	Savings from contract negotiations
<b>Total Collaboration &amp; Commissioning</b>			<b>0</b>	<b>168</b>	<b>168</b>	<b>0</b>	<b>168</b>	<b>168</b>	
<b>Total</b>				<b>184</b>	<b>184</b>	<b>-</b>	<b>284</b>	<b>646</b>	

Low Risk		11	11	0	11	11
Medium Risk		173	173	0	173	273
High Risk		0	0	0	100	362
<b>Total</b>		<b>184</b>	<b>184</b>	<b>0</b>	<b>284</b>	<b>646</b>

Strategic Category	Lead	HRA - Potential Saving	Risk	2021/22 Planned Savings Budget £000's	2021/22 Planned Savings Forecast £000's	2021/22 Planned Savings Variance £000's	2022/23 Planned Savings £000's	2023/24 Planned Savings £000's	Update/Comments
Transforming	Suzan Harrington	Process improvements /on-line transactions	Medium	195	0	195	195	195	The new housing/asset management system is in the process of being implemented and phase 2 will be implemented in 2021/22 but a combination of resource pressures and the time it will take to implement phase 2 and adapt to the new system make the saving unlikely this year. This will be kept under review following implementation.
<b>Total</b>			<b>-</b>	<b>195</b>	<b>-</b>	<b>195</b>	<b>195</b>	<b>195</b>	

**Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021**

General Fund	Original Budget Incl C/F	Revised Budget	Year to date Revised Budget	Year to date Actual	YTD Variance	Forecast	Carry Forward	Year End Variance	Comments	Approved Programme & Carry Forward Proposal		
										Forecast 22/23	Forecast 23/24	Forecast 24/25
Transforming Customer Services	106,575	106,575	0	0	0	106,575	0	0	Covid-19 and other delays have prevented the start of work on the reception alterations delaying the contact centre move. It is hoped that procurement of the contractor will be progressed with work being completed at the end of September 2021 with the contact centre operating from the Civic as soon as possible Covid allowing. The project is expected to be on budget. In addition the Call centre on the first floor of the extension is now operational working within Covid guidelines			
Website Development	10,000	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. Discussions with NYCC will commence in Q2 2021/22 to discuss the scope of the project.			
GIS System	31,380	31,380	7,845	0	-7,845	31,380	0	0	This project forms part of the Contact Centre re-opening project. This capital budget will fund the software requirements as required (Appointment System)			
Benefits & Taxation System upgrade	21,380	21,380	5,345	0	-5,345	21,380	0	0	This budget is linked to software upgrades supporting Channel Shift as part of the Digital Strategy	15,000	15,000	15,000
IDOX Planning System	15,000	15,000	3,750	1,000	-2,750	15,000	0	0	To support the IDOX suite of software applications for upgrades and patches as part of the IDOX Roadmap. This ensured that we remained PSN compliant throughout 2021/22	15,000	15,000	15,000
ICT - Servers	30,000	30,000	7,500	0	-7,500	30,000	0	0	Capital to be used to support the Server upgrades in-line with software compatibility.			
ICT - Software	4,694	4,694	1,174	0	-1,174	4,694	0	0	Budget committed to the Digital Workforce Project and the implementation of Microsoft 365 Tools - training has now been completed and invoice is expected July.			
Adobe Licence Replacement	15,000	15,000	3,750	0	-3,750	15,000	0	0	Licences replacement programme due 2021/22.			
Finance System Replacement	0	0	0	0	0	0	0	0	Replacement for the finance system has been reforecast into 2022/23.	150,000		
Committee Management System	3,000	3,000	750	0	-750	3,000	0	0	ModernGov software upgrade expected in 2021/22 as part of legislative changes			
Upgrade to Assure from M3	8,500	8,500	2,125	0	-2,125	8,500	0	0	This budget is to migrate from M3 to Assure software as part of the Digital Transformation programme. The Assure migration is expected to Go Live in Q3 2021/22			
Cash receipting System	32,500	32,500	8,125	0	-8,125	32,500	0	0	Income Management Software replacement project. The budget for this project will be used for the capital purchase of the system, training and consultancy on the new software due to GO LIVE in Q3 2021/22.			
Northgate Revs & Bens	3,600	3,600	900	0	-900	3,600	0	0	Budget required for system upgrades following legislative changes in relation to e-billing in line with the Digital Strategy			



**Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021**

General Fund	Original Budget Incl C/F	Revised Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 22/23	Forecast 23/24	Forecast 24/25
Asset Management Plan - Leisure & Parks	47,891	47,891	11,973	0	-11,973	47,891	0	0	IHL are currently gathering quotes for the planned maintenance work for this year and inspections are taking place to identify works that will be required during 2022/23 so these costs can be fed into budget setting later this year.	9,005	17,746	
Committee Room Microphone system	65,000	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. Consideration is being given to alternative options such as renting equipment following LGR, in all likelihood this equipment will still be required at the Civic Centre irrespective of the LGR outcome.			
Car Park Ticket Machines	22,473	22,473	5,618	1,147	-4,471	22,473	0	0	Implementation of the revised car park tariffs was delayed whilst technical issues relating to acceptance of card transactions was resolved. Implementation of the revised car park tariffs and associated machine upgrades is now completed and operational.			
Industrial Units Maintenance	25,000	25,000	6,250	0	-6,250	25,000	0	0	An initial report detailing the 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. 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. Progress has been delayed in respect of provision of demand information due significant resource pressures resulting from further Covid19 restrictions and additional support requirements for local businesses. The forecast has been revised to £25k 21/22 for unforeseen costs with the balance in 22/23.	229,400		
Industrial Units Investment	0	357,553	0	0	0	357,553	0	0	New Bid approved at Council on 22 July 2021. Major updating of industrial units including energy efficiency, panel erosion and refurbishments.	282,610	300,669	
Car Park Improvement Programme	520,168	520,168	130,042	0	-130,042	520,168	0	0	Work to progress improvement to Back Micklegate and Micklegate car parks was delayed in order to maximise funding options through external funding bids such as the Heritage Action Zone funding; however delays have also been encountered due to discussions with Landowners. Plans to focus delivery on Portholme Crescent whilst these issues are addressed have been scaled back to enable the space to be utilised as a walk-in testing centre for Covid-19. Work to install the first of Electrical Vehicle Charging Points (EVCP) is now complete, with points in South Parade and Back Micklegate car parks operational. As we start to move towards pre-Covid norms we are now starting to revisit delivery of the car park improvement programme and are working closely with colleagues in the Economic Development and Regeneration team to maximise funding available for improvements at Britannia car park, Tadcaster.			
ICT - Channel Shift 2 Website & Intranet	16,720	16,720	4,180	0	-4,180	16,720	0	0	Citizens Access Portal (Revenues) is anticipated to go Live in Q2 2021/22 with Citizens Access Portal (Benefits) in Q3 2021/22. The remaining budget will be used for e-forms development through 2021/22			
ICT - Channel Shift 3 Website & Intranet	18,000	18,000	4,500	0	-4,500	18,000	0	0	Channel shift Phase 3 - Housing management CX Portal project which has been delayed will commence throughout 2021/22 once Channel Shift 2 has been completed and the Civica CX Phase 2 project has commenced. This project is linked to the Income Management System replacement project.			
ICT - Disaster Recovery Improvements - Software / Hardware	17,790	17,790	4,448	0	-4,448	17,790	0	0	This budget is for improvements aligned to Microsoft requirements & Disaster Recovery Improvements in 2021/22. A number of Oracle server upgrades will be required throughout the year to ensure that they remain compatible following software upgrades.			
ICT - End User Devices - Software / Hardware	54,760	54,760	13,690	0	-13,690	54,760	0	0	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy. £43k has been raised as an order waiting for devices to be delivered for Clirs and new starters and central stock this summer. The remaining will be required for high spend items such as monitors especially with any breakages and return to workplace requirements to support a soft hybrid environment - jabras/ cameras etc.	49,500	49,500	49,500

**Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021**

General Fund	Original Budget Incl C/F	Revised Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 22/23	Forecast 23/24	Forecast 24/25
ICT - Digital Workforce - Telephones - Mobile Working	11,770	11,770	2,943	0	-2,943	11,770	0	0	Budget is for replacement Mobile hardware in relation to the digital workforce strand of the digital strategy. c.25 trades tablets are being purchased in Q2 and for rollout this year as current tablets are nearing end life.	9,500	9,500	9,500
South Milford Retaining Wall	15,000	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. The budget has been carried forward into 21/22 pending approval for the works to be carried out.			
Waste Collection Fleet	200,000	200,000	0	0	0	190,570	0	-9,430	An order has ben raised for the additional 26 tonne RCV. Delivery is expected around August this year. The balance of this budget will not be required.			
Council Play Area Maintenance	197,730	197,730	0	0	0	197,730	0	0	A contract has been awarded for the works at Grange Road, Tadcaster. Works are planned to commence early August and should be completed within 4 weeks. Consultation on the designs for Charles Street, Selby will be completed before the end of July. We have signed up to a framework agreement for the procurement of the remaining four play areas over the next two years.	100,000		
Replacement of Vehicle Fleet	3,510	3,510	878	0	-878	3,510	0	0	The Council's replacement commercial vehicle fleet has now arrived and is fully operational.			
Purchase of Land	937,500	0	0	0	0	0	0	0	This budget has been removed as part of the MTFS approval			
New Build Projects (Loans to SDHT)	2,800,000	0	0	0	0	0	0	0	This budget has been removed as part of the MTFS approval			
Private Sector - Home Improvement Loans	27,720	27,720	6,930	6,833	-97	27,720	0	0	RAS Loans remain an important tool in providing support for emergency repairs in homes owned by vulnerable people. We completed 3 RAS loans in the first quarter of 2021/22, 2 for new heating and hot water systems and 1 for a new bathroom. Historically, RAS loans are repaid to the council upon sale of the property allowing them to be recycled into new loans. This allows more vulnerable households to receive the help they need. We have already received 1 repaid loan in 2021/22. In the whole of 2020/21 we received 3 repaid loans.			
Empty Property Grants	84,886	84,886	21,222	9,000	-12,222	84,886	0	0	Empty Homes Grants remain popular and are an excellent way of sourcing private rented accommodation for vulnerable households at risk of homelessness. We have completed 1 Empty Homes Grants in the first quarter of 2021/22, which provided a three bedroom house to a homeless family. A further 3 grants are currently progressing ensuring that our private rented portfolio for homeless households continues to grow.	80,000		
Disabled Facilities Grants (DFG)	813,357	813,357	203,339	31,776	-171,563	460,000	353,357	-353,357	Covid-19 is still impacting on the supply chain for contractors and increasing costs causing some delay in completing adaptations. Due to the substantial budget £817k (DFG grant £503k- £314 carry forward) an additional Technical Officer has been temporary recruited 2 days a week for up to six months. At this early stage it is difficult to forecast an accurate outturn but the aim is for at least a 75 completions in 21/22 compared with 50 last year. The balance is forecasted to be spent in 2022/23 subject to review throughout this financial year.	755,717	402,360	
<b>Total General Fund</b>	<b>6,160,904</b>	<b>2,780,957</b>	<b>479,775</b>	<b>49,756</b>	<b>-430,019</b>	<b>2,418,170</b>	<b>353,357</b>	<b>-362,787</b>		<b>1,695,732</b>	<b>809,775</b>	<b>89,000</b>

**Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021**

Housing Revenue Account	Original Budget Incl C/F	Revised Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Approved Programme & Carry Forward Proposal		
										Forecast 22/23	Forecast 23/24	Forecast 24/25
Housing & Asset Management System	103,660	103,660	0	0	0	103,660	0	0	The remaining capital balance is expected to be paid following the Phase 2 project completion in 2021/22.			
St Wilfrid's Court	93,733	93,733	0	0	0	93,733	0	0	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. Government changes to the roadmap for easing restrictions has meant works to finalise the scoping works and subsequent issue of tenders has not been able to progress as planned. It is now anticipated tenders will be issued in Q3.			
Environmental Improvement Plan	108,152	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 been delayed due to Covid-19.			
Housing Development Project	1,701,273	1,701,273	0	0	0	1,701,273	0	0	Programme for the development of HRA properties on phase 2 small sites. Starts on these sites has been delayed due to Covid and is anticipated in 2021/22. Work including, feasibility studies, asbestos surveys and garage clearance has been completed. Planning permission for development of three schemes has now been secured and is anticipated to be issued for tender in Q2 2021/22 with a view to build commencement in Q3 2021/22. The forecast has been adjusted to reflect the build over 2 financial years.	1,700,000		
Housing Acquisition and Development	0	299,000	0	0	0	299,000	0	0	New Bid approved at Council on 22 July 2021. To extend the New Build/Acquisitions programme to maximise spend of s106 affordable housing commuted sums. Spend subject to 'self-financing business case'	5,691,000		
Community Centre Refurbishment	64,377	64,377	0	0	0	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 required. Progress on delivery of the programme remains paused whilst we address other priority works which have been generated as a result of the various service suspensions resulting from Covid-19.			
Empty Homes Programme - Improvements to Property	200,000	600,000	0	971	971	600,000	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. We purchased 7 properties in 2019/2020, the work to improve these properties to a lettable position was delayed due to the pandemic but now works are complete and these are now let. 3 further properties are expected to be purchased in 21/22 which will complete the programme.	0	0	0

**Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021**

Housing Revenue Account	Original Budget Incl C/F	Revised Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 22/23	Forecast 23/24	Forecast 24/25
Energy Efficient Programme	856,084	856,084	214,021	108,055	-105,966	856,084	0	0	The multiple lockdowns experienced during the past year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages. Approximately 300 properties have been identified for survey and potential upgrade in 2021/22; which picks up properties which we were unable to complete in 2020/21 due to Covid19, material shortages etc., as well as additional ones due this year. Material availability and cost increases pose a significant risk to delivery of the programme which we will continue to monitor closely.	510,225	520,430	
Health and Safety Improvement Programme	1,010,552	1,010,552	252,638	120,504	-132,134	1,010,552	0	0	The multiple lockdowns experienced during the past year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages. A programme of 585 properties requiring electrical tests have been issued to our contractor partner, which is likely to generate significant remedial works for completion. This year's programme picks up properties omitted from last year due to customer access refusal resulting from Covid19, self-isolation, shielding etc., as well as additional properties falling due this year. Material and resource availability, coupled with increasing costs remain significant risks to delivery of the programme which we will continue to monitor closely.	554,675	565,770	
Property Refurbishment Programme	5,013,864	5,013,864	1,253,466	718,952	-534,514	5,013,864	0	0	The multiple lockdowns experienced during the past year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages. A programme of 411 properties have been issued to our contractor partner for survey and/or improvement works. The programme includes properties omitted from last year's programme due to Covid19, self-isolation, shielding etc., as well as a significant number of new properties falling due this year. Unfortunately access continues to be a significant concern, with circa 60 properties already omitted from the programme due to refusal of works. Aside from customer refusals, material and resource availability, coupled with rising costs represent significant risks to delivery and we will continue to monitor these closely.	3,677,796	3,740,890	
Property Investment Programme	1,381,030	1,381,030	345,258	152,012	-193,246	1,381,030	0	0	The multiple lockdowns experienced during the year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages. A programme of 585 properties has been issued to contractor partner for survey and/or remedial works to install or upgrade carbon monoxide detection. The programme includes properties omitted from last year's programme due to Covid19, self-isolation, shielding etc., as well as additional properties falling due this year. Material and resource availability, coupled with rising costs present significant risk to programme delivery and we will continue to monitor this closely.	427,133	435,680	
<b>Total HRA</b>	<b>10,532,725</b>	<b>11,231,725</b>	<b>2,092,421</b>	<b>1,100,494</b>	<b>-991,927</b>	<b>11,231,725</b>	<b>0</b>	<b>0</b>		<b>12,560,829</b>	<b>5,262,770</b>	<b>0</b>
<b>Total Capital Programme</b>	<b>16,693,629</b>	<b>14,012,682</b>	<b>2,572,195</b>	<b>1,150,250</b>	<b>-1,421,945</b>	<b>13,649,895</b>	<b>353,357</b>	<b>-362,787</b>		<b>14,256,561</b>	<b>6,072,545</b>	<b>89,000</b>

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 2021		Project Budget Remaining	Update	Phasing of future spend Q1		
			In Year Spend 21/22	Forecast			Forecast 21/22	Forecast 22/23	Forecast 23/24
Healthy Living Concepts Fund	Angela Crossland	53,281	0	53,281	53,281	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 to develop project and funding bids as they arise (Barlow Common delayed due to Covid). Remaining £13k will support public health initiatives identified as part of covid recovery plans.	53,281	0	0
Visitor Economy (Tourism & Culture)	Angela Crossland	1,021,761	40,244	1,021,761	981,517	Delivery of the Visitor Economy Strategy and the Cultural Development Framework for the District. This is a multi-year programme which includes the cultural programme for the HSHAZ, visitor place-making and marketing, product development and sector support. Much of the investment is to be used as match funding against investment from external funding partners. Cultural Delivery Framework is in place with detailed delivery plan. Events Officer is in post.	359,670	427,145	234,946
HAZ Selby Stories	Angela Crossland	60,000	(22,375)	60,000	82,375	Project total £150,950 over 3 years. £60,000 from P4G, £89,500 from Historic England grant. Payment schedule from HE: 21/22 £49,225, 22/23 £26850, 23/24 £13, 425. Programme includes wide-ranging cultural activity in Selby town centre, including performance, exhibitions, artist residencies and testing of outside event spaces (e.g. amphitheatre). Year to date credit relates to grant income received in advance.	16,484	24,984	18,533
Low Carbon resources	Stuart Robinson	135,000	8,729	135,000	126,271	This funding is to recruit a Low Carbon Projects Officer. Officer recruited and commenced in April 2021. Officer is progressing the agreement and delivery of activity in the Low Carbon Action Plan.	45,000	45,000	45,000
Marketing Selby's USP	Stuart Robinson / Communications	152,912	0	152,912	152,912	Funding is used to support employment of and additional Communications & Marketing Officer - to support place related marketing - and the development of place branding marketing collateral. The Officer is in place. Whilst development of place branding case studies slowed in the second half of 2020/21 as we prioritised response to the pandemic and recruited a replacement Communications & Marketing Manager, the delivery of this project is now being re-energised following the successful recruitment to this post.	50,971	50,971	50,970
Retail Experience - STEP	Duncan Ferguson	63,781	15,733	63,781	48,048	Town centre revitalisation and strategy work is underway. Work to deliver on priorities in line with the town centre strategy and revitalisation action plans. Work being prioritised on digital development in line with recent LEP support and post Covid19 planning.	63,781	0	
Legal Support	Julian Rudd / Alison Hertley	139,000	0	139,000	139,000	Legal Support for agreements and advice associated with the P4G programme / projects	47,000	46,000	46,000
Towns Masterplanning (Regeneration)	Duncan Ferguson	626,531	62,903	626,531	563,628	Work was originally 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 application. The final part of Chris Wade's work is programmed now to finish in September 2021. Further work continues to assess new commissions to continue relevant masterplanning work and action plans for each town centre. A contribution from this fund has been used to support the Places and Movement Study, in partnership with NYCC Highways and YNY LEP. The next phase of the Places and Movement Study, taking on board recent consultation outcome, will be supported through this fund. It is anticipated that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ and covid recovery planning. Funding of £50k has been previously used to support the MHCLG Reopening High Street Safely Fund (RHSSF) and the re-branded 21/22 Welcome Back Fund.	626,531	0	
Strategic Sites Masterplanning	Duncan ferguson	270,685	1,200	270,685	269,485	Funded due diligence work for strategic sites masterplanning, including Selby Station Gateway. Future costs will include consultancy costs for development of feasibility/ viability assessments, Business Cases, surveys, design, legal and valuation fees.	245,685	25,000	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 21/22	Forecast	Project Budget Remaining	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Access to Employment	Iain Brown / Julian Rudd	19,282	0	19,282	19,282	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	
Growing Enterprise	Iain Brown / Julian Rudd	271,426	384	271,426	271,042	Budget to support one of the 10 priorities in Economic Development Framework (EDF) 2 year delivery programme as approved at the January 2019 Executive. New post COVID initiatives will be funded through the coming year (2021/22)- to include a widening of the skills support programme and work specifically with Start-up businesses initiated during and after COVID restrictions are lifted. The additional P4G budget awarded over the next 3 years will be used to support businesses displaced by the TCF land assembly to relocate within the district. A new post COVID Business Delivery Plan is currently being developed with the focus on providing a targeted Business programme through to March 2023, event and activities will be funded from this budget. Approval will be sought through Q2	166,426	70,000	35,000
Selby TCF Revenue	Duncan ferguson	56,542	0	56,542	56,542	This allocated Budget relates to the grant recovery for 2019/20 recovered from WYCA in 2020/21. The budget will be used for potential non recoverable revenue costs relating to TCF.	56,542		
HAZ	Caroline Skelly	19,556	3,023	19,556	16,533	The Project Fund is a match 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. A programme of community engagement activities has been created in Q1 including artist workshops for young people and audio recording sessions to collect the stories of Selby residents as part of the community engagement strand of the project.	11,556	5,000	3,000
Empty Homes	June Rothwell Simon Parkinson	3,751	0	3,751	3,751	This budget supports the work of the private sector housing team and the empty homes officer to bring empty homes back into use. Overall the project is very successful and the Empty Homes Officer has directly helped bring 99 empty homes back into use during 2020/21. The majority of this success is achieved through offering advice and assistance to owners. At times, we need to utilise our enforcement powers to secure empty homes and to eradicate issues that are a statutory nuisance or prejudicial to health to neighbours. This budget specifically contributes to this area of enforcement work.	3,751	0	
Selby District Housing Trust	June Rothwell Phil Hiscott	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.	20,000	14,850	
Stepping Up! Housing Delivery	June Rothwell Phil Hiscott	4,938	0	4,938	4,938	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. As Government restrictions continue to ease we will be looking to recommence works to deliver the Council's Housing Development Programme. An Affordable Housing Strategy has been agreed by the Executive and is being progressed.	4,938	0	
Olympia Park	Iain Brown / Julian Rudd	4,733	0	4,733	4,733	The outstanding Olympia park fess have now been settled in full and there are no further outstanding costs. The remaining balance within this budget will be transferred to P4G budget Strategic Sites Masterplan SD0422.	4,733	0	
Making our Assets work	Duncan ferguson	52,551	7,389	52,551	45,162	The budget is targeted at funding due diligence work to bring the Council's own land assets to the market and see them developed. These include small garage sites, Portholme Rd, Egerton Lodge, Barlby Rd depot, Bondgate and Burn airfield. This budget will be used to fund the feasibility, surveys and technical work to enable the Council's own land assets to be brought forward for development to deliver housing and other beneficial uses.	32,551	20,000	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 21/22	Forecast	Project Budget Remaining	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Housing development Feasibility Work	Phil Hiscott	289,368	3,656	289,368	285,712	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. It is expected that Burn will progress to planning in Q1 2021/22. These sites will progress to tender stage in Q2 2021/22. A proportion of the costs have been incurred as abortive fees against sites which will not be progressing.	139,368	100,000	50,000
Asset Strategy	Phil Hiscott	80,000	0	80,000	80,000	Work to review/agree the brief has been completed. It is anticipated tenders for completion of the work will be issued in Q2 2021/22 subject to the outcome of the Local Government Review. Works have been delayed due to Covid-19. The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated, the target date for this is 30 Sept 2021. The disposal part of the Portholme Road site to Aldi has completed providing a £30K capital receipt.	80,000	0	
Finance Support	Peter Williams	139,000	0	139,000	139,000	Business Case development & Financial monitoring / reporting	46,000	46,000	47,000
High Street shop fronts	Caroline Skelly	100,000	1,968	100,000	98,032	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. Discussion with property owners and Historic England has begun regarding the Property Improvement Grants. P4G money allocated for professional fees of the HSHAZ architectural team from Buttress architects	33,000	43,000	24,000
New lane - Public Realm	Caroline Skelly	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. The project is under development with other SDC and NYCC projects that relate to the New Lane work to align across the District.	50,000	100,000	50,000
Selby TCF Capital	Duncan Ferguson	8,221,570	45,984	8,221,570	8,175,586	This budget will be used to acquire strategic development sites consistent with the Councils regeneration and commercial development opportunities and to match fund acquisitions as part of the TCF bid submission. The current live project and spend to date relates to 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 including contingency for the purchases of property.	1,075,000	3,146,570	4,000,000
Low Carbon projects (Phase 1) CAPITAL	Angela Crossland / Dave Caulfield	250,000	3,800	250,000	246,200	Phase 1 project delivery fund to support approved projects flowing from the Low Carbon Working Group - projects subject to business case approval by the Executive. Low Carbon Officer recruited and in place beginning 2021-22. The project spend will be determined in accordance with low carbon action plan. Early indications including tree planting initiative and development of community led ideas (Just Transition project). The latter would be towards end of 21/22.	125,000	125,000	0
Town Regen Selby	Duncan Ferguson	1,000,000	0	1,000,000	1,000,000	A Forward Framework and Action Plan has been prepared. This work was led by Chris Wade and funded from the current Town Master planning P4G project. Work now is moving into project delivery stage and the fund will be used to 1):develop detailed projects 2) provide budget for implementation of projects.	50,000	950,000	0
Town Centre Tadcaster	Duncan Ferguson	500,000	0	500,000	500,000	Work led initially by Chris Wade identified early priorities for the town. Work now is moving into project delivery stage and the fund will be used to 1):develop detailed projects 2) provide budget for implementation of projects.	100,000	400,000	0
Town Centre Sherburn	Duncan Ferguson	500,000	0	500,000	500,000	A Forward Framework and Action Plan has been prepared. This work was led by Chris Wade and funded from the current Town Master planning P4G project. Work now is moving into project delivery stage and the fund will be used to 1):develop detailed projects 2) provide budget for implementation of projects.	50,000	450,000	0
Places and Movement Study	Duncan Ferguson	2,000,000	0	2,000,000	2,000,000	10% match from Selby District Council to enable a future Levelling Up Fund bid. Levelling up Fund bids for Priority Two places such as Selby District will need to be "exceptionally high quality" and focus on tangible and visible place transformation including strong focus on arts, culture, and heritage for the 3 main town centres Selby, Sherburn and Tadcaster. By effectively combining the transformative aspirations set out in the District's Cultural Development Framework and Visitor Economy Strategy, Selby High Street Heritage Action Zone Project as well as the emerging Local Plan, we may be able to submit a bid for Levelling Up Funding that achieves the exceptionally high-quality criteria set for Priority Two locations.	0	2,000,000	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 21/22	Forecast	Project Budget Remaining	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Burn	Julian Rudd	500,000	0	500,000	500,000	Additional works associated with promoting Burn Airfield as a new settlement through the Local Plan. This includes flood modelling and mitigation; highways and transport design and assessments; legal advice on development options/collaboration; ecology and landscape; viability; urban design and planning; ground conditions; utilities and infrastructure; green infrastructure and ecology;	500,000		
Sherburn Projects	Duncan Ferguson	1,150,000	0	1,150,000	1,150,000	Investment in Sherburn including Eversley Park improvements, conversion of flat green bowling pitch, tennis court improvements and a land assembly opportunity for a new car park.	200,000	950,000	0
Tadcaster Projects	Duncan Ferguson	500,000	0	500,000	500,000	New projects in Tadcaster.	0	500,000	0
Community Legacy Fund	Angela Crossland	2,000,000	0	2,000,000	2,000,000	Investment in the Community Legacy Fund with Two Ridings to generate grants to be spent in the Selby District. Subject to appropriate due diligence being carried out.	2,000,000		
New programme resources	Extended Leadership Team	261,000	0	261,000	261,000	Additional staffing resources: Planning Projects Officer, Regenerations Town Centre Co-ordinator. The start date for these appointments is anticipated to be February 2021, the forecast has been adjusted into 2023/24	87,000	87,000	87,000
Staffing costs		2,723,907	239,236	2,723,907	2,484,671	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.	1,151,690	1,173,520	398,697
Contingency		419,072	0	419,072	419,072	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.	419,072		
		<b>23,824,497</b>	<b>411,874</b>	<b>23,824,497</b>	<b>23,412,623</b>		<b>7,934,312</b>	<b>10,800,040</b>	<b>5,090,146</b>





**Report Reference Number:** S/21/7

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**To:** Scrutiny Committee  
**Date:** 28 October 2021  
**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

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**Title: Treasury Management – Quarterly Update Q1 - 2021-22**

**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 Q1 and presents performance against the Prudential Indicators.

The Quarter 1 report was considered was considered by the Executive at its meeting on 9 September 2021.

**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 9 September 2021 attached at Appendix A.

**2. The Report**

**2.1** Please see section 2 of the report considered by the Executive on 9 September 2021 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 9 September 2021 attached at Appendix A.

#### **4.2 Financial Implications**

Please also see section 4 of the report considered by the Executive on 9 September 2021 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 from 9 September 2021

Appendix B – Appendix A of Executive Report from 9 September 2021

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**Report Reference Number: E/21/20**

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**To: Executive**  
**Date: 9 September 2021**  
**Status: Non-Key Decision**  
**Ward(s) Affected: All**  
**Author: Christopher Chapman, Accountant**  
**Lead Executive Member: Councillor Lunn, Lead Member for Finance & Resources**  
**Lead Officer: Karen Iveson, Chief Finance Officer, S151**

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**Title: Treasury Management – Quarterly Update Q1 2021/22**

**Summary:**

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1<sup>st</sup> April to 30<sup>th</sup> June 2021 (Q1) and presents performance against the Prudential Indicators, which have been updated following approval of a revised Medium-Term Financial Strategy and Capital Programmes.

Investments – On average the Council's investments held in the NYCC Investment pool totalled £74.7m over the quarter at an average rate of 0.18% and earned interest of £34.0k (£24.5k allocated to the General Fund; £9.5k allocated to the HRA) which is £5k above the year to date budget. Interest rates remain at unprecedentedly low levels and as older investments with higher rates are maturing they are being replaced by new investments at the currently depressed rates. In this regard forecast returns could be in the region of £116k, a budget deficit of £2k.

A prudent forecast has been made in this respect, assuming decreasing invested cash balances as funds are utilised for the annual capital programme. The interest forecast will be kept under review as the year progresses. The Bank Rate of 0.10% is expected to remain in place for at least the next two years, until September 2023.

In addition to investments held in the pool, the Council has £4.77m invested in property funds as at 30 June 2021. The funds achieved 3.81% revenue return and 2.50% capital gain.

This resulted in revenue income of £44.7k to the end of Q1 and an 'unrealised' capital gain of £116.3k. 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<sup>th</sup> June 2021, (£1.6m relating to the General Fund; £51.233m relating to the HRA). Interest payments of £1.912m are forecast for 2021/22, a saving of £0.015m against budget. The Council had no short-term borrowing in place as at 31 June 2021.

Prudential Indicators – the revised capital programme (per approved MTFS) has been incorporated into forecasts for expenditure and financing and updated prudential indicators are set out at Appendix A. The Council's affordable limits for borrowing were not breached during this period.

### **Recommendation:**

- i. That Executive note the actions of officers on the Council's treasury activities for Q1 2021/22 and approve the revised Prudential Indicators set out at Appendix A to 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 2021/22 and covers the period 1 April to 30 June 2021. 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. The Council's Treasury Strategy, including the Annual Investment Strategy and Prudential Indicators was approved by Council on 18 February 2021.
- 1.4 The two key budgets related to the Council's treasury management activities are the amount of interest earned on investments £118k (£80k General Fund, £38k HRA) and the amount of interest paid on borrowing £1.927m (£75.2k General Fund, £1.852m 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 2021/22 up to 30 June 2021:

- Bank Rate remained unchanged at 0.1%, with this rate now expected to continue for some time;
- the Bank of England announced it is to undertake a review of its current policy to raise interest rates first before unwinding quantitative easing;
- the annual inflation rate in the United Kingdom rose to 2.1% in May from 1.5% in April: this is the first time that the measure has been above the Bank of England's 2% target since July 2019; and
- COVID-19 vaccines have boosted confidence that life in the UK could largely return to normal during the second half of 2021, with forward looking business surveys anticipating a strong economic recovery.

### **Interest Rate Forecasts**

2.2 The current interest rate forecasts (last update 10th May) of Link Asset Services – Treasury Solutions are as follows:

<i>Date</i>	<i>Bank rate</i>	<i>5 year PWLB*</i>	<i>10 year PWLB*</i>	<i>25 year PWLB*</i>	<i>50 year PWLB*</i>
Current rates	0.10%	1.21%	1.65%	2.05%	1.85%
June 2021	0.10%	1.20%	1.70%	2.20%	2.00%
Sept 2021	0.10%	1.20%	1.70%	2.20%	2.00%
Dec 2021	0.10%	1.30%	1.70%	2.30%	2.10%
March 2022	0.10%	1.30%	1.80%	2.40%	2.20%
June 2022	0.10%	1.30%	1.80%	2.40%	2.20%
Sept 2022	0.10%	1.40%	1.90%	2.40%	2.20%
Dec 2022	0.10%	1.40%	1.90%	2.50%	2.30%
March 2023	0.10%	1.40%	1.90%	2.50%	2.30%
June 2023	0.10%	1.40%	2.00%	2.50%	2.30%
Sept 2023	0.25%	1.50%	2.00%	2.50%	2.30%
Dec 2023	0.25%	1.50%	2.00%	2.50%	2.30%
Mar 2024	0.25%	1.50%	2.00%	2.60%	2.40%

\* Net of certainty rate 0.2% discount

2.3 After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, the Monetary Policy Committee has left the rate

unchanged at its subsequent meetings. As shown in the forecast table above, an increase in Bank Rate from 0.10% to 0.25% is now forecasted for September 2023 as an indication that the Bank of England will be moving towards some form of monetary tightening around this time

### **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 2021/22 was as follows:-

• Balance invested at 30 June 2021	£72.9m
• Average Daily Balance Q1 21/22	£74.7m
• Average Interest Rate Achieved Q1 21/22	0.18%
• Total Interest Budgeted for 2021/22	£118k
• Total Forecast income for 2021/22	£116k

2.8 The average return to Q1 2021/22 of 0.18% compares with the average benchmark returns as follows:

• 7 day	-0.08%
• 1 month	-0.07%
• 3 months	-0.04%
• 6 months	-0.02%
• 12 months	0.04%

### **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 2021/22 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 £78m (£77m debt and £1m Leases) and an Operational Borrowing Limit of £73m (£72m debt and £1m Leases) for 2021/22.
- 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 2021/22.
- 2.13 The combination of the long-term loan repayment in 2020/21, and the Council's voluntary MRP strategy, has meant the Council was in an under-borrowed position of £3.5m as at 30 June 2021. This means that capital borrowing (external debt) is currently lower than Council's underlying need to borrow. This is an increase of £0.1m from the under-borrowed position of £3.6m reported at year-end 20-21.
- 2.14 The Council's external borrowing requirements continue to be reviewed on an on-going basis to ensure the borrowing strategy reflects the latest capital programme needs and forecast borrowing rates.
- 2.15 The 2021/22 Treasury Management Strategy has forecast an under-borrowed position of £5.27m by the end of 21/22 as further loans were anticipated to be made to support the Selby District Housing Trust and further expenditure was anticipated to fund the Purchase of Land under the General Fund Capital Programme. As approved within the latest Medium Term Financial Strategy, these schemes will no longer take place and no new borrowing is now planned. As a result of these changes, the council is expected to instead be in an under-borrowed position of approximately £1.5m by the end of the 21/22 financial year. This position will be kept under review as part of the subsequent quarterly Treasury Management Reports.
- 2.16 Plans to undertake any additional long term borrowing in the short/medium term will be kept under review while borrowing rates remain low, as the HRA Extended Housing Delivery Programme will continue to progress.

### **Capital Strategy**

- 2.17 The Capital Strategy was included as part of the Council's Annual Treasury Management and Investment Strategy 2021/22, approved in

February 2021. 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.

- 2.18 A revised capital programme was approved by Council in July 2021 as part of a refreshed Medium-Term Financial Strategy. The revised capital expenditure programmes and associated financing are:

<b>Capital Programmes</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
General Fund - General	3,428	2,176	1,442
General Fund – P4G	5,697	7,147	4,078
HRA	11,232	12,560	5,263
<b>Total</b>	<b>20,357</b>	<b>21,883</b>	<b>10,783</b>
Financing:			
Capital Receipts	3,099	1,971	1,180
Grants and Contributions	1,747	1,205	1,005
Borrowing	0	0	0
Reserves	13,428	12,794	8,598
S106 Commuted Sums	2,083	5,913	0
<b>Total</b>	<b>20,357</b>	<b>21,883</b>	<b>10,783</b>

- 2.19 The revised capital programmes reflect removal of Housing Trust Loans and land acquisitions and the associated borrowing.
- 2.20 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.

### **Housing Delivery Programme Loans**

- 2.21 The Housing Delivery Programme has delivered a number of successful schemes so far, in partnership with Selby & District Housing Trust. Whilst no further schemes are planned, existing loans to fund provision of affordable homes in the District continue. The forecast income for the year in addition to standard treasury returns is £118k, which is approximately £113k over the forecasted standard interest that would be achieved on cash investments.

Scheme	Loan Rate %	Principal Outstanding 30 June 2021 £	Interest Q1 21/22 £	Interest Full Year £
Kirgate, Tadcaster	4.56%	182,373	2,223	8,708
St Joseph's St	4.20%	198,103	2,175	8,520
Jubilee Close, Ricall	3.55%	536,299	4,494	18,826
Ulleskelf	4.87%	1,049,193	12,817	50,562
Ousegate	3.65%	849,425	7,921	31,146
<b>Average Rate / Total Principal and Interest</b>	<b>4.19%</b>	<b>2,815,394</b>	<b>29,440</b>	<b>117,762</b>

## Commercial Property Investments

- 2.22 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 and was subsequently sold in July 2020 generating small surplus of around £10k. Plans for the future of the Tadcaster property are currently being considered.

## Property Funds

- 2.23 The position on Property Funds at 30 June 2021 is as follows:

### In Year Performance

Fund	Bfwd Investment £k	Valuation as at 30-Jun-21 £k	In Year Performance Q1 21/22			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,394.96	2,442.35	47.4	1.98	19.6	3.26
Threadneedle	2,225.82	2,324.77	69.0	3.06	25.1	4.39
<b>Total</b>	<b>4,650.78</b>	<b>4,767.13</b>	<b>116.3</b>	<b>2.50</b>	<b>44.7</b>	<b>3.81</b>

### Total Fund Performance

Fund	Original Investment £k	Valuation as at 30-Jun-21 £k	Total Performance			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,502.50	2,442.35	(107.5)	(4.30)	214.8	3.29
Threadneedle	2,439.24	2,324.77	(183.4)	(7.52)	281.2	4.46

<b>Total</b>	<b>4,941.73</b>	<b>4,767.13</b>	<b>(291.0)</b>	<b>(5.89)</b>	<b>495.9</b>	<b>3.86</b>
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2.24

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.

2.25

Following a fall in Fund Capital Values in the initial months of 2020 as a result of Covid-19, the remainder of the 2020/21 financial year saw the value of both funds slowly recovering towards pre-Covid levels. This trend has continued into Q1 of 2021/22, with both funds demonstrating a combined capital gain of £116.3k in this initial period. Both funds have also continued to generate a positive revenue return, amounting to £41.9k in Q1 of 2021/22.

### **3.0 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.

### **4.0 Implications**

#### **4.1 Legal Implications**

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

#### **4.2 Financial Implications**

4.2.1 The financial implications are set out in the report.

### **5.0 Other Treasury Management Developments**

5.1 CIPFA published their response to the Treasury Management Code and Prudential Code consultations on 24 June 2021. Following a review of the initial consultation, CIPFA have confirmed the changes that will be taken forward into revised versions including proposals for strengthening the Prudential and Treasury Management Codes with a focus on proportionality, clarification around the definition of commercial activity and officer/member training. CIPFA intends to publish the revised Codes in December 2021. All changes will then need to be reflected in the 2022/23 Treasury Management Strategy.

5.2 In addition to the changes being introduced by CIPFA, on 28 July 2021 the Ministry of Housing, Communities & Local Government (MHCLG) published a policy paper – Local Authority Capital Finance Framework: Planned Improvements. The paper sets out the government’s plans for

strengthening the current capital financing system while protecting the principles of local decision making. The paper sets out plans for improving the Government's role as steward of the local government financial system through data collection and risk prevention. The Government are currently reviewing the Prudential Framework and will be engaging with stakeholders on individual proposals as they are developed and through consultation where appropriate.

## **6. Conclusion**

- 6.1 The ongoing impact of the pandemic, and the speed and nature of the economic recovery seen, will continue to have an impact on the Council's investment returns. Forecasts continue to predict slow recovery, with no change in Bank of England Base Rate until later 2023 at the earliest.
- 6.2 The Council's debt position is in line with expectations with no further in year loans to the Selby District Housing Trust, and no expenditure to purchase new land as part of the capital programme, anticipated, as approved under the latest Medium Term Financial Strategy. Opportunities to optimise the Council's debt portfolio will continue to remain under review.
- 6.3 The Prudential Indicators have been updated to reflect the revised capital programme approved as part of the refreshed MTFS. The Council operated within approved Strategy Indicators for the quarter, with no breaches on authorised limits.

## **7. Background Documents**

None

### **Contact Details**

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### **Appendices:**

Appendix A – Prudential Indicators as at 30 June 2021

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Prudential Indicators - As at 30 June 2021

APPENDIX A

Note	Prudential Indicator	2021/22 Indicator - TM Strategy	2021/22 Updated Indicator - MTFS	Quarter 1 Actual
1	Capital Financing Requirement £'000	58,105	53,682	56,361
	Gross Borrowing £'000	52,833	52,833	52,833
	Investments £'000	53,216	53,216	80,534
2	Net Borrowing £'000	-383	-383	-27,701
3	Authorised Limit for External Debt £'000	78,000	78,000	52,833
4	Operational Boundry for External Debt £'000	73,000	73,000	52,833
5	Limit of fixed interest rates based on net debt %	100%	100%	100%
	Limit of variable interest rates based on net debt %	30%	30%	0%
6	Principal sums invested for over 364 days			
	1 to 2 years £'000	20,000	20,000	0
	2 to 3 years £'000	15,000	15,000	0
	3 to 4 years £'000	5,000	5,000	0
	4 to 5 years £'000	5,000	5,000	0
7	Maturity Structure of external debt borrowing limits			
	Under 12 months %	20%	20%	0.00%
	1 to 2 years %	20%	20%	0.00%
	2 to 5 years %	50%	50%	0.00%
	5 to 10 years %	50%	50%	0.00%
	10 to 15 years %	50%	50%	3.00%
	15 years and above %	90%	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 exceed in the short term 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/21/8

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**To:** Scrutiny Committee  
**Date:** 28 October 2021  
**Status:** Non-Key  
**Ward(s) Affected:** All  
**Author:** Suzanne Sweeting, Partnerships Manager  
Community, Partnerships and Customers  
**Lead Executive Member:** Councillor David Buckle, Lead Executive Member for  
Communities and Economic Development  
**Lead Officer:** Angela Crossland, Head of Community, Partnerships  
and Customers

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**Title:** North Yorkshire Safeguarding Adults Board Annual Reports 2019/2020  
and North Yorkshire Safeguarding Children Partnerships Independent  
Scrutineer's Annual Reports 2019/2020

## **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

## **Recommendation:**

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

## **Reasons for recommendation:**

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

### **1. Introduction and background**

**1.1.1** The North Yorkshire Safeguarding Adults Board has a statutory duty to publish annual reports, accounting for the activities of the Board for the previous year. This report covers 2019/20 activity and provides evidence of the key areas of focus for the current year.

**1.1.2** It is important to note the changes in working arrangements for children's safeguarding following the reform in the 2017 Children and Social Work Act and to statutory Working Together guidance in 2018. These changes led to the removal of the statutory requirement for North Yorkshire to have a Local Safeguarding Children Board; the North Yorkshire Safeguarding Children Partnership (NYSCP) undertakes the work formerly delivered by the North Yorkshire Children's Trust and North Yorkshire Safeguarding Children Board. The annual report provides a review and update of the delivery of the Young and Yorkshire Strategy, which aims to improve the lives of children, young people and their families across North Yorkshire. The strategy includes:

- The vision and approach to working for children and young people;
- The key considerations that will be used to check that a difference in truly being made;
- The desired outcomes for all children and young people; and
- Priorities and actions.

**1.1.3** Local Safeguarding Partnerships were launched in September 2019, encompassing adult safeguarding, community safety and children/young people's safeguarding. There is a Selby locality group with meetings taking place quarterly.

## **2. North Yorkshire Safeguarding Adults Board Annual Report 2019/2020**

The report outlines the strategic vision and outcomes, along with a summary of the priorities.

### **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."

### **Strategic Outcomes:**

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

### **Strategic Priorities 2019/20:**

- 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 and Procedures, 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.

- 2.1 The report explains that June 2019 saw the launch of the new website <http://www.safeguardingadults.co.uk> and activities in support of the annual Safeguarding Awareness Week. In October 2019, there was also the introduction of new multi-agency safeguarding procedures for safeguarding adults, and the subsequent change from a seven to a four-stage model which simplifies the process, helps to put the wishes of those people at risk at the heart of the safeguarding enquiry and makes safeguarding personal.
- 2.2 The report updates on the change in governance committee structure, to a joint communication strategy and 12-month calendar of activity being developed across the three Partnerships in line with the over-arching priorities and work of each Partnership.
- 2.3 A total of 4503 adult safeguarding concerns were received during 2019/2020 across North Yorkshire, which was an 18% reduction in the number of concerns received the previous year. At this time work is being undertaken to get the specific referral figures for the Selby district. It should be noted that neglect and acts of omission (i.e., Ignoring medical, emotional or physical care needs or failure to provide access to appropriate health, care and support or educational services) was the highest type of abuse that was recorded for completed enquiries in 2019/2020.
- 3. North Yorkshire Safeguarding Children Partnerships Independent Scrutineer's Annual Reports 2019/2020**
- 3.1 This report covers the first six months of the NYSCP but will have a full year of reflections in the 2020/2021 Scrutiny report.
- 3.2 The report takes time to outline the governance changes to a Multi-Agency Safeguarding Arrangement (MASA). It is explained that MASAs are bound by statutory guidance for partners, and that Working Together 2018 is clear that MASAs do not work in isolation, but form part of the wider means of ensuring local citizen's wellbeing. It is important to note that the 'business' that the Board previously managed, is now held, managed and delivered by Partnership subcommittees.
- 3.3 The NYSCP adopted the Young and Yorkshire Strategy, which was developed by the Children's Trust, which sets out the plan for children, young people and families in North Yorkshire. The strategic headings are outlined as:
- Safe
  - Happy
  - Healthy
  - Achieving
- 3.4 It is noted in the report that areas for continued development for the new NYSCP include:

- Develop an understanding of what needs the most attention across all areas of the Partnership's work
- Keep pace with the needs and demands of the social care service to ensure that the Ofsted judgement of Outstanding remains sound
- Identify and work to address the ongoing issues for children and young people whose emotional and mental health are poor.

Other priorities include (but are not limited to):

- Ongoing review of the new governance arrangements
- Ensure what all agencies remain aware of the wider issues affecting children, families and communities
- Providing evidence and 'showcasing' of the realities of safeguarding practice in comparison to the ambitions set by leaders
- Ensure MACE arrangements fulfil the remit set, and can prove that the work carried out makes the required differences
- Ensure service improvements and lessons learned are embedded
- Ensure that priorities are both data and evidence led.

#### **4. Local Delivery**

To discharge our duty to cooperate, the Community, Partnerships and Customers team have delivered the following through the 2019- 2021 period to date:

- Conducted and submitted the Section 11 audits as per our statutory requirements
- Supported the planning and delivery of Safeguarding Awareness Week, with the overarching theme of 'Safeguarding is Everybody's Business. A focus was placed on a theme a day throughout the week to increase understanding of safeguarding concerns and activity.
- Promoted attendance of Safeguarding masterclasses, and other useful materials such as the One Minute Guides, to support the continual development of our staff and partners.
- Selby District Council hold an internal Safeguarding Panel with cross service representation to ensure safeguarding practices are embedded across the organisation.
- 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.
- Selby District Council's Partnerships Manager became the Chair of the Selby Local Safeguarding Partnership in September 2021.

#### **5. Alternative Options Considered**

None.

## **6. Implications**

### **6.1 Legal Implications**

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

### **6.2 Financial Implications**

None identified.

### **6.3 Policy and Risk Implications**

None identified.

### **6.4 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.

### **6.5 Resource Implications**

None identified.

### **6.6 Other Implications**

Not applicable.

### **6.7 Equalities Impact Assessment**

Not applicable.

## **7. Conclusion**

### **7.1** The North Yorkshire Safeguarding Adults Board and the North Yorkshire safeguarding Partnership are required to publish Annual Reports to provide an overview of the activity that has taken place to effectively safeguard and promote the welfare of Children and Adults in North Yorkshire.

The 2019-20 reports outline the changes in governance within each of the establishments and highlights the areas of strategic focus for the coming year.

## **8. Background Documents**

None.

## 9. Appendices

**Appendix A** – North Yorkshire Safeguarding Adults Board Annual Report 2019-2020

**Appendix B** – North Yorkshire Safeguarding Children Partnership Independent Scrutineer's Annual Report 2019-2020

### **Contact Officers:**

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# North Yorkshire Safeguarding Adults Board

# North Yorkshire Safeguarding Adults Board

Annual Report  
2019/2020



*Making safeguarding everybody's business in North Yorkshire*





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# Message from the Chair

I am very pleased to welcome you to the Annual Report for the North Yorkshire Safeguarding Adults Board (NYSAB) for 2019/20.

As ever, 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 Partnerships (LSPs) 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.

We publish this report during the COVID 19 pandemic; an extraordinary time for the country, and one that is leaving many people feeling more vulnerable and isolated than ever. As a safeguarding adults board it is our responsibility to ensure that those who are most at risk across North Yorkshire are protected from harm, abuse and neglect and that they are supported through these trying times.

It is inevitable that individuals, communities, organisations and services will continue to be impacted by COVID-19 for some time.

I want to give assurance that the SAB, both as a whole, and, through individual agencies, is continuing to work hard to keep people safe whether this be in health services, social care, emergency services, care settings, local communities or within peoples' own homes. We're also working together to minimise service disruption where we can.

The way we respond to and recover from coronavirus will inform a great deal of our work both as a Board and as individual agencies moving forward into the new normal.

Although the pandemic is a current focus for the Board, we have carried out and achieved a great deal in the last 12 months. This report covers the time period April 2019-March 2020 only.

October 2019, saw the introduction of the new multi-agency safeguarding procedures for safeguarding adults. The new procedures moved from a seven to four stage model which helps put the wishes of people at risk at the very centre of safeguarding enquiries, simplifying the process and making safeguarding personal.

In June 2019, we launched our new website <http://www.safeguardingadults.co.uk> which is full of useful information, videos and animations. This is another way we will be communicating with the public and professionals to support safeguarding work across North Yorkshire.

We have co-produced safeguarding materials throughout the year not least the easy read Keeping Safe Guides which were developed and created with the North Yorkshire Learning Disability Partnership Board (NYLDPB) Self-Advocates, Inclusion North and Key Ring. The guides have been a great success and a huge thank-you is given to all those involved.

Also, in June 2019, we marked Safeguarding Awareness Week by holding lots of local events across the county and a large conference in Harrogate for over 300 frontline safeguarding professionals. Health, social care, police, third sector and a range of other agencies who work in North Yorkshire and York took part in a day that was exciting, informative, inspiring, moving and challenging.

Events such as these serve as a reminder of 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 Partnership and Community Safety Partnership.

One change in our governance committee structure has been the dis-establishment of our Communications and Engagement sub-group and in its place a joint strategy and 12-month Calendar of Activity are being developed across the three Partnerships to strengthen our communication and engagement in both our overarching priorities and the work of each Partnership.

We have undertaken a Safeguarding Adults Review (SAR) in the 2019/20 period and a non-statutory SAR (formerly Lessons Learned Review). We have also commissioned a SAR that will be completed within the coming months and the findings of this will be published in our 2020/21 Annual Report.

In ending, I would like to give thanks to those who continue to work tirelessly to keep individuals and our communities safe. Each one of you is making a massive difference.

Thank you.



**Dr Sue Proctor**  
Independent Chair  
NYSAB



# Introduction to the Annual Report

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

This report sets out the strategic vision, outcomes and a summary of our priorities.

It gives information on internal governance 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 the introduction of the New Adult Safeguarding Procedures, our work around joint communications and engagement as well as the work of our sub-groups and Local Safeguarding Partnerships (LSPs).

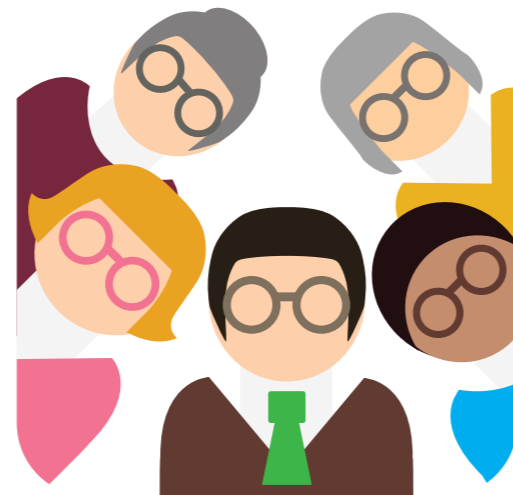
Statements from our statutory partners outline what has been achieved and, in some cases, where there needs to be further work.

Also included is our work on learning and reviewing safeguarding practice and standards including information on Safeguarding Adults Reviews (SARs) and the data we have collected throughout 2019/20.

Our 2020/21 strategic priorities are listed to set out what we aim to achieve in the coming year.

## 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 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 Priorities

## 2019/20

### 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 of safeguarding
- Support Healthwatch to seek 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 Making Safeguarding Personal:

- Deliver confident and competent practice that is responsive, and in which the principles of 'Making Safeguarding Personal' 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 (now deferred by national government to 2021/22)
- Review and monitor any action and improvement plans that result from any identified safeguarding issues from Learning Disability Mortality Reviews.

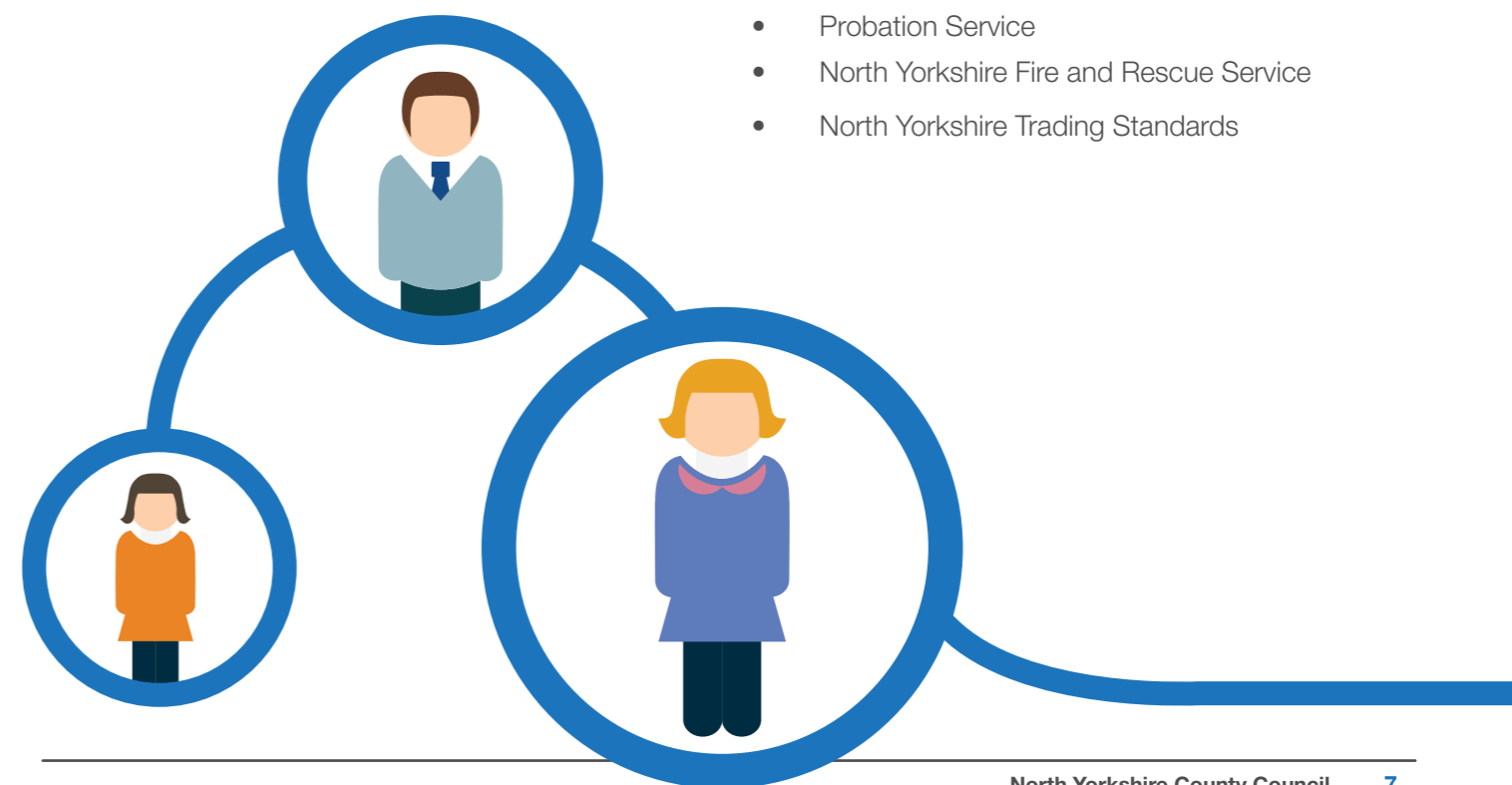
### Understand and assess the impact of changes in the strategic context within which the Board operates:

Anticipate and respond to any changes that could impact (positively or negatively) on Safeguarding in North Yorkshire, for example:

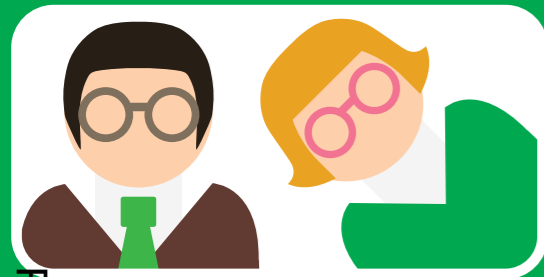
- Exiting the EU
- NHS 10-year plan
- Budgetary Pressures
- Changes to the Safeguarding Childrens' Partnership working arrangements
- The impact of Covid 19 and progress towards recovery

### Our partners:

- North Yorkshire County Council
- North Yorkshire Police
- North Yorkshire NHS Clinical Commissioning Group
- Airedale, Wharfedale and Craven NHS Clinical Commissioning Group
- Harrogate and District NHS Foundation Trust
- Tees Esk and Wear Valleys NHS Foundation Trust
- South Tees Hospitals NHS Foundation Trust
- Airedale NHS Foundation Trust
- Humber NHS Foundation Trust
- York Teaching Hospitals NHS Foundation Trust
- Richmondshire District Council
- Hambleton District Council
- Selby District Council
- Ryedale District Council
- Craven District Council
- Scarborough Borough Council
- Harrogate Borough Council
- Independent Care Group
- Healthwatch North Yorkshire
- Community First Yorkshire
- Probation Service
- North Yorkshire Fire and Rescue Service
- North Yorkshire Trading Standards



# The work of the North Yorkshire Safeguarding Adults Board and its Sub Groups 2019/20



'think family' approach for the North Yorkshire community and we were also joined by the Community Safety Partnership (CSP).

The day involved a number of round table discussions between partners on how we can work better together and support individuals and families across all age groups. It was agreed that the following areas should be developed between the two partnerships:

- A joint communication and engagement strategy
- Joint awareness raising and training on modern slavery
- Joint delivery of Safeguarding Week
- Continue to strengthen work between all three partnerships around domestic abuse
- Develop shared narrative and language around exploitation
- Further consideration of how we can work better in a digital age
- All partnerships would like to work more closely with City of York

We will work together to develop a joint values statement on what is important to us as partnerships and how we will work together to keep people safe across North Yorkshire.

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 is a summary of the work the Board and subgroups have carried out and are looking to carry out in the future.

## Safeguarding Adults Board and Safeguarding Children's Partnership Joint Development Day June 2019

On the 12th June 2019, the North Yorkshire Safeguarding Adult Board (NYSAB) and North Yorkshire Safeguarding Children Partnership (NYSAB) met jointly for the first time as two strategic partnerships. This gave both partnerships the opportunity to come together to look at where we can work together to encourage a

## Development Day 2019

In November 2019, the Board held its annual development day. It was agreed that this year the Board would focus on support for people with learning disabilities that would help to identify priorities for the Board to consider as part of its setting of priorities for 2020/21.

The Board were joined by Sam Suttar and Christopher Porter from the Learning Disability Partnership Board who supported partners in their discussions. Sam and Christopher noted that the LDPB have requested that the two most important areas for NYSAB to focus on are the sharing of the new easy read guides to keeping safe and to work with the LDPB to develop alternative information formats, such as videos. Secondly, to develop training, both for professionals and the public which is co-delivered by people with learning disabilities and autism.

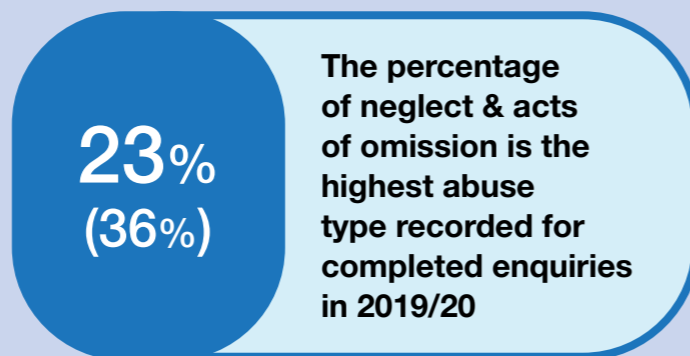
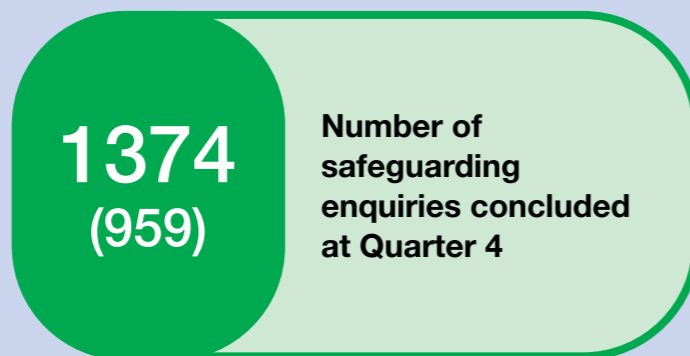
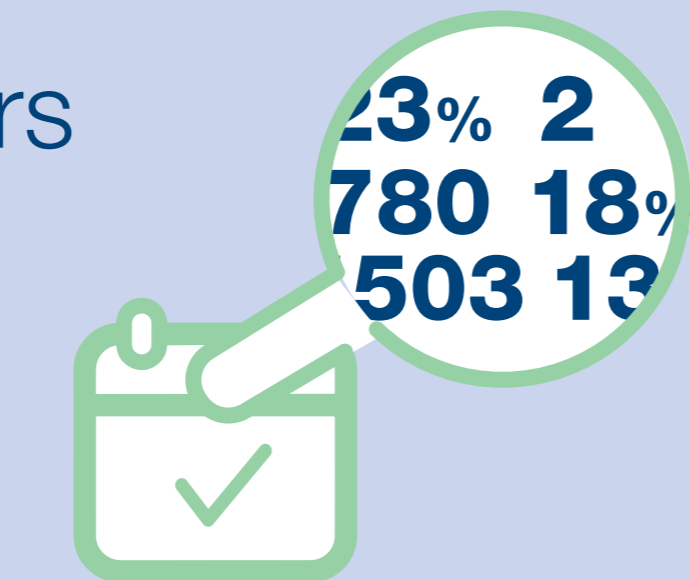
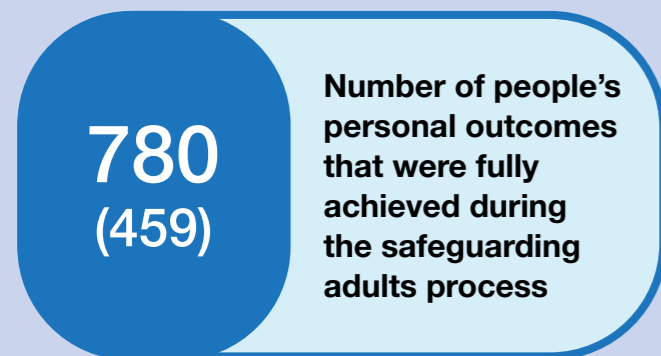
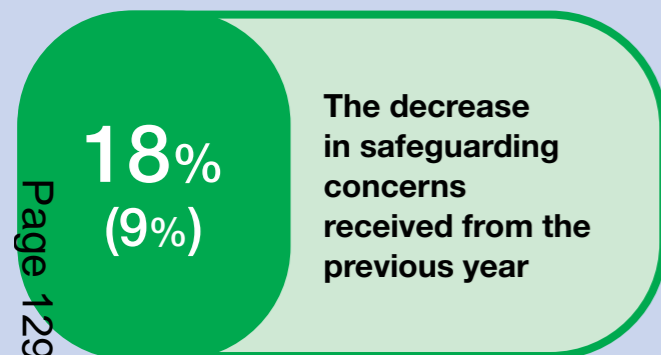
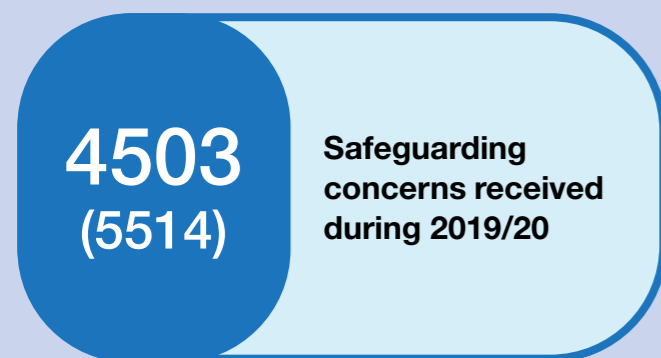
Across all of the conversations during the development day, the reoccurring themes were the sharing of information; availability of training which is inclusive and accessible both for professionals and individuals with a learning disability and/or autism and their families and carers; better engagement and communication; accessible information and communication methods as standard; identifying local trends and developing targeted work plans around this.

The Board is already starting to work on some of these themes, including the development of a joint partnership communication and engagement strategy which will include a 12-month calendar of activity both with adults and children across the County, including those with a learning disability and/or autism. The easy read guides to keeping safe have now been published and received a positive response. They are currently being developed into an audio version, and other formats are being considered.

The SAB website will have a full review over the next six months and partners will be invited to contribute to the development of materials in different formats, including easy read, video, BSL, audio and podcasts, working towards a fully accessible website with information for all. Going forward this will include Easy Read SAB minutes and an Easy Read Annual Report, together with a video introduction to the report.

# Year in Numbers

The year at a glance 2019-20



(#) 2018/2019 figures

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# Policies, Practice, Development and Legislation Subgroup (PPDL)

The group has supported the following:

**Implementation of New Joint Multi-Agency Safeguarding Adults Policy and Procedures**, across the county on 1st October 2019. For Health and Adult Services this meant a review and update of our electronic recording system. Health and Adult services has Operational Guidance for HAS staff to follow. There are 2299 members of staff in Health and Adult Services who will follow this Operational Guidance.

**Masterclasses** were delivered across the county to 187 delegates which included partners and organisations prior to launch. Feedback demonstrated that there is a desire for additional training to be provided by the Board and that this type of delivery will work successfully.

**Review of training was undertaken:** Training for levels 3 and 4 safeguarding, were reviewed to reflect the new policy and procedures, and was delivered to all local authority staff, in preparation for the launch of the new procedures. Briefing notes were produced for other organisations about how to report a concern and the new role of the Safeguarding Concerns Manager.

**Guidance on the development of safeguarding adults policies and procedures** has been produced for smaller organisations to use. The guidance is for organisations which come into contact with adults at risk through the course of their work (including those which provide health and social care and support) It provides recommended content and a suggested structure for a safeguarding policy and procedure.

Available here: <https://safeguardingadults.co.uk/wp-content/uploads/2019/08/North-Yorks-Guidance-on-developing-safeguarding-policies.pdf>

Safeguarding Adults Decision Support Guidance has been approved for use across the independent care providers following a pilot. The Safeguarding Decision Support Guidance will assist providers in identifying situations that may occur whilst carrying out a regulated service/activity which relates to a quality assurance issue, that requires notification to the Quality and Market Improvement Team via completion of the Risk Notification Return; or this may be within an unregulated activity such as day support service. Health partners are involved in a review of this document.

Risk Notification Return form is available here: <https://www.northyorks.gov.uk/safeguarding-vulnerable-adults>

A Safeguarding Review has been undertaken and staff report that they feel that the procedures are more person centred and proportionate for the person by ensuring that the person is supported with decision making and supported to achieve their outcomes, in keeping with Making Safeguarding Personal (MSP).

Persons in a Position of Trust (PiPot): New guidance has been written for responding to concerns about Persons in a Position of Trust (PiPot), where a concern relates to someone's personal life, but may impact upon their job role, if they work with adults with care and support needs. A task and finish group included work with multi-agency partners including, health and police working with the local authority.

## City of York & North Yorkshire Self Neglect Practice Guidance

The City of York and North Yorkshire Self Neglect document outlines Practice Guidance for dealing with issues and concerns and of self-neglect in relation to adults with care and support needs. It is designed for professionals and the North Yorkshire community who may be worried about an adult who may be self-neglecting. It includes lots of useful information on understanding self-neglect, how to support and communicate with someone who might be self-neglecting and what to do if you think someone's life may be at risk.

The guidance can be downloaded here and includes a presentation that professionals can use with their teams: <https://safeguardingadults.co.uk/working-with-adults/nysab-procedures/>

A Training Needs Analysis was undertaken with partner organisations who work with people with care and support needs. Thirteen organisations took part in this by completing a survey which included questions to help identify how many staff are in certain roles within organisations, what subjects people like to see covered on a

training programme and whether organisations would be prepared to open up any of their internal courses to other organisations.

This also helped to identify what barriers were in place to stop people accessing NYSAB training courses and how these issues may be overcome. The Training Needs Analysis identified a number of findings including that consistent practice is needed as a number of larger partner organisations were delivering their own courses, the desire for more e-learning courses and how training and awareness could be delivered in different forms. It was agreed that the Training Needs Analysis should be carried out annually to identify multi-agency training requirements.

An audit process has been developed to formalise the way in which the NYSAB subgroups consider issues for audits and was presented to the subgroups. The process identifies different routes where audits may be identified and the channels through which they will be approved and completed.

Terms of reference have been reviewed and updated by the group.

## Learning and Review Subgroup

The main areas of focus for the learning and review group this year has been to update the Safeguarding Adults Review (SAR) Policy and processes to make sure that we undertake our legal duties and also have a way of monitoring any of the recommendations made and hold our partners to account to make changes as recommended.

The Learning and Review Group develop and monitor the action plans for all statutory and non-statutory SAR's.

The group also looks at other processes that sit alongside SARs such as drug and alcohol related deaths, safeguarding investigations and serious untoward incidents and how these processes can be shared, understood and implemented to keep adults safe and learn to make improvements to services involved.

## Performance and Quality Improvement Subgroup (PQI)

Multi-agency partners report successful implementation of new Multi-Agency Safeguarding Adults Policy and Procedures. Feedback from partners highlights that safeguarding is more person centred and they feel that this supports the person, by asking the person how they would like the safeguarding concern to be responded to and to support the person to identify and achieve their outcomes. For example, to help the person "feel safer." This is in line with Making Safeguarding Personal (MSP). The PQI groups monitors and reviews the data by undertaking audits, which identify whether the safeguarding procedures are being followed correctly and identify areas for learning, which will improve practice.

The Quality and Market Improvement Team are responsible for all aspects of adult social care contracting on behalf of Health and Adult Services. When a concern is received about a care provider they will form a decision whether contract compliance action is required to ensure a safe and appropriate quality of service is

maintained, this may include the decision to suspend further placements made by HAS.

The Quality and Market Improvement Team attend the sub group meetings and provide information regarding the new Risk Notification Return process which was introduced for providers to use to report a notification to the team. The Risk Notification Returns are about issues which are quality assurance.

All partner organisations including the Police and Health are also members of the PQI subgroup and provide information and data which relates to safeguarding, which is monitored by the North Yorkshire Safeguarding Adults Board.

The NYSAB produces a report which contains data about safeguarding adults. This report has been highlighted as example of good practice by the Yorkshire and Humber Association of Directors of Adult Social Services following their review. The group has updated its Terms of Reference and the new reporting template is working well for all partners.

## Communications & Engagement

Over the last 12 months we have taken steps to strengthen the way we communicate and engage not only with partners and professional but the people who use our services as well as the general public.

The communications and engagement sub-group was dis-established in March 2020 and in its place, representatives from the NYSAB, Safeguarding Children's Partnership (NYSCP) and Community

Safety Partnership (NYCSP) will develop a Joint Communications and Engagement Strategy and a 12-month Calendar of Activity, taking into account the priorities of the partnerships.

## Website

We launched our website in June 2019

([www.safeguardingadults.co.uk](http://www.safeguardingadults.co.uk)) The website provides information for partners and professionals as well as adults with care and support needs

## Twitter

At time of publication our Twitter account has almost 800 followers.

Twitter has become a great platform for sharing key messages and information with both the public and professionals.

We monitor our account on a daily basis and interact with our followers to ensure we can link people to the information and guidance they need, make people aware of the disruption to services or just share good news stories. It is also a great way to promote our website and direct people to all of the guidance and information they need to keep themselves and others safe.

Since the COVID pandemic began and people have relied on social media to stay connected, we have realised just how important using our social media is. Just as important is our commitment to share information in an accessible way. We try to use a visual representation in our posts as well as sharing messages in a plain English format.

Social media will continue to be a big part of our communication and engagement work and we will always look at ways we

can use it to it is most effective in safeguarding adults.

## Easy Read Board minutes

In March 2020, we produced our first set of easy read NYSAB minutes. They have received excellent feedback from partners, professionals and in particular from the North Yorkshire Learning Disability Partnership Board (NYLDPB) Self-Advocates. We plan to make the quarterly NYSAB minutes available in an easy read format as part of our commitment to produce accessible information.

## Keeping Safe Guides

It is important that everyone has the information they need to be safe and feel safe. It is also a legal requirement under the Accessible Information Standard that people with a disability have information they can understand.

That is why the NYSAB the Safeguarding Adults Board worked with the North Yorkshire Learning Disability Partnership Board and Inclusion North to write some easy read books about 'Keeping Safe'.

Self-advocates with a learning disability helped us think about the important issues people need to know how to stay safe. Working with Inclusion North and KeyRing, self-advocates decided on the best words and images to help people understand what to do.

Together we have made three Keeping Safe books which you can download from our website

<https://safeguardingadults.co.uk/keeping-safe/easy-read-guides/>

## Future work

In our commitment to create a community approach to safeguarding and following feedback from the NYSAB development day, we will undertake an engagement project to ask the people of North Yorkshire what they want to hear from us, how they want to hear from us and what they want us to hear from them.

We want to ensure that we are not only sharing information with people that they want but also in a way that they want. The engagement work will also look at discussing the setting up of Peer Review groups as well as developing more qualitative ways of gauging feedback from those who have been through the safeguarding process.

We will also be listening to people as to how they want us to feedback to them to ensure we as a Board and individual partners are accountable for our actions to create a culture of openness and transparency.

With this feedback we will review our existing suite of communication tools and also look at how we further strengthen our engagement with the people of North Yorkshire. We want to ensure that how we communicate and engage is effective in safeguarding adults.

## Partnerships and Networks

NYSAB works with a number of local Strategic Boards and Partnerships:

- North Yorkshire Safeguarding Children's Partnership
- 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 across North Yorkshire. NYSAB works in partnership with them to identify and implement agreed collaborative initiatives.



## Strategic Partners

This year we welcomed North Yorkshire Fire and Rescue Service as a strategic partner of the NYSAB

In December 2019, Dave Winspear, Group Manager, Head of Prevention and Protection, gave a presentation to the Board on how the service and the board partners can work more closely together

The NYFRS undertook a fundamental review and the main areas of focus were:

- Prevention – this work looked at mitigating and reducing risks. How to improve staff training and how to educate staff to recognise abuse and neglect and understand safeguarding and vulnerability. The review should be completed by April 2020. There are plans to talk to managers to embed the learning with fire crews.

- Protection – this work looked at buildings, including non-domestic premises and focused on social housing, particularly communal areas which are covered by different legislation. Hoarding is also an issue which can disguise other health and social care issues, and presents a risk which would involve partner agencies.

NYFRS expressed that they would like to work more closely with other agencies particularly around process and referrals. Hannah Oakley, Safeguarding Officer for the NYFRS explained the current referral system and the training available for NYFRS staff. It is difficult for fire crews to detect safeguarding issues, abuse or neglect and where there are concerns a referral is put through to the Safeguarding Officer.

# Local Safeguarding Partnerships (LSPs)

Local Safeguarding Partnerships are local safeguarding meetings where partners come together across Children, Adult and Community Safety services to raise awareness of safeguarding in the local area and respond to local need. The groups identify learning needs, share good practice and deliver the local priorities within the Board and Partnership's business plans.

The groups have launched and now run on a quarterly basis, in the following areas noted below:

- **Harrogate & Craven** - The police delivered a presentation to the group about County Lines and Cuckooing.
- **County Lines** is where illegal drugs are transported from one area to another, often across police and local authority boundaries (although not exclusively), usually by children or vulnerable people who are coerced into it by gangs. The 'County Line' is the mobile phone line used to take the orders of drugs. Importing areas (areas where the drugs are taken to) are reporting increased levels of violence and weapons-related crimes as a result of this trend.
- **Cuckooing** is a form of crime, termed by the police, in which drug dealers take over the home of a vulnerable person in order to use it as a base for county lines drug trafficking.
- **The Harrogate and Craven Partnership** have improved information sharing between partner organisations. This has been incorporated in to the local action plan. Accessing safeguarding training for frontline staff in organisations was also identified as an issue and is now being addressed.

- **Scarborough, Whitby & Ryedale** - The group has looked at what is working well and not working well and their findings were included in an action plan. The group also identified they needed to raise awareness about County Lines and Cuckooing and the police delivered a presentation; highlighting vulnerabilities for children, young people and adults by Organised Crime Groups across this rural county area.
- **Hambleton & Richmondshire** - The group focused on a different case study to be shared at each LSP meeting to identify best practice and/or any lessons learned; to help strengthen partnership working and areas of good practice for learning. Their local plan includes raising awareness about mental health issues for children, young people and adults.
- **Selby** - The changes introduced to the LSP in this area has widened the attendance at the group but also enhanced information sharing across all agencies. For example, the issues being raised in schools may not only affect children but also impact upon the wider community. The issue that was raised before lockdown was around the geographical basis of where people lived and the services they were entitled to. This can be difficult for practitioners to navigate their way round as they may live in a different local authority area yet use services within their local area.

All local areas have received the new Joint Multi-Agency Safeguarding Adults Policy and Procedures and have implemented these locally and are following these within their partnerships

# Safeguarding Week 2019

North Yorkshire and City of York Adults and Children Safeguarding Boards, together with the Community Safety Partnerships, held a series of events across North Yorkshire and the City of York between 24th-28th June 2019 on the theme of "Safeguarding is Everybody's Business".

The week consisted of a range of locally organised public-facing events and a major Conference for health and social care professionals from across the County, held in Harrogate on 25th June. The conference brought together 350 professionals to take part in a number of workshops covering the following areas:

- Child Criminal Exploitation and County Lines
- Domestic Homicide Reviews
- Modern Slavery
- Suicide Prevention
- Harmful Sexual Behaviour
- Self-Neglect

There were also two keynote speakers:

**Clive Ruggles** - Clive Ruggles is an academic, an Emeritus Professor at the University of Leicester. Clive's life was transformed in 2016 when his younger daughter Alice was killed by an obsessive ex-boyfriend following an intensive campaign of stalking. Together with his wife Sue, the rest of his family and some of Alice's closest friends, Clive has set up the Alice Ruggles Trust (<https://www.alicerugglestrust.org>) to try to help prevent what happened to Alice happening to others. The Trust aims to raise awareness of coercive control and stalking and their dangers, to ensure that relevant legislation is effective and adhered to, and to bring about lasting change in order to protect victims.

**ECPAT UK** - ECPAT UK (<https://www.ecpat.org>) is the UK national representative of ECPAT International, a global network of 80 children's rights organisations in 74 countries. Since 1994, ECPAT UK's targeted and focused campaigns and activities have been successful in improving child protection, including the introduction of new UK legislation and the ratification of relevant international conventions, and in raising awareness about child trafficking, exploitation and the abuse of children by British sex offenders at home and abroad.

## Locality Updates

In addition, during the week a number of local events for the public took place, including:

- Members of the Hambleton & Richmondshire local safeguarding adults group held a roadshow on Thursday 27th June 2019 to raise awareness of safeguarding and in particular modern slavery and exploitation.
- Representatives from both Adult and Children's services and as well as colleagues from Trading Standards, Citizens Advice Bureau, North Yorkshire Police and North Yorkshire Fire and Rescue, Foundation UK, who work in partnership to deliver a broad range of innovative and professional services for those who are homeless or at risk of homelessness
- District Councils and NHS services took part in raising awareness throughout the week
- Safeguarding information was shared with the public and communities of North Yorkshire promoting the message 'Safeguarding is everybody's business'
- The Cheshire Anti-Stalking and Harassment Team gave a presentation and discussion in Scarborough Council Chambers
- Hope for Justice, Modern Slavery Training also took place in Scarborough for professionals
- Local 'Loan Shark Teams' were on hand to offer advice to people around financial scams and fraud in Scarborough
- The Community Impact Team who work with local communities to provide multi-agency resources and expertise to resolve cross cutting issues from Scarborough, Whitby and Ryedale also hosted engagement events at local supermarkets throughout the locality to raise awareness

All events were well attended and received with some really positive feedback.

Across the county it is estimated that the events reached well over 1000 members of the public reaching people of all ages.



# Partner Statements

## North Yorkshire County Council – Health and Adult Services

### Awareness and Empowerment

#### Key Achievements

- Completion and successful launch of new Joint Multi-Agency Safeguarding Adults Policy and Procedures across Health and Adult Services for 1st October 2019, to support Making Safeguarding Personal (MSP)
- Working in partnership to plan and deliver local events during Safeguarding Week to raise awareness within local communities.

A Mental Capacity Act audit was undertaken to identify actions so support implementation of Liberty Protection Safeguards.

Delivered workshops to HAS Enquiry Officers and Safeguarding Coordinators on a range of topics to support the implementation of the new Operational Guidance, including domestic abuse and DASH risk assessment, MSP, Mental Capacity Act and safeguarding 'other' enquiries.

- Attendance at User Forums and Partnership Boards.

#### Prevention

- Working in partnership with City of York Council to develop and complete guidance and procedures to manage the risk of Self-Neglect. Planning for implementation in North Yorkshire has commenced.
- Planning for the Post Implementation Review (PIR), has taken place to ensure that the Safeguarding Policy and Procedures have been implemented successfully within Health and Adult Services.
- Review of training was undertaken: Training for levels 3 and 4, were reviewed to reflect the new policy and procedures, and was delivered to all local authority staff, in preparation for the launch of the new procedures. Briefing notes were produced for other organisations about how to report a concern and the new role of the Safeguarding Concerns Manager. Safeguarding competencies for training are also being reviewed.

#### Protection and Proportionality

- Safeguarding Adults Decision Support Guidance has been approved and implemented for use across the independent care provides following a successful pilot. Health partners raised some issues with this and are now involved in a review of this document.
- This ensures that service quality and safeguarding issues are raised through the appropriate route.
- A Safeguarding Review has been undertaken and staff report that they feel that the procedures are more person centred and proportionate for the person by ensuring that the person is supported with decision making and supported to achieve their outcomes, in keeping with Making Safeguarding Personal.

#### Partnership Effectiveness and Accountability

- Launch of new Joint Multi-Agency Safeguarding Adults Policy and Procedures across Health and Adult Services for 1st October 2019.
- Working in partnership to plan and deliver local events during Safeguarding Week.
- Joint working with safeguarding and Community Safety Partnership staff within North Yorkshire County Council, City of York and the Yorkshire and Humber Region, to share and implement good practice.
- Persons in a Position of Trust (PiPot): New guidance has been written for responding to concerns about Persons in a Position of Trust (PiPot) A task and finish group included work with multi-agency partners including, health and police working with the local authority.
- Providing feedback regarding the Regional ADASS MSP Audit tool, which is being developed for use across the region.



# North Yorkshire & York NHS Clinical Commissioning Groups (CCGs)

## Awareness and Empowerment

- GP Safeguarding leads network meetings are well attended and offer additional safeguarding training and support for the dedicated safeguarding practice leads in each GP surgery.
- The well-established Health Partnership Group operates as valued peer support and an effective mechanism for disseminating and discussing local and national safeguarding issues and sharing best practice. A forum for adult supervision has now been added.  
The CCG were key partners in the development and roll out of the Health and Adult Services Operational Guidance and participated in the NYSAB Development Day.
- The CCG safeguarding team have delivered training to 631 Primary Care staff on Modern Slavery, County Lines and Criminal Exploitation, learning from statutory reviews, Domestic Abuse and Multi-Agency Risk Assessment Conference (MARAC), learning from LeDeR, Prevent and the Mental Capacity (amendment) Act.
- Level 3 safeguarding adults initial training has been delivered to Practice Nurses for the first time. Additional training has been delivered to administrative staff on safeguarding awareness and management of safeguarding information in GP practice.
- The safeguarding team contributed to arrangements for Safeguarding week in June and Modern Slavery week in October. GP practices participated in raising awareness of financial abuse.

## Prevention

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:

- Audits of both the Multi-Agency Public Protection Arrangements (MAPPA) and Multi-Agency Risk Assessment Conference (MARAC) processes have been completed highlighting that both processes are well embedded within Primary Care. Primary care guidance for the management of information sharing requests for MARAC has also been developed and disseminated.
- Full engagement in the Prevent agenda
- Assessing vulnerability for adults at risk who 'Did Not Attend' health appointments
- Raising awareness of Modern Slavery & Human Trafficking, and County Lines
- Engagement with and dissemination of the Self Neglect Practice Guidance.
- Completion and dissemination of the Pressure Ulcer Guidance
- Engagement with and dissemination of the Managing Concerns around People in Positions of Trust Policy.
- Learning into action from LeDeR reviews.

## Protection and Proportionality

- 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 safeguarding officers who have been involved in 110 cases in 2019-2020, with the locality teams across the North Yorkshire region. There has been a decrease of 20 cases on the numbers from 2018-2019. The reduction is considered to be as a result of the implementation of the revised NY SAB policy and procedures in October 2019.
- The main categories of abuse in cases with CCG involvement have been neglect or self-neglect (51 cases) and physical abuse (33 cases). The safeguarding team continue to offer support and advice to practitioners in respect of actions required for potential safeguarding concerns. The number of calls for advice and support has continued to increase as awareness of adult safeguarding has developed. The safeguarding team work closely with health colleagues providing safeguarding advice and risk-management support where required for patients in receipt of Continuing Healthcare Funding.
- The number of quality assurance visits completed with partners in NYCC to independent care providers has seen an increase from 27 to 31. 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 CCG quality and safeguarding teams have delivered support and training to care organisations as part of improvement programmes alongside colleagues from the Care Quality Commission and Local Authorities as a proportionate response to ensure the safety of residents.



**Partnership Effectiveness and Accountability**

- Scarborough & Ryedale CCG has been the host for the safeguarding team on behalf of the four North Yorkshire and York CCGs. The consultation process has been completed merging three of the CCGs into one new North Yorkshire CCG from April 2020 and will continue to host the safeguarding team for North Yorkshire CCG and Vale of York CCG.
- The new Named Nurse for Primary Care commenced in post June 2019 strengthening existing safeguarding arrangements and more recently a new Specialist Nurse for Primary Care has also been recruited.
- A joint Safeguarding Accountability & Assurance Framework was published in August 2019 by NHS England and NHS Improvement providing a strengthened commitment by the NHS to promoting the safety, protection and welfare of children, young people and adults at risk.
- All GP practices have had the opportunity to register for and complete the electronic NHS E Safeguarding self-assessment tool providing assurance of compliance with safeguarding arrangements. In 2020/21 the team will offer support to individual practices that have not yet commenced the self-assessment tool.
- Local delivery of the Learning Disability Mortality Review Programme (LeDeR) has been maintained following successful bids for funding to continue the role of the Specialist Nurse, to recruit two reviewers and to progress Learning into Action from completed reviews.
- The NY CCG Chief Nurse is the executive member of the NY SAB and the CCG Designated Professionals and Nurse Consultant and Named Nurse for Primary Care have played active roles in NY SAB and all its subgroups.
- Progress (year 2 of 3) has been made against all areas of the CCG Safeguarding Adults Strategy with most domains achieving completion.
- The team has now joined with children's colleagues to strengthen a regional approach to safeguarding with designated professionals across the Humber, Coast and Vale Health and Care Partnership. The newly formed group has been successful in gaining funding to host a safeguarding conference across the network in 2020/21.

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# Airedale, Wharfedale and Craven NHS Clinical Commissioning Group (CCG)

**Awareness and Empowerment**

**Key Achievements**

- We have delivered our revised face-to-face safeguarding training, tailored to the needs of CCG staff roles.
- Our Named Doctors have delivered face to face training to GPs and Practice Safeguarding leads.
- We have supported an increased number of people with complex health needs to use Personal Health Budget (PHB) and take charge of arranging their own healthcare, around their individual circumstances.

**Areas for development**

- We will need to adapt our approaches to staff training and patient / public engagement in light of the COVID 19 pandemic.

**Prevention**

**Key Achievements**

- The CCG has adopted a revised tool to assess the impact of service changes in relation to safeguarding adults.
- We have delivered level 3 PREVENT training about exploitation and violent extremism to our staff and GPs.
- Our managers have supported staff through proactive enquiry about domestic abuse as part of routine return to work interviews following staff sickness.
- We have continued to work with partners to develop our 'Happy, Healthy at Home' plan for the future of health and care in Bradford District and Craven.

**Areas for development**

- We will need to assess the safeguarding impact of the health system COVID 19 response and review how we can contribute to the prevention of abuse and neglect within our different ways of working.



## Protection and Proportionality

### Key Achievements

- We have run a series of ‘MCA and consent Masterclass’ sessions for staff across the health system in support of the Making Safeguarding Personal agenda.
- Our safeguarding team have provided domestic abuse information and support to testing centres as part of our COVID19 response.

### Areas for development

- Planning for the implementation of the new ‘Liberty Protection Safeguards’ which will help make sure we balance protecting peoples’ rights with need for care and support.

## Partnership Effectiveness and Accountability

### Key Achievements

- We have used our safeguarding and quality systems to monitor how well our providers are doing in protecting people from abuse and neglect and provided regular written assurance reports to our Governing Bodies.
- Working with our Named Safeguarding GPs, we have developed a safeguarding assurance tool for primary care.
- The CCG agreed an increase in resource to the safeguarding team, including a Specialist Practitioner to support primary care and a new dedicated MCA lead post.
- Our Health Safeguarding Adults group has provided leadership and mutual support to safeguarding adults leads across the health system.

### Areas for development

- Implementing and evaluating the safeguarding assurance tool for primary care and recruiting to the Specialist Practitioner and MCA lead post.



# North Yorkshire Police

## Awareness and Empowerment

### Key Achievements

- All new officers received a week Safeguarding training delivered by Safeguarding experts and operational leads.
- Making Safeguarding personal is promoted and explained in training and procedures.
- 1022 officers have been trained in our current Mental Health training package.
- Promotion of Multi-Agency Tasking and Coordination (MATAC), making victims aware of services available to manage perpetrators
- The Missing from Home team have worked with adult care homes and families to develop knowledge of the Herbert Protocol.

### Areas for development

- NYP Safeguarding Champions program – frontline police supervisors’ attachments to Safeguarding teams to develop understanding and experience.
- Future development involving direct training input to non-frontline NYP staff regarding the early identification of vulnerability and adult safeguarding concerns.

## Prevention

### Key Achievements

- 320 Domestic Violence Disclosures, help to empower and prevent future victims of domestic abuse.
- Over 290 Domestic Violence Prevention Orders applied for at court, protecting victims who have experienced violence
- 71% of domestic abuse perpetrators adopted by MATAC have reduced their offending
- Proactive Polygraph, although voluntary will assist in the early identification of risk which supports safeguarding of adults and children

### Areas for development

- Analyse and research of Domestic Abuse prevention and early interventions to assess learning and success.



## Protection and Proportionality

### Key Achievements

- Development of the Banking Protocol supports older people who are at risk of fraud and is a scheme in which high street banks contact police if fraud is suspected.
- The adoption of crimes against Sex Workers as a hate crime.
- Proactive visits to sex workers who are identified as being vulnerable resulting in positive outcomes and national recognition for the media campaign.
- Polygraph Implementation

### Areas for development

- Promotion of the NYP Adult at Risk Action Plan with internal colleagues and our partners.

## Partnership Effectiveness and Accountability

### Key Achievements

- Actively involved in the development of the Multi Agency Sexual Violence Strategic group.
- Chair the Multi Agency Sex Worker Professional group promoting rights and ensuring timely access to the right services
- Multi-Agency Risk Assessment Conference (MARAC) and Multi-Agency Tasking and Coordination (MATAC) engagement continue allowing victims to be heard, agencies to share information and challenge offender behaviour

MARAC is a multi-agency risk assessment conference, which are held locally with the intention of helping high risk victims of domestic abuse. These confidential meetings are attended by domestic abuse specialists, police, children's social services, health and other relevant agencies all sit around the same table. They talk about the victim, the family and perpetrator, and share information with a view to formulate written plans to reduce the risk of harm and provide support for the victim.

MATAC is a multi-agency tasking and coordination pathway that focuses on changing the behaviour in serial perpetrators of domestic abuse, who cause the most harm.

### Areas for development

- Preferred future development of an adult safeguarding Multi-Agency Safeguarding Hub (MASH).
- The development of multi-agency safeguarding Hubs co-located with partners.
- The identification of prevention and early intervention opportunities at a single multi-agency level.

You can find all non-statutory partner statements on our website <https://safeguardingadults.co.uk/partner-statements/>



# Safeguarding Adults Reviews and Lessons Learned Review

Section 44 of the Care Act states that we must carry out a Safeguarding Adults Review (SAR) if certain criteria are met. These are undertaken by an external independent individual with relevant expertise.

This is so that we can identify cases where an adult, with care and support needs, had died or been seriously harmed, and abuse or neglect is suspected. The aim is not to apportion blame to any individual or organisation. It is to seek to identify learning and make improvements. We then hold agencies to account to deliver on these actions. In the past 12 months, the NYSAB have carried out one SAR. We worked in partnership with two other SAB's on a second SAR. We also completed a lessons learned review.

In addition, we have commissioned two further SARs. These will be completed within the coming months and the findings will be published in the NYSAB 2020/21 Annual Report.

## SAR 'Ian'

This review looks at the actions of the agencies involved in supporting 'Ian' a gentleman who died in 2017 after taking his own life. The review looked specifically at the multi-agency response to Ian's needs in the period prior to his death. We thank Ian's family for their help with this review during this difficult time for them.

The report makes a number of recommendations to the individual agencies involved and the NYSAB as a whole, all of which are accepted by the NYSAB in full. As agreed with his family, the pseudonym of 'Ian' was used for this review.

Now that the SAR has been completed, the Learning and Review Group are monitoring the action plan which sets out 7 recommendations to be taken forward by the organisations involved in Ian's life as well as the NYSAB as a whole. One year after the report was published the NYSAB will publish an update which sets out what those organisations have done in response to the recommendations made.

## SAR 'Mr K'

We supported Kirklees SAB with Leeds SAB to undertake a review concerning Mr K, a gentleman with a learning disability who sadly died. The review was carried out using methodology used for Learning Disability Mortality Reviews (LeDeR) which take place when a person with a learning disability dies.

The review found a number of areas of good practice of those who supported Mr K throughout his life. No abuse or neglect was identified. In contrast, the review identified positive partnership working in caring for Mr K and noted the dedication of those in North Yorkshire who worked with him.

Further information about the review and its findings can be found on the Kirklees Safeguarding Adults Board website at the following link: <https://www.kirklees.gov.uk/beta/adult-social-care-providers/pdf/learning-from-a-recent-review.pdf>

## Lessons Learned Review Mrs S

When the criteria for a Safeguarding Adults Review is not met, the SAB can opt to conduct a different review, known as a 'lessons learned' review. This follows a rigorous process and is conducted by an independent individual with relevant expertise.

Two independent Reviews were commissioned by the NYSAB North Yorkshire Safeguarding Adults Board regarding the care experience of Mrs S, who sadly died in June 2018

The first of these, followed a number of safeguarding alerts and complaints raised by one of Mrs S' daughters between 2013-2017 regarding her mother's care in a nursing home.

To assure the Safeguarding Adults Board of the quality of care received by Mrs S and that any multi-agency lessons are identified and acted upon, a second independent case review which evaluated the care and treatment of Mrs S in the final weeks of her life was also conducted.

The Learning and Review Group are monitoring the action plan for these reviews which sets out the recommendations for the organisations involved in Mrs S' care and treatment. A report will be published later in 2020 which sets out what action has been taken by each of the organisations.

All of the completed reviews can be read in full on our website: <https://safeguardingadults.co.uk/learning-research/nysab-learning/>

# Strategic Priorities 2020/21

At the NYSAB meeting in March 2020 it was agreed that due to the impact the coronavirus pandemic was having on the delivery of strategic work, that the NYSAB should reconsider what its priorities should be in the 2020/21

The pandemic impacted and delayed the work of the NYSAB, as evidenced in the Board Delivery Plan and although many of the actions relating to the priorities were carried out, these priorities will now take on a different relevance due to the work around Covid.

It was agreed that the Board would keep the same priorities as 2019/20, with the inclusion of how response & recovery from Covid will form part of the Board's work over the 2020/21 period.

# Attendance Record

Organisation	Designation	June 2019	September 2019	December 2019	March 2020
North Yorkshire County Council	Independent Chair	Y	Y	Y	Y
	Corporate Director of Health and Adult Services	Y	Y	Y	N
	Assistant Director	Y	Y	Y	Y
	Director of Public Health	N	N	Y	N
	Public Health Consultant	Y	Y	-	Y
North Yorkshire Police	Deputy Chief Constable / Assistant Chief Constable	Y	Y	Y	Y
NHS Clinical Commissioning Groups (CCGs)	Designated Professional for	Y	Y	Y	Y
Airedale, Wharfedale, Craven CCG		N	Y	Y	Y
Harrogate District Foundation Trust (on behalf of Acute and Community Trusts)		N	N	Y	N
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	N
Healthwatch		Y	Y	N	Y
Independent Care Group		Y	N	N	N
Legal Advisor to the Board		N	Y	Y	N
Probation Service					Y
Trading Standards				Y	N
North Yorkshire Fire and Rescue Service				Y	Y

# 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 2019/20	
North Yorkshire County Council	£147,574
North Yorkshire Police	£37,000
North Yorkshire CCGs	37,000
<b>Total</b>	<b>£221,574</b>

Expenditure 2019/20	
Independent Chair	£14,222.55
Staffing	£191,744
Supplies and Services	£4,548
Safeguarding Adults Review	£6,194.29
<b>Total</b>	<b>£216,708.84</b>

These figures include funding for the post of Policy Implementation Officer to prepare for implementation of the revised Multi-Agency Safeguarding Policies and Procedures.





# Contact details:

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Web: [www.safeguardingadults.co.uk](http://www.safeguardingadults.co.uk)



*Making safeguarding everybody's business in North Yorkshire*

## Contact us

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Our Customer Service Centre is open Monday to Friday 8.00am - 5.30pm

(closed weekends and bank holidays). Tel: **01609 780 780**

email: [customer.services@northyorks.gov.uk](mailto:customer.services@northyorks.gov.uk) web: [www.northyorks.gov.uk](http://www.northyorks.gov.uk)

If you would like this information in another language or format please ask us.

Tel: **01609 780 780** email: [customer.services@northyorks.gov.uk](mailto:customer.services@northyorks.gov.uk)

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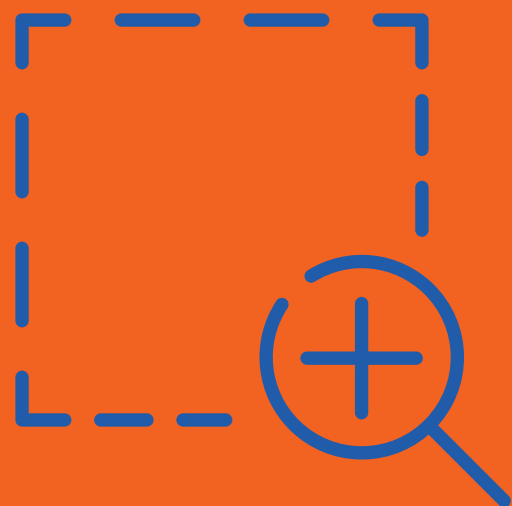


Independent Scrutineer's  
Annual Report  
2019-2020

Enter

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# Welcome to the North Yorkshire Safeguarding Partnership Scrutiny Report

This report complies with the cycles of annual reports completed by the previous North Yorkshire Children's Safeguarding Children Board (NYSCB.) Its annual report was published in line with Financial Year End points, on or around the 31st of March each year. This report, which covers only the first 6 months of the work of the Board's replacement the North Yorkshire Safeguarding Children Partnership (NYSCP) is lighter in content and detail than future annual reports will be, given they will cover full 12-month periods from 1 April 2021 onwards.

This report reviews the early period of operation of the NYSCP. It broadly concludes that a good start has been made and points out emerging areas for continued development as 2020 passes and the Partnership begins to mature. It concludes that early signs are that this new way of working enables leaders at service delivery and quality assurance levels to maintain ownership of the safeguarding agenda. A culture of self-evaluation, and an associated mutuality of ownership of what is working and what needs to improve are the clear intentions of all concerned. The start made is positive. The areas for continued development outlined later in this report are not surprises to the organisations and agencies concerned and will be addressed.

As this report is presented, the County Council and its many partners working with children are, like all partnerships, dealing with an unprecedented public health crisis presented by the spread, and the many layered effects, of the Covid-19 Corona Virus.

The report presents a brief snapshot of the responses underway. These will be followed up with interim reporting if this is deemed necessary and covered in greater detail in the April 2021 version of the Scrutineer's annual report to the Partnership. Again, the signs even in the earliest stages of North Yorkshire's response, are that services, partner bodies and communities are working well together in unprecedented, uncertain and deeply concerning circumstances.

The Scrutineer's ongoing work will keep under review North Yorkshire's clear structure, that seeks to embed a shared ownership culture where all concerned can and will prove outcomes and impact in children's lives. There will also be a need for the Executive to open itself to questioning and constructive critiques from Relevant Agencies, as well as holding those agencies to account. It is already clear that one hallmark of this new partnership will be that the dialogue on vital issues is solution focused, honest and transparent, so that no issue comes as a surprise.



A handwritten signature in black ink that reads "M. Atkinson".

**Maggie Atkinson**

Chair of NYSCP Executive and  
Independent Scrutineer  
31 March 2020

## Function of Local Safeguarding Arrangements

Under the Children Act 2004, localities established Local Safeguarding Children Boards (LSCBs). They were centrally designated and resembled each other. Many were effective, with strong commitment from partners under a duty to cooperate sharing responsibilities. Some became over-bureaucratic and unable to provide proof that their deliberations improved outcomes for or had positive impacts on the lives of children and young people.

A government Review in 2016 led to reform in the 2017 Children and Social Work Act and to requirements in statutory Working Together guidance in 2018. LSCBs were replaced by locally driven Multi Agency Safeguarding Arrangements (MASAs). North Yorkshire's Safeguarding Children Partnership is one, led by an Executive of leadership representatives of statutory partners (County Council, CCGs) plus a CEO from the county's 2nd tier councils and a voluntary services representative. The county's wider Partnership encompasses all Relevant Agencies whose work serves children and young people's wellbeing, education, physical and mental health, safeguarding, citizenship and contributions to society. The county's recently established Local Safeguarding Partnerships encompassing adult safeguarding, community safety and children/young people's safeguarding, are also part of this structure. North Yorkshire's full model, all terms of reference for and meetings schedules of the Executive and the subcommittees that feed into and account to that Executive and each other, are available at [www.safeguardingchildren.co.uk](http://www.safeguardingchildren.co.uk).



## National requirements

MASAs are bound by statutory guidance for partners, from universal services through preventive and early intervention work, to more complex statutory services in health, social care, Special Education Needs and Disabilities, the police and the justice system. All voluntary and community bodies, private schools, uniformed and non-uniformed youth bodies, and faith sector organisations are all Relevant Agencies.

Working Together 2018 is clear the MASA does not work in isolation but is part of the locality's broader means of ensuring citizens' wellbeing. The central tenets are summarised below.

### From "Working Together" 2018, Chapter 3:

**Para 8.** The purpose of local arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded, and their welfare is promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families

**Para 9.** To work together effectively, the safeguarding statutory partners, with other local organisations and agencies, should develop processes that:

- facilitate and drive action beyond usual institutional and agency constraints and boundaries
- ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families



**Para 10.** Effective arrangements link to other partnership work that supports children and families. This will include other public boards including Health and Wellbeing Boards, PCCs’ boards and panels, Adult Safeguarding Boards, Channel Panels, Community Safety Partnerships, the Local Family Justice Board and MAPPAs. This list is not exhaustive.

**Para 11.** Strong leadership is critical for arrangements to be effective in bringing together organisations and agencies. It is important that the lead representative from each of the three safeguarding partners plays an active role. The lead safeguarding partners are the local authority chief executive, the accountable officer of a clinical commissioning group, and a chief officer of police.

**Para 12.** All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise.

**Para 13.** Should the lead representatives delegate their functions they remain accountable for any actions or decisions taken on behalf of their agency. If delegated, it is the responsibility of the lead representative to identify and nominate a senior officer in their agency to have responsibility and authority for ensuring full participation with these arrangements.

**Para 14.** The representatives, or those they delegate authority to, should be able to:

- speak with authority for the partner they represent
- take decisions on behalf of their agency and commit them on policy, resourcing and practice
- hold their organisation to account on how effectively they participate and implement local arrangements

## Independent scrutiny in “Working Together” 2018

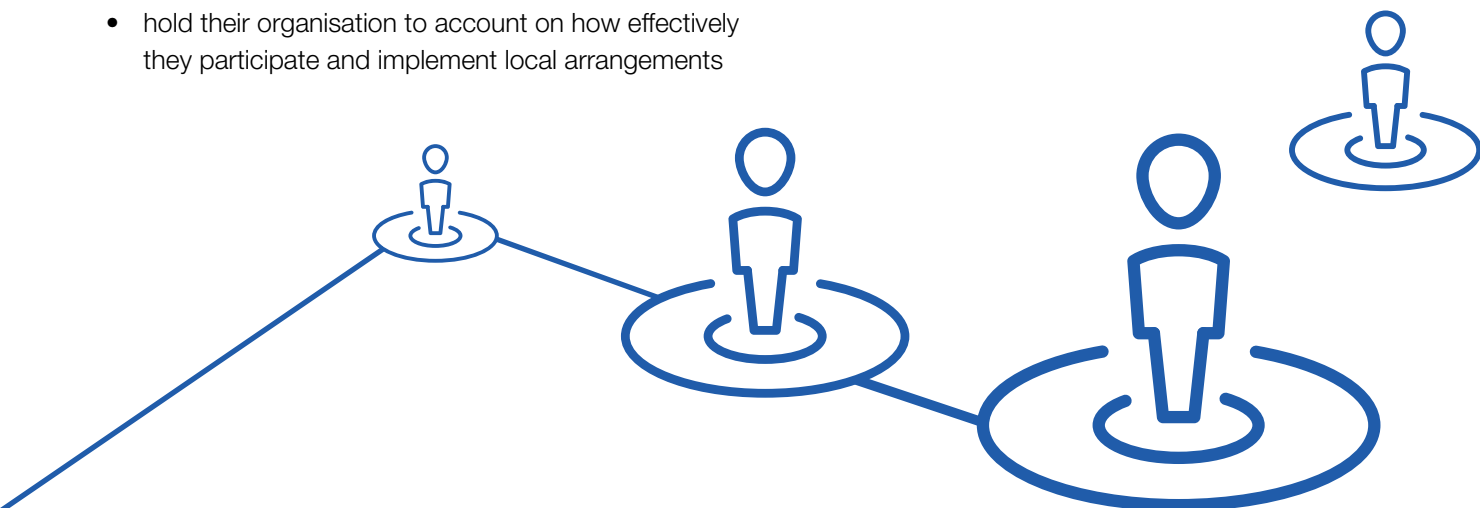
**WT 2018 Para 31.** Independent scrutiny will provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children, including arrangements to identify and review serious child safeguarding cases. It is part of a wider system which includes the independent inspectorates’ single assessment of individual safeguarding partners and the Joint Targeted Area Inspections.

**Para 32.** Whilst the decision on how best to implement a robust system of independent scrutiny is made locally, safeguarding partners should ensure scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

**Para 33.** The independent scrutineer should consider how effectively arrangements are working for children and families as well as for practitioners, and how well safeguarding partners provide strong leadership and agree with the safeguarding partners how this will be reported.

**Para 34.** The published arrangements should set out the plans for independent scrutiny; how the arrangements will be reviewed; and how any recommendations will be taken forward. This might include, for example, the process and timescales for ongoing review of the arrangements.

**Para 35.** Safeguarding partners should also agree arrangements for independent scrutiny of the report they must publish at least once a year.



# North Yorkshire Safeguarding Children Partnership

## North Yorkshire's Partnership complies with "Working Together" 2018:

North Yorkshire Safeguarding Children Partnership (NYSCP) undertakes the work formerly done by both North Yorkshire Children's Trust and North Yorkshire Safeguarding Children Board, aiming to ensure all children and young people in North Yorkshire are safe, happy, healthy and achieving. To be effective, these arrangements link with other partnership work which supports children and families. This includes North Yorkshire Health and Wellbeing Board, North Yorkshire Adult Safeguarding Board, North Yorkshire Channel Panel, North Yorkshire Community Safety Partnership, the Local Family Justice Board and MAPP Senior Management Board. The Partnership's vision and values are rooted in the strengths of work that preceded, and will continue under, the Partnership.

NYSCP has adopted the Young and Yorkshire Strategy developed by the Children's Trust. This sets out the overall plan for all children, young people and families in North Yorkshire. There will be a refresh of it, to include a strong focus on Safeguarding. Young and Yorkshire strategic headings are being amended to read "Safe, Happy, Healthy and Achieving." The Vision, Values and Priorities were examined and agreed at the first meeting of the NYSCP full Strategic Partnership Group on the 22nd July 2019.

Acknowledging the statutory nature of the independent scrutiny function, the brief for an independent Scrutineer is outlined by the Partnership, whose ongoing Executive Chair has been appointed.

The Executive Chair element of the dual post-holder's role represents a statement of intent that all partners will go on being held to account for their safeguarding activities by a Chair who is not a representative of any of the partnership's related organisations or partner agencies.

The Scrutineer element of this role is captured in headline terms in Working Together 2018, but the statutory guidance deliberately ensures a great deal of leeway for localities to steer this element of their work in ways that best meet their contexts and needs.

## Independent Scrutiny

Independent scrutiny is a statutory requirement, designed to provide assurance internally to partners and relevant agencies, their governing and scrutiny bodies; and externally, to the DfE, Ofsted, the CQC, HMICFRS, HMIP, and other inspectors auditors or regulators. The independent scrutineer will never be the sole provider of feedback and reflection. Working Together 2018 is clear that mutual holding to account, support and challenge is how the statutory partners and relevant agencies must operate, ensuring the partnership and its impacts are clear, co-owned, and contribute to progressively improving children and young people's lives. The scrutiny role is vital in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children. The Independent Scrutineer will add impartial, constructively critical challenge and appraisal of safeguarding arrangements. The scrutineer has relevant experience in multi-agency work to safeguard children and will keep the needs and perspectives of the county's children and young people at the heart of everything done to undertake the role.

The Independent Scrutineer will:

- Provide critical challenge to, and clear and evidenced appraisal of, the multi-agency safeguarding arrangements, by attending key meetings and examining work done by vital groups, including meeting children and young people and feeding back on what is found
- Chair bi-annual full safeguarding partnership full-day meetings, part of which will include the scrutineer's feedback to MASA partners and agencies on findings from scrutiny.

Key duties are as follows, in compliance with Working Together 2018:

- Assess how well organisations work together to safeguard and promote the welfare of children and to hold each other to account for effective safeguarding
- Contribute to the content of the safeguarding children partnership's annual report on the effectiveness of safeguarding arrangements, their performance and the effectiveness of local services
- Assess the effectiveness of the help being provided to children and families including through universal and early help services





- Assess whether the three statutory safeguarding partners are fulfilling their statutory obligations
- Scrutinise the quality assurance activity (including reviewing statutory and local reviews, the results and findings of multi-agency case file auditing, and North Yorkshire’s processes for identifying lessons to be learned from tragedy and crises in children’s lives)
- Scrutinise the effectiveness of training, including multi-agency training, whose aim is to equip staff to safeguard and promote the wellbeing and welfare of children
- Assess the effectiveness of safeguarding arrangements
- Provide a rigorous, evidence based and transparent assessment of the extent to which partners and relevant agencies are fulfilling their statutory duties to keep children safe
- Evaluate arrangements for the operation of the safeguarding partnership and attend a range of meetings and activities including visits to partner and relevant agencies
- Support the implementation of findings and outcomes from safeguarding reviews
- Assess whether effective performance management, audit and quality assurance mechanisms are in place within partner organisations which will support the three safeguarding partners to fulfil their statutory objectives, and which will enable the partnership to identify and measure its success and impact
- Ensure that the voices of children, young people and their families are appropriately represented and heard in the work of the partnership.

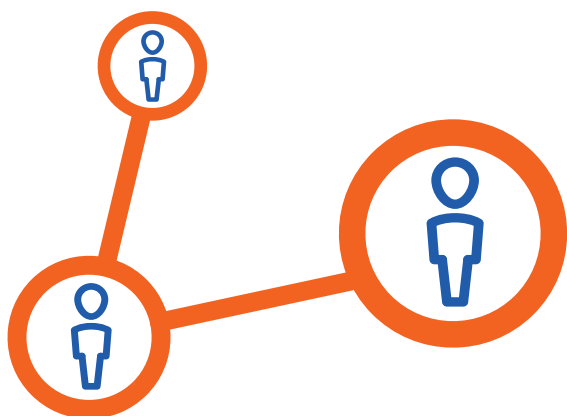
### **The establishment of the partnership**

North Yorkshire and its many agencies started from a broadly accepted position of sound practice in and beyond social care services, whose core activity is safeguarding. The Partnership was established through a wide ranging, open and listening consultation, and the work that resulted in a final model was done through collaboration and co-construction. This foundation will matter as the Partnership matures and faces challenges or difficult questions, because the new model has been co-owned from its inception.

First discussions of how a new model might work commenced under the previous chair of the NYSCB in 2017, as the new legislation came into effect. The change towards a Partnership (the MASA) was regularly discussed by the then-LSCB and then-Children’s Trust, and in meetings of professionals where emerging thinking was tested. Such discussions continued until the “go-live” date for the new Partnership in late September 2019. The Safeguarding Board and Children’s Trust both stood down to make one body responsible for delivering the best outcomes for children and young people. The LSCB continued to hold to account those working on safeguarding throughout the period of change towards the creation of the county’s MASA. Its remit remained as it had since 2005: to work across, and hold to account, all services for and touching the lives of children and young people.

The NYSCB had already developed a leaner model than many in England were working to, before 2019. From the arrival of a new Chair in 2018, Board meetings became learning and development events as well as settings for serious, recorded discussions about how services were improving children’s outcomes. It was apparent throughout that there was buy-in to safeguarding across the county, from the top levels of partner agencies downwards, and across agencies. The Board also took up opportunities to work with, and to take on board the views and voices of, children and young people. In 2018-19 the three bodies which would be the lead statutory Partners (Tier 1 LA, CCG, Police) led on consulting on, agreeing and designing a new model which relied on consultation across the county. There was a strong consensus that “blank sheet of paper” thinking was not necessary, given the soundness of the LSCB’s ways of working, the commitment to combining the new Partnership and the Children’s Trust Board, and the open fashion in which the new model was developed from strong starting points.





### How the partnership was developed: the North Yorkshire model

The 3 partners created, and agencies' governance bodies, scrutiny mechanisms and staff groups agreed the model which would best serve the county, England's largest, which has complex and varied communities across its footprint. The new model launched in September 2019 reflects the commitments of all concerned to a new way of working that they own and work within, because they were part of devising and agreeing it.

The foundation layer lies in ongoing development of practice on the front lines of service, being fed into and across the multi-agency landscape as key opportunities for learning. Practice is celebrated when outcomes are good, and challenged where improvements are necessary, as a standard expectation well established in North Yorkshire. The Signs of Safety model lies at the heart of practice for those whose core professional activity is safeguarding, and influences the work of others whose work, whatever their professional background, ensures the voice of the child and the experience and strengths of the family are front and centre.

Connected to this reliance on best practice are the services working with children and young people. The importance of this connectivity arises from all concerned agreeing that all services need actively to seek joint ways of working, aiming to intervene early with children and families in ways that prove working together is better than doing so in separate silos given the focus is the child. This inter-connectedness, backed by data to help steer the direction of travel, seeks to ensure that the Partnership links strongly with other key bodies and the Relevant Agencies listed in the materials on the new model to be found at [www.safeguardingchildren.co.uk](http://www.safeguardingchildren.co.uk).

These active inter-service connections include those with:

- Second Tier District and Borough local authorities, one of whose Chief Executives plays a key role on the NYSCP Executive;
- The county's Adult Safeguarding Board, with which active discussion of inter-generational themes and joint issues is continuous;
- Health and Wellbeing Boards at county and district levels;
- Decision-making bodies and governance mechanisms working in both commissioning and provider organisations across
  - o Education across all ages and in all settings, whether publicly funded or not, and including FE provision.
  - o Youth organisations in the public, private or voluntary sectors, including sporting, uniformed and other citizenship organisations. (The CEO of Community First Yorkshire, a key provider in the youth service offer across the county, sits on the Executive of the Partnership.)
  - o Both commissioner and provider bodies in the health economy, in both physical and mental health settings. (The CCGs are Statutory Partners, providers being Relevant Agencies.)
  - o All levels of social care provision, including early help and multi-agency safeguarding teams, those working with children in need, on child protection plans, involved in care proceedings or already in care, care experienced and care leaving. This inter-service and multi-agency block includes those making commissioning decisions.
  - o Faith and other community bodies.
  - o The criminal and civil justice system (the county's police service as a statutory partner is represented by the ACC on the Partnership Executive.)



Even at this early stage, the Executive has a clear understanding that it must understand the service landscape so it can see and be assured of where safeguarding practice is exemplary, acceptable, or either potentially or actually in difficulty. Such knowledge will facilitate learning. It will enable the Partnership to see what continued improvement looks like, and where there is a need to ensure all services are as good as the best. The Partnership will need to go on ensuring appropriate changes in commissioning arrangements, the deployment of staff and workforce development, so that services go on being the best they can be.

It follows that the Independent Scrutineer, concentrating on seeing how the Partnership operates through its subcommittee structures, business agendas and culture, will help to sustain county-wide learning and improvement, capturing and reporting back on how stated ambitions translate in practice.

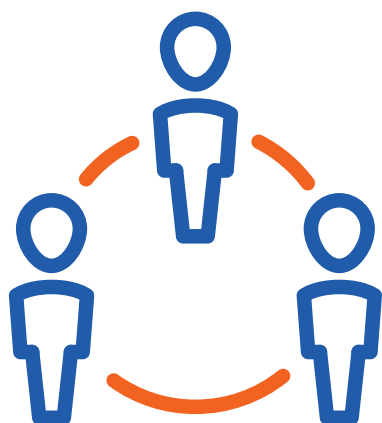
The partnership is also concerned with ensuring sound Governance, especially given the amalgamation of the work of the former LSCB and Children’s Trust Board.

Governance covers how the Executive operates, what the wider partnership entails and what it will require of members, how subcommittees are constructed and what they cover, and where risk, liability, accountability and ownership lie. Governance also covers the structure diagram at [www.safeguardingchildren.co.uk](http://www.safeguardingchildren.co.uk) which gives an overview of the Partnership and details the Executive’s and its sub-groups’ terms of reference.



A good governance framework also captures the business of the new Partnership, how audit and data analyses will capture progress and areas for development or renewed focus, and how the Partnership will relate to North Yorkshire’s other governance structures. This means that the Partnership needs to be clear about how and with whom it communicate agendas, decisions, priorities, successes, warning signs and lessons to be learned. Its reach covers a wide landscape across North Yorkshire, the wider Yorkshire and Humber region, and then “upwards and outwards” to national bodies including DfE, DH, DWP, Home Office and MoJ, MHCLG, Ofsted, CQC, HMICFRS, HMIP and others. Governance is particularly pertinent given DfE’s recent announcement of an early stages review of MASAs across England. This will be undertaken by the author of the review which led to LSCBs standing down and MASAs being established, Sir Alan Wood CBE.

Like many other MASAs, North Yorkshire’s was formed on the basis that if practice and services are got right, and the business in each subcommittee is well directed, clearly framed and data-rich, governance should not be a major issue. The county was wise not to start by drawing a governance structure and trying to shape practice to fit. Rather, the slimming down of sub-groups and committees that had already taken place, and the determination to combine the MASA and the Children’s Trust, have both led to greater clarity about what business is done where within the new model.



The NYSCP retains two Lay Members within the Strategic Partnership Group. The latter will also include NYCC Elected Members for Children's Services and Education, NYCC Children's Champion and the Police, Fire and Crime Commissioner. All of these will be called on to assist the scrutineer in ensuring the voice of the community is heard in the partnership. The NYSCP also maintains close working relationships with Community First Yorkshire who will both provide a county wide representation to the partnership and sit on all levels of governance bodies. The NYSCP will also work with the North Yorkshire Inter-board Network and the North Yorkshire and York Systems Leadership Group to progress joint opportunities of work and both groups will support the scrutiny framework in the county.

The importance of relating firstly to children and young people and their representative and advocacy bodies is also considered in the way the Partnership operates. Children and Young People are considered integral to the work of the NYSCP and as such they will continue to feature in Business Plans and annual reports. The NYSCP will continue to build on the work of the former LSCB to actively engage and involve children and young people in all aspects of the partnership.

The North Yorkshire Youth Voice Executive have agreed to be a relevant agency from a umbrella organisation for a number of youth voice group in the county such as The Young Peoples Council (Children in Care Council), Flying High (SEND Youth Voice Group), The Young Carers, the LGBT Youth Forum and the HDFT Youth Forum, Military Kids Club Heroes. The NYSCP will continue to utilise the Growing Up in North Yorkshire Survey which seeks to obtain the views, experiences and opinions of pupils in schools in national curriculum year groups 2, 6, 8, 10 and 12 regarding a broad range of issues from health and education, to home life and activities outside school, including risk-taking behaviour.

The NYSCP will maintain the previously adopted Professionals Resolutions Policy. This seeks to ensure that where issues arise between agencies on the safety or welfare of children or young people, matters can be resolved in a timely manner through escalation processes. The NYSCP will also engage with peer review processes to enhance practice and procedures. The NYSCP will continue to undertake routine Multi-Agency Audits, reviewed by both the partnership and the Independent Scrutineer.



# Structure of the NYSCP

## The configuration, terms of reference, membership and attendance of subgroup

One challenge connected to standing down a Board as the statutory safeguarding accountability body is that the business previously owned by that Board is now held in, owned and driven by the Partnership's subcommittees, which account directly to the Executive. That the Executive's members must also account to each other and to Relevant Agencies and hold themselves to account internally for their safeguarding work, is also not lost on those involved.

The responsibility for recording and holding the risks involved in ensuring good safeguarding practice is the norm needs careful monitoring, given there is no longer a Board where that knowledge and accountability will be held. Though much of what happens is "business as usual" in a county such as North Yorkshire which has a strong track record, the locus of control and ownership has moved closer both to the front line where services are delivered, and also into the spaces between services whose members work on subcommittees, and on any task and finish groups.

Attendance records and what subcommittees cover, decide or refer into the Executive are all kept. In particular, it is stressed to all concerned that the locus of activity has moved from a multi-agency Board with both an Executive and subcommittees, to an Executive and subcommittees only. This change sounds superficial but is acknowledged as having profound implications: on attendance at meetings, on take-up and following-through of actions, clarity of what needs to be referred to the Executive, and on what purposeful and impactful multi-agency working look and feel like. In these early days there is every intention to ensure the subcommittees are the engine of shared practice and ownership of safeguarding.

How the business is done in groups that answer and report to the Executive is broadly as follows.

The larger, NYSCP Strategic Partnership Group is not strictly a subgroup. It is the wider partnership. It brings together all the members of the Executive with the relevant agencies on two full working days per year, which are facilitated by the Executive Chair/Independent Scrutineer.

The purpose of these gatherings is three-fold:

- To enable the Independent Scrutineer to present her findings and recommendations,
- To consider both local priorities and learning, and national themes which will inform the NYSCP in delivering the priorities set out in a 2020 refreshed version of Young and Yorkshire, and
- To ensure professionals from as wide a field as possible both remain connected to the Partnership's agenda, and are maintaining and strengthening real, face to face links and connections with each other on the basis of shared agendas

Also not NYSCP Subgroups, but closely connected: North Yorkshire has reviewed what were once separate safeguarding bodies in the second-tier localities across the counties for Adults, Children and Community Safety, bringing them together into five Local Safeguarding Partnerships where issues across generations and in criminal justice and safety issues as well as community concerns are all considered together. These five bodies aim to ensure that a "think families and communities" approach is taken, and there is a focus on shared agendas and not duplicating efforts or meeting patterns. It is comparatively early in the development of this way of working to be able to offer a detailed judgement of the quality of what is done in these partnerships, and the Scrutineer will need to ensure that her work captures their successes and best practice as time passes.

## The subgroups themselves:

### Local Safeguarding Practice Review Group (LSPRG):

The arrangement by which Local Safeguarding partners will identify serious safeguarding cases which raise issues of importance in relation to the area. The LSPRG will arrange 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 (Children and Social Work Act 2017).

The LSPRG process maps identify the agreed processes for considering serious incident notifications as outlined in WTSC 18. The NYSCP instigates the rapid review process following a notification made by the local authority and will comply with the requirements of the national (DfE hosted) Child Safeguarding Practice Review Panel (The Panel) about whether a Local or National review is required. Upon a review being commissioned the NYSCP will recruit an independent reviewer to undertake the child practice review or other local review as identified. It is the expectation that reviews and or learning areas will be published to ensure wider multi-agency learning is shared with the wider partnership.

Practice and Development Subgroup (PDS) This will assure and contribute to the development of strategic and operational child safeguarding practices in line with National and NYSCP Priorities. It will provide challenge, and hold partners and commissioned services to account, with respect to Safeguarding Children practice. Where appropriate the Group will identify, initiate and take a lead on portfolio areas in relation to Safeguarding Children practice. Also where appropriate, the decision will be made to appoint a lead officer with responsibility for identified portfolio work relating to Safeguarding Children practice. Where appropriate the Group may set up task and finish groups, with specific end dates, to action and conclude portfolios of work relating to improving practice. It will deliver additional responsibilities as directed by the NYSCP Executive Group. It will maintain strong links across the Partnership, via the NYSCP Executive Group and other appropriate channels.

Learning and Improvement Subgroup (LIS) This subgroup will be proactive in identifying, reporting and acting on appropriate examples of national learning, innovation and good practice in relation to safeguarding children, working on behalf of the NYSCP. It will review and analyse the NYSCP Multi-Agency Dataset and identify any performance, themes, trends and actions accordingly, including providing questioning and challenge where appropriate. It will maintain the NYSCP Learning and Improvement Framework, which is shared across agencies to enable organisations to be clear about their responsibilities, to learn from experience, to learn from good practice (positive and negative) and to improve services as a result. This Group will plan, coordinate, commission, and evaluate the impact of multiagency safeguarding training and conferences. In accordance with the NYSCP's Learning and Improvement Framework, it will commission audits and research regarding significant themes arising across all sources of performance information, serious incident review outcomes and learning needs analysis. These will include but are not limited to audits of agency compliance with their responsibilities as per Working Together (2018); Case file audits; Practitioner audits; School and Early Years audits; Partner audits as directed by NYSCP. This subgroup will analyse information from single and multi-agency audits and report key learning themes to the NYSCP Executive and the Practice Development subgroup. It will monitor, and where appropriate direct, the implementation of recommendations arising from audit activity, Safeguarding Practice Reviews or other learning reviews. It will also undertake any additional action as directed by the NYSCP Executive.





Multi-Agency Child Exploitation (MACE) and Contextual Safeguarding Strategic Subgroup: The purpose is to provide strategic oversight, scrutiny and challenge of the NYSCP MACE procedures, through analysis of performance management data to ensure the efficiency and effectiveness of operational activity. Members will support the development of robust and effective practices and procedures and provide oversight and scrutiny for the strategic development and operational activity of MACE. The group will be responsible for the creation, progression and management of the MACE strategic action plans and management of MACE arrangements.

Multi-Agency Child Exploitation (MACE) and Contextual Safeguarding Operational Group: The purpose is to drive the operational delivery of MACE and contextual safeguarding arrangements. The group will monitor and analyse multi-agency data and outcomes, so as to influence practice and coordinate approaches across agencies. The group will also undertake scoping and research of local, regional and national developments in policy, practice and legislation surrounding MACE vulnerability themes, and will feed its findings into the MACE and Contextual Safeguarding Strategic Group where required. The Operational Group will lead on the identification of themes, patterns and trends around Exploitation and vulnerability across North Yorkshire and will coordinate findings from single and multi-agency audits so as to share learning across the North Yorkshire Safeguarding Partnership (NYSCP.) Members will lead in designing, coordinating and delivering MACE and Contextual Safeguarding campaigns and raising awareness around MACE and Contextual Safeguarding themes across North Yorkshire.

Sub-County MACE and Contextual Safeguarding Practitioner Groups: In 7 geographical area groups, members are responsible for driving forward performance, and for disseminating learning and action plans within their own organisations. They will ensure the MACE and Contextual Safeguarding procedure is embedded in day to day practice. The group will also undertake scoping and research of local, regional and national developments in policy and practice surrounding MACE and Contextual Safeguarding. The group will act as the conduit between strategic management and operational practice and provide quarterly updates to the MACE and Contextual Safeguarding Strategic Group. There will be several levels of escalating concern in these groups:

**Level One** – Child/Children or Young Person(s) related – this involves the identification, risk assessment and risk management of those children identified as being at risk of child exploitation and incorporates three key components:

1. Initial identification of risk through a safeguarding referral into the MAST
2. Multi-Agency risk assessment and risk management of children at risk of exploitation through existing NYSCP Procedures
3. Multi-agency Locality Tasking meeting held weekly to include a review of MFH cases, new CSE/CCE cases, review of high risk and complex cases and agreement of cases relevant to share at the MACE and Contextual Safeguarding Level 2 meeting.

**Level Two** – MACE and Contextual Safeguarding – information relating to the links between children at risk or subject to exploitation, perpetrators or individuals who may pose a risk by exploitation and/or locations and community intelligence.

This involves the following four components:

1. The identification and assessment of perpetrators and/or individuals who may pose a risk by exploitation.
2. The sharing of community intelligence related to perpetrators or individuals who may pose a risk by exploitation as well as locations where harm is being caused within communities.
3. The sharing of relevant details of children identified as at risk of or subject to exploitation through the Level 1 MACE and Contextual Safeguarding process. The purpose is to identify community links between victims, perpetrators or individuals who may pose a risk through exploitation, and locations or hot spots through locality mapping exercises. This work will include any concerns raised by other Local Authorities and private residential home providers and settings around Out Of Authority Looked After Children placed in North Yorkshire.
4. Developing robust locality partnership action plans to develop intelligence, pursue and prosecute perpetrators and disrupt exploitation activity within communities.

## Work of the NYSCP

### Child Death Review Partners:

Child Death Overview Panel (CDOP) arrangements are undertaken cross-border, covering the City of York and North Yorkshire County Councils, their learning being further enhanced by collaboration with other regional neighbours. The North Yorkshire Safeguarding Children Partnership (NYSCP) & City of York Safeguarding Children Partnership (CYSCP) provide governance arrangements for the Child Death Review Partners (CDRP). The Local Authorities and CCGs are responsible for the CDR arrangements as per Working Together to Safeguard Children (2018).

CDOP are responsible for collecting and analysing information about each child death with a view to identifying any case giving rise to the need for a review mentioned in regulations, any matters of concern affecting the safety and welfare of children in the area of the authority, any wider public health or safety concerns arising from a particular death or from a pattern of deaths in that area. The Panel will also put in place procedures for ensuring a coordinated response to an unexpected child death by the authorities, their partners and other relevant persons.

It has been agreed by the Child Death Review Partners (CDRP), (the Clinical Commissioning Groups across York and North Yorkshire and both Local Authorities) that CDOP will report to the Safeguarding Children Partnerships in each Council's area, given that the statutory CDRP make up two of the three Safeguarding Partners. The third is North Yorkshire Police, also involved in CDOP processes.

The CDOP is currently chaired by a senior manager from Public Health in York. Chairing will then be agreed on an annual basis. CDOP will continue to provide reports to the York and the North Yorkshire Safeguarding Children Partnerships and will publish an Annual Report. CDOP will engage with the Yorkshire and Humber Regional CDOP Coordinator Meetings and Sub Regional CDOP Coordinator's meetings, sharing information to develop understanding of child deaths across the region, to share best practice and to understand the challenges faced.

### The work undertaken to date: reasons to celebrate

Readers should note that this, whilst it is badged an Annual report contribution, relies on only six months of the operation of the new Partnership in North Yorkshire.

The Scrutineer plays a dual role in North Yorkshire, chairing the Executive and undertaking Independent Scrutiny. At the time of writing there have been three meetings of the new and somewhat larger Executive than the one which steered the former LSCB. Between the first in September 2019 and the third in January 2020, it has become ever clearer that executive level leaders from the three statutory partner bodies have become steadily clearer, more strategic and likelier to contribute to meetings which actively seek co-owned answers to questions of momentum, proof of impact, agreed ways forward with key issues, and holding all concerned to account.

The absence of a back-up mechanism that was once provided by the presence of a far larger Board has meant that Executive members have quickly come to see that ownership of the agenda and decision-making lie with them.

**In the September Executive** it was clear people were feeling their way somewhat, including the Chair who had previously chaired the Board. The terms of reference for the Executive were clear, but clarity of what was being decided and what action points were agreed needed to be stronger. The plan to have subcommittee chairs on a rolling basis attend the Executive and present their findings on the work of their committee was not yet in place. Executive members were finding their way into owning the fact that their function is now, with each other and subcommittees, to seek firm assurance of pace, outcome-focused activity and impact on children's lives.







**In the November meeting**, the discussion was sharper and more strategic, and Executive members interrogated materials brought to them (for example the presentation on key themes from a wide range of data collated by the team working for the County Council but owned by different agencies) with greater clarity and a stronger analytical intent.

**The January Executive** meeting was even more focused, strategic, questioning and outcomes driven. Members challenged each other on key issues such as spending on a key post in the Multi-Agency Child Exploitation team. There were clear and focused outcomes for the Chair and the Business Unit team to pursue as decisions and actions arising from the meeting. Ongoing issues in a Relevant Agency setting were thoroughly explored and useful suggestions about continued solution finding were tabled and accepted. Members were focused, determined, clear and supportive in their feedback, and gave directions on actions to follow with names against each. To see this positive progression of co-ownership and deeper engagement across only three meetings to date is encouraging.

**There is real quality and depth of discussion in the Partnership’s subgroups**, not least because they are in large part continuation bodies from their work under the old LSCB, albeit they are now charged with being the “engine” that drives safeguarding deliberations in their themed business. The terms of reference are clear and have been devised in partnership across the county. Representatives from partner bodies come to the work of these committees in honest and transparent fashion and are prepared to use the committee settings to identify what needs to improve in their own and other agencies’ practice. This means that they both own and will continue to pursue a strong and accountable safeguarding agenda.



**The training offer is strong.** Agencies undertake single agency training tailored for their needs, using safeguarding materials and agreed approaches that fit particular settings.

For example:

- There is an established culture of Serious Incident Reviews in health services across GPs, therapy services, ante and post-natal services, Hospital Trusts and practitioner groups. It is clear that health service partners take safeguarding seriously in both their professional mindsets, and in team and individual front line practice. The learning from all these reviews is disseminated in face to face sessions, through the Partnership’s website in a range of formats from detailed to 7-minute briefings, posters and visual materials, e-bulletins and social media channels.
- Learning from other activities, and from national and regional themes, is similarly translated into and followed through in training both face to face and online, across agencies. From 7-minute Briefings on the website through courses for staff, the offer is valued and respected.
- North Yorkshire’s schools are using both Working Together and Keeping Children Safe in Education guidance as cornerstone documents and approaches, and there is a good return of Section 175 Audit documentation when these are requested. Where training is needed, schools are as likely as any other service or organisation to take advantage of it to ensure governors and staff alike are kept up to date.
- North Yorkshire Police lives out its strong commitment to partnership working in both the Executive and the subgroups outlined above.
- The Partnership is active on a range of social media channels and uses its voice, and the capturing of activities in real time, to reach out to a wider audience both within and beyond the county.

The Partnership offers a respected, often well-attended training and development programme, offered across all agencies. What is learned from clear and focused multi-agency Section 11 and schools-focused Section 175 audits, and from accountability and scrutiny mechanisms, informs the quality of the training and professional development on offer through events

such as management master classes on key themes. The offer therefore arises from a clear evidence base that captures what is needed, using agency and inter-agency feedback, evidence from practice and case file audits, and “live” knowledge arising from when things go either well, or badly in the system.

Trainers are aware that it is less easy to capture what the results, influences and impacts of training are on both frontline practices, and the quality of work that ensues in services. It is acknowledged that tying training to results and outcomes is an art rather than a science, but the trainers are aware that there must be continued efforts to tie these elements together so that future training, and future service development, are better connected and evidenced.

**Good practice examples are being captured and recorded by the Partnership’s subgroups.**

Given the strong foundations underpinning the new arrangements in North Yorkshire, this breadth and depth of good practice is not a new thing, or a surprise. However, it deserves to be both noted here, and broadcast more widely and publicly, given there is a sustained national mood, often strengthened by poor media practice, that leads people to believe children and young people are not well served. The following very brief case studies, which are only examples and will be added to in future reports, belie that false belief. The Partnership is urged to do all it can to publicise them.

The county is already well known for its social care related approaches to the nationally recognised “No Wrong Door” approach to safeguarding within families, communities and schools for adolescents who might otherwise, and in other places, be taken into care. The success of this initiative lies at the heart of North Yorkshire’s having been chosen by DfE to be a Partner in Practice.

There is considerable evidence of good practice considered at many subgroups, not least among them the Local Safeguarding Practice Review Group which examines and makes recommendations about the most sensitive and difficult cases in North Yorkshire. The details of these cases are not shared in this scrutiny report, given even the remotest risk that individual children and families could be identified were sufficient details published.

The scrutineer is not prepared to allow that to happen. However, assurance is hereby given that the work of that subgroup remains as sound under the Partnership arrangements as it already was under the Safeguarding Board.

Not least among reasons to celebrate the work undertaken in both preventative and more high level or later interventions in children’s and young people’s lives is the fact that there are already good, widely valued and used published strategies for, and pathway documents guiding practice relating to, children and young people’s mental and emotional health and wellbeing. These include materials of great relevance when there are issues of self-harm or suicidal ideation, including instances where a young person tragically succeeds in taking their own life.

The county also has a three-year strategy concerning developing ever stronger, always multi-agency practice in tackling criminal exploitation and implementing contextual safeguarding. The awareness that the job of safeguarding is never finished and there is always more to learn and apply is palpable and owned by agencies and partners across the county.



## Examples of good practice across the Partnership

### From the MACE Strategic group

#### Case One

Work between a Social Worker, a member of the Youth Justice Service, a Police Community Support Officer and a Police Inspector. They have worked together to safeguard a “High Risk of Criminal Child Exploitation” 16 year old who recently moved to North Yorkshire, where services developed significant concerns about exploitation by an adult male. The team has given support and gained vital information from the family, communicating daily between agencies. As concerns escalated, so did proactivity, seeing welfare checks carried out daily. Despite staff being on annual leave at various points, they were mindful of the need for both continuity in services, and to ensure consistency so as to avoid drift. Both the 16 year old and the adult male were discussed at the locality MACE and the adult was assessed and listed as a Person of Concern. Because of the strong sharing of intelligence by professionals and family, and given those welfare checks were increased, North Yorkshire Police were able to arrest the adult for Modern Slavery Offences. The 16 year old was returned to his family. A subsequent professionals meeting included Police, the YJS, Social Care, Housing and Probation. It ensured clear communication between the local area and the area to which the 16 year old had returned. Due to licensing conditions the adult was recalled to prison with conditions which will now restrict contact. Work is ongoing with the young man and his family. This is a high quality, outcomes focused piece of work changing the life of one of a vulnerable young person, showing the impact of commitment from professionals across agencies to keeping young people at the centre of the work.

#### Case Two

Information shared through a MACE Level Two meeting in one locality indicated that young people were visiting a local hotel to meet residents, becoming subject to or at risk of exploitation. An approach was made by the Police to the hotel and an assessment was undertaken. The manager agreed to tighten security measures. In late 2019 at a MACE meeting noted that despite good partnership working there were still reports that young people could enter rooms and engage in concerning behaviour with residents. Whilst the hotel indicated that it had made improvements this was not always corroborated by children’s or police service practitioners. A request was made across MACE members to provide direct information to the police service and the Community Safety Partnership, where further information came to light. Early in 2020 a further site visit took place involving Fire and Rescue Services, the police and Community Safety Leads who met with the Manager and again raised concerns. This resulted in:

- The non-main-entrance (fire exit access routes) of the hotel would be alarmed to alert staff if they were used to exit or gain entry
- Consideration would be given to employing security staff
- All staff would be warned not to let, or indeed encourage, young people to be on the premises
- All staff then received exploitation awareness training to ensure they can now spot the signs and indicators
- More CCTV has been fitted into the building
- Statements would be taken from key members of any staff young people may be intimidating – especially likely if the young people concerned do not understand that what is happening is grooming or abuse
- Police agreed to review all incidents at the hotel and identify young people with a view to visiting them with parents/carers and give appropriate advice and warning
- Police agreed to return and undertake full safety checks of the hotel and offer advice and support regarding the essential changes
- Police Service “Operation Ambience” patrols would be undertaken in the area at key times identified by the manager.

This example shows the ongoing impact of co-ordinated partner information sharing and action. The results of this concerted joint practice will be better known over the passage of time.

**Individual practitioner's good practice:** A Social Worker put forward for recognition, for innovative practice that helped to develop a local contextual safeguarding disruption strategy as part of North Yorkshire's Child Exploitation and Contextual Safeguarding development. The worker was practising with a number of girls, friends involved in behaviour that could increase their vulnerability. All had incidents of going missing, all were classed either at risk of Child Sexual Exploitation, Child Criminal Exploitation or both. While some were working with social care, some were avoiding it and not wanting to talk. The worker developed a group to enable targeted work with these girls in ways that would engage them. The girls knew each other and would often go missing to spend time together. The worker concluded they may be more comfortable working as a group. She contacted professionals including Sexual Health services, the Hand in Hand project run by The Children Society, and North Yorkshire Police, to develop a partnership approach. She sourced funding through a council partnership fund and identified a venue so the girls would feel comfortable and able to work creatively. She transported the girls and provided both food, and positive activities. The targeted work on healthy relationships identified a wealth of intelligence and built a working relationship with girls who had previously avoided social care.

The relationships developed with both the girls and other professionals led to the girls feeling more confident in talking about what was going on in the community. The information was shared with police and partners, enabling them to develop disruption work to enable greater safety. In developing a trusting relationship, the girls felt able to share information about those who were exploiting them, and where they were going to be at risk. This information was fed into the North Yorkshire Multi-Agency Child Exploitation (MACE) and Contextual Safeguarding Locality meeting. This enabled the partnership to develop disruption plans to target those seeking to exploit the girls. The work continues and is an example of innovative practice by multi-agency partners to develop a contextual safeguarding approach both to target perpetrators and disrupt exploitation. As a result of this work, there has been both a significant reduction in the number of missing episodes for these young people, and development of action plans that have disrupted exploitation.





# Future Development

## **The work to come next: areas for continued development**

At this early stage a detailed picture of what needs greatest attention across all areas of the Partnership's work is yet to emerge. The Partnership has an emerging plan for the coming year as this report is written, and is aware that alongside the many reasons to be cheerful there are clear ongoing challenges across public services, pressed as they all are to serve a county this large when budgets remain under strain and there are ongoing challenges in terms of the county's geography, information sharing, ensuring Relevant Agencies stay at the safeguarding table, and more besides.

## **The Ofsted judgement on social care services is that the service overall is Outstanding.**

The senior leaders in the service are, however, clear that the pace of keeping that judgement fresh and sound cannot slacken. Senior leaders are determined to ensure there is no sitting back and resting on the great achievement of such a high graded judgement from Ofsted. That this awareness is there at the top levels is key to ensuring improvement and the drive for excellence continues.

## **Ongoing issues for children and young people whose emotional and mental health are poor**

This remains a key and vital matter for concerted effort across North Yorkshire if services are to give children and young people what they need in this vital area of concern. Children and young people have these matters high on their own agendas and have said so on every occasion when the Scrutineer has been present to witness them put their challenges to the adults who commission and lead services across the county.

Both earlier intervention in lower level difficulties, and the presence of CAMHS provision at higher levels (the old tiers 3 and particularly in-patient tier 4) judged inadequate by CQC, means that emotional and mental health and wellbeing including the provision of CAMHS that meet need and are responsive and effective, will inevitably be a key priority for the Partnership. The matters concerned are seen by Executive members as a cause for particular concern that must be addressed. That the Executive is clear that momentum, and concrete and successful action at pace are all vital is encouraging, as is their honesty in co-owning the issues concerned. The Scrutineer will need to ensure time is allotted to holding all concerned to account for delivery.



## Potential other priorities: amplified by discussions on the first full NYSCP day held on 24th February 2020.

- Considering whether as well as an Executive, there should be a mechanism that pulls together the chairs of each subgroup, plus representatives from Education and other key Relevant Agencies, to ensure the transmission across themes in safeguarding and the continued flow of vital information that is not at a strategic level such as that in the executive, and is not single-themed such as that considered in each subgroup. The Executive should consider this potential “operational Board,” and if it is to be formed who should sit on it, what it should consider, where it should report and so on, in due course. It could be argued that adding a further layer would be to go back to the relatively cumbersome nature of many LSCBs in England, and this suggestion is therefore offered for consideration, not as a firm recommendation. The alternative is to ensure each of the Local Safeguarding Partnerships is sufficiently empowered to pull cross-partnership and cross-board themes together, and to enact both what NYSCP subgroups and the Executive are discussing and driving forward.
- Ensuring the recognised and recorded roles played by Relevant Agencies to the work of safeguarding children and young people are captured and reported, celebrated as appropriate and challenged where necessary.
- Ensuring these Relevant Agencies are “kept close,” from working with schools and ensuring their voices are heard, to ensuring the broader agenda of the former Children’s Trust is carried forward alongside the more focused approach to safeguarding which is a necessary theme of everybody’s business across the county.
- Ensure, in connection with the point above, that all agencies keep clear sight of the wider issues facing children families and communities: issues such as poverty, housing, access to transport, substance misuse, domestic abuse and violence issues, rural and scattered communities and loneliness
- Proving, evidencing and showcasing the “on the ground” realities of safeguarding practice, compared to the ambitions set out and agreed by leaders in partner agencies. This will entail looking for, capturing and sharing knowledge on services’ outcomes and impact, not simply their processes and their counts of “how much work was done.”
- Continuing to press the widespread adoption and use of the Signs of Safety approach that can so effectively be used beyond Safeguarding services in social care work and can enable children. Young people and families to have their voices views and interests placed front and centre of all concerns.



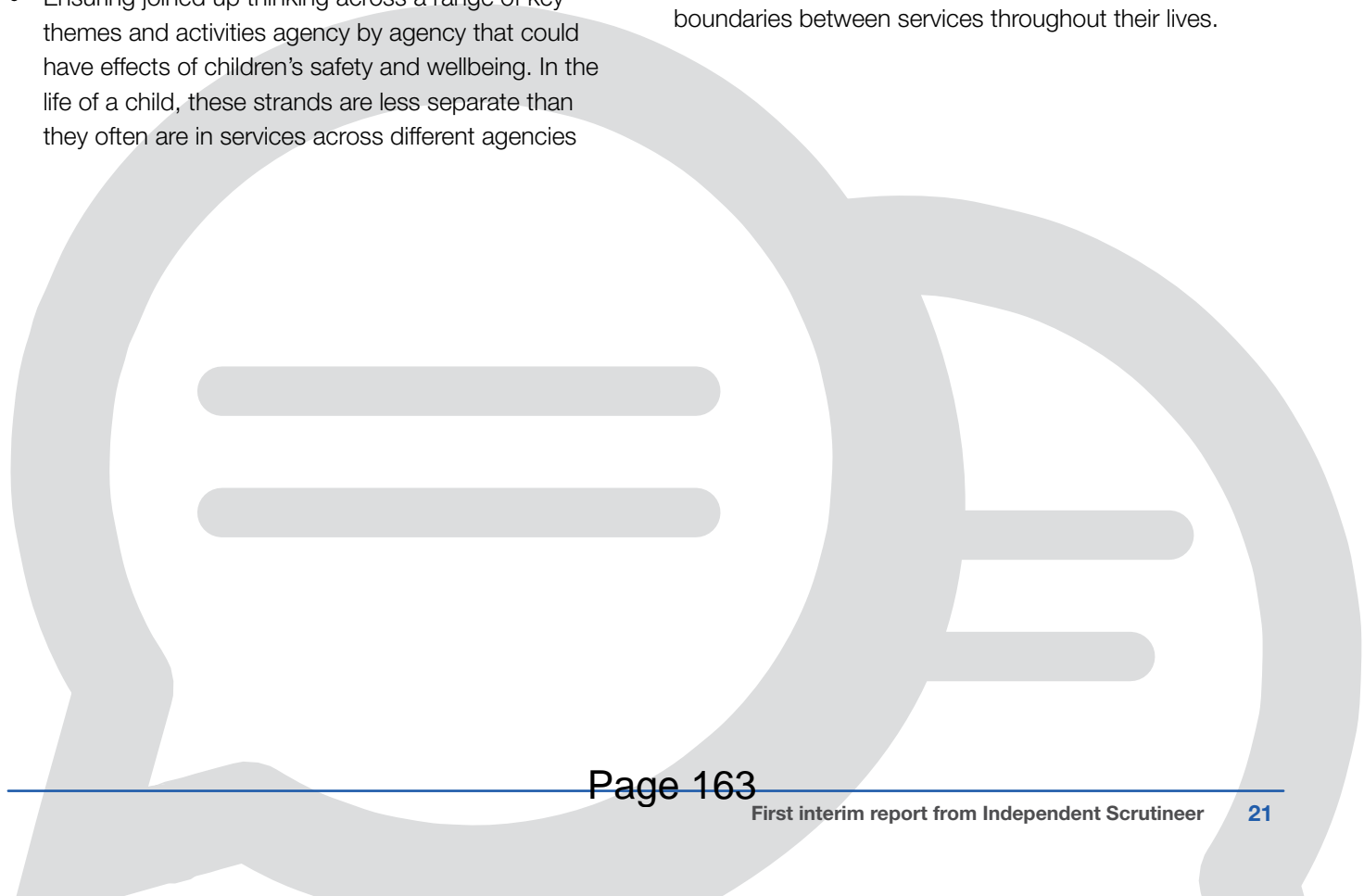


- Ensuring that MACE activity, from area based operational, through county-wide operational to county-wide strategic levels, fulfils the tightly specified remits and can prove that the work done at each level makes the required positive differences in the lives of vulnerable children and young people either at risk of, or already affected by, criminal exploitation of any kind, including CSE, “County Lines” and other forms of exploitation and abuse.
- Ensuring that where there are service improvements or learned lessons to be embedded from issues of concern, the scrutineer can be given assurance, and can in turn assure the leaders of the Partnership, that highlighted necessary improvements have not only been recognised but are underway.
- Working with the data collected from all agencies and localities and analysed by the data unit based with the county council and already shared with the Executive at each meeting, to ensure that priorities are both data-led and evidence-based.
- Ensuring that the planned refresh of Young in Yorkshire in 2020 is multi-agency, takes on board the above-referenced data and evidence, and leads to sustained good practice where it is already in place, and to improvements where these are clearly needed.
- Ensuring joined up thinking across a range of key themes and activities agency by agency that could have effects of children’s safety and wellbeing. In the life of a child, these strands are less separate than they often are in services across different agencies

For example:

- The need to recommission 0-19 health services considering continued reductions in budgetary and HR resources whilst there are ongoing and sometimes escalating needs in the population
- The need to achieve the aims of the County’s ongoing change programme in SEN/D services in schools, communities, and health and other service environments, so that its outcomes do not diminish children’s access to services they need that enable them to do, and to be, as well and as successful as they can be, even when resources across all agencies are tightly stretched.
- The need to address what the county’s available data indicates is a rise in violent crimes where children are the victims and in some cases may be the perpetrators, when there seems to be little to explain that rise, which affects communities, families, health and police services and requires a multi-agency and contextualised response

These examples are not exhaustive. They are presented to exemplify how multi-agency the safeguarding challenges are, as they are across the country. The Partnership’s aim is to ensure that people work as closely as possible together, a vital aim given that children cross boundaries between services throughout their lives.



# The current public health crisis created by the spread and threat of the Covid-19 Corona Virus

As this report is submitted and published, the country and the County face an unprecedented set of challenges brought by the spread of, the uncertainties fears and potential losses brought by the spread of the novel version of Corona Virus, Covid-19, declared a Pandemic by the World Health Organisation in March 2020. At the time of writing, the county's response to the virus – internally in organisations, and externally in the large networks and patterns of service provision for children and young people in a county as large and complex as North Yorkshire, were all still emerging.

It was clear from the opening of discussions across the Partnership what the focus of all concerned was children's and young people's wellbeing and safety, and where possible the ongoing normal operation of services to ensure them. The scrutineer was present when the discussions of stepping up the response to the virus from Prevent to Delay were in progress. The atmosphere was calm, determined, based on co-ownership of the issues and co-design and implementation of responses to them. What has happened since has born the hallmark of determination to place both safety and service at the heart of everybody's concerns. Communication across the County Council and with its partner bodies has remained detailed, factual, clear and calm. Evidence emerging so far is that a measured, future-spotting approach is underway, and that partners and communities are responding in like fashion.

As this report is finished and moves towards publication it is too early to tell what will happen in future waves of infection that could affect service providers as well as users and communities, but the sense being maintained is that public service values will lead the way in all circumstances, including if (or when) things become very difficult.

A fuller reflection on the issues raised by a crisis of international proportions that will have effects on North Yorkshire as it will on every other locality, will be presented in a future report. For the present, assurance is hereby given that safeguarding, and having the best possible regard for ensuring the most vulnerable children and young people are at the centre of services' and partners' concerns.

Covid report available from  
[www.safeguardingchildren.co.uk](http://www.safeguardingchildren.co.uk)



# The Scrutineer's work in coming months:

## **A pattern of meetings is being finalised in diaries, going forward into 2020.**

As well as chairing the Executive and leading 2 Partnership days per year, the Scrutineer will also use subgroups' minutes, agendas, comparisons with Terms of Reference and the contents of a wide range of plans and reports, to help her to form a rounded and informed view of the progress being made on embedding safeguarding as everybody's business.

She will, when diaries permit and noting that the maximum days per year required of her will be around 24, attend, observe at, and note the contents of and decisions made at a selection of meetings of subcommittees and with relevant agencies. Given such meetings each take up half-days, the intention is to ensure that the Scrutineer can also meet with the following in the other half-days when she is on site to attend them.

What follows are headlines of those potential "other half-day" meetings. The details are all still being worked through, and the pattern of meetings will take time to settle.

- Representatives of Relevant Agencies' leaders, governance and management, delivery staff: head teachers, governors, leaders in community or faith organisations, etc.
- Representatives of the borough's children and young people, particularly when they are involved in working alongside adults to steer decision making that affects their lives
- Leading individuals such as Elected Members (the Lead Cabinet Member for Children, for example,) CCG Board member(s), Board members from other partner agencies, senior Police officers/the PCC

The Scrutineer facilitated the full Partnership Day on the 24th of February 2020. This all-day event consisted of a morning whose agenda included discussion and appraisal of the progress of the Partnership to date, and workshop and other format learning and information exchanges. The county's Youth Commission was present and played a central role in partners' discussions of the issues facing children and young people in a frenzied modern world.

A second half-year's report by the Scrutineer will follow, as a mid-year publication. Its due date will be September/October 2020. A second full Partnership Day will also be part of the development of that report.

The Partnership must then publish an Annual Report six months later, its Annual Report. The Scrutineer will write, and the Partnership will publish a chapter in that report which gives clear, independent and evidenced opinions and views on the Partnership's progress, reasons to celebrate and items for ongoing attention and development expressed as recommendations for action.

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If you would like this information in another language or format please ask us.

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**Scrutiny Committee Work Plan for 2021-22**

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 2021-22** – 28 October 2021, 16 December 2021, 17 February 2022 and 14 April 2022.

Date of meeting	Topic	Action required
17 June 2021	Housing Repairs	To take another look at the performance of housing repairs in the District.
1 July 2021	Annual Report 2020-21	To consider and approve the Scrutiny Committee Annual report for 2020-21.
	Work Programme 2021-22	To consider the Scrutiny Committee's Work Programme for 2021-22.
	Treasury Management Monitoring Report – Q4	To consider the Council's Treasury Management Activity for Q4 and the performance against the prudential indicators.
	Financial Results and Budget Exceptions – Q4	To consider the financial results and budget exceptions report for Q4. This report now also includes the Programme for Growth quarterly update.
30 September 2021 – CANCELLED	<del>Work Programme 2021-22</del>	<del>To consider the Committee's work programme for 2021-22.</del>
	<del>Corporate Performance Report Q4 2020-21 and Q1= 2021-22</del>	<del>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.</del>

	Update on the Contact Centre Move (if moved by this point)	An update on the Contact Centre's move to the Civic Centre. <b>No update – removed from agenda.</b>
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <b>No update – removed from agenda.</b>
	Financial Results and Budget Exceptions - Q1 2021-22	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 2021-22	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
	Housing Development Programme (6 Monthly)	To receive an update on the Housing Development Programme, including changes to North Yorkshire Home Choice. <b>No update, item will be removed from the agenda.</b>
<b>28 October 2021</b>	Corporate Performance Report Q4 2020-21 and Q1 2021-22	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 2021-22	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 2021-22	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
	Work Programme 2021-22	To consider the Committee's work programme for 2021-22.

	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. <b>Officers requested this be delayed from the 2020-21 year for a couple of months into the 2021-22 municipal year. Moved again at request of Officers from September 2021 to October 2021.</b>
	Executive Member Portfolio Review - Executive Member for Communities and Economic Development	To invite the Executive Member for Communities and Economic Development (Councillor D Buckle) to give a review of matters within his portfolio. Requested by the Chair of the Committee in October 2021.
25 November 2021 – Will very likely need to cancel due to PFCC by-election being on this day – move all items to December meeting? Apart from PFCC one which will need to move to a later 2021-22 meeting, perhaps January 2022.	Financial Results and Budget Exceptions - Q2 2021-22	To consider the financial results and budget exceptions report for Q2. This report now also includes the Programme for Growth quarterly update.
	<p>Police, Fire and Crime Commissioner and Police and Fire Services</p> <p><b>Following the PFCC's resignation on 14 October, suggested this item is moved to a different meeting – 20 January 2022?</b></p>	<p>To invite the PFCC to a meeting of the Committee to hear about forthcoming plans.</p> <p>Before Covid-19, the plan was to invite the newly elected Police, Fire and Crime Commissioner, and representatives from North Yorkshire Police and the Fire Service to update the committee on their work. (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). The PFCC resigned on 14 October 2021; as such, a representative will hopefully be able to attend. Tie in with work of the Police, Crime and Fire Panel (PFCP) on examining complaints handling.</p> <p>Topics suggested by Members so far:</p> <ul style="list-style-type: none"> <li>- Cheap car/mobile home battery chargers that can go wrong and have caused a serious fire in Hensall.</li> <li>- Plans for fighting crime</li> </ul>

		- Plans for increase in police numbers
	Programme for Growth (P4G)	To receive an update and information on the latest position of the Programme for Growth (P4G). <b><i>If there is no update to give, to be removed from the agenda.</i></b>
	Treasury Management - Monitoring Report - Q2 2021-22	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Barlow Common and Hambleton Hough Annual Reports 2020-21 – 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 2021-22	To consider the Committee's work programme for 2020-21.
	Economic Development Framework Update	To receive an update on the progress of the Council's Economic Development Framework. <b><i>If there is no update to give, this item will be removed from the agenda.</i></b>
<b>16 December 2021</b>	Director of Public Health (Including Annual Reports 2019-20 and 2020-21)	To invite the new Director of Public Health for North Yorkshire to the meeting and ask them to present the annual reports for 2019-20 and 2020-21. <b>Attendance of D for PH had to move from October to December due to D of PH availability.</b>
	Work Programme 2021-22	To consider the Committee's work programme for 2021-22.
<b>20 January 2022</b>	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <b><i>If there is no update to give, this item will be removed from the agenda.</i></b>

	Executive Member Portfolio Review - Executive Member for Health and Culture	To invite the Executive Member for Health and Culture (Councillor T Grogan) to give a review of matters within his portfolio. Requested by the Chair of the Committee in October 2021.
	Update on the Contact Centre Move	An update on the Contact Centre's move to the Civic Centre.
	Corporate Performance Report – Q2 2021-22	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 2021-22	To consider and plan the Committee's work plan for 2021-22.
	PFCC?	PFCC item moved from November 2021 due to by-election?
<b>24 March 2022</b>	North Yorkshire Safeguarding Adults and Children Boards Annual Reports 2020-21	To consider the annual reports of the North Yorkshire Safeguarding Adults and Children Boards for 2020-21.
	Education in Selby District - Revisited	<p>Following on from the successful education themed meeting in February 2020 and 2021, 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>
	Scrutiny Committee Work Programme 2021-22 and Planning for 2022-23	To consider and agree the Committee's work plan for 2021-22 and the next municipal year, 2022-23.

	Corporate Performance Report – Q3 2021-22	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. <b><i>If there is no update to give, this item will be removed from the agenda.</i></b>
	Financial Results and Budget Exceptions – Q3 2021-22	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 2021-22	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.

**Other issues to be added to the work plan as appropriate in 2021-22:**

- Covid-19 in Selby District – date TBC – single issue meeting? 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. 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. Lastly, also compare Selby's performance/approach to the pandemic to the spending, work and performance of other Councils in response to Covid.
- Public Engagement
- 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.
- Community Partnerships – was provisionally due for consideration in April 2020 but cancelled due to Covid-19. For Members to consider when they would like this to come to Committee and what specific aspects they want to consider.
- 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. Also referred to Scrutiny Committee as a matter for



consideration from Audit and Governance Committee who, when they met in January 2021, suggested that they wished to do a 'deep dive' into industrial units within the district. Could do as a hybrid meeting of all three committees (Audit and Governance, Policy Review and Scrutiny Committee). Three Chairs to meet and discuss further and then meet with Officers to move forward.

- Dentistry and Dental Provision in Selby District – Suggested by Councillor Pearson, Feb 2021.
- Local Government Review – North Yorkshire County Council – look at once a decision had been taken.
- Nigel Adams MP – awaiting availability from aides (2021). Committee to indicate which meeting they would like him invited to.
- Housing Revenue Account – Suggested by the Leader in May 2021. Awaiting Executive dates – once date set, can add on to a specific Scrutiny Committee 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 traveller site in the District – ***suggested in 2018-19***
- 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.

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