



Meeting: **SCRUTINY COMMITTEE**  
Date: **THURSDAY, 16 DECEMBER 2021**  
Time: **5.00 PM**  
Venue: **MICROSOFT TEAMS - REMOTE**  
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 - 8)**

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 28 October 2021.

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

### 5. **Selby Health Matters - a population health approach to health and well-being in Selby District and North Yorkshire Director of Public Health Annual Report 2021 (S/21/9) (Pages 9 - 78)**

The Director of Public Health, Louise Wallace and the Head of Community, Partnerships and Customers have produced a report setting out the health priorities for the local population. The Director of Public Health's Annual Report 2021 is also included for the Committee's consideration. The Committee are asked to note the reports and provide comments and feedback.

**6. Financial Results and Budget Exceptions Report - Q2 2021-22 (S/21/10) (Pages 79 - 104)**

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 2 2021-22. The Quarter 2 report was considered was considered by the Executive at its meeting on 2 December 2021.

**7. Treasury Management - Quarterly Update Q2 - 2021-22 (S/21/11) (Pages 105 - 118)**

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 Q2 and presents performance against the Prudential Indicators. The Quarter 2 2021-22 report was considered was considered by the Executive at its meeting on 2 December 2021

**8. Corporate Performance Report - Quarter 2 2021-22 (S/21/12) (Pages 119 - 150)**

The Committee are asked to consider the content of the Quarter 2 report and make any comments on the Council's corporate performance.

**9. Work Programme (Pages 151 - 160)**

To consider the Committee's work programme.

*Janet Waggott*

**Janet Waggott, Chief Executive**

**Dates of next meetings (5.00pm)**

Thursday, 20 January 2022

Enquiries relating to this agenda, please contact Victoria Foreman on vforeman@selby.gov.uk or 01757 292046.

### **Attendance at Committee**

If the meeting is held in person, 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. However, you are 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, 28 October 2021
Time:	5.00 pm
Present:	Councillors R Sweeting, J McCartney and J Chilvers
Officers present:	Karen Iveson – Chief Finance Officer, Michelle Dinsdale – Senior Policy and Performance Officer, Julian Rudd – Head of Economic Development and Regeneration, Angela Crossland – Head of Community, Partnerships and Customers, Victoria Foreman – Democratic Services Officer
Others present:	Executive Member for Finance and Resources - Councillor C Lunn and Executive Member for Communities and Economic Development

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*In the absence of the Chair and Vice-Chair, the election of a Chair for the meeting was required.*

*It was proposed, seconded and agreed that Councillor R Sweeting be appointed as Chair for the meeting.*

*Councillor R Sweeting in the Chair.*

#### **14 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors K Ellis, A Lee and N Reader.

#### **15 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

#### **16 MINUTES**

The Committee considered the minutes of the meeting held on 1 July 2021.

**RESOLVED:**

**To approve the minutes of the Scrutiny Committee meeting held on 1 July 2021 for signing by the Chair.**

**17 CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE**

There was no Chair's address to the Committee.

**18 EXECUTIVE MEMBER PORTFOLIO REVIEW - EXECUTIVE MEMBER FOR COMMUNITIES AND ECONOMIC DEVELOPMENT**

The Chair welcomed the Executive Member for Communities and Economic Development, Councillor David Buckle, to the meeting.

Councillor Buckle gave an overview of ongoing work, projects and updates within his portfolio, including town regeneration projects, Sherburn legacy projects, Heritage Action Zones, the Shining Star Awards, Community Legacy Funds, Safeguarding Partnerships and the Selby Station Gateway.

The Committee asked a number of questions of the Executive Member on various subjects, such as the rollout of electric vehicle charging points. It was explained that the rollout of EV points would be in the back Micklegate, South Street and Porthole Road car parks. Members noted that a number of private companies were installing EV charging points at offices.

Members asked about the redevelopment of Kellingley Colliery and Eggborough Power Station and whether jobs at these sites would produce a suitable number of jobs in the Selby District and if the potential increase of HGVs relating to the sites had been properly considered. The Executive Member explained that all developers were aware of the import and export of labour issues and that it was vital to capture the right sort of businesses on the sites. The Coal Board Regeneration Trust had been involved with the plans for Kellingley Colliery, on which small and medium units would be provided. Members noted that all of the Council's industrial units were currently full.

The Executive Member explained to the Committee that the Gascoigne Wood developers wanted to attract a company that would use the existing rail head on the site.

Members asked about the cost of the recent Shining Star Awards, the ceremony for which was held at Selby Abbey. The Executive Member described how the Council felt it was important to recognise the achievement of people from local communities during the pandemic and floods, but that a breakdown of costs could be supplied to Members if requested. Applications for the awards had been received from across

the district.

The cost of the Places and Movement Consultation was queried by the Committee, as well as what was felt to be by the Mayor of Selby a lack of consultation with residents. The Executive Member acknowledged the cost but clarified that there was a significant amount of information required and some aspects that needed to be changed, such as the low carbon approach and the links to the Transforming Cities Fund.

The Executive Member confirmed that the Mayor of Selby had recently discussed matters with Officers, and that the first consultation could have only taken place online during the height of the pandemic, which could explain the low response and lack of awareness by residents.

Officers explained the reasons behind the Places and Movement Consultation, as well as the costs, further details such as traffic modelling, problem junctions, landscape design, the appeal of town centres and next steps. The Council was trying to improve and transform some of the district's towns and places. A great deal of the work had been funded from outside the Council by bodies such as the York Enterprise Partnership. Members felt that there needed to be better communication with residents about the work and stated that the Council's communications and social media presence needed to improve in order to engage more people.

Lastly, the Committee asked about the potential development of the land at Burn Airfield and what progress there had been with that proposal. The Executive Member and Officers explained that discussions around the airfield were being taken forward in order to understand the nature of flooding on the site, as the Planning Department would not be able to make a sound judgment without such information. In addition, a survey had been undertaken and no munitions had been found on the site.

The Chair thanked the Executive Member for attending the meeting and providing the update.

## **RESOLVED**

**The Committee noted the update.**

*Councillor D Buckle left the meeting at this point and did not return.*

## **19 CORPORATE PERFORMANCE REPORTS Q4 2020-21 AND Q1 2021-22 (S/21/5)**

The Committee received the report of the Head of Business Development and Improvement which asked Members to consider and comment on the performance information presented to them for Quarter 4 2020-21 and Quarter 1 2021-22.

Members noted that the reports provided 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.

Officers explained that the Quarter 4 2020-21 report included 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. In Quarter 4 56% of KPIs were showing improvement over the longer term or had maintained 100% performance; 69% of KPIs were on target, and a further 31% of KPIs were within acceptable tolerances.

The Committee were informed that in Quarter 4 a number of things had gone well, including elements of the Council's response to Covid-19 such as Reopening High Streets Safely (RHHS), the performance of the Environmental Health, Enforcement and Licensing Teams, the payment of business grants and NNDR collection. Positive performance had also been seen in the accessing of benefits forms and taxation direct debit forms online, the average sick days per full time employee, council tax collection, support for SMEs, affordable homes and recycling.

However, there were elements of performance that were not as good, council house repairs, particularly those that were routine, had been suspended throughout the third national lockdown, resulting in a backlog of such works. As restrictions were gradually eased in line with the national Government roadmap, the Council was 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.

Officers then gave a summary of performance in 2020-21, acknowledging the impact of Covid-19, the average time taken to re-let void properties, planning application processing and enforcement, environmental health and enforcement including food hygiene inspections, caravan sites, inspection of industrial permitted premises and sampling of private water supplies.

The Committee were then taken through by Officers the Quarter 1 2021-22 performance report. The period had seen the successful delivery of the North Yorkshire Police, Fire and Crime Commissioner election, good performance by the Environmental Health, Enforcement and Licensing Teams, payment of business grants, reduced average days to re-let void properties and gradual improvement in repairs to Council owned properties. The number of average sick days per full time employee had slightly increased but was still an improvement from some previous figures. The target for empty homes brought back into use had been exceeded, all major planning applications had been dealt with within the statutory time limit and non-major ones had exceeded the 70% target by 12%. Lastly, 100% of corporate complaints had been responded to on time and exceeded the 90% target.

However, there were still some issues with performance in relation to the collection of council housing rent and arrears, planned savings and

responses to FOIs and stage 1 complaints.

**RESOLVED:**

**The Committee considered and noted the content of the reports.**

**20 FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT Q1 - 2021-22 (S/21/6)**

The Committee received the report of the Chief Finance Officer which asked Members to consider and comment on the Council's financial and budget exceptions for Quarter 1 of the 2021-22 year.

Officers explained that whilst the majority of financial impacts of Covid-19 were in 2020/21, it continued to have an impact on the 2021-22 financial year. The Council continued to report monthly to the Ministry of Housing, Communities and Local Government the estimated impacts of this on income streams and cost base, affecting both the General Fund (GF) and the Housing Revenue Account (HRA).

Members noted that at the end of Quarter 1 the current estimated full year revenue outturn estimates indicated surpluses of (£60k) for the GF and (£155k) for the HRA. The key variances were highlighted in the report with further detail in Appendix A. Recommendations were also 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. There was also £130k to help support additional resources required to address the exceptional pressure from gypsy and traveller applications and enforcement.

The Committee acknowledged that a number of savings were put back to 2024/25 as part of the recent Medium Term Financial Strategy; GF planned savings were forecast to deliver at £184k, details of which could be found in Appendix B. However, the £195k saving in the HRA for the housing system would not be achieved in 2021-22 as it was predicated on the implementation of phase 2 of the housing system, which would not happen until later in the year.

Officers described how the capital programme was currently underspent by £1,422k at the end of Quarter 1. Of that sum £363k was forecast to be underspent at the year end, which was all in the GF; the majority related to disabled facilities. 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 master planning.

Lastly, the MHCLG return submitted for June 2021 indicated an overall estimated gross impact on Council finances of £2,730k across both the GF and HRA when compared to pandemic budget levels.

**RESOLVED:**

**The Committee considered and noted the report.**

**21 TREASURY MANAGEMENT - QUARTERLY UPDATE Q1 - 2021-22  
(S/21/7)**

The Committee received the report of the Chief Finance Officer which asked Members to consider and comment on the Council's borrowing and investment activity (Treasury Management) for Quarter 1 and performance against the Prudential Indicators.

Officers explained that the report reviewed the Council's borrowing and investment activity (Treasury Management) for the period 1 April to 30 June 2021 (Quarter 1) and presented performance against the Prudential Indicators, which had been updated following approval of a revised Medium-Term Financial Strategy and Capital Programmes.

Members noted that 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, of which £24.5k was allocated to the General Fund (GF) and £9.5k allocated to the Housing Revenue Account (HRA). This was £5k above the year-to-date budget. Interest rates remained at unprecedentedly low levels, and as older investments with higher rates were maturing, they were 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.

Officers confirmed that a prudent forecast had been made in this respect, assuming decreasing invested cash balances as funds were utilised for the annual capital programme. The interest forecast would be kept under review as the year progressed. The bank rate of 0.10% was 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 had £4.77m invested in property funds 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 Quarter 1 and an 'unrealised' capital gain of £116.3k. These funds were long term investments and changes in capital values were realised when the units in the funds were sold.

In relation to borrowing, the Committee noted that long-term borrowing had totalled £52.833m at 30 June 2021, with £1.6m relating to the GF and £51.233m to the HRA. Interest payments of £1.912m were forecast for 2021/22, a saving of £0.015m against budget; the Council had no short-term borrowing in place as at 31 July 2021.

Lastly, Officers gave details of prudential indicators and the revised capital programme (as per the approved Medium Term Financial Strategy) had been incorporated into forecasts for expenditure and financing. The Council's affordable limits for borrowing were not breached during this period.

Officers explained that the details of the government's spending review

were being assessed and would be fed into the production of the Council's 2021-22 budget.

**RESOLVED:**

**The Committee considered and noted the content of the report.**

**22 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)**

The Committee were presented with a report that accompanied the North Yorkshire Safeguarding Adults Board Annual Report 2019-20 and the North Yorkshire Safeguarding Children Partnerships Independent Scrutineers Annual Reports 2019-20. The documents would give Members an insight into Selby District Council's current position in relation to ensuring effective safeguarding practices.

Officers explained that the North Yorkshire Safeguarding Adults Board had a statutory duty to publish annual reports, accounting for the activities of the Board for the previous year. This report covered 2019/20 activity and provided evidence of the key areas of focus for the current year.

It was 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 had 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) undertook the work formerly delivered by the North Yorkshire Children's Trust and North Yorkshire Safeguarding Children Board. The annual report provided a review and update of the delivery of the Young and Yorkshire Strategy, which aimed to improve the lives of children, young people and their families across North Yorkshire. The strategy included:

- 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.

Local Safeguarding Partnerships were launched in September 2019, encompassing adult safeguarding, community safety and children/young people's safeguarding; there was a Selby locality group with meetings taking place on a quarterly basis.

Members thanked Officers for the time and effort that had been put into

producing the report.

**RESOLVED:**

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

**23 WORK PROGRAMME**

The Committee considered the 2021-22 work programme. Officers explained that due to the recently announced North Yorkshire Police, Fire and Crime Commissioner (PFCC) by-election, due to be held on 25 November 2021, the next meeting of the committee would have to be cancelled and the business scheduled for consideration moved to another date.

It was suggested by the Committee that the attendance of the newly elected PFCC be put back to the meeting in February 2022.

Members were pleased to note that the Director of Public Health would be attending the Committee's December 2021 meeting.

Lastly, it was proposed by Members that the attendance of the Selby and Ainsty MP, Nigel Adams, be combined with a meeting of North Yorkshire County Council's Selby and Ainsty Area Constituency Committee.

**RESOLVED:**

**The Committee noted the work programme 2021-22 and agreed that:**

- **the attendance of the newly elected PFCC be put back to the meeting in February 2022; and**
- **the attendance of the Selby and Ainsty MP, Nigel Adams, be combined with a meeting of North Yorkshire County Council's Selby and Ainsty Area Constituency Committee.**

The meeting closed at 6.01 pm.



# Agenda Item 5



**Report Reference Number: S/21/9**

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**To:** Scrutiny Committee  
**Date:** 16 December 2021  
**Author:** Angela Crossland, Head of Community, Partnerships and Customers  
**Lead Officer:** Dave Caulfield, Director of Economic Regeneration and Place

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**Title: Selby Health Matters – a population health approach to health and well-being in Selby District and North Yorkshire Director of Public Health Annual Report 2021**

**Summary:**

This report and accompanying information update the Scrutiny Committee on progress made since the development of the Selby Health Matters partnership in 2018, a strategic partnership of local authority, health and voluntary and community sector representatives focused on reducing health inequalities through population health management. The update supports the Director of Public Health's presentation of the latest Public Health Annual Reports. The Director of Public Health, Louise Wallace has produced an annual report setting out the health priorities for the local population.

**Recommendations:**

**The Committee are asked to:**

- 1. acknowledge the Selby District Selby Health Matters partnership approach; and**
- 2. note the report attached from the Director of Public Health for North Yorkshire and provide any comments and feedback.**

**Reasons for recommendation:**

To provide update to the Scrutiny Committee on partnership activities which support the Council Corporate Plan (2020) objectives: 'to make Selby District a great place to live, enjoy and grow', and to present the North Yorkshire Director of Public Health Annual Report 2021.

Our ambition is to support the wellbeing of our residents – considering how our decisions impact on healthy life choices and the environment.

Our principles are to be wellbeing-led and consider the impact on encouraging healthy life choices in our decision-making.

## **1. Introduction**

The Selby Health Matters partnership was created in 2017 to support the wide range of organisations in our district to make an impact on the health and well-being of our residents through a population health approach.

In compiling this report their Director of Public Health has reviewed previous data and engaged with partners to jointly develop priorities for population health until 2025.

The partnerships key principles are to:

- **reduce health inequalities**
- **improve population health and**
- **do this through integration and collaboration.**

The 2018/19 report (Appendix 1) outlines some of the headline activity regarding Selby District Council's involvement in influencing the delivery of county wide health approaches to the district. It also identifies some of the strengths and key health challenges for the district at that time as identified in the Public Health England Selby Health Profiles. The 2019/20 updated data can be accessed [here](#).

Much of the focus for the partnership over 2020/2021 has been responding to the Coronavirus pandemic. It is considered by partners that this was made much easier by having an established relationship, being able to call upon each other at short notice and to look for support and solutions to district issues. This report offers an outline of the focus of activity during the last year and developing priorities for the next 2-3 years.

## **2. Selby Health Matters – 2020 and responding to Coronavirus**

The following highlights the main partnership work over the last 18mths:

### **2.1 Housing, Health and Social Care**

Initially daily and now meeting three times per week, Multi-Disciplinary Teams (MDTs) were established and included representation from SDC Housing/Homelessness Services alongside NYCC Health and Adult Social Care and Mental Health colleagues as a minimum. They are linking well with Primary Care Networks (PCNs) and strengthening proactive engagement between services.

The approach has enabled active information sharing and problem-solving to manage a range of high need or complex cases relating to issues such as mental health, discharge and reablement to live independently. The approach is providing some real learning as to the impact of cross agency working improving outcomes for individuals, reducing duplication and reducing delays in service. Overall pressures on services have meant that the MDT's have frequently been used for negotiating competing demands. Remaining activity is to improve the MDT role in tracking and communicating risks where people are waiting, and services are unavailable.

## **2.2 Green Infrastructure**

Started in 2019 SDC and NYCC Strategic Transport engaged with a range of local partners to develop Local Cycling and Walking Infrastructure Plans (LCWIPs). These are infrastructure plans designed using Department of Transport technical guidance to support 6 bid-ready plans (5 for Selby and 1 for Sherburn/South Milford). The plans provide a foundation to the Places and Movement study work now being undertaken by the Economic Regeneration Team and NYCC Strategic Transport to support long term design planning. Funding bids have been submitted by NYCC to support development of one of the routes and also to support the design of the Transforming Cities Fund Selby Station development.

2.3 Selby Health Matters did not 'officially' meet during 2020 due to resources across all partners being re-deployed to manage the community and health responses needed to support the Coronavirus pandemic response.

However, during the period there has been significant, positive engagement through the partnership which has supported the following activity:

## **2.4 Voluntary, Community and Social Enterprise (VCSE) Engagement**

Establishment of three Community Support Organisations (CSOs) in Sherburn, Tadcaster and Selby. Government funding supported the development of the CSOs through NYCC. Selby District Council supported the wider network releasing £25k for the CSO's to administer and help organisations and volunteers across the district to access small funding pots to support the isolated and to bring communities back together as places started to open up again. Outline information on the impact of the CSOs indicates that there have approximately 18,500 contacts with 13,500 people requiring help and support. Support has included advice and guidance, befriending and welfare checks, prescription and shopping support, food parcel delivery. This has created an opportune moment to reflect on how we work together on community engagement and whether there are further synergies in staffing, asset resource and grant investment that we may wish to explore to strengthen community service delivery.

## **2.5 Integrated Services – Leadership**

One area of development however has been the continued engagement of the Vale of York CCG and Selby and Tadcaster's Primary Care Networks with SDC and NYCC community and social care reps. This has resulted in a regular meeting throughout the current period which has been focused both on the immediate response to Covid 19 but also how we may work together going into the future.

The section below identifies some activity working together and also key interests for the longer-term shape of community care, population management and community resilience. The work is also including a stronger alignment of Community Nursing and Community Mental Health Services which bodes well to consider any interest in redesigning community-based prevention services.

**2.6 Establishment of a Vale Systems Group** met weekly to look at how we work together, sharing approaches to covid-19, and putting in place services that link together to support the community. Members include Clinical Directors and lead GP's from the Vale Primary Care Networks (PCNs) across Selby Town, Tadcaster and Rural Selby, South Hambleton and Ryedale; colleagues from community services, community therapies and Elderly Medicine; Tees Esk and Wear Valley Mental Health Foundation Trust; Selby, Ryedale and Hambleton District Councils; North Yorkshire County Council (social care, care home and Stronger Communities teams and public health) and the CCG. Partners have agreed to maintain this system group and share learning at a Vale system level with meetings now monthly to enable locality specific task and finish groups to take place.

**2.7 Pilot of a mental health MDT approach in Selby Town PCN:** Working with TEWV (Tees Esk and Weir Valley Mental Health providers) to embed mental health link workers into the Selby town PCN as a pilot to build on a MDT approach for patients in an area of most need. This started at Scott Road surgery earlier in the year and we are looking to connect NYCC Living Well and local community mental health community groups to strengthen patient non-clinical support networks.

**2.8 Development of a population health management needs assessment in Selby District and long-term condition action plans**

Led by Dr Maddie Crow, Population Health Fellow and Dr Peter Roderick, Acting Consultant in Public Health with public health colleagues in NYCC. The aim is to use a population health management approach to inform key issues, identify populations most in need and target resources effectively across the system. The assessment also included developing an equity audit across the district to provide an insight into the health priorities across the PCNs. From this we have developed a user led approach to designing long term health condition reviews in the Selby Town PCN. This initial work was focused on engaging with a cohort of individuals to understand how to support their conditions. The attached exec summary at Appendix 2 and the CCG webpage [[link here](#)] provide some of the initial insight. Work is now focused on developing a long-term review consultation group and peer support approach, healthy lifestyle offers, and low-level mental health support.

Tadcaster and Rural Selby PCN are now developing a similar design approach.

**2.9 Support to design the flu vaccination campaign** to bring together a range of partner resources to achieve this work through mutual aid support. Includes working with volunteers to help with areas such as marshalling, and transport and

exploring use of District and County Council facilities and sites. The engagement has included supporting the PCNs to develop the vaccination centre at The Summit. The centre is

### **3. Selby Health Matters priorities 2021 onwards**

Impacting on the wider determinants of health is a long term, often generational approach to changing lifestyle, behaviours and outcomes which is why district council support is essential to creating local places that encourage active and healthy lifestyles. We recognise both this long-term planning but also the immediate pressures that the pandemic and current winter pressures are placing on our health and social care systems and will do for some years to come. This further concentrates the need to focus on our partnership approach to short, medium and long term perspectives on promoting health and well-being. Attached is an easy-read high level action graphic of the current priorities for the district and where the Selby Health Matters group will be focused over the next 2-3 years.

In short, the priorities are:

**Mental health** – develop a cross sector partnerships exploring support for children and young people, older people and dementia, recovering serious mental illness in the community.

**Ageing Well and Independence** – focus on deconditioning and frailty. Developing activities that support physical and social activities, including in care homes.

**Obesity and healthy lifestyles** – Resuming the Healthy Schools Zone work which was paused during 2020. Park and Stride and growing foods initiatives.

**Population Health Management** – Developing the findings from the long term conditions work into group consultation and community focused workshops/signposting events.

**VCSE Leadership development** – exploring the possibility of a ‘leadership academy’ to strengthen VCSE ability to provide commissioned services and development of career pathways across VCSE, health and care sectors.

### **4. System Changes – impact and response**

Due to the successful work of the Selby Health Matters partnership, SDC, NYCC Health and Adult Social Care, the Vale of York CCG and the Primary Care Networks wish to continue to strengthen a place-based health pan approach for the Selby District. It is recognised that there are several reasons to support this. Not only the pressures on system and the need to support the shifting of resources to prevention, self-care and self-condition management, but also to ensure effective and efficient systems in the locality as we move to a new Local Authority from April 2023. Alongside this will be the challenge of establishing a Humber, Coast and Vale Integrated Care System, with the CCGs dissolving from April 2022 and Primary Care Networks being the lead local neighbourhood directors of primary care provision.

We intend to develop the Selby Health Matters integration element further to look at how we can integrate district, health and care functions effectively into the new authority.

Angela Crossland, Head of Community, Partnerships and Customers has been seconded to NYCC Public Health for two days per week as part of a Better Together collaboration agreement to commence this work with further NYCC Integration Service and Selby Town PCN resources aligning in the near future. The work will continue to strengthen approaches to addressing system pressures in the short term and look at integrated models of care for the medium to long term. Further work will also be completed on undersatdngin how we can make the most of district functions such as housing, economic development, environmental health.

## **5. Legal/Financial Controls and other Policy matters**

### **5.1 Legal Issues**

There are no identified legal issues.

It is recognised that the Local Government Reorganisation of the 8 North Yorkshire councils will have an impact on service design in the near future. Establishing a clear place-based plan for the Selby District will support how we transition into a new authority and continue to work well with partners.

### **5.2 Financial Issues**

There are no financial commitments in establishing the partnership. The partners however do identify where there are opportunities to invest staffing, resources and funding to support the principles of integration and collaboration to reduce health inequalities.

### **5.3 Impact Assessment**

Individual impact assessments will be completed for any specific SDC led initiatives. The work in general is focused on reducing health inequalities across the district and takes into account those requiring the greatest focus (i.e. elderly, young, rural challenges, access to services).

## **6. Background Documents**

Selby Health Matters Newsletter 2018/19  
Selby Town PCN Population Health Programme Exec Summary

### **Appendices**

Appendix 1 – Selby Health Matters Annual Newsletter 2018-19  
Appendix 2 - Selby Town Population Health Management Programme  
Appendix 3 - Director of Public Health Annual Report 2021

**Contact Officers:**

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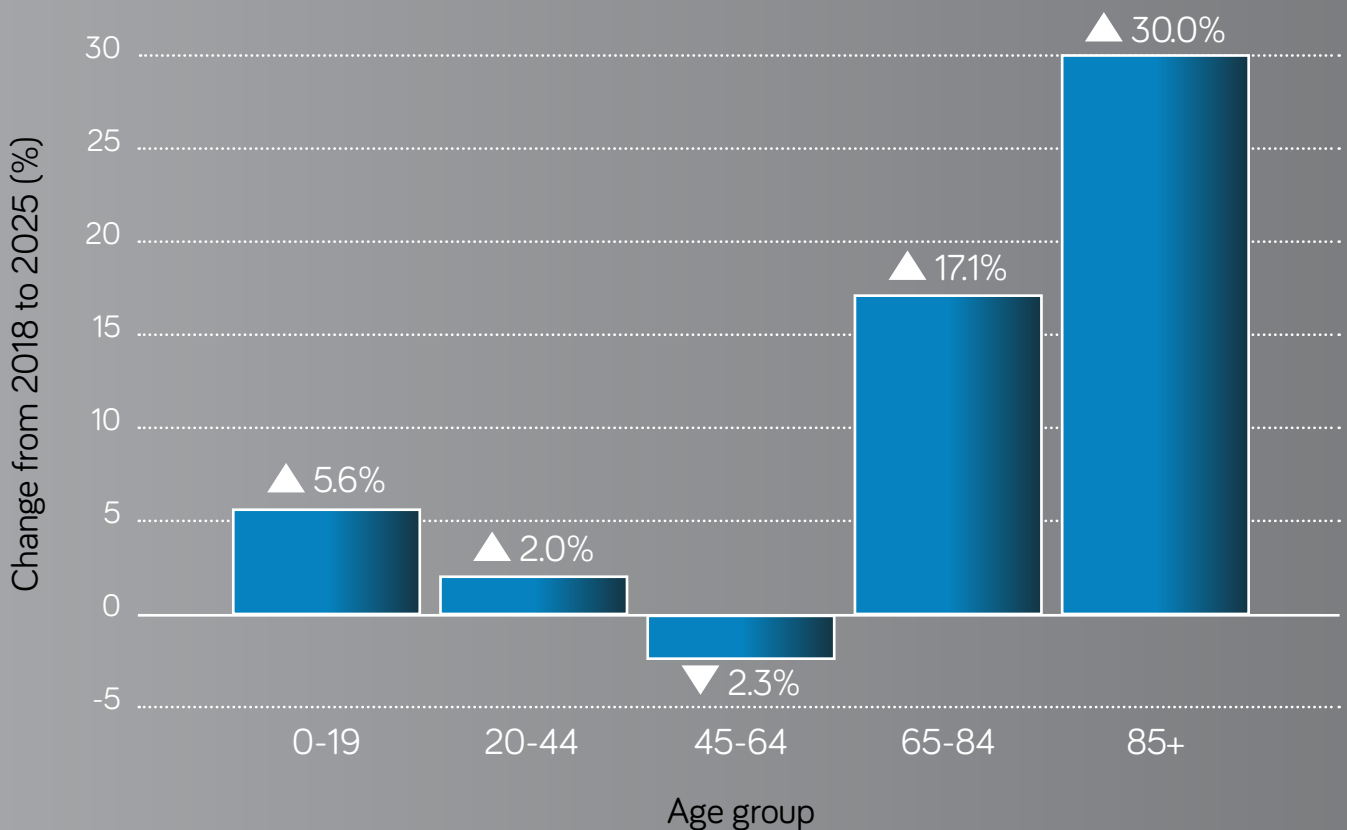




# Selby District Health Profile:

The district is a great place to live. The majority of residents enjoy access to good quality homes, services and activities. They experience happy, healthy lifestyles. However for some, life can be a little harder; our population is getting older and there are pockets of inequality and deprivation.

Forecast population change, Selby District 2018 to 2025

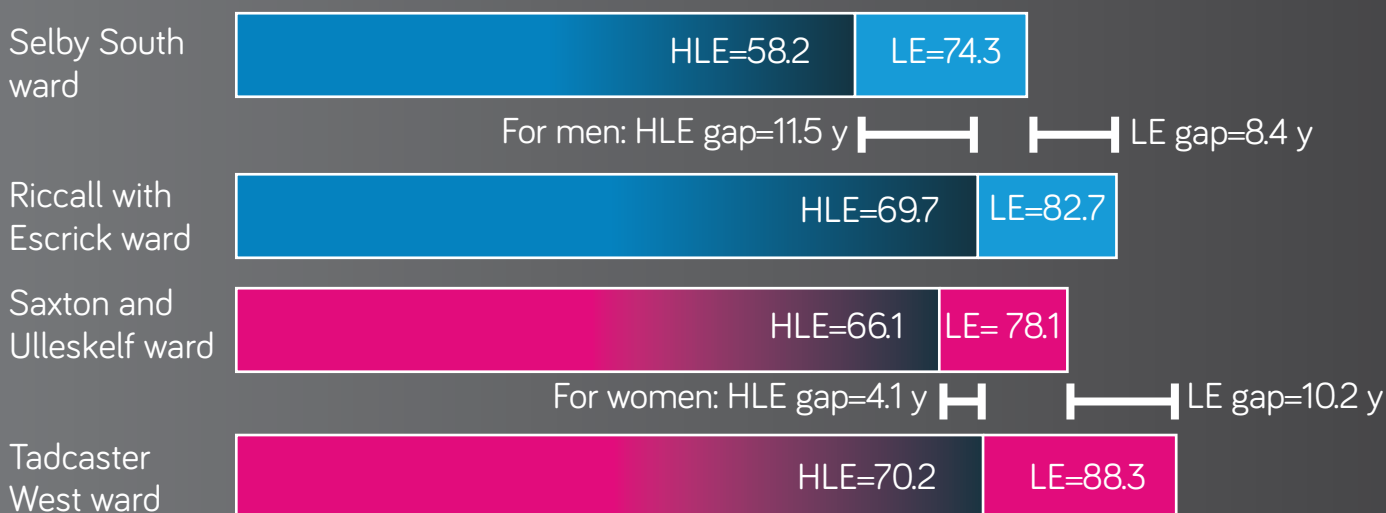


Source: ONS 2016-based population projections

Over the next five years we will see the largest increases in population in people aged 65 years and above. We are working to ensure Selby is an 'Age Friendly' place, starting by consulting with older people to understand what is good and what could be improved to make Selby District a great place to grow older and stay well, productive and connected.

The difference in life expectancy and how long we live in good health is caused by a wide range of factors including housing, education, green spaces, access to good food and supportive networks of friends. Selby Health Matters works together to ensure that we target resources and energy into the areas which make the greatest impact on these factors with the aim of closing the gap in life expectancy and healthy life expectancy experienced between different communities across the district.

Healthy Life Expectancy (HLE) and Life Expectancy (LE) by gender, Selby wards, 2009-13



Source: ONS, Health state life expectancy by 2011 Census wards in England and Wales

Collectively, we want to make an impact on:

- Air Quality and Transport
- Health Inequalities
- Mental Health
- Obesity
- Sexual Health
- Social Isolation
- Substance Use

Selby Health Matters will do this by working collectively to take action on the following six determinants of health:

- Housing
- Leisure and Green Space
- Economic Development
- Environmental Health
- Planning
- Engaging With Communities

# Housing and Health

We want to understand how a focus on health and housing increases independence in the home, encourages community collaboration and reduces isolation. We know that access to good housing has a big impact on health and wellbeing.

## Tackling fuel poverty in the Selby District:

Organisations are working together to provide support to help people stay warm in their homes in winter. This includes the Yorkshire Energy Doctor, Age UK Selby, Citizens Advice Selby and Selby District Council. Over the last five years they have helped local residents save over £160,000 on their energy bills by switching supplier, clearing energy debts and applying for grants to help with heating costs. The work helps anyone who is: worried about or can't afford fuel and energy bills; cold at home and unwell because of it; struggling to keep warm at home because of problems with heating or cold and damp conditions, or feeling lonely or isolated, especially in the winter.

In the last year, the work has also been supported by the development of 28 local residents as Community Energy Ambassadors. Ambassadors have been trained in Tadcaster, Selby and Riccall learning all about energy and fuel poverty. The Energy Doctor continues to run further free training courses in Selby, Eggborough and Hambleton. For more information on tackling fuel poverty, visit the Warm & Well website at [warmandwell.org.uk](http://warmandwell.org.uk), call the Warm & Well team based at the Citizens Advice Mid-North Yorkshire on 01609 767555 or email [wnw@northyorkslca.org.uk](mailto:wnw@northyorkslca.org.uk). For further Energy Ambassador information contact Kate Urwin, Energy Doctor: 01757 249100 or [kate@yorkshireenergydoctor.org.uk](mailto:kate@yorkshireenergydoctor.org.uk)



## Falls Prevention:

Strong and Steady is a trips and falls prevention service for people aged over 65 and has been rolled out across North Yorkshire, including the Selby District. The programme has been set up by North Yorkshire Sport and it is delivered by Inspiring Healthy Lifestyles in Selby. Classes are made up of strength and balance exercises taught by qualified instructors. The aim is to reduce the risk of falls and to promote independence and positive mental wellbeing. There are now weekly classes taking place in Selby, Sherburn and Tadcaster, with each class including social time and refreshments afterwards. The programme aims to tackle social isolation alongside promoting good physical health. Partnership work with Selby Age UK ensures that participants are signposted to other services where they need them. In Sherburn there is now a regular chair based exercise class taking place as a result of the Strong and Steady programme. The group has a unique, local approach and is attended by members of the Alzheimer's Society and local nursery children, showing intergenerational work at its finest.

For more information contact Selby Age UK on 01757 704115 or go to [www.northyorkshiresport.co.uk/strong-and-steady](http://www.northyorkshiresport.co.uk/strong-and-steady)



# Health in our leisure, green and outdoor spaces



Health is not all about being in a gym! We're looking at the different ways our spaces, streets and activities engage people in safer, healthier behaviours.



## Operation Paulo

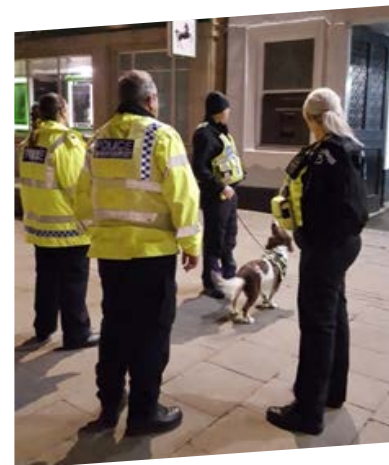
The Community Safety Partnership, including officers from North Yorkshire Police, Selby District Council (SDC) Licensing and Enforcement, North Yorkshire County Council Trading Standards and community drug and alcohol services worked together to set up an event to promote safer drinking and positive night time leisure activity in Selby town centre in November 2018.

A passive drugs dog worked with Police Officers in and around local pubs and clubs. The Police and Community Support Officers (PCSOs) team assisted with public education and engagement. SDC's enforcement and licensing visited establishments and also engaged with some of the taxi drivers. A stall was set up and this contained both merchandise and leaflets to inform the public about a range of public safety issues and where to go for help.

On this occasion there was one cannabis warning but in the main, a great response from bar staff and the public regarding their presence, making the environment feel safer and positively engaged. Public response on social media was also encouraging.

The project offered not only a reactive response but a way of engaging people in a positive way with local services, reaching people that may not always seek support.

A further event was held in December 2018 receiving equally positive responses. Further community safety events will be planned into 2019/2020 and rolled out across other district areas.



## StreetGames 'Fit and Fed' Programme

In 2018, Inspiring Healthy Lifestyles launched the StreetGames 'Fit and Fed' programme, which provides physical activity and nutritional workshops including healthy eating to children ages 8-17. The sessions took place on Friday evenings during school holidays and are broken into age groups: 8-12 from 6-8pm and 13-17 from 8-10pm. Working in partnership with Sainsbury's in Selby provided healthy lunchbox and supermarket sweep activities which created lots of laughs and got the children thinking about how much sugar is in their food. The groups have been able to share their thoughts and feelings on what they think healthy eating is and the barriers to being physically active. Numerous games and challenges have been played and plenty more are planned for future programmes, including special prizes of course!

Our participants are offered healthy snacks whilst at the session which they love, but there's always that one pack of apples yet to be touched... that's okay we're not offended! So far, we've seen a mixture of children, including one boy with Autism who has yet to miss a session! What's great is that the programme is inclusive to everyone within the age categories and all activities are adapted to suit various ability levels. Although we're primarily trying to attract children and young people from Selby Town Centre and the surrounding areas, we have accepted anyone who has expressed an interest if places have been available.

The programme is completely free of charge, so we know what you're thinking – "what's the catch?". Well, there truly isn't one! We just want to look after our younger community and influence them to experience that physical activity and healthy eating can be fun.



# The importance of health and aspiration in employment and skills

Employment and high level skills are an important part of improving health of the individual, their family and wider networks. Here's how we've worked collectively and innovatively across the workforce life course to improve outcomes for all.

## Schools Cluster Project

Drax Power Ltd have been working with Selby Big Local and Selby District Council to develop a social impact strategy that focuses on reducing inequalities and creating opportunities for young people to access high quality learning experiences and to enthuse their appetite for Science, Technology, Engineering and Maths (STEM) subjects. Their ambition is to 'mobilise a million' – provide a million interactions that unlock potential, inspire ambition and promote opportunity for the future workforce. The work on this has had a great, early impact with Drax and Selby Big Local initially investing in a 'Big Aspirations' project which saw Year 6 children from Selby Community Primary, Barwic Parade and Selby Abbey Primary Schools working with North Yorkshire Business and Education Partnership (NYBEP) to consider various careers and what they may want to do in the future. This quickly led to establishing a 'schools cluster' of seven schools also including Camblesforth Primary, Selby High, Carlton Holy Family and Selby College. The schools have worked on a Greenpower project, building, testing and racing electric powered cars. Schools raced at the Hull Street Races in April 2019 receiving a bunch of awards for speed, design and build. They also showcased the cars at the Tour de Yorkshire Selby Finish in May 2019. The projects are the start of a longer term initiative to encourage children into STEM based subjects.





## Workplace Wellbeing Award North Yorkshire

In March 2019 Public Health launched a Workplace Wellbeing Award, which has been introduced because workplace health and wellbeing has been recognised as becoming increasingly important in recent years. To date a number of businesses across the County have committed to the award. Through the Selby Health Matters group we connected with a large organisation based in the Selby District to discuss workplace health needs and to test good practice principles to set up the Wellbeing Award framework.

After short-term illnesses the most common reasons for sickness absence are musculoskeletal problems such as back pain and mental health issues, in particular stress, depression and anxiety. The Workplace Wellbeing Award is designed to address these health problems. It is open to any size and type of business in North Yorkshire: public, private or voluntary sector organisations.

There are three levels to the award – bronze, silver, and gold. Each level builds on previous achievements and has core components relating to organisational culture, leadership and employee engagement along with specific lifestyle elements to deal with preventable ill health issues in the workplace.

### Steve Day, General Manager from Clipper Logistics in Selby commented on the benefits of being involved in the scheme:



*"At Clipper, people are at the heart of what we do, what we deliver to customers. It's what sets us apart from the competition, and we have since become an employer of choice in the industry. We recognise that by creating a culture of health and well-being within our workforce, ensures we commit to our employees and understand that they the most fundamental part within our industry.*

*"We strive to support our workers at every level, from providing the best education, to supplying the tools people need to succeed. To ensure this level of personal development continues, Clipper developed 'Team Clipper', which demonstrates our commitment to recruiting, developing and nurturing the best talent in the logistics industry.*

*"We believe this is paramount to maintaining a successful business – investing in workplace well-being, promoting a healthy work environment, enhancing productivity and equipping our workforce to better deal with change and stress management from every day occurrences. Supporting our staff allows them to work proactively and collaborate in order to provide outstanding levels of service."*

Improving workplace health not only benefits individuals, but it leads to greater job satisfaction, which in turn improves the productivity of the business and enhances our local economy.

We want as many people as possible to benefit from this so if you are looking to encourage a healthy workplace culture and improve the wellbeing and productivity of your employees please visit our webpage [www.northyorks.gov.uk/workplacehealth](http://www.northyorks.gov.uk/workplacehealth) for further information and an application form, or contact [nyworkplacehealth@northyorks.gov.uk](mailto:nyworkplacehealth@northyorks.gov.uk)

## Healthier Choices award

The 'Healthier Choices For a Healthier You' award is a certification scheme aimed at supporting organisations that provide healthier options to their customers. The scheme recognises good practice that is already in place and any pledges made through engagement with the project team. To date, over 150 organisations have participated, including; B&Bs, work canteens, care homes, hospital providers, independent cafes, tourist spots, takeaways and school canteens. Nine businesses in Selby have achieved or are working towards the award.





# Health in Planning

Building health into planning procedures can help to encourage active travel, increase the provision of green spaces and address the density of fast food outlets. We have started to look at how we can make improvements to the environment as part of the strategy to reduce obesity.

## North Yorkshire School Zone Project – working with Selby High School

As part of a broader strategy to tackle childhood obesity across North Yorkshire, NYCC has been leading on the development of a new project called School Zones.

The School Zone project aims to create healthy food and physical activity environments within a school zone (the school environment itself, and the environment surrounding the school) so as to support active and healthy living.

So far the project has been focused on the areas of the county with the highest levels of childhood obesity: In Selby 23% of 4-5 year-olds have excess weight, and this rises to 32% of 10-11 year-olds – that’s almost a third of children leaving primary school in Selby being already overweight or obese!

A broad range of partners have been involved in the School Zone project (which was developed during 2018) including NYCC, Stronger Communities, Selby District Council, North Yorkshire Sport, Youth Sports Trust, and North Yorkshire Youth.

In early 2019, national funding was secured to undertake some insight work in Selby High School – to help understand the barriers and facilitators to healthy and active living.



### Key findings included:

- Younger pupils (year 7-8) are very influenced by family and friends.
- Older pupils are more influenced by You-Tubers and celebrities (who often represent 'extreme' and unrealistic versions of a healthy lifestyle).
- Positive mental health and 'feeling better' are motivators for all ages.
- Not eating breakfast is quite common.
- There are numerous takeaways, shops, bakeries etc. in the 'zone' around school – leading to poor 'snacking' choices before/after school (e.g. sweets, crisps, fizzy drinks).

Meetings have been held with the school staff and school council (pupils) to discuss priorities for the school (e.g. improved catering offer and lunchtime experience; support for active travel; after school clubs; and working with local businesses). Pupils, staff, parents and local businesses will be further consulted on proposed actions in the autumn term.

For more information about the School Zone project, or a copy of the insight report, please contact [helen.ingle@northyorks.gov.uk](mailto:helen.ingle@northyorks.gov.uk) or [ruth.everson@northyorks.gov.uk](mailto:ruth.everson@northyorks.gov.uk)



# Health in the Community

Social connectedness and self-sufficiency are essential ingredients for a strong community network. Understanding the strengths and issues of where people live and who are the community based leaders is important to effect positive and long lasting change. Examples show the breadth of work being undertaken by our communities.

## Selby Mental Health Forum

We didn't just want a forum where professionals come together and decide on what helps prevent and overcome issues of mental health.

Jointly funded by Selby District Council and Selby Big Local and delivered by Brighter Futures the forum provides the following:

- a service user led group for supporting and developing the delivery of mental health services across Selby District
- a consultation service for statutory providers such as the NHS for developing the strategic direction of mental health services in the district
- a core hub for promotion, discussion and sharing of information regarding mental health service provision in the Selby District



## The V-Network

Community First Yorkshire established a Volunteers (V-Net) Network meeting in Selby which meets every three months. The meetings provide an opportunity for volunteer co-ordinators from organisations across the Selby District to come together to share ideas, news and views, to hear from speakers and to catch up on all the latest news and opportunities from the sector locally and nationally. The network is a friendly group with peer support at its heart. Several members of Selby Health Matters attend and increasing volunteering in Selby helps to contribute to the delivery of the Selby Health Matters Action Plan.

Topics discussed at recent meetings have included safeguarding, volunteering for young people, recruiting 'lovely' volunteers and supporting volunteers with convictions. There has also been discussion about development of a new county wide V-Net Facebook group. This will offer an opportunity for Volunteer Co-ordinators to talk to others with similar interests, to ask questions, to get tips, support and advice, to share stories and experiences and to find out about events and training across the area outside the meetings. The Facebook group will be launched in September 2019.

In addition to offering support and advice on funding and fundraising, governance, employment, business, financial and volunteer management they also offer a programme of training and network meetings. Further information about the advice, support and services offered can be found on their website [www.communityfirstyorkshire.org.uk](http://www.communityfirstyorkshire.org.uk)



# Friendship Friday

We run Friendship Friday every week from 11am until 3pm, at Community House.

The group is open to everyone so why not come along – we have various activities and speakers every week. The cost is £3 which includes a soup lunch.

If you'd like any further information please contact Alison Hartley on 01757 291111 or email [alison@communityhouse.org.uk](mailto:alison@communityhouse.org.uk)



## Support from Selby District AVS

There is an exciting array of opportunities and support for organisations and residents across Selby District. For free support and advice contact; Chris Hailey Norris, Chief Officer, Selby District AVS. **01757 291111** [chris@selbydistrictavs.org.uk](mailto:chris@selbydistrictavs.org.uk) [www.selbydistrictavs.org.uk](http://www.selbydistrictavs.org.uk)

# Selby District Equality Network Meeting



This is an exciting partnership of over 60 members. Meetings are held bi-monthly and include a range of presentations, training, community updates and projects tackling inclusion, diversity and equality matters.

## Even superheroes need time out: a preventative-based, social marketing approach to improve mental wellbeing amongst males aged 30-50 in North Yorkshire

Aligned to the North Yorkshire mental health strategy 'Hope, Control and Choice' and the Suicide Prevention Plan, we are developing a localised social marketing campaign to promote mental health and wellbeing across the county, by encouraging men to engage in the Five Ways to Wellbeing.

The North Yorkshire County Council public health team and ICE Creates have been working together to conduct in depth research and customer insight to develop an evidence based campaign promoting mental wellbeing to men aged 30-49 years living in Malton, Selby and Scarborough Town areas. In Selby two focus groups were held and a number of "vox pop" interviews carried out in the town centre, supermarkets, shops, businesses and in the leisure centre.

The campaign aims to take a preventative population level approach, encouraging self-care and mental health promotion such as the Five Ways to Wellbeing.

The insight research and testing stage of the project has been completed with men living in the three target areas. Look out for campaign materials coming soon.

For more information contact [vicky.watson@northyorks.gov.uk](mailto:vicky.watson@northyorks.gov.uk)

## How old is your heart?

In September 2018 the Selby Health Matters partnership supported Public Health England's Heart Age campaign which encourages adults to find out how old their heart is by taking the Heart Age Test. The Heart Age Test takes a few minutes and compares your actual age with the age of your heart. Useful tips on how to lower your heart age and reduce risk of a heart attack or stroke are also given after the test.

To raise awareness of heart health, local pharmacies and The Summit Adventure held Heart Age Tests and free blood pressure checks. A joint Clinical Commissioning Group (CCG), District Council and County Council press release was issued, plus an article included in Selby Citizenlink that went out to all households. To take the test [click here](#).



## Breastfeeding Friendly Venues

A breastfeeding friendly venue scheme has been piloted in Selby to encourage businesses to welcome breastfeeding mothers and to reduce social isolation.

To apply for the award staff must actively welcome mothers and babies into their establishments and allow breastfeeding in all customer areas of the venue. Premises are also encouraged to provide a private space for those who prefer not to breastfeed in public view. Businesses and community venues that sign up to the scheme are then promoted through a mapping tool so that families know which premises welcome breastfeeding.

100% of Selby businesses taking part in the scheme said they would recommend to others and fed back that there had been positive comments by customers about the posters and stickers on display in their business.

Parents stated that the scheme has directly helped them to breastfeed when out and about due to support from the venue and feeling more relaxed had anyone made a negative comment.

The breastfeeding friendly venue award compliments a wider programme of support for mothers who breastfeed. This includes providing one to one support from specialist trained staff, breastfeeding support groups and the promotion of messages through the media and other routes to normalise breastfeeding and highlight sources of advice. This support is available to all mothers across North Yorkshire.

For more information contact  
[nypublichealth@northyorks.gov.uk](mailto:nypublichealth@northyorks.gov.uk)



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# Selby Town Population Health Management Programme

- **PCN population size:** 49,792
- **Key PCN attributes:** Significant inequalities around **poverty**; high **variation in life expectancy** between wards; high levels of **childhood & adult obesity**, high **smoking prevalence**, high levels of **CHD, stroke** and **dementia**.
- **Programme cohort size:** 418 individuals that met the criteria were randomly selected from across the PCN. From this 48 individuals took part in the initial health needs assessment questionnaire.
- **Programme cohort description:** People aged 50-64 yrs with a diagnosis of Hypertension and mild/moderate frailty..

### Intervention

- **Description/rationale for intervention :** A health needs assessment approach to identify gaps in services and barriers to accessing services in this cohort; a codesign approach designed to improve awareness of services available, develop relationships with key groups, identify gaps in what is needed, and improve ability to self care to reduce or slow deterioration of conditions.
- **Wider determinants considered:** The wider determinants included employment status, income, social isolation and vulnerability, health and digital literacy, housing issues, disability issues and transport and mobility.
- **Activities undertaken as part of the initial intervention**
- An MDT approach was used to identify the patients, using the population health management data.
- The Care Coordinators led on designing a holistic health needs assessment questionnaire for a semi structured interview around the following themes: **Your health, medication, long term condition reviews, mental health and wellbeing, health family, friends and support networks, employment, volunteering and social contacts, housing, digital connectivity**. Care Coordinators and Social Prescribing Link workers contacted the identified cohort of patients via letter and then by phone to take part in the questionnaire.

### Partnerships

- **Organisations and workforces involved**
- Primary Care Network:**  
Care Coordinators, Social Prescribing Link Workers, Clinical Director, Lead GP
- Vale of York CCG**, Lead Officer Primary Care, **North Yorkshire County Council** public health, Stronger Communities, **Selby District Council**, Head of Communities, Partnership and Customers
- Two Ridings Community Foundation**, - Chief Executive
- York Teaching Hospital NHS Foundation Trust**, Community Services



### Results from the Initial Health Assessment Interview Intervention

**Themes identified were:** health conditions, health reviews, mental health, barriers to changing lifestyle and healthy lifestyles. **Responses included:**

- Conditions **impacting on daily life**
- The need for **longer or more frequent Long Term Condition Reviews**
- The need for education, target setting and support with food and exercise.
- Barriers around **accessibility and cost of exercise classes**.
- **Pain management** preventing exercise and weight loss.
- **Social isolation**
- **Financial security and returning to work.**
- Support with **caring responsibilities**
- The need for a **holistic and family approach**



# Selby Town PCN and Partners Findings and Next Steps

## Focus Groups

Partners help design and Care Coordinators and Social Prescribing Link Workers ran 3 sessions of focus groups for the 26 people who have chosen to engage further with codesign. Session 1 explored the themes identified in the interviews, sessions 2 and 3 started to look at solutions. The groups will meet with local partners to consider how they might support people with long term conditions to get active, find networks and improve health. **3 themes were focussed on: healthy lifestyles, mental health and health conditions and feedback was as follows:**

### 1. Healthy Lifestyles

**Accessibility** – of exercise classes/gyms. Need to be age friendly, hard to fit into busy lifestyle, accessibility and cost for carers.

**Cost/finance** – classes and food.

**Healthy eating** – the need for education around food/shopping

**Information/communication-** about what's available

### 2. Mental Health

**Peer support** – around conditions e.g. asthma, heart conditions, groups with similar people

**Motivation and self worth**

Ownership of own health and self managing conditions

**Family support**

**Isolation** – need for activities and groups, buddy systems for groups

Lack of **support for mental health** – before going into crisis.

Lack of **support for carers**

Age UK Selby closing down – now lack of **assistance with shopping, befriending** etc.

### 3. Health Conditions (management)

**Information** - Lack of info provided at reviews around LTC's; dealing with diagnosis, the impact, management and education, healthy ageing. Leaflets as well as online

**Pain and mobility** – need support to manage

**Digital/IT/technology** - education of how to access information about condition etc

**Continuity of care** - Having to repeat yourself in appointments. Lack of joined up working between GP Practice teams and hospital teams; Multi-Disciplinary Team approach is much more effective.

**Holistic support** –focus on health as a whole

**Appointments** – waits and difficulties booking appointments, want F2F appts, feeling very rushed during phone apps, could they access other surgeries? More regular reviews

**Accessibility** - difficulties accessing some services/diagnostics in rural areas e.g. stroke support and phlebotomy. SWMH short hours. Could some tests e.g. blood tests be done in surgery rather than hospital?

## Lessons Learned, Partnership Working and Engagement

- **A video interview summary of feedback from participants and a description of what was done well, challenges and potential improvements can be found here:** [Selby Town PCN Population Health Management Programme – YouTube](#)
- **Media release about the success of the programme, and how GP practices in Selby are changing patients' lives with a new approach to their health can be found here:** <https://www.valeofyorkccg.nhs.uk/gp-practices-in-selby-are-changing-patients-lives-with-a-new-approach-to-their-health/>
- **Selby Town PCN – Care Coordinators in a class of their own 'Ockham healthcare' podcast can be found here:** [Podcast - Selby Town PCN - Care Coordinators in a class of their own - Ockham Healthcare](#)

## Solutions discussed:

### Healthy Lifestyles:

NYCC (through Selby Leisure Centre) Tier 2 weight management offers e.g. Move it or Lose it 12 week programme.

Corporate membership, discounts and offers for e.g. carers (free memberships for carers in receipt of carers allowance)

The need for more varied social groups e.g. for men, working people,

The need for a community centre around Selby Park (accessible to all)

The use of the outside gym equipment – a 'how to' session

Ramblers and walking groups available – to start from Selby Leisure Centre

### Outcomes and Next Steps

#### Evaluation - Short, medium and long term measures of impact:

- Improving awareness of existing community services
- Reduce/delay progression to severe frailty
- Develop links and improve MDT working
- Improve patient activation scores
- Reduction in contact in primary and secondary care e.g. out of hours
- Re- engage with those people who completed the health assessment questionnaire (and did not continue with focus groups/co designing)
- Improvements in health and wellbeing
- Reduced duplication in service offers

#### To consider...

Opportunity for **scalable impact and PHM capability**: plans for further engagement with similar cohorts and how to make future PHM interventions manageable and sustainable for partners.



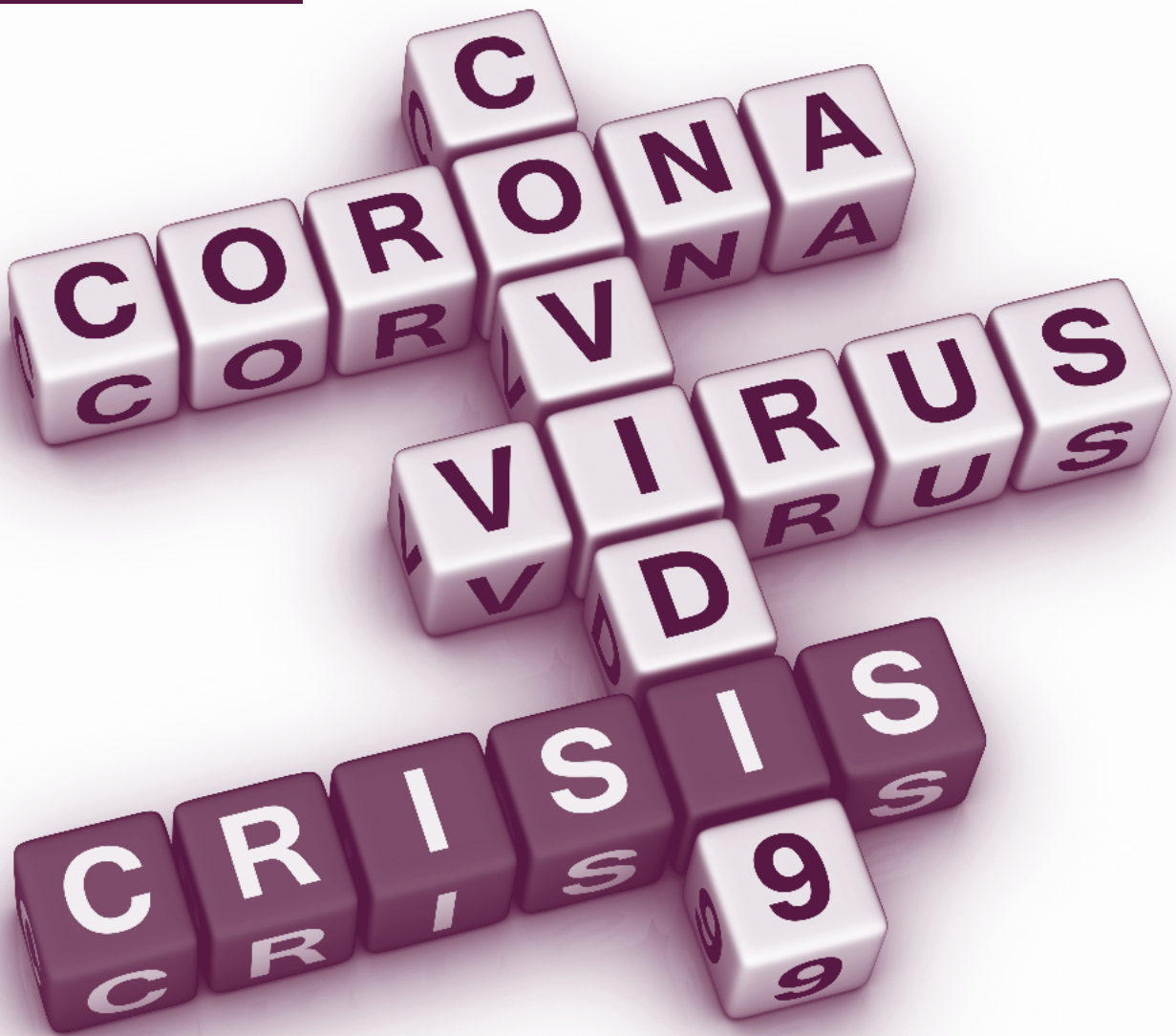
North Yorkshire

Director of Public Health

# Annual Report 2021

**Making sense of COVID-19**

October 2019 - April 2021



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# About this report

The Director of Public Health is an independent advocate for public health, providing leadership for systemic changes to improve local health outcomes. They work across local authorities, the NHS and other community organisations and services with responsibilities for health and well-being in a specific area.

In England, the role of Director of Public Health is embedded within local authorities. For North Yorkshire this position sits within North Yorkshire County Council.

Under the National Health Service Act 2006, Directors of Public Health *'must prepare an annual report on the health of the people in the area of the local authority'*.<sup>1</sup>

Although this is a statutory requirement, the annual report is a useful and important tool to identify current and emerging public health issues, flag up problems, and report progress. It is a way 'to inform stakeholders of priorities and recommend actions to improve and protect the health of the communities they serve'.<sup>2</sup>

Due to the COVID-19 pandemic, this report covers a longer period than usual, specifically the 18 months from October 2019 to April 2021.

This, and previous North Yorkshire Director of Public Health Annual Reports, can be found here: <https://nypartnerships.org.uk/dphar>

<sup>1</sup> [www.legislation.gov.uk/ukpga/2006/41/section/73B](http://www.legislation.gov.uk/ukpga/2006/41/section/73B)

<sup>2</sup> [www.adph.org.uk/wp-content/uploads/2013/08/DPH-Annual-Report-guidelines.pdf](http://www.adph.org.uk/wp-content/uploads/2013/08/DPH-Annual-Report-guidelines.pdf)



## Foreword by Louise Wallace, Director of Public Health

Hello and welcome to my first Annual Report as the Director of Public Health for North Yorkshire.

I was a Director of Public Health for Hartlepool from 2012 to 2017 before I moved to North Yorkshire in 2017 to undertake the role of Assistant Director Health Integration. As part of my current role, my work across organisations to support integration will continue. I am often asked what it feels like working in public health during a pandemic and one word always immediately comes to mind – privilege. It is a massive privilege to work in Public Health at North Yorkshire County Council and it gives me great pleasure to share this report on behalf of the North Yorkshire Public Health Team. This report is not just the story of a year in public health but, rather, the year where public health was the story.

So much has been written about the Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) – or COVID-19, as we all now know it. The intention of this report is not a definitive account of COVID-19, instead it looks at how the people who live and work in North Yorkshire faced and responded to the biggest public health challenge in living memory.

Of course, it is a story that we have lived through together. Some of it will be very familiar, especially for the many thousands of people who were ill with COVID-19 and the families, friends and colleagues of the more than 1150 people lost to COVID-19 in North Yorkshire alone. We will remember them.

Life has changed for all of us. Livelihoods have been disrupted; precious school days were spent alone in front of screens. Big life events passed by, milestone birthdays were not celebrated, new grandchildren not held, relatives not visited, holidays not taken. For those living in care, there has been isolation like no other.

Yet there is also another story. How many people could name the NHS' Chief Medical Officer before the pandemic, yet tuned in to listen to Professor Chris Whitty and his team of experts for the nightly briefings. As a country, we became experts on PPE, vaccination, hand-washing and infection control. Years' worth of public health education has beamed straight into our living rooms.

Lockdown was incredibly difficult, but still many people reported being able to spend more quality time with families. We learned to enjoy our local outdoors and improved our homes. We drove less and reduced our collective carbon footprint. More of us are walking, running and cycling. We are more aware of our eating and drinking habits, and finding new ways to relax.

What stands out most for me are the amazing acts of kindness and care that people across the whole of North Yorkshire have shown to each other. Communities rallied around for each other and stood strong. Our NHS colleagues were rightly lauded but right across the health and social care system, colleagues gave everything and more to keep people safe and connected. It is a huge honour to work alongside the Public Health Team, not only for their expertise but also unflappable dedication.

The pandemic has given me the chance to work with colleague's across my own organisations and with partners. I have learnt so much about what we all do and how, when we come together and bring all our creative thinking and resources to a problem, we can literally solve anything. The spirit of Team North Yorkshire – it is phenomenal and it will carry us through as we continue to respond and rebuild for a healthy future.



**Louise Wallace,**  
**Director of Public Health**

## A word from the Executive



Hello. My name is Councillor Caroline Dickinson and I had the honour of being the Executive Member for Public Health for North Yorkshire County Council from May 2017 to August 2021. When talking about my role I am often asked, 'what exactly *is* public health?' With such a broad, multi-layered approach to health in the UK, not least our incredible National Health Service, this always felt like a reasonable question. Yet as we cautiously emerge from the latest phase of the COVID-19 pandemic, I feel that something has changed.

Undoubtedly there is a greater understanding and appreciation for the critical role of public health. Over the past year, each of us has adopted our own routines, doing all we can as individuals and households to keep ourselves safe from the virus. I believe we also have a greater appreciation of how our own health decisions can affect others. We have learned that taking responsibility for our own actions – staying at home, wearing a face covering and social distancing, can help our communities stay safe and healthy.

Here in North Yorkshire, our Public Health Team has been at the heart of the work needed to spread these messages to every corner of our community. Partnering with local authorities, the NHS, service providers and community leaders, the Team has worked around the clock to provide advice, guidance, training, systems and processes. From the Dales to the Coast, they have worked alongside schools and colleges, private businesses and voluntary organisations, in care homes and communities with a dedication and professionalism that should make us all proud.

Of course, it is important to acknowledge that despite these efforts, over 1150 people have lost their lives to COVID-19 here in North Yorkshire. A great many others have been seriously ill, lost loved ones or had disrupted livelihoods. We are all forever changed by the events of 2020 and 2021. Each of us will have our own stories to tell.

This Annual Report tells one part of that story. Yet, despite the challenges ahead, it finds cause for optimism. It highlights lessons to be learned, not just for any future pandemic, but also public health as a whole, that we can all benefit from.

In accepting this report, I would like to acknowledge our outgoing Director of Public Health, Dr Lincoln Sargeant who left us in December 2020 for a new role and life in Devon. The work done under Lincoln's leadership not only led to better health outcomes for the people of North Yorkshire, but it raised the profile of public health across the whole county. There is no doubt that we were better placed than other areas to respond to the pandemic.

I would like to welcome Louise as our new Director of Public Health. I have had the pleasure of working alongside Louise since 2017 in her previous role as Assistant Director Health Integration and I know first-hand her deep passion for public health. On behalf of the Executive, I congratulate Louise on her appointment and look forward to working with her and the rest of the Public Health Team in the year ahead.

Since August 2021, Councillor Andrew Lee has taken up the portfolio for public health and is the new Executive Member for Public Health, Prevention and Supported Housing, including Sustainability and Transformation Plans.



**Cllr Andrew Lee**

Cllr Lee is looking forward to considering the recommendations in this report and taking action to deliver on the public health priorities to ensure we improve and protect the health of the people of North Yorkshire.

## Farewell to Dr Lincoln Sargeant

# Farewell to Dr Lincoln Sargeant

After almost eight years as the Director of Public Health in North Yorkshire, Dr Lincoln Sargeant has moved to the southwest to take up the same role at Torbay Council in Devon.

Lincoln and his team were responsible for leading the county's public health services following the transfer of responsibilities from NHS to local government in April 2013. Lincoln established and led a team of public health specialists. This built on North Yorkshire's reputation as a leader in public health initiatives. The team worked closely with communities and organisations to better understand the overall health of the population of North Yorkshire, and monitor progress on improving health and reducing inequalities.

During his tenure, the team has developed and implemented Health and Wellbeing strategies based on the assessed needs of the population and proven interventions to improve health. Lincoln provided specialist public health advice to the County Council and was heavily involved in creating, funding and supporting critical prevention programmes.

His standout achievements include:

- Establishing the gold standard Horizons adult specialist drug and alcohol service across North Yorkshire.
- Nationally mandated public health services, such as sexual health, substance misuse and NHS Health Checks.
- Investing into the **Stronger Communities** and **Living Well** teams to support communities to play a greater role in the delivery of services and to improve the health, wellbeing and independence of adults.
- Embedding public health intelligence to inform planning and commissioning.
- The 2015 annual report, **The Health of Children: Growing up Healthy in North Yorkshire**, which laid the foundation for the Start Well theme as a new area of work and helped to inform [Young and Yorkshire 2](#), the multi-agency North Yorkshire Children and Young People's Plan.

Of course, Lincoln and his team also provided significant public health leadership and expertise, before and during the COVID-19 pandemic. Making sure that North Yorkshire was as ready as possible for the challenges ahead. Many of the success stories in this report are testament to Lincoln's years of experience in public health and epidemiology and the actions of his entire team.

Dr Sargeant will also be remembered for his creative and nationally recognised annual reports. Here he is pictured launching his 2018 **Back to the Future** report with County Councillor Caroline Dickinson and Council Leader Carl Les.



North Yorkshire County Council would like to thank Dr Lincoln Sargeant for his significant contribution to public health in North Yorkshire and wish him well with his new adventure on the south coast.

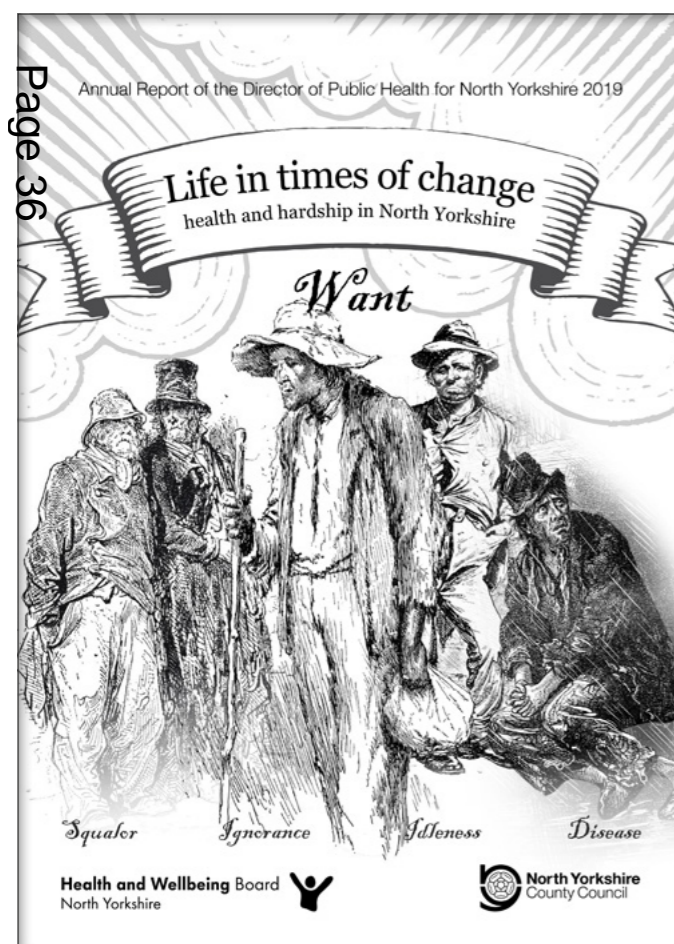
*"It has been to date my dream job and I am grateful for the opportunity to have served the people of this county in the role. It was my great privilege to visit all parts of the county and be inspired by the people and groups who came together to improve the health and wellbeing of their communities ensuring that everyone was included and benefited from these collective efforts. I take cherished memories of these experiences and thank the countless people who make a difference through their commitment to public health in its widest sense."*

Dr Lincoln Sargeant



# Progress on past recommendations and priorities

The 2019 Director of Public Health Annual Report was called **Life in Times of Change**, and focussed on the issue of poverty and its relationship with health outcomes. The report made seven recommendations to address a number of issues across North Yorkshire. Here we look at work that has progressed across the seven areas.



## Recommendation 1. Support deprived areas

*“Reducing health inequalities is a matter of fairness and social justice. In England, the many people who are currently dying prematurely each year as a result of health inequalities would otherwise have enjoyed, in total, between 1.3 and 2.5 million extra years of life.”*

The Marmot Review, 2010<sup>3</sup>

There are 11 neighbourhoods in North Yorkshire that are amongst the most deprived 10% areas in England. Nine are in the Scarborough Borough. In response, we worked as part of a multi-agency approach in the Eastfield Ward of Scarborough to understand population needs, barriers and challenges. Working with a regeneration partnership called the Eastfield PACT, a call for action was developed.

Actions included:

- **Building relationships in the community** to identify regeneration priorities and secure funding. Six themes emerged with input from the local community: Place; People; Aspiration; Employment; Community Hubs and Community Grants. A £1.4m support package is being distributed in line with these themes via six PACT groups, made up of a mix of local residents and partner organisations.
- **Improving under-five’s immunisations vaccination uptake** through co-designed leaflets, door to door stops to explain vaccination, and identification of parents with children under five.
- **School Zone and Food Poverty work** – ‘Come Dine with Me’ and ‘Cooking on a Budget’ sessions, plus initiatives promoting healthy schools, healthy retailer awards, grow-your-own, and promotion of walking and cycling routes.
- **Teenage Pregnancy** – after identifying a reduction in the use of long-acting reversible contraception, and no Healthy Child Programme in schools, the team arranged a sexual health event in Scarborough for practitioners and established the Scarborough Teenage Pregnancy Task Group; a partnership approach with a clear evidence based action plan for delivery.



The team continue to provide leadership alongside Eastfield partners to narrow the inequalities gap between the least and more deprived areas through a whole system approach to create opportunities for all.

## Progress on past recommendations and priorities

### Recommendation 2. Tackle rural poverty

Over 26,500 (10%) of households in North Yorkshire live in fuel poverty. Fuel poverty is more likely to occur in rural areas because housing tends to be older and more difficult to make energy efficient. Many homes have solid walls so are more difficult to insulate and a large proportion of homes are not on mains gas networks, meaning higher costs for heating.

In partnership with Ryedale District Council, Hambleton District Council, Scarborough Borough Council and YES! Energy Solution, we established the North Yorkshire Warm Homes Fund. This £2.5m aims to reduce fuel poverty by helping over 100 vulnerable residents reap the benefits of gas powered central heating.

#### Case Study

**Mr G from Pickering received a fully funded gas connection and central heating install from the North Yorkshire Warm Homes Fund.**

Mr G and his wife were relying on nothing but a small fire in their living room for their heating. *“We had nothing, we only had a fire in the living room and we don’t get much sunlight in here either. We used the heat in the kitchen from cooking and the tumble dryer being on.”*

However, since receiving an energy efficient heating system, the house is now warmer and cosier.

*“The boiler’s been brilliant this winter, it’s made a huge difference. The wife’s over the moon with it! The best thing is that when she’s been at work all day, she’s now coming home to a warm house, whereas with the fire if I wasn’t in to put it on the house was freezing... it’s nice to have quick hot water as well, that makes a real difference!”*

Mr G told us *“I couldn’t believe we could have it done for free and neither did my wife, she thought I was joking when I first told her, but when we filled it in and it came back we were over the moon.”*

### Recommendation 3. Reduce childhood inequalities

#### Grow and Learn – a strategy for reducing inequalities in school readiness.

In 2018, we launched **North Yorkshire Talks**, a strategy to support children’s speech, language and communications development. It aims to improve outcomes for children from conception to school age to improve ‘School Readiness’.

This strategy highlighted significant variation in performance across schools in Ryedale district, with the lowest performing school achieving 55.6% of children at ‘good level development’ compared to 80.5% at the highest performing school.

In response, we established **Grow and Learn**, a 12-month School Readiness Pilot to enable a better understanding of the risk factors around delayed speech and language and to test the impact of interventions.

This project is running in the Ryedale district and the eastern part of Whitby. This has created local neighbourhood based partnerships to develop a range of locally led interventions across the 0-5 Years pathway.

The focus is on evidence-based approaches linked to developing sounds and early speech, with a consistency of approach in the home, settings and the community. The approach includes a universal offer for all families, and more intensive support where particular vulnerabilities have been identified.

The aim was to work with 100 families during the pilot. To date 121 children have been supported by the multi-agency intervention pathway, involving the Healthy Child Team, Children and Families Services, Early Years Providers and Schools. Key features include:

- WellComm, a shared assessment tool
- Evidence based interventions including, *Babbling Babies*, *Small Talk*, *Building Blocks for Language* and *Early Talk Boost*.
- Predictive risk modelling and assessment from 6 months old.
- Regular assessment of Speech, Language and Communication Needs every 6 months from birth (up to every 3 months once child starts Early Years provision).

WellComm can help easily identify children needing support. It is simple to use and requires no speech and language expertise. The traffic light scoring makes results easy to interpret. At the first assessment 56% of children were assessed as ‘red’, 34% as ‘amber’ and only 10% as ‘green’ (indicating they were reaching age related expectations). Following a cycle of intervention and re-assessments, current data indicates that only 27% are now ‘red’, 19% ‘amber’ and 54% are now ‘green’ – reaching age related expectation with regards to speech, language and communication.

## Progress on past recommendations and priorities

### Recommendation 4. Work with military families and veterans

North Yorkshire has a long and proud history with the Armed Forces Community, with a large number of ex-Service personnel and their families. This is most significant in Richmondshire, home to Catterick Garrison and about 7,000 military personnel plus families. As one of the largest army bases in the UK, MOD employees account for 40% of local employment in Richmondshire, and 3.5% across North Yorkshire. Most personnel are resident on approx. 2-4 year rotation, with others on a temporary basis e.g. those being trained at the Infantry Training Centres.

We established a weekly Richmondshire outbreak Management meeting in response to the COVID-19 pandemic with partners, including excellent representation and contribution from Catterick Garrison. This was used to share data, intelligence, and track progress on a wide range of actions to prevent, reduce and manage the spread of COVID-19 within Richmondshire. The Military Environmental Health Team lead outbreak management for all cases, clusters and outbreaks within the military base. The number of cases and those in self-isolation were reported to NYCC on a weekly basis. This includes running a successful contact tracing team.

We worked with the military to establish robust systems and processes to ensure the environment was as COVID-19-secure as possible, with regular spot checks to continually improve and develop best practice. The Garrison also works collaboratively with Richmondshire District Council's environmental health team to share good practice, guidance and on-site visits.

Our Stronger Communities team, working with a local community organisation provided support to all residents, connecting with local community leaders including the Nepalese community.

### Recommendation 5. Create safe environments for high-risk groups

REACH (Reducing Exclusion for Adults with Complex Housing needs,) is a three-year partnership project between Scarborough Borough Council Health and Adult Services, Tees Esk and Wear Valley (TEWV) and Beyond Housing based on a Housing First approach.

REACH will provide dedicated units and intensive community support to people who are currently homeless or likely to be made homeless due to a range of social and long term health needs. This includes mental health/substance misuse, physical health needs or because of criminal activity or anti-social behaviour.

The REACH team will have access to eight dedicated Beyond Housing accommodation units across the Scarborough Borough. The team will provide intensive holistic support to people within the accommodation and through outreach to people at high risk of homelessness. The team have officers seconded from Beyond Housing within the Community Impact Team at Scarborough Borough Council including a rough sleeping coordinator, and housing support workers, as well as a specialist mental health nurse, dual diagnosis worker and consultant psychologist from TEWV.

If people are able to sustain their tenancy they will not need to move on from the accommodation and will be able to move over to a Beyond Housing general needs tenancy when they are ready to move on to more independent living. Beyond Housing will replace the REACH property with another from their stock.

This three-year model will inform a phase two approach which will see dedicated, high quality short term/medium term accommodation intended to meet the high support needs for single homeless people across Scarborough.



## Progress on past recommendations and priorities

### Recommendation 6. Develop priorities to mitigate changes to the benefit system

North Yorkshire County Council's Income Maximisation Team is part of Health and Adult Services. They support people to better understand the benefits system and address any barriers that might stop people making the claims they are entitled to. Since 2015, the Team has supported people to access over £39m in additional and previously unclaimed or unpaid welfare benefits. This has supported over 17,000 citizens of North Yorkshire.

In 2019-20 the team supported over 3,600 people to claim £9 million in additional and previously unpaid benefits. This clearly shows the continued demand for help.

People reported lack of face to face interaction from the Department of Work and Pensions as a main barrier, with people instructed to 'go online'. The pandemic has highlighted that not everyone has the ability or technology to do so.

During the pandemic, people on Universal Credit received an additional £20 per week. This did not apply to people receiving disability benefits. In the same period the Team has supported more working age adults, including people who have never before had to rely upon any state support.

We have also seen an increase in the need for support for those with poor mental health. Research by The Heart Foundation found *"regardless of income, the likelihood of poor mental health was higher if families had experienced a deterioration of their finances during lockdown or expected one in the next 3 months. In the poorest 20% of families almost three-quarters (72%) reporting a worse financial position had poor mental health, compared to half (48%) in the richest 20%"*<sup>4</sup>

#### Case Study

After picking up a flyer from Craven District Council, an 80 year old woman asked for her benefits to be checked.

Our officer identified a missing premium on Pension Credit and challenged the DWP. This resulted in a weekly amount of £36.00 added onto her income. This was backdated to 2003 and the woman received a lump sum payment of over £27,000.

### Recommendation 7. Improve community engagement

Listening to, and working with, the people of North Yorkshire is a critical part of our approach to supporting health and wellbeing across the county. During 2020/21, colleagues worked together to create a new Engagement Framework for Health and Adult Services. This sets out our approach to find new ways to listen to, work and make decisions, together with communities.

Work is underway to implement the Framework. This includes training on 'coproduction' (working together) and growing community forums and networks so that North Yorkshire residents have opportunities and are supported to get involved. Examples of where this is already working well include North Yorkshire Disability Forum and North Yorkshire Learning Disability Partnership Board, where our ways of working support people to develop into community leaders and shape priorities. Recently we have also seen people with lived experience of mental health services working together with NYCC colleagues and partners to contribute their experience and views to the development and new ways to participate in shaping mental health services.

Although progress has been impacted by the need to respond to the COVID-19 pandemic, we have still made significant steps towards our ambitions for coproduction and we anticipate that this will continue to grow over the next 12 months.

#### Case Study

With visiting limited to care settings when community cases were at their peak, some residents and family members were concerned about the balance between physical and mental health for people living in care. Inspired by advocacy on this issue by the Chair of the Harrogate District Disability Forum, a young man with cerebral palsy living in care, we formed the Keeping in Touch Working Group, to explore and co-design recommendations about visits with residents, parents, children and partners of people in care and service providers. The Group made 17 recommendations to Council, all of which were accepted in full or in part and underpinned our response to care home visiting.<sup>5</sup>

<sup>4</sup> [www.health.org.uk/news-and-comment/charts-and-infographics/how-are-changes-to-employment-and-finances-impacting-mental-health-during-lockdown](http://www.health.org.uk/news-and-comment/charts-and-infographics/how-are-changes-to-employment-and-finances-impacting-mental-health-during-lockdown)

<sup>5</sup> See [www.northyorks.gov.uk/visiting](http://www.northyorks.gov.uk/visiting) for more on the Keeping in Touch Working Group's work

# Health in North Yorkshire today

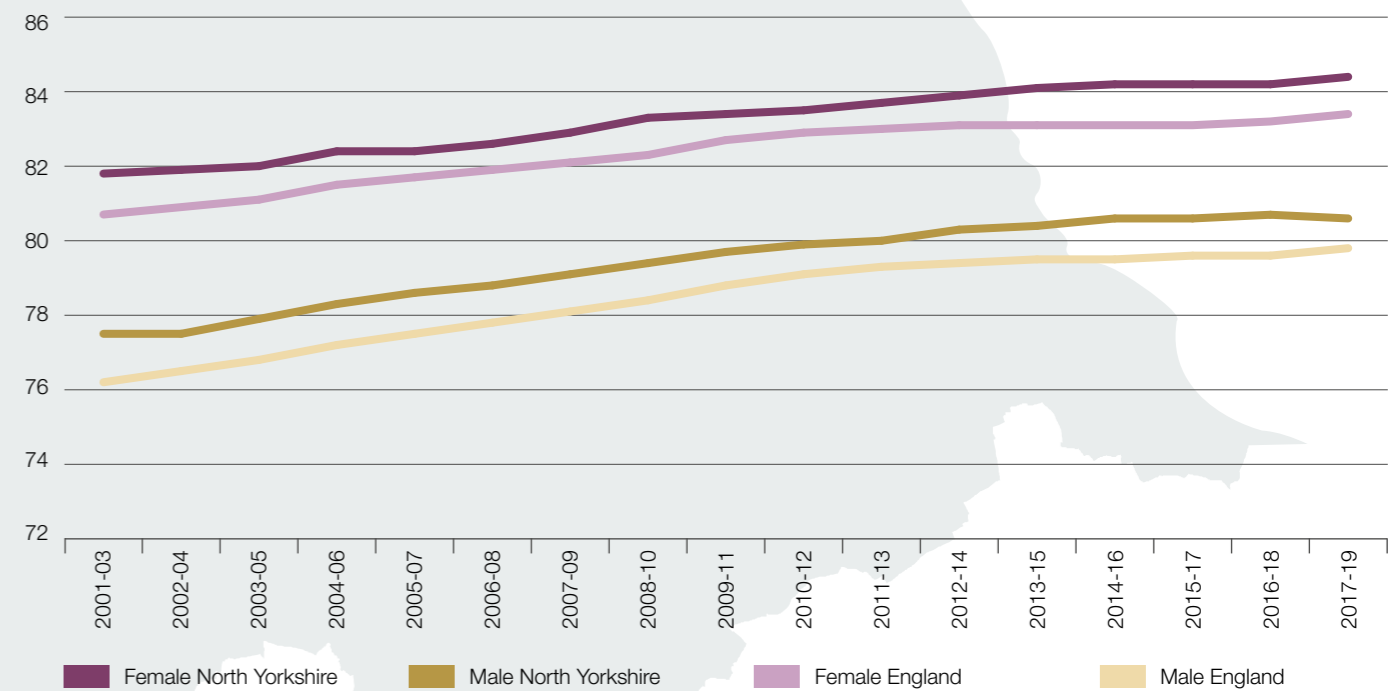
In a year when COVID-19 has dominated our thoughts as well as the headlines, there has been less focus on wider health issues. Nevertheless, it is important to broaden our focus, as there are many challenges in health in North Yorkshire, as well as many success stories.

In general, health in North Yorkshire is good, with most indicators above the England average. Life expectancy at birth is 84.4 years for women and 80.6 years for men, both above the England average. In terms of healthy life expectancy, North Yorkshire residents can, on average, expect to live more years in general good health compared to the wider England population.

However, there is substantial inequality in life expectancy in North Yorkshire. Women and men live 4.8 and 6.9 years longer respectively in the least deprived areas compared with those in the most deprived areas. Some districts have even larger differences in life expectancy between the most and least deprived areas; with inequality highest in Scarborough and Selby districts. Across the county, inequality in life expectancy is larger in men than in women. Addressing this inequality, whilst improving outcomes for all, remains one of the key challenges for improving health in North Yorkshire. This will be particularly important given the impact of COVID on health and life expectancy – there is early evidence of the impact of COVID on lowered average life expectancy by 0.9 – 1.2 years for women and men respectively.<sup>6</sup>

## Life expectancy at birth

Source: PHE



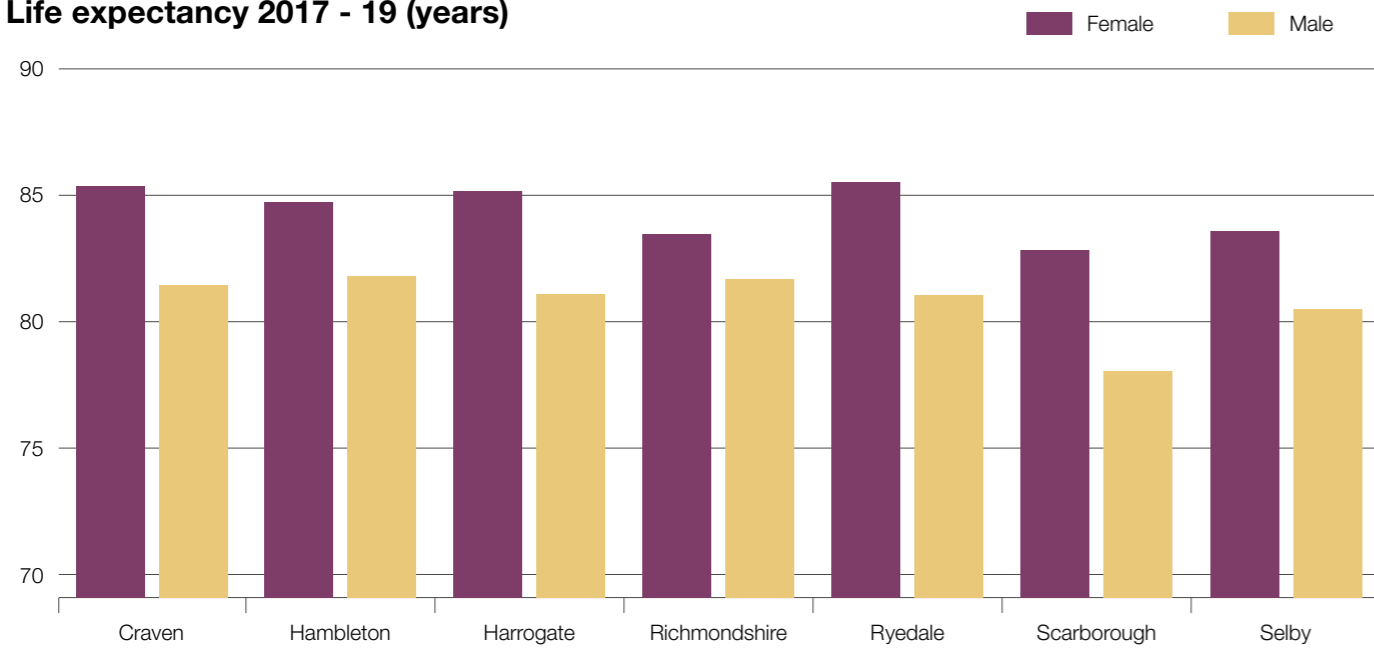
**Life expectancy** – Figures show the trend in life expectancy in England and North Yorkshire from 2001-03 to 2017-19 (top), the most recent life expectancy by sex and district, and the inequality in life expectancy by sex and district.

<sup>6</sup> Estimating the burden of the COVID-19 pandemic on mortality, life expectancy and lifespan inequality in England and Wales: <https://jech.bmj.com/content/jech/early/2021/01/18/jech-2020-215505.full.pdf>

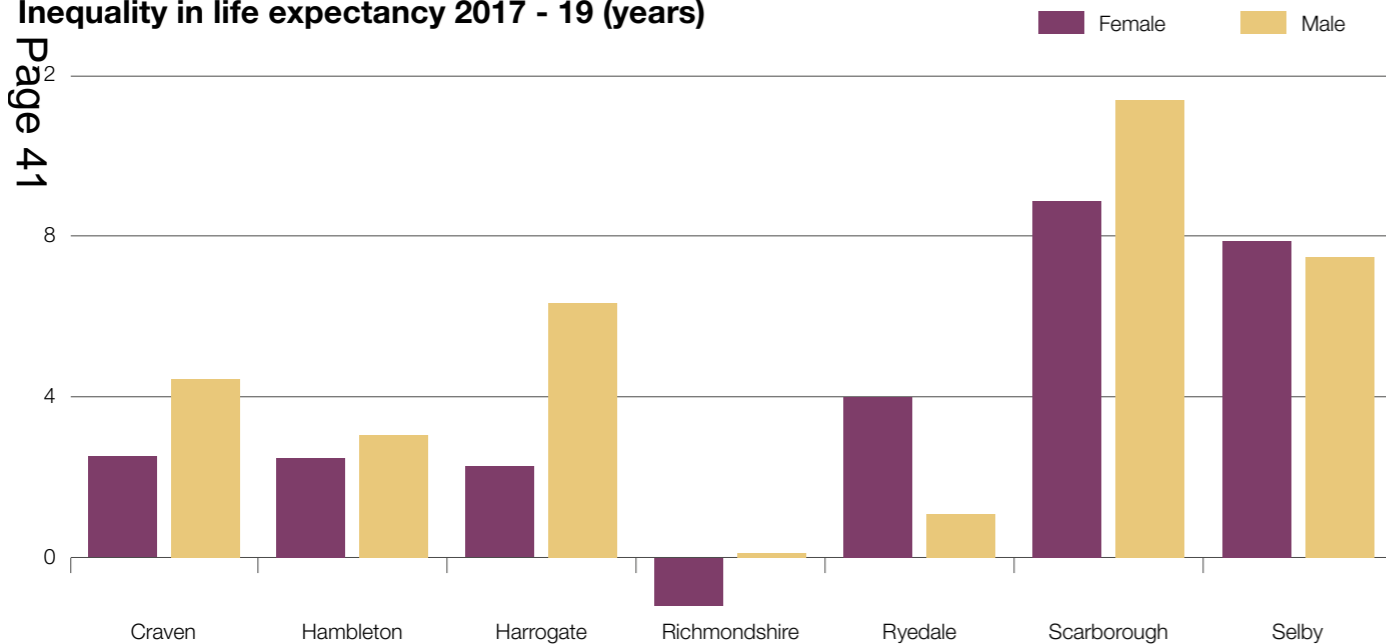


Health in North Yorkshire today

Life expectancy 2017 - 19 (years)



Inequality in life expectancy 2017 - 19 (years)



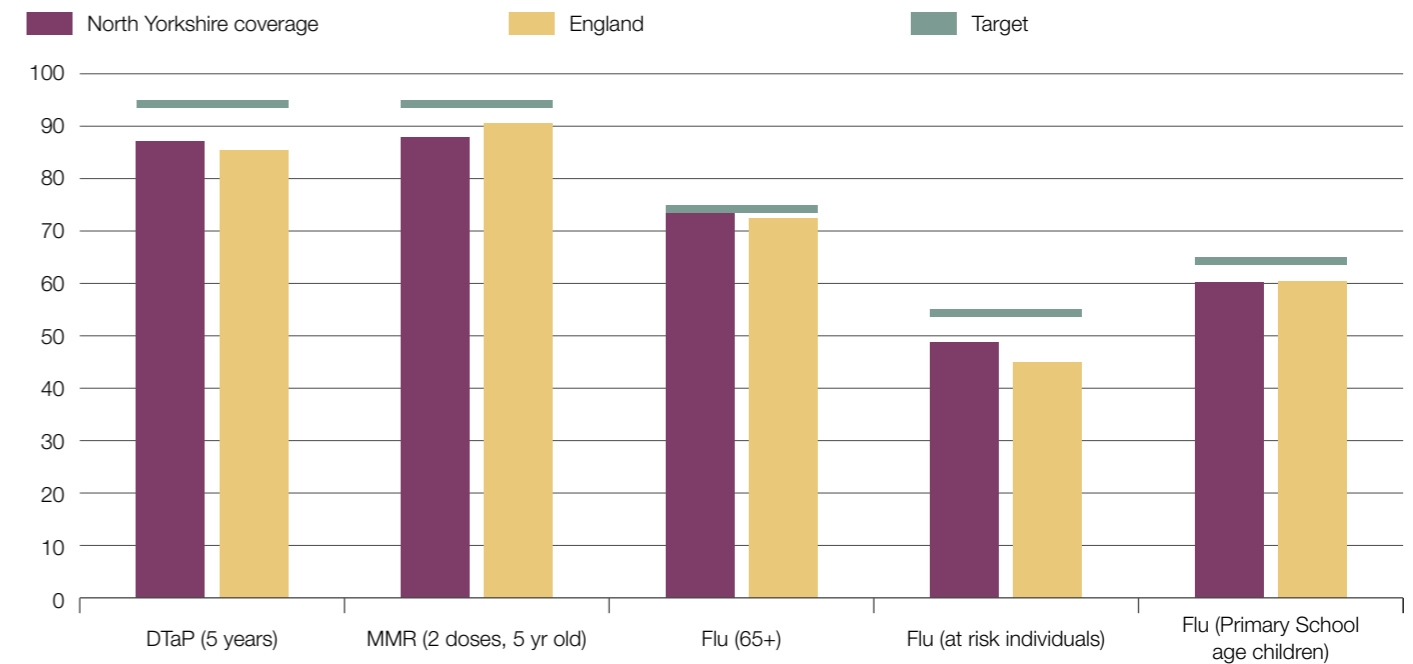
We regularly review published data examining the current and future health and care needs of local populations, to inform and guide the planning and buying of health, well-being and social care services within North Yorkshire, with particular focus on tackling inequalities. These are published as part of our [Joint Strategic Needs assessment](#) (JSNA). Most recently we have undertaken a Joint Strategic Needs Assessment of people with learning disabilities.

This highlights the challenges experienced by this group, including national evidence that on average people with learning disabilities live 15 to 20 years less than the general population. Recent estimates suggest 3.6 times more deaths amongst this group during the first wave of COVID-19. This assessment makes recommendations to improve outcomes including annual health checks and employment rates.

Routine Vaccine Coverage

During the largest global vaccine rollout in history, it is an important time to reflect on the routine vaccinations that have been part of the health protection agenda for many years. Data shows that coverage for a number of vaccine-preventable diseases remains below targets. This includes the second dose of the diphtheria, tetanus, polio and MMR vaccines, flu in primary school children (65% target), at risk individuals (55% target) and 65+ (75% target). Achieving targets is not an easy task. For example, coverage for dose 2 of the MMR vaccine in 5-year-old children is below the 95% threshold for the vast majority of local authorities.

**Vaccination coverage** – Coverage for routine vaccines. The North Yorkshire Coverage is shown by purple columns, coverage across England is shown by orange columns, and the target values are shown by green bars.



Health in North Yorkshire today

## Wider impacts of COVID-19 on health

The impact of COVID-19 on health goes beyond the infections from the virus itself. The disruptions on healthcare due to re-prioritisation of hospital staff has impacted non-emergency care such as people who have planned treatments such as operations. The national lockdowns have also affected health in a variety of ways.

Prior to the pandemic, 52.7% of cancers in North Yorkshire were diagnosed early at stage 1 and 2, significantly below the national average of 55% (2018 figures). There is concern that the pandemic will negatively impact cancer diagnosis and treatment, and it is possible that the proportion of cancers identified at stage 1 and 2 will decrease.

Another area impacted by the pandemic is mental health. Loneliness is known to impact physical health and mental health.<sup>7</sup> Based on data collected prior to April 2020, only 37.5% of adult carers and 48.7% of adult social care users in North Yorkshire report having as much social contact as they would like. Whilst both these figures are above the national average, it is concerning that over half of respondents do not have as much contact as they would want.

Throughout the pandemic, data collected by the Office for National Statistics has shown that the number of people who are 'often lonely' has fluctuated over the past 15 months, increasing over winter and starting to decrease as lockdown restrictions were eased over spring. It is currently unclear what impact the additional burden of loneliness will have on population health.

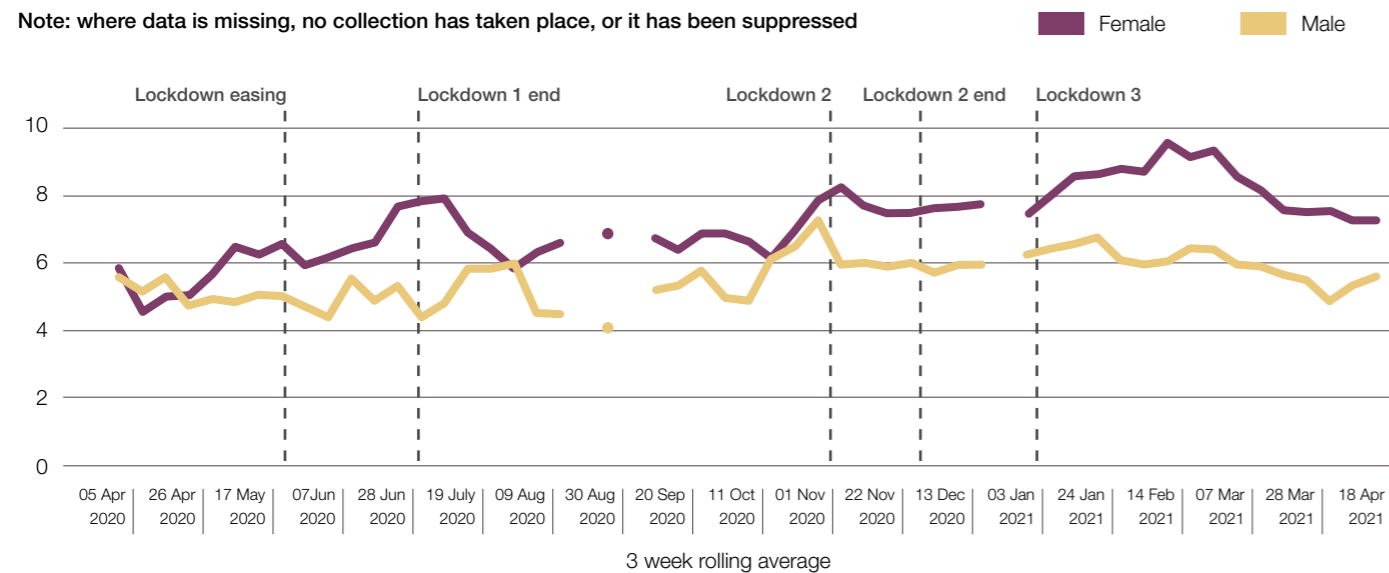
People reporting on their own mental health and wellbeing has, on average, worsened during the pandemic. The charity Young Minds has found that COVID-19 is having a negative impact on many young people's mental health. With most young people having had disruptions to school attendances and some not having access to resources and materials with which to learn. There will likely be a subsequent detrimental effect on both academic attainment and wellbeing.

North Yorkshire has seen some evidence of an increase in contacts from mental health services into Multi-Agency Screening Teams (MAST), and of increased referrals from families who pre-pandemic were just managing to cope financially. The Coronavirus Mental Health in the Pandemics study<sup>8</sup> reported there have also been rising concerns about people experiencing higher levels of psychological or physical abuse while social distancing at home during the COVID-19 pandemic, alongside increases in self-harming or suicidal ideation.

By contrast, a survey by Wake Up North Yorkshire<sup>10</sup> showed that 31.8% of respondents said there was no change in their drinking during lockdown, 21.2% said they were drinking less but 47% were drinking more. People also told us they consumed alcohol for more negative reasons in lockdown, most notably for 'stress and anxiety'. 16% of respondents at midpoint indicated that they drank alcohol because of boredom.

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### Trend in percentage of respondents who are often lonely in England, by sex



Source: PHE analysis of Opinions and Lifestyle Survey data from Office for National Statistics, 2021

One interesting area to reflect is the change in drinking habits during the first lockdown. National research revealed that more than one in five (21%) adults who drink alcohol are drinking more often since lockdown began in March 2020.<sup>9</sup> However, one in three (35%) of those who drink have reduced how often they drink or stopped drinking altogether – lockdown is changing the way that the UK drinks at both ends of the scale. In addition, more than one in three (38%) drinkers or past drinkers said that they are taking active steps to manage their drinking.

7 Loneliness and Social Isolation Linked to Serious Health Conditions. Centre for Disease Control: [www.cdc.gov/aging/publications/features/lonely-older-adults](http://www.cdc.gov/aging/publications/features/lonely-older-adults)

8 [www.mentalhealth.org.uk/coronavirus/divergence-mental-health-experiences-during-pandemic](http://www.mentalhealth.org.uk/coronavirus/divergence-mental-health-experiences-during-pandemic)

9 <https://alcoholchange.org.uk/blog/2020/drinking-in-the-uk-during-lockdown-and-beyond>

10 <https://wakeupnorthyorks.co.uk>

## An unprecedented year

RECORD BREAKING EXCEPTIONAL UNCHARTED WATERS Extraordinary  
 Unparalleled Once-a-century Unprecedented UNMATCHED

## An unprecedented year: introduction

A common feature of the reporting of the COVID-19 pandemic has been the use of superlatives. With coronavirus front page news since the start of 2020 we have become used to the idea of the extraordinary being the new ordinary.

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 In preparing this report, we felt it was important to remind ourselves of this journey. We wanted to look at how things, which once were unthinkable have become part of our everyday reality.

From the first early reports of Wuhan Municipal Health Commission, China, reporting a cluster of cases of pneumonia in December 2019, epidemiologists and public health experts around the world watched with interest and growing concern. Ministers were briefed; news agencies drew parallels with responses to other recent viruses including SARS, and Ebola. Here in the UK, footage of people in masks on the empty streets in Wuhan as the world's first COVID-19 lockdown was enforced were still low profile compared to the daily updates about Brexit.

It still felt a far cry from daily life in rural North Yorkshire.

Yet within a month, on 31 January 2020, the first case of COVID-19 in England was reported. This first case was detected right on our doorstep, in York. Our friends and colleagues at the City of York Council and Vale of York CCG were presented with their first experience of the unprecedented challenges we would all soon face.

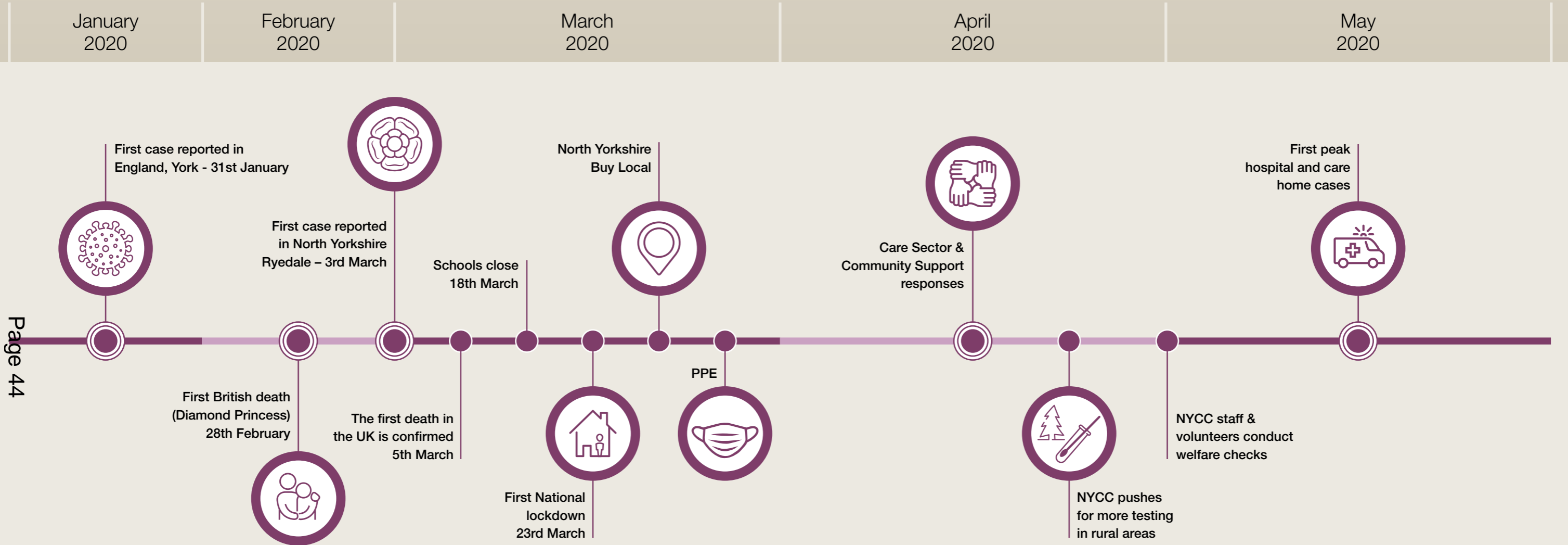
This foreshadowed the story to come for North Yorkshire. As a rural county, we are naturally set up for social distancing. Although the biggest county in England, around 40% of the county is covered by National Parks. The largest towns are Harrogate (population 73,576) and Scarborough (61,749). However, we sit in close proximity to some of the most densely populated areas in the North of England. With many people working and living across county boundaries, our experience of the pandemic would be closely tied to the responses and actions of our near neighbours.

Throughout February 2020, the public increasingly turned to public health experts for guidance. What is a coronavirus? How is the virus spreading? Should we still shake hands? Is it safe to attend large social and sporting events? There was much uncertainty as countries around the world looked for evidence to answer these questions. Meanwhile, the UK recorded its first COVID-19 death on 5 March, the first of over 127,000 lives that would be lost in the months ahead.

By the time of the Prime Minister's televised announcement of the first lockdown on 23 March 2020, everyday life had already changed for most of us. Extended hand washing and social distancing of 2 metres had become part of our routine. Many schools had already closed. Across society, new labels were applied: 'key workers', 'furloughed', 'home-workers', and 'shielding'. We were asked to think of our families, friends and loved ones in terms of 'bubbles' as restrictions on our freedoms challenged our concepts of social connection and isolation. We were all asked to rethink our definition of 'essential'; limiting all contact down to a bare minimum.

These measures, though necessary, did not affect everyone proportionately. Those lucky enough to have large homes and gardens experienced a different lockdown to people with no outside space. Families balanced home working with young children and home schooling. As many embraced life online, others struggled because of affordability, lack of access to technology or because they had no one who could help them get online. Care home residents and their families faced very particular challenges, with visiting and trips out significantly limited.

An unprecedented year



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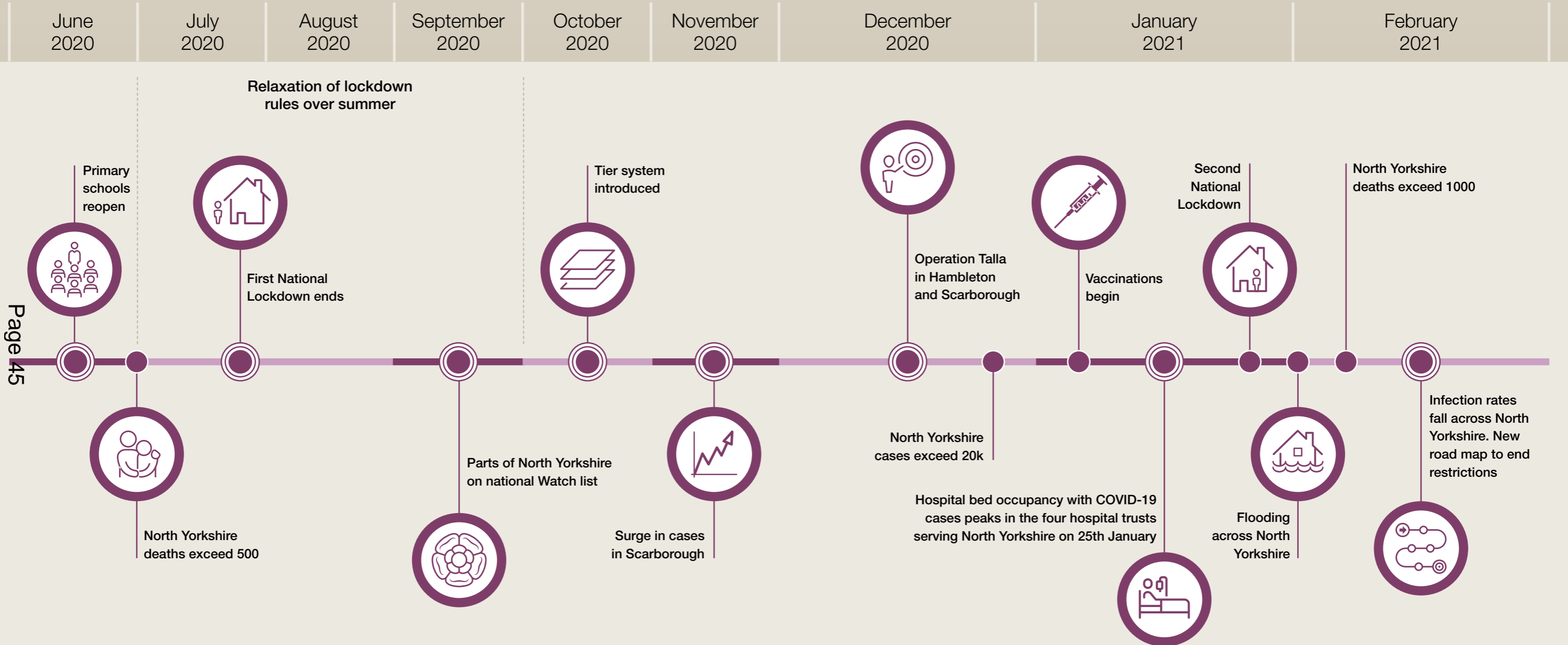
We would also learn that the virus was disproportionate in its impact on different communities. Data shows that for males with disabilities the rate of death involving COVID-19 was 240.8 deaths per 100,000 and 169.9 for disabled females. The equivalent rates for non-disabled males and females were 84.2 and 44.4 deaths.<sup>11</sup> In England and Wales, males of Black African ethnic background had the highest rate of death involving COVID-19, 2.7 times higher than white males. Females of Black Caribbean ethnic background had the highest rate, 2.0 times higher than females of White ethnic background. All ethnic minority groups other than Chinese had a higher rate than the White ethnic population for both males and females.<sup>12</sup>

Over the past year we have become all too familiar with these crushing statistics. We are all now more fluent in the technical terms and language of a pandemic. We have public health opinions and expectations of our leaders, our services and of each other.

<sup>11</sup> ONS Coronavirus (COVID-19) related deaths by disability status, England and Wales 2 March to 14 July 2020 (link)  
<sup>12</sup> ONS Coronavirus (COVID-19) related deaths by disability status, England and Wales 2 March to 28 July 2020 (link)



An unprecedented year



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There is still much to learn about COVID-19 and its long-term impact – some of which is explored in this report – but already we know that it has taught us how to live with the unprecedented.

# North Yorkshire's COVID-19 response

As the Local Authority, North Yorkshire County Council has statutory responsibilities to improve and protect the health and wellbeing of the people of North Yorkshire.

Within the County Council, public health is part of the directorate led by Richard Webb, Corporate Director of Health and Adult Services. As part of this directorate the Public Health Team has specific duties around health protection and outbreak management. In this section we will look at how the Team responded to a range of issues.

## **However, the true story of North Yorkshire's response to the COVID-19 pandemic is one of partnership.**

The Public Health Team was one of many who worked tirelessly to limit the spread of the virus and keep people safe. It was only through working with our colleagues in the NHS, emergency services, local government, education, adult social care, local business and many others that we were able to identify, monitor and resolve issues as they happened.

Throughout the pandemic, North Yorkshire County Council Chief Executive, Richard Flinton, has written a weekly update with the latest news on the response to COVID-19. A constant theme of these updates has been #TeamNorthYorkshire, and the strength of our local communities, organisations, and volunteers to support each other through the most challenging of times.

In telling the story of the past 18 months, we recognise and pay tribute to the contributions to the whole ecosystem of partners rooted in the LRF and everyone in North Yorkshire for playing their part.

In this section:

1. Outbreak management readiness
2. National guidance, local implementation
3. COVID Outbreak Control Plan
4. Public information and communication
5. Personal Protective Equipment (PPE)
6. Testing
7. Settings response to COVID-19
8. Partnerships
9. Data Management
10. The COVID-19 vaccination programme



## North Yorkshire's COVID-19 response

### 1. Outbreak Management readiness

Health protection is a key function of the public health role, and outbreak management has always formed a significant part of this. Public Health England and local authorities have worked with partners for many years to prevent, detect and manage outbreaks of disease. At the start of the pandemic, there were already plans in place setting out how the system responds to outbreaks:

- **Communicable Disease Outbreak Plan – North Yorkshire and York Operational Guidance:** Sets out the roles and responsibilities of key agencies and the agreed procedures during local and national outbreak investigations.
- **North Yorkshire County Council Pandemic Influenza Plan:** a framework to support NYCC to respond to an influenza pandemic in a coordinated, timely and effective manner.
- **North Yorkshire County Council and City of York Council Mass Treatment and Vaccination Plan:** Outlines the approach, roles and responsibilities of organisations, how the activation of a plan will be coordinated and steps needed to deliver mass treatment or vaccination.
- **Yorkshire and Humber LRFs and LHRPs Pandemic Influenza Framework:** strategic framework for a co-ordinated multi-agency response to minimise the impact of an influenza pandemic.
- **The North Yorkshire Local Resilience Forum (NYLRF) Response to Major and Critical Incidents (RMCI) Plan:** Sets out the protocol for information sharing and escalation process.

We were able to draw from and build on these existing approaches to ensure a fast, cohesive and workable approach to manage the response to the pandemic.

Led by the Director of Public Health, 'Control and Command' meetings were established. Providing a structure for regular meetings with clear membership responsibilities and purpose, targeted to different issues and challenges. This included; daily strategic meetings ('Gold Command'), tactical meetings ('Silver') and weekly meetings for each locality ('Bronze' or operational) with Outbreak Management, incident management and safety advisory meetings as required.

In addition to internal response meetings, regular strategic and tactical meetings were held with the LRF, regional teams and local NHS and social care partners.

#### Embracing technology

An unexpected positive from the first national lockdown that contributed to the success of this structure was the rapid, wide embrace of online meeting technology.

Although North Yorkshire County Council had already taken steps to introduce online meetings to reduce our carbon footprint, the lockdown and subsequent push for non-frontline colleagues to work from home lent itself well to the need for more frequent, shorter meetings with participants from across the county.

All partners in the LRF embraced technology to play their role. Within months colleagues were familiar with a range of digital communication platforms, with many community organisations and groups also welcoming the accessibility of online meetings. There is no doubt this allowed us to respond quickly and efficiently to quick changing situations.

## 2. National guidance, local implementation

UK Government ministers are accountable for setting the overall framework for the COVID-19 response, national communications strategy, enabling and supporting the local response, including through provision of funding, and for oversight and intervention where necessary.

### The Secretary of State for Health and Social Care

Takes day-to-day policy and operational decisions on COVID-19 response, as appropriate.

### The COVID-19 Regional Partnership Teams (RPTs)

Work closely with national teams to ensure policy and operational coherence across the NHS Test and Trace and Community Testing programmes, NHS England and Improvement Regional teams, Department of Health and Social Care and other key government departments.

### Local Authorities (including Public Health teams)

Responsible for undertaking ongoing surveillance, community testing, local contact tracing, supporting self-isolation and working closely with PHE HPTs to control outbreaks.

### The Department for Health & Social Care (DHSC)

The lead UK government department with responsibility for responding to the risk posed by COVID-19.

### 4 UK Chief Medical Officers (CMOs)

Provide public health advice to the whole system and government throughout the UK.

### Scientific Advisory Group for Emergencies (SAGE)

Responsible for ensuring that a single source of co-ordinated scientific advice is provided to decision makers in Government.

### The NHS

Works in partnership with Local Resilience Forums on pandemic preparedness and response delivery in healthcare systems in England and Wales.

### Public Health England (PHE)

Provides specialist technical expertise on health protection issues and support both planning and delivery arrangements of a multi-agency response.

### Department for Education (DfE)

Lead on the children's social care and education response.

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## North Yorkshire's COVID-19 response

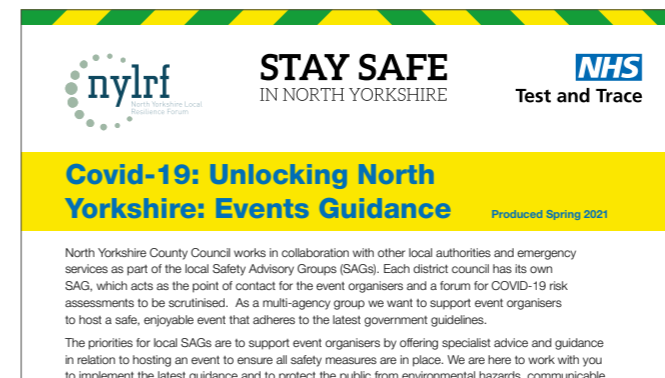
Local authorities have a key role in investigating and managing outbreaks of communicable disease. Responsibilities, duties and powers available to them during the handling of an outbreak are set out in the Public Health (Control of Disease) Act 1984; Health Protection (Notification) Regulations 2010; Health Protection (Local Authority Powers) Regulations 2010; and the Health Protection (Part 2A Orders) 2010 amongst others. In March 2020, the UK Government passed the Coronavirus Act (2020) which set out the legislative framework for responding to COVID-19.

### Local Implementation

Local Resilience Forums and Local Health Resilience Partnerships have the primary responsibility for planning and responding locally to any major emergency, including pandemics.

As the government guidance to respond to the COVID-19 outbreak increased and was regularly updated throughout the first few months of the pandemic, we introduced a log to record all new guidance, updates to existing guidance, and other news about the pandemic. This included guidance that required action, e.g. notifying providers/education, settings/businesses, or including as part of our press conferences or on social media, and where it was just for information. These daily updates enabled a timely response to any new or changed guidance, with actions implemented as a result of new or updated government guidance recorded on the log and reviewed by the leadership team weekly. This provided further assurances that all necessary measures relating to outbreak management had been considered and implemented.

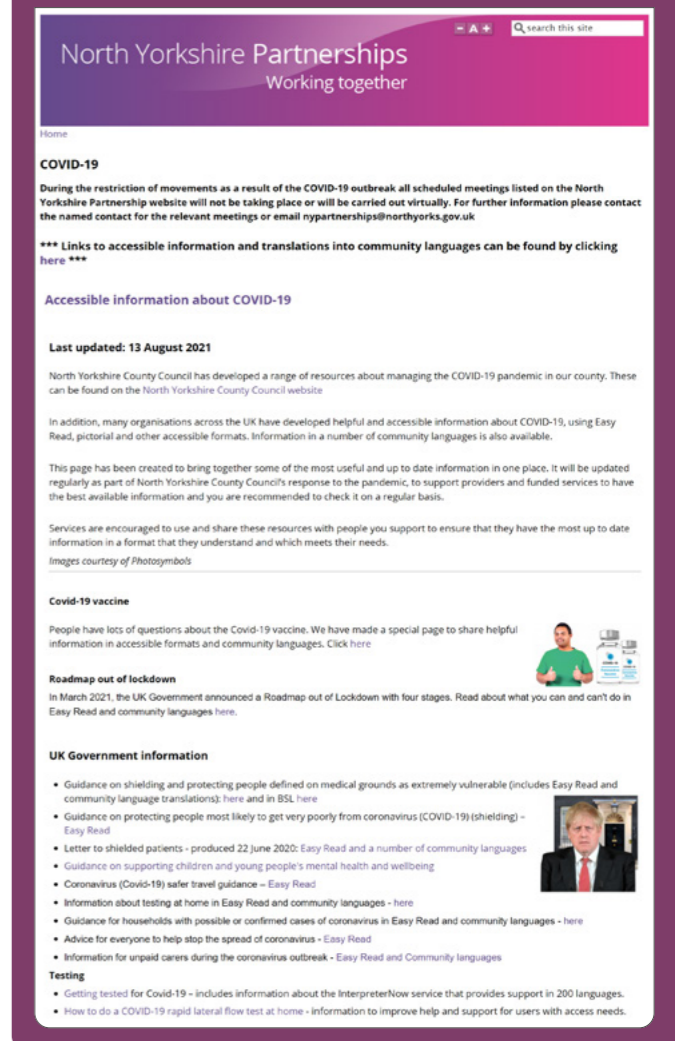
The Public Health team led the interpretation and implementation of the national guidance locally, working collaboratively with partners and providing system leadership along with influencing community action to protect the public and services.



### Accessibility

A new webpage was established on the North Yorkshire Partnerships website to curate useful COVID-19 information in accessible formats and community languages.

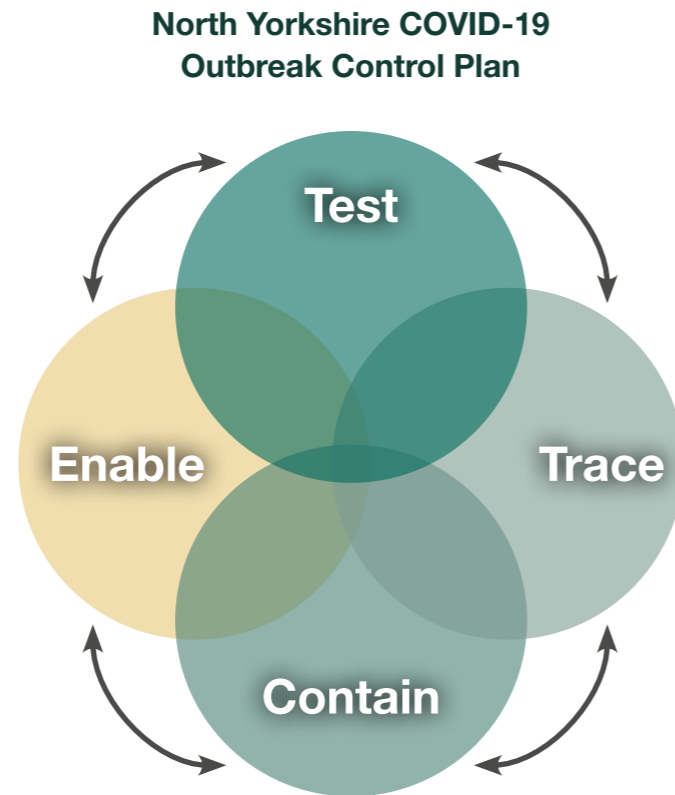
This included a range of information in Easy Read, large print, British Sign Language and other formats. A separate page specifically about the vaccine was also created. Both have been kept updated throughout the year right to the present (<https://nypartnerships.org.uk/covidinfo>).



### 3. COVID-19 Outbreak Control Plan

Published on June 26th 2020, **North Yorkshire COVID-19 Outbreak Control Plan** outlines North Yorkshire County Council's approach to managing the pandemic in North Yorkshire. The plan is available in full with appendices at [www.northyorks.gov.uk/our-outbreak-plan](http://www.northyorks.gov.uk/our-outbreak-plan).

Led by the Director of Public Health, the Outbreak Control Plan emphasises public health experts working with the NHS, Public Health England, the community and voluntary sector and other local government colleagues to support individuals, communities, businesses, education and care homes settings to understand how to prevent outbreaks via good hygiene and social distancing measures. It also set out how the County will respond when outbreaks occur and the measures necessary to shut them down.



The Plan identified seven themes which have continued to underpin local outbreak management:

#### **Care homes and schools**

Planning for local outbreaks in care homes and schools (e.g. defining monitoring arrangements, potential scenarios and planning the required response).

#### **High risk places, locations and communities**

Identifying and planning how to manage high risk places, locations and communities of interest (e.g. defining preventative measures and outbreak management strategies).

#### **Local testing capacity**

Identifying methods for local testing to ensure a swift response that is accessible to the entire population (e.g. defining how to prioritise and manage deployment, examples may include NHS, pop-up etc).

#### **Contact tracing in complex settings**

Assessing local and regional contact tracing capability in complex settings (e.g. identifying specific local complex communities, developing assumptions to estimate demand and options to scale capacity).

#### **Data integration**

Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook (e.g. data management planning, including data security, NHS data linkages).

#### **Vulnerable people**

Supporting vulnerable local people to get help to self-isolate (e.g. facilitating NHS and local support, identifying relevant community groups etc.) and ensuring services meet the needs of diverse communities.

#### **Local Boards**

Establishing governance structures led by existing COVID-19 Health Protection Boards in conjunction with local NHS and supported by existing Gold command forums and a new member-led Board to communicate with the general public.

Since the original plan was produced, additional developments such as vaccinations, new COVID-19 variants of concern (VOC), enhanced contact tracing and new enforcement measures were added to reporting and planning.

As COVID-19 cases increased, there was a review of the original operational model that had successfully supported the first stages of the pandemic. The creation of the new Outbreak Management Hub and locality area model (aligned to the seven district council boundaries,) built further resilience to the NYCC response team. By appointing a Head of Outbreak Management, deploying employees across NYCC this created new opportunities to grow and strengthen the North Yorkshire response. The implementation of the Hub provided a centralised co-ordinated function to support the DPH and ensure the timely and effective management of COVID-19 cases in North Yorkshire. Throughout the response the Hub identified key actions to progress and liaise with partners through the outbreak management response structure and support the seven locality Multi agency groups that the Health Improvement Managers chair.

A report on progress against the Outbreak Control Plan was developed in April 2021 and can be found here: [www.northyorks.gov.uk/our-outbreak-plan](http://www.northyorks.gov.uk/our-outbreak-plan)



North Yorkshire's COVID-19 response

## 4. Public information and communication

Public Health communications is a fundamental part of our work. It is relevant to every aspect of health and well-being, including disease prevention, health promotion and quality of life. Public Health communications aim is to encourage behaviours that lead to longer and healthier lives.

In the case of COVID-19, there were additional pressures due to the evolving situation nationally and locally. Challenges included:

- starting from a low base of knowledge for the public at large around virus infection control;
- communication of emerging findings about the nature and transmission of the virus;
- complementing and augmenting other public information on the virus;
- countering and clarifying emerging misinformation about the virus;
- tailoring messages to respond to localised outbreaks in different parts of the county;
- developing information for different settings and environments; and
- availability of information in clear easy to understand formats and community languages.

### NYCC COVID-19 Communications

The North Yorkshire strategic approach to COVID-19 communications has been led by the Local Resilience Forum, who developed weekly communication priorities in agreement with partners. The approach was implemented by the NYCC Corporate Communications Unit in close partnership with the Director of Public Health, Public Health Consultants and the wider Public Health team.

This has included production of a range of communications including press and media interviews, online videos, press articles, social media content and provision of a Public Health update in the Chief Executive's weekly NYCC Partners Bulletin.

### Targeted Communications work

#### COVID-19 and Public Health

**Communications groups** – a weekly meeting of colleagues from across NYCC to identify communications needs related to the themes in the Outbreak Management Plan.

#### Outbreak Management Theme Resources

– a page was developed for the main NYCC COVID-19 website content containing details of prevention and outbreak actions and measures for different setting types in the Outbreak Control Plan. This included design of action cards and posters: [www.northyorks.gov.uk/covid-19-prevention-and-outbreak-support-settings](http://www.northyorks.gov.uk/covid-19-prevention-and-outbreak-support-settings).

**'Theme 6 - Vulnerable Groups'** – our Outbreak Management Plan included a communication and engagement plan for marginalised communities who were likely to need extra support. Specific groups of people were identified based on their unique needs, including Gypsies, Roma, Travellers and Show People; the military; Black and minority ethnic communities; refugees; migrants; people who are homeless or in temporary accommodation, people with chaotic lifestyles and people experiencing domestic abuse.

It was clear from the outset that the involvement of 'trusted contacts and local voices' would be vital for messages to reach the identified audiences in an effective way. Contacts were identified through scoping work with the community sector, local authority housing departments and through NYCC Health and Adult Services.

Resources were developed in various formats, including Easy Read, audio and different languages. These were shared through the contacts for promotion within their networks. This was coordinated by a single contact in the Public Health Team, which helped build relationships and trust. Resources were updated to reflect new messaging and feedback from communities.

Each Public Health topic lead developed a COVID-19 Communications Plan, which included a strategic aim and priorities. The plan was based on the short and long-term impacts of COVID-19, key messages, campaigns and resources; and identified key audiences and channels for dissemination. A range of communication activity has been completed for each plan.

### Other Public Health communications

The Public Health Team also sought to provide updates on regular public health services throughout the pandemic. This was done through:

- creation of Public Health services page [www.northyorks.gov.uk/public-health-services-during-coronavirus-covid-19](http://www.northyorks.gov.uk/public-health-services-during-coronavirus-covid-19)
- weekly meetings with the Local Medical Committee and Community Pharmacy North Yorkshire who also helped share a regular public health service briefing.

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## North Yorkshire's COVID-19 response

### 5. Personal Protective Equipment (PPE)

Personal Protective Equipment (PPE) and its use in adult social care as well as other areas of the council and the county was a major priority throughout the pandemic.

As documented in the media at the time, there were significant national supply issues relating to PPE, with priority given to NHS services and hospitals. PPE is also essential in care settings where many people receive support that requires PPE to manage infection control.

The Public Health Team worked closely with North Yorkshire County Council colleagues and the Independent Care Group to give advice around procurement to ensure the availability of the right PPE for specific tasks and environments.

We provided advice on emergency distribution where needed and supported providers who needed extra support on a one to one basis. We also had a Public Health representative on the Local Resilience Forum panel supervising the distribution of emergency PPE to care homes and other settings and people who receive care at home through direct payments, prior to setting up of national PPE portal.

#### What is PPE?

Personal Protective Equipment (PPE) is equipment that will protect the user against health or safety risks at work. It can include items such as safety helmets and hard hats, gloves, masks, aprons, eye protection, high-visibility clothing, safety footwear and safety harnesses.

In line with national advice we developed local guidance for colleagues to outline what PPE is and how to use it in the context of COVID. This included a simple flowchart that colleagues in adult and children's social care, primary care, transport and education could use to better understand what PPE is required and when to use it. The flowchart was kept under review and was updated regularly to align with national guidance.

An online training package on PPE was developed, which covered the local guidance and outline practical steps about the safe donning (putting on) and doffing (taking off) and disposal of PPE. This was made available for free to NYCC and independent care providers and featured on the Local Government Association website as an example of good practice.

Members of our team conducted numerous webinars for care providers which were very well attended. An online panel discussion about PPE was recorded and uploaded to a dedicated page on the NYCC website with the guidance and the flowchart: [www.northyorks.gov.uk/personal-protective-equipment-ppe](http://www.northyorks.gov.uk/personal-protective-equipment-ppe)

Left: an Easy Read poster about PPE using photo symbols designed by KeepSafe.org.uk



### 6. Testing

In April 2020, the UK Government shared its COVID-19 Testing Strategy based on 'Five Pillars'. The first pillar was focussed on testing by the NHS in medical settings, for example where people had been admitted to hospital, or testing for NHS staff.

Pillar 2 focussed on establishing a robust community testing programme. This was a challenging task against an ever-changing landscape. The methods of testing have evolved to what is now full public access to Polymerase chain reaction (PCR) testing and lateral flow device (LFD) testing.

#### COVID-19 Testing 5 pillars

1. NHS swab testing
2. Commercial swab testing
3. Antibody testing
4. Surveillance testing
5. Diagnostics National Effort

Our work to support testing has been multi-disciplinary, with partners across the County Council, district and borough councils, the emergency services, armed forces and private landowners.

Despite these partnerships, it has been an ongoing challenge to ensure that North Yorkshire residents can access testing resources secured from Central Government. The geographical size and rurality of North Yorkshire meant that our county did not fit neatly into the common national testing streams. We have had a mixed model of testing including accessing regional testing sites; fixed local testing sites; mobile testing units moving around the county and Director of Public Health held tests to be deployed as required in bespoke circumstances.

We have worked in collaboration with the Department of Health and Social Care (DHSC) to ensure we could best serve the communities of North Yorkshire and were fortunate to pilot Department of Health and Social Care schemes to boost local testing.

#### Case Study

##### Testing

One of our pilot areas identified for Mobile Distribution Unit (MDU) support was the market town of Reeth in Richmondshire.

In partnership with the Reeth Parish Council, an MDU was assigned to attend the Market Day on Fridays for three consecutive weeks to distribute Lateral Flow Device testing. This was met with great success, with surrounding villages within the area (Healaugh, Fremington, Grinton and others) also able to use this scheme. Feedback from the MDU crews, was that on average around 100 kits were being issued on each visit.

#### Information and Advice

Any successes in testing have relied on ensuring the correct level of information was shared and targeted appropriately. Communications have played an important part in our role to make testing accessible and available across North Yorkshire.

During the early stages of testing, a handbook was created including the detailed processes for care homes, high-risk settings, schools and individual testing. It provided information about the different types of testing methods, locations of sites and communication methods including translation of instructions into various other languages. We also led a number of online information sessions about testing to support the development and release of the handbook.



## North Yorkshire's COVID-19 response

### Types of test

#### Polymerase chain reaction (PCR) testing

The first and most widely recognised COVID-19 test was the Polymerase Chain Reaction (PCR) test. This nose and throat swab test is used to directly screen for the presence of viral RNA (ribonucleic acid). This is detectable in the body before antibodies form or symptoms of the disease are present and means the tests can tell whether someone has the virus very early on in their illness.

At the start of the pandemic, the Public Health team requested and received a supply of PCR swabs to support care homes and at risk individuals going into care settings. For settings requiring up to 20 tests, swabs were sent and the testing process explained over the phone. For settings with 20-50 employees a member of the testing team would support in person. For 50+ employees a Mobile Testing Unit could be arranged to attend the workplace.

Over time we were able to utilise excess swabs to assist in managing outbreaks in business and workplace outbreaks. This helped greatly when testing was still new and not widely available.

#### Lateral Flow Testing (LFD)

Lateral Flow Testing is a relatively new testing offer developed to identify people who are asymptomatic (show no COVID-19 symptoms,) but are positive and infectious. The tests are self-administrated and can provide results within 30 minutes.

In December 2020, when the transmission rates in the Borough of Scarborough were especially high, NYCC ordered LFD kits in case they were needed for community testing. As rates reduced, these were not required. However, these were later used by North Yorkshire Fire & Rescue (NYFRS) for a workplace testing pilot.

Between February – June 2021, NYFRS and North Yorkshire Police were supported to use LFDs as part of critical worker workplace testing. This was extended to include all seven district council areas of North Yorkshire and NYCC critical work force. This enabled rapid indication of a positive test for critical workers.

North Yorkshire County Council NHS  
Test and Trace

Be part of Team North Yorkshire

**Test and trace**

If you have Coronavirus symptoms:

- Book a test immediately and self-isolate at home
- [www.nhs.uk/coronavirus](http://www.nhs.uk/coronavirus) or call 119
- Do not leave your home for any reason other than to get a test
- If you need medical advice call 111

**STAY SAFE** IN NORTH YORKSHIRE  
If you have symptoms including high temperature, a new cough or loss or change to sense of smell or taste, book a test and self-isolate at home  
[www.northyorks.gov.uk/TestandTrace](http://www.northyorks.gov.uk/TestandTrace)

### Targeted Testing

Workplace testing – In July 2020, a pilot was run with a business in Selby to trial workplace testing in response to an outbreak. 1,300 employees were tested over four days using PCR swabs. No positive cases were identified. This was a good trial and contributed to the development of workplace testing procedures nationally. With the cooperation of the business, this site was set up as an MTU testing location supporting the communities of Selby and wider area.

Throughout the rest of the year, a structured support process was put in place to identify and respond to the need for targeted testing as part of outbreaks in workplaces and other high risk settings. A regular panel meeting reviewed requests and supported directions from Outbreak Control Team meetings to deploy testing to businesses, including both PCR and LFD testing.

#### Surge testing

Surge testing was originally introduced to tackle the spread of new variant cases in areas where unlinked community transmission had been identified. NYCC developed a surge testing plan early in 2021 in case any part of the county needed to undertake this work. The plan outlines the process for standing up resources, including identification of a community building where residents can collect and return tests, suitable sites for MTUs to be deployed to, staffing and volunteer resources, and targeted communications. The plan was supported by training sessions for team leaders and surge testing exercises.

To date there has been no requirement to undertake surge testing across any part of North Yorkshire. However, the plan is regularly reviewed and refreshed so that the county is prepared should it need to be implemented at any point in the future.

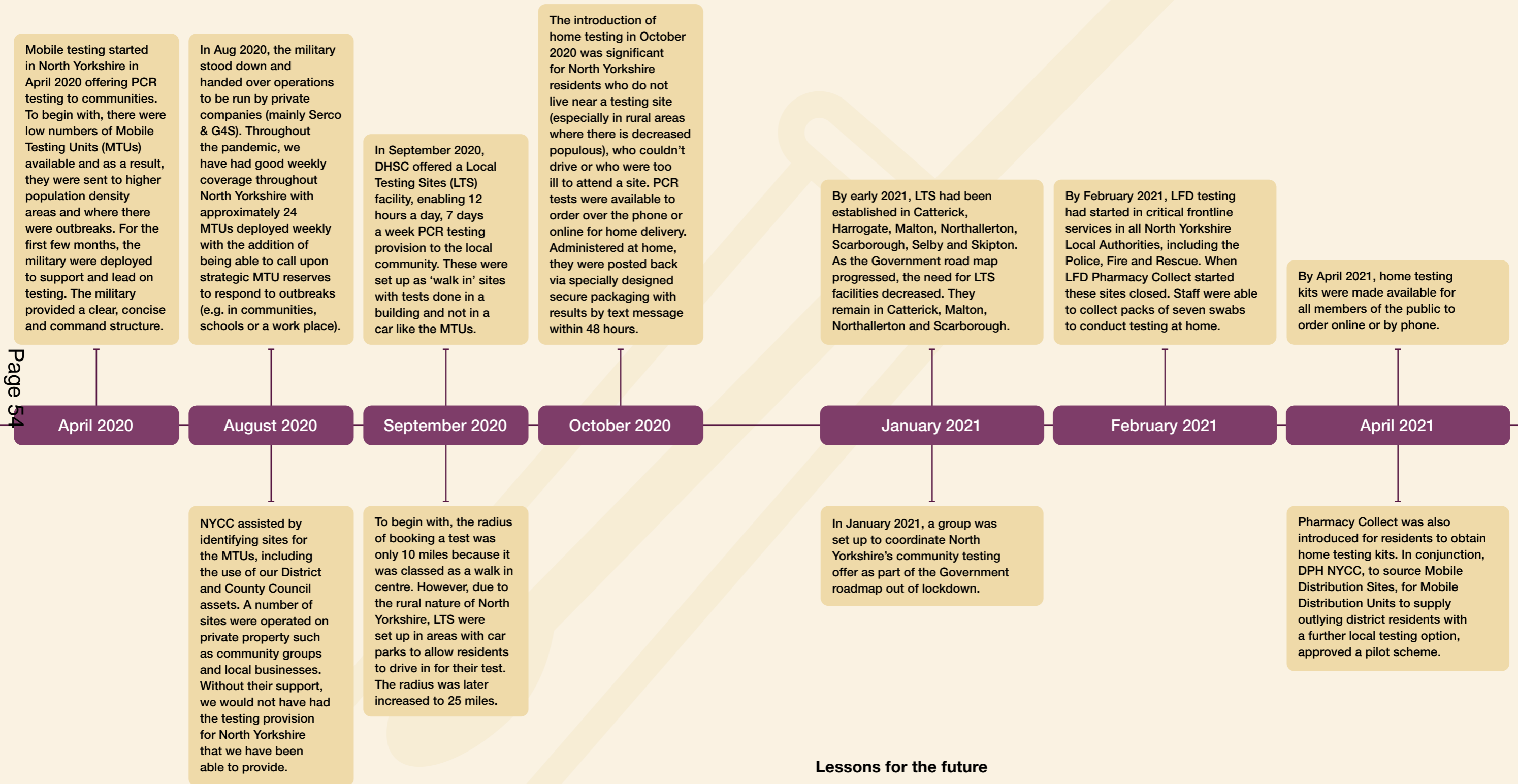
#### Test and Trace

A national contact tracing approach was introduced in May 2020, operating at a national and regional level through NHS Test & Trace and Public Health England. The focus was to encourage people who test positive to share information promptly and accurately about any recent contact with others, or places visited, to help alert other people who may need to self-isolate.

In November 2020, North Yorkshire County Council added an additional local component, where any cases who are not able to be completed by the national contact tracing team in 24 hours are handed over to the local authority to follow up. This Local Tracing Partnership is run through the Customer Resource Centre, with initial support from the Fire & Rescue service. Data is monitored and used to identify and track outbreaks, including in care settings and at-risk communities.

North Yorkshire's COVID-19 response

# Testing Timeline in North Yorkshire



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### Lessons for the future

Testing has presented us with many challenges both locally and nationally and many lessons have been learnt. There has been a cultural shift in behaviours to encourage people to get tested and to self-isolate, reducing the chances that they will infect others. As we learn to live with COVID-19, testing will continue to play a crucial part of our daily lives along with vaccinations.

## North Yorkshire's COVID-19 response

### 7. Settings response to COVID-19

The challenges and risks involved in managing COVID-19 were different across settings. The Public Health Team worked alongside specialist teams from different background settings to tailor responses for specific environments. In this section we will look at how a range of approaches were used to support the safety and wellbeing of different community groups and settings.

#### 7.1 Care settings

There has been particularly close attention paid to care settings (including care homes, domiciliary care providers, day services, extra care housing) and Personal Assistants for people who use Direct Payments given the increased vulnerability of residents and people who use these services to COVID-19.

This was reflected by the quick formation of dedicated teams to communicate with and provide critical support to care providers, both those run by North Yorkshire County Council and independent care providers. Care Home Support Teams made daily phone calls to services to respond to queries and concerns, update on any changes to policy and guidelines and monitor any live COVID-19 situations. The team stepped up to 7-day working, with providers also contacted on weekends.

Daily multi-agency meetings were chaired by Public Health and Adult Social Care colleagues to respond to any issues identified in care settings. This included arranging practical support such as delivery of PPE, infection prevention and control visits, Quality Improvement Team support, arranging for testing prior to the national roll out or the deployment of additional staff to support a team when numbers were falling to unsafe levels due to infection rates in the home.

The group also considered and supported providers with the interpretation of national guidance about care home visiting, hospital discharges and community admissions into care homes by offering situation specific advice and guidance. The daily slides produced by these groups means we were able to monitor the number of infections and the impact at every location.

Throughout the pandemic, care homes often provided a snapshot of broader issues in this chapter such as the procurement and appropriate use of PPE, COVID-19-testing and vaccinations.

There has been positive feedback on the support offered:

*“Thank you for your ongoing support during these times which is much appreciated. Completing [the tool] enabled us to review what may have contributed to our outbreak and our practice and what we have in place, including any updates after our discussions. The IPC workbooks have been distributed to all staff and will also form part of the supervision themes discussed on a monthly basis with all staff.”*

**Manager of a care home, Richmondshire**

*“I found that the support visit was a useful tool in order to address some issues which did need our attention. Obviously the pandemic is a new experience for all of us, and as a small independent care home, we often feel we need this type of input as it can feel quite isolating when you are not part of a large group. We found your recommendations highlighted things to us that we did need to move forward with and improve on, and we do continue to do this. I would like to thank NYCC for their support throughout a most difficult time.”*

**Manager of a care home, Harrogate**

#### Case Study

##### COVID-19 Contributory Factors Tool

NYCC and the Vale of York CCG worked together to adapt the Yorkshire Contributory Factors Framework Tool, to improve understanding and learning from care home outbreaks.

There are five elements:

1. Recording a timeline of events, describing what happened and what actions were taken.
2. Capturing the teams (and residents) perspective about what happened.
3. Identifying key themes that could impact on patient safety and whether anything has contributed to the outbreak.
4. Summarising the key contributory factors and areas of good practice.
5. Sharing the report in the setting so the findings can be discussed, learning shared and potential opportunities for improvement can be identified.

Face to face visits take place after an outbreak is over so that the service has had time to recover and reflect on what went well and what could be improved. Staff found it a supportive conversation as it helped to highlight positive practice to build on. Staff have ownership of the issues and make suggestions throughout the process.

More than fifty exploratory tools have been completed to date with services, which have had an outbreak. Key emerging themes identified that contributed to the outbreak include:

- Situational factors such as residents not being tested on return from hospital, car

sharing, not social distancing in breaks, difficulty in isolating residents with dementia who walk with purpose and the layout of the home not allowing social distancing.

- Local working conditions such as staff shortages and lack of IPC audits.
- Organisational factors such as not cohorting residents or staff.
- External factors such as interpreting national guidance and the lack of testing at the start of the pandemic; and
- Communication and culture, e.g. not disseminating information to staff and low staff morale.

Follow up visits highlighted where measures have been implemented, demonstrating that improvements have been made. This includes:

- A care home with 22 cases (staff and residents) received Quality Improvement Team face to face visits during the time of the outbreak. The exploratory tool was completed in November 2020. There were two subsequent cases since, amongst staff members but no further spread.
- A care home with 41 cases (staff and residents) received face to face QIT visits during the outbreak and the exploratory tool was completed. A number of recommendations were made about PPE breaches, donning and doffing and co-horting. There have been no further cases.



## North Yorkshire's COVID-19 response

### 7.2 Education Settings

Education settings include everything from early years, primary schools, secondary schools, special schools, to colleges and university.

The majority of settings closed to most pupils apart from children of key workers around the first national lockdown in late March 2020.

Home schooling and online lessons were put in place for much of the Easter 2020 term, and remained in place until September 2020 when educational settings reopened to all students.

In June 2020, as some educational settings were given the go-ahead to allow more students, the Public Health Team supported them to reopen safely and helped with outbreak management.

Working closely with our colleagues in the Children and Young People's Service, we helped over 1,000 North Yorkshire educational settings understand and interpret the national guidance.

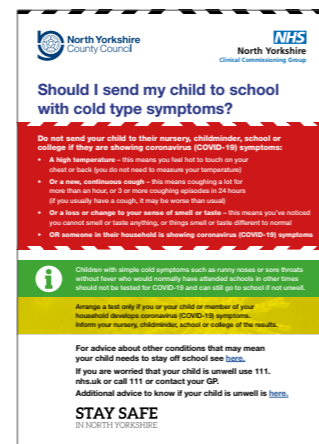
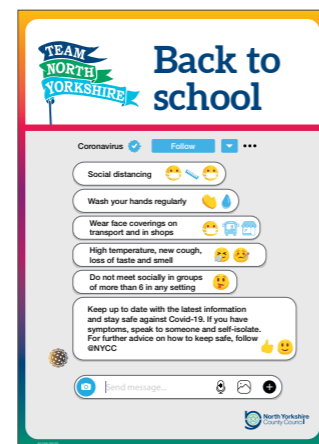
This included developing materials for head teachers to simplify the national guidance and make it relevant to them. We advised on the risk assessment guidance / template that all settings received from NYCC, providing one-to-one support where needed. We also created a notification process for settings to inform us of any suspected and confirmed cases of COVID-19, and supported them with contact tracing and isolation.

September 2020 saw educational settings open to all pupils. We had an established process in place and dedicated team members to advise on infection prevention and control, and management of positive cases. We conducted numerous webinars for head teachers, Early Years managers and school governors, which were very well attended. Webinars were also held on PPE, infection prevention and control, outbreak management and testing.

Our Team provided bespoke advice and support to settings with positive cases and liaised with colleagues from Public Health England where needed in order to manage outbreaks.

We continued to work very closely with schools and other educational settings in January 2021 when they closed to the vast majority of pupils but had to prepare for mass asymptomatic testing. When the return to school was announced in April 2021, we supported settings to adopt COVID-19-secure teaching environments, including infection control measures and the rollout of rapid testing.

Support from the Public Health team is still in place for all educational settings.



### 7.3 Workplaces

Under the Outbreak Management Plan, workplaces are considered to include all settings, which employ staff. However, given the additional specific risks they face, it does not include workplaces related to leisure and hospitality sector, care settings and schools settings.

The aim of focussing on workplaces was to establish a system to prevent and manage outbreaks in workplace settings through a multi-agencies approach, working closely with the Health and Safety Executive (HSE) and other health protection agencies.

Our objectives were to:

- ensure workplaces have access to accurate, evidence based information related to infection control and managing outbreaks.
- prevent the spread of COVID-19 in workplace settings.
- contain and manage outbreaks in workplace settings.
- promote the health, wellbeing and safety of the North Yorkshire workforce.

		Prevention		Response
		Universal Self-service	Targeted Bespoke support to setting	Outbreak management
		Level 1 support	Level 2 support	Level 3 support
Who	Any workplace	Any workplace identified by nature of their size Those workplaces considered to be at risk Recent concerns raised via HSE or local EHOs	Any workplace identified by nature of their size Those workplaces considered to be at risk Recent concerns raised via HSE or local EHOs	Workplaces who have been identified as having an outbreak or cluster of cases.  Outbreak definition: two or more laboratory confirmed cases or clinically suspected cases of COVID-19 among individuals associated with a specific setting with onset dates within 14 days
	Self-service portal/repository inclusive of evidence based guidance relevant to workplace settings including:	Bespoke advice and guidance on interpretation of evidence based guidance within context of setting	Bespoke advice and guidance on interpretation of evidence based guidance within context of setting	PHE Health Protection Team facilitated risk assessment and associated advice and action, in conjunction with the Public Health Team.  Support to the organisation on: • Communications • Help to understand and implement Infection control measures • Implementing guidelines on social distancing in the workplaces • Influencing policy e.g. absence recording / monitoring
What	• Workplace COVID-19 secure guidance • Workplace settings guidance • Symptoms • Test and trace • Local support for isolation • PPE • Infection and prevention control • Cleaning premises	• Workplace COVID-19 secure guidance • Workplace settings guidance • Symptoms • Test and trace • Local support for isolation • PPE • Infection and prevention control • Cleaning premises	• Workplace COVID-19 secure guidance • Workplace settings guidance • Symptoms • Test and trace • Local support for isolation • PPE • Infection and prevention control • Cleaning premises	• PHE Health Protection Team facilitated risk assessment and associated advice and action, in conjunction with the Public Health Team.  Support to the organisation on: • Communications • Help to understand and implement Infection control measures • Implementing guidelines on social distancing in the workplaces • Influencing policy e.g. absence recording / monitoring
	• Self service via website • Signposting to relevant information	• Bespoke signposting to relevant documents • Establishing relationships and point of contact with large local businesses • Regular updates and maintenance of contact	• Bespoke signposting to relevant documents • Establishing relationships and point of contact with large local businesses • Regular updates and maintenance of contact	Input from PHE Health Protection Team and Local Authority Public Health Team
How	• Self service via website • Signposting to relevant information	• Bespoke signposting to relevant documents • Establishing relationships and point of contact with large local businesses • Regular updates and maintenance of contact	• Bespoke signposting to relevant documents • Establishing relationships and point of contact with large local businesses • Regular updates and maintenance of contact	Input from PHE Health Protection Team and Local Authority Public Health Team

## North Yorkshire's COVID-19 response

The workplace plan focuses on both preventing and containing an outbreak with an effective response. A three-tier offer of support was provided as shown in the table above. This same approach was used for High-risk Settings (Section 7.4) and Hospitality, Leisure and Tourism (7.5).

In the timeframe for this report, we managed 31 outbreaks through Outbreak Control Teams in workplace settings. A further 202 workplaces were supported with two or more confirmed cases. This has built excellent relationships with the business sector across North Yorkshire, supporting the COVID-19 response but also the health and wellbeing of the staff employed.



### Case Study

#### Workplace Support

North Yorkshire County Council was notified of a number of COVID-19 cases in the workforce of a large food processing company. The workforce is made up of people from multi-cultural backgrounds who often commute from neighbouring areas.

An outbreak control team meeting was convened rapidly to oversee the management and control of the outbreak. The meeting was chaired by the Director of Public Health and included representatives from Public Health England, the health protection team, the local environmental health team, a consultant in public health, and the NYCC communications team.

We worked closely with the company to identify all cases within the workplace. Contact tracing was conducted thoroughly and promptly by the company, ensuring any close contacts were identified and isolated. The company was vigilant in applying control measures such as social distancing, staggered breaks, physical modifications to the workplace and adaptations to welfare facilities. They created internal COVID marshal roles, which supported the adherence to measures.

The company uses a three shift pattern; with rotating 'red', 'white' and 'blue' shifts. Cases were clustered in the red shift. A decision was made to use targeted testing of the red shift.

Understanding the organisational culture and social context in which people lived and worked was paramount. Principles such as source credibility were applied to communications with messages deployed using a variety of different trusted channels.

External communications were also a key consideration. The company has a good reputation because of the quality of its products and its employment practices, a reputation it was keen to maintain. Consequently a proactive press release was prepared in the event that a response was required. Monitoring social media channels for any misinformation was also important.

Critically, through the combined efforts of the company, partners and the employees themselves the outbreak was successfully contained.

### Case Study

#### Workplaces: Mental health support for NYCC staff during COVID-19

As a lead partner in the response to COVID-19 in North Yorkshire, North Yorkshire County Council staff have been on the frontline in the response to the pandemic from the start. Work patterns have changed, with the introduction of different shifts, an increase in weekend working, and many colleagues taking on new, temporary roles to meet needs at key stages. Whilst some colleagues adjusted to the isolation of working from home (including managing childcare and home schooling for some), those on the frontline have had to constantly adapt to changes, and supporting people in the most challenging of circumstances. Given these challenges, the County Council was quick to recognise the need to support colleagues' mental health and wellbeing.

NYCC has a well-established staff health and wellbeing programme. All directorates are represented on a staff health and wellbeing group which leads and coordinates staff health and wellbeing activity across NYCC, ensuring it is evidence-based and has the needs of employees and their engagement at the core of its work. The Council also has a comprehensive Employee Assistance Programme and occupational health service which includes access to 24/7 counselling services for staff (and any member of their household). There is also a range of online tools and self-help guides on lifestyle issues such as mental health, healthy eating and exercise.

A significant amount of work has taken place to promote health and wellbeing during COVID-19.

In the immediate response a new service was set up called #AskSAL. Intended to complement the Employee Assistance Programme, this offers an additional line of support to help with any life challenges

or questions that COVID-19 presents, not necessarily work related. #AskSAL was backed up by a suite of resources called 'Looking After You' which includes:

- A training hub to improve mental health and wellbeing.
- Tips to maintain boundaries between work and home during COVID-19.
- Top tips to help maintain mental and physical health.
- Access to Psychological First Aid training
- Access to the Humber, Coast and Vale Resilience Hub and resources.
- Bereavement resources including practical advice and guidance for those dealing with bereavement personally, or supporting others through loss during the COVID-19 pandemic.

The 'Taking Care of YOU Toolkit' was another useful tool used to promote good mental health by raising awareness and understanding of mental health. It includes straightforward strategies and coping mechanisms to help manage the challenges of work and workplace and the impact of these on mental health and well-being.

Staff support groups on a range of topics have been established based on feedback from staff. NYCC staff also have access to a wide range of training and learning activities, provided both internally and through our partners. Examples of training includes support for line managers in managing mental health; basic mental health awareness; psychological first aid and suicide prevention.

## North Yorkshire's COVID-19 response

### 7.4 High Risk Accommodation Settings

The team has provided outbreak management support to a range of 'high risk' communal accommodation settings including residential settings such as children's homes, homeless hostels, domestic abuse refuges and asylum seekers accommodation and people living in Houses in Multiple Occupation (HMOs), for example buildings converted into individual flats or bedsits.

These have the potential to be 'high risk places' for a range of reasons, including the layout and function of the premises, the transitional nature of some residents as well as the specific vulnerabilities of individuals who live or work in them. Residents may have complex needs and/or multiple disadvantages, with a variety of extra factors to consider including language and cultural barriers, lack of registration with routine health services, trauma and poverty.

Support was provided for settings for individuals with a range of support housing needs including people with mental health needs, offenders, people with drug and/or alcohol dependence and supported living for people with physical and learning disabilities.

Initial steps included a mapping exercise to identify the relevant settings, followed by meetings with stakeholders. This included district housing leads and housing options teams, the County Housing Officers Group, the County Homelessness Group and accommodation providers. Meetings were used to identify what support would be needed and to share details of how to notify public health about both suspected and confirmed COVID-19 cases amongst residents and staff.

Other key items of work included:

- Development of a Self-Isolation Checklist which included consideration of basic needs such as food supplies and more individual needs such as supply of medications for smoking cessation, drug and alcohol use and mental health support.
- Development of a regional approach on HMOs.
- A bespoke Infection Prevention Control workshop for NYCC children's residential services.
- Development of a multi-agency testing and self-isolation support joint working protocol for the homeless and rough sleeping cohorts in Harrogate and Scarborough, these localities were chosen due to the size of cohort in the area. The protocol was launched via two webinars and included advice on how to facilitate COVID-19 testing in suspect case.
- Webinars for supported living providers about support available and notification processes.

### Case Study

#### Working with the Gypsy, Roma, Traveller community

A North Yorkshire residential site for Gypsies and Travellers is available for those who are in need of appropriate housing.

During the pandemic, the site had two COVID-19 incidents. The first was in October 2020. Concerns included government guidance for self-isolating not being followed; issues with carrying out COVID-19 tests, two pregnant women on site and an older person with long term conditions with COVID-19 symptoms.

A second incident in January 2021 saw six residents on site developed symptoms (although later tested negative) but again people did not self-isolate. Not all close contacts could be identified, and there were potential links to a workplace outbreak (although it was later found there was no link).

Residents did not always show the results of the test or would declare a negative result in fear of adverse comments on those living on the site and a fear that other residents would make them leave. The team always checked against Public Health data to ensure any negative test results were accurate.

To deal with these incidents the Public Health Team formed a joint incident management team. This included District Council colleagues, North Yorkshire Police, Public Health England, NYCC colleagues, North Yorkshire Clinical Commissioning Group and North Yorkshire Ambulance Service.

The focus was to respond to the cases at the site by testing symptomatic residents, and identifying and preventing the spread of infection. This required support to keep residents on site including not leaving for work or shopping and not moving off site.

#### Learning and Good practice

- The district council built a good relationship with the residents through site visits. Building on existing relationships allowed colleagues to assist with testing, and share national messages on how to protect themselves and others from COVID-19. Public Health are now able to gather more local intelligence as residents are openly sharing, unlike the first visit in October 2020.
- Rapid testing – the joint incident management group worked with local testing teams and had tests delivered to the site within 24 hours. They assisted residents with taking the test, along with identifying close contacts. This involved tailored personal literacy support.
- Community messaging tailored for the Traveller community – actions included QR codes, messaging for visitors, videos about testing, FAQs, an information banner and distribution of community support leaflets with information on available support and advice. Social distancing marking was also put in place at sanitation facilities at the site entry to encourage resident and visitors' behaviours. Colleagues also spent time onsite to reinforce local guidance and support with residents understanding.
- A catalogue of local support for people self-isolating including vouchers, food parcels, covering of electric costs, washing machines, extra waste service collections and pest control treatments.

The skills, local knowledge and expertise of the joint incident management team were critical to these successes. The ability to provide a 'whole systems' response meant the team proactively responded to the cases of COVID-19, identified risk, mitigated the spread and ensured the site was COVID-19 compliant.



## North Yorkshire's COVID-19 response

### 7.5 Hospitality, Leisure and Tourism

North Yorkshire is a popular tourist destination with two national parks, scenic coastline, historical buildings and gardens and many other internationally recognised tourist venues. Preventing and controlling outbreaks of COVID-19 within hospitality, leisure, and tourism establishments across North Yorkshire was a main priority given the complexity of these settings and risk of transmission between staff, visitors/guests.

With people discouraged from travelling long distances at different stages of the pandemic, approaches were needed to ensure the health and wellbeing of local residents using hospitality, leisure and tourism services, and to ensure services were 'tourist ready' during the summer of 2020 as restrictions lifted. In particular there was great concern that certain spots would become overrun with tourists. Reduced access to public facilities such as toilets and rubbish collection also added to concern about the best ways to balance much needed boosts to the local economy and ensuring that people could enjoy North Yorkshire safely.

Our objectives were to:

- ensure those who own, manage or operate hospitality and leisure settings had access to accurate, evidence based information about infection control and management of outbreaks.
- prevent the spread of COVID-19 in hospitality, leisure and tourism settings in North Yorkshire.
- contain and manage outbreaks in hospitality, leisure and tourism settings in North Yorkshire.
- promote the health, wellbeing and safety of those working in hospitality and tourism, as well as North Yorkshire residents and those visiting the county.

The team used national data, local knowledge and experience to offer expertise to the sector. We worked with multi agencies to respond to any reported COVID-19 outbreaks and ensure adherence to the latest government guidance. Examples of interventions included:

- Encouraged sign up to the 'We're Good To Go' industry standard from [VisitBritain.org](https://www.visitbritain.org) – credited to those that can demonstrate adherence to Government and public health guidance. Over 1800 North Yorkshire businesses signed up throughout 2020.
- Supported cafes, bars and restaurants to adapt services to offer take-out food services and/or outdoor dining.
- Development of local action cards aligned to national guidance.
- Reviews of events to ensure COVID-19-secure measures are in place by the Safety Advisory Group, Police and Public Health team.
- Management of outbreak incidents and further investigation when required.
- Environmental Health and trading standards site visits and enforcement activity when needed e.g. Police enforcement for sites with cases of people working whilst COVID-19-positive.
- Support and advice when required via email, telephone – including information on support available such as funding for the leisure sector, and self-isolation grants for employees.

### Case Study

#### District Environmental Health team key to migrating the spread in HLT.

The Environmental Health team were engaged in the following activities relating to COVID-19 lockdown restrictions.

#### Compliance and Enforcement:

Compliance checks were undertaken by officers to ensure that premises required by relevant regulations to be closed were closed and that they remained closed until they were legally allowed to re-open.

Compliance checks on businesses that were trading were undertaken to ensure that they were legally able to do so and that they were trading in a manner prescribed by COVID -19 regulations and COVID-19 secure guidance.

Responding to any complaints received by the Council alleging breaches of regulations or highlighting areas of concerns relating to COVID-19 restrictions and control measures.

Act upon intelligence brought forward by the COVID Marshall who escalated observed concerns in relationship to COVID control measures for formal action to be taken.

Initiate proportional enforcement sanctions against businesses breaking COVID-19 regulations

through the service of formal notices (including fixed penalty notices) and/or prosecution.

#### Business Support:

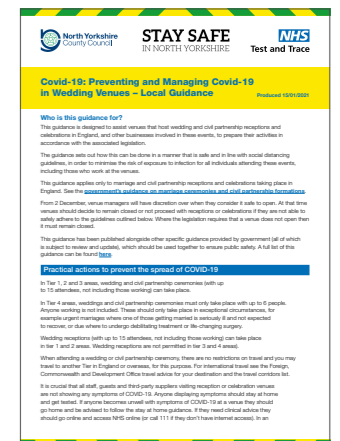
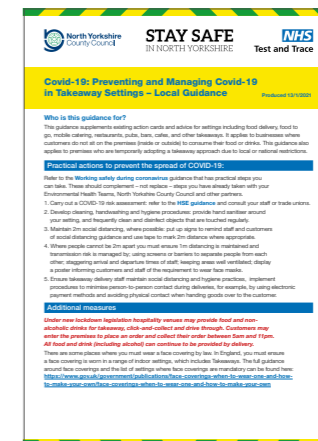
Undertaking measures to aid business awareness and understanding of COVID-19 regulations and guidance including the regular provision of newsletters to businesses detailing latest COVID-19 requirements and the signposting of up-to-date guidance on the council's website.

Carrying out site visits to discuss, advise and assess COVID-19 control measures on a premises specific basis.

Offer practical support to aid and encourage compliance with COVID-19 regulations including the drafting and provision of "Back to Business Packs"

Responding to any queries and requests for information relating to COVID-19 compliance made by business operators and their staff.

Working with event organisers to ensure their events were COVID-19 secure by incorporating appropriate control measures into their Event Management Plans.



## North Yorkshire's COVID-19 response

## 7.6 Support for Communities during COVID-19

Stronger Communities is North Yorkshire County Council's programme to support communities to play a greater role in the delivery of services in the county.

Part-funded through the Public Health Grant, the Stronger Communities Team supports communities to help themselves and create local solutions and actions for service provision so they have greater collective control of their own wellbeing.

In March 2020, with a national lockdown imminent and people classified as clinically extremely vulnerable or over the age of 70 advised to shield, a 'safety net' of community based support and assistance was urgently needed for people unable to access help from family, friends or neighbours. Working with key trusted voluntary sector partners across the county and building upon pre-existing working relationships, the Stronger Communities Team mobilised the community support infrastructure in just four days.

23 Community Support Organisations (CSOs) became the single point of contact in their locality, working with local networks, to organise a variety of volunteer-led support services, including:

- collection and delivery of food shopping and prescriptions.
- caring for pets.
- offering regular social contact by telephone, and
- acting as a local agent for the COVID-19 Self Isolation Grant.

The CSOs also provided support to local networks and action groups that came together to assist in their communities, providing information, advice and guidance to ensure that all activity was delivered as safely as possible for both volunteers and beneficiaries.

In conjunction with Team North Yorkshire Volunteers and NHS Responder Volunteers, Stronger Communities also provided additional weekend and holiday resilience.

Stronger Communities also distributed a range of grants to enable communities and charities to respond to local needs during lockdowns and periods of heightened restrictions. This included support services to help people to self-isolate, have access to food and supplies, and stay connected to other people through technology.

To ensure that the CSOs and volunteers were supported and had suitable escalation routes for more complex support requests, Stronger Communities established a county wide service – Universal Plus – which is accessed via the Council's Customer Service centre. This provides a telephone helpline for access to social support and help with things like shopping, collecting prescriptions and dog walking, extended to support those who were self-isolating and/or shielding. Coordinated efforts were greatly valued in supporting some of our most complex incidents including houses of multiple occupancy, traveller parks and ships. In addition, Stronger Communities have met increasing requests around transport for vaccinations.

Going forward work is needed to continue support vulnerable and isolated people in our communities and respond to the impacts of new variants and test and tracing activities.

In July 2020, the County Council was awarded £532,000 from the Department for Environment, Food & Rural Affairs' Local Authority Emergency Assistance Fund for Food and Essential Supplies. After consultation with the seven district councils, this was used in two ways. The first was to enable Citizens Advice North Yorkshire to expand their Money and Benefits Advice Service across the county. The second was to fund a number of local organisations to provide food to individuals and families experiencing financial hardship.

Approximately 3,500 North Yorkshire Together Activity Packs have been distributed through Stronger Communities, CSOs, and partners to families and adults across the county over the three phases of the project in 2020/21. The packs contained a range of equipment to encourage people to remain active and increase mobility, and a range of resources aimed at increasing wellbeing.

**23**  
organisations

**1,132** COVID-19 Self Isolation Grants totalling **£108,775**

**24,724**  
shopping deliveries made

**31,876**  
meals delivered

**4,402**  
transport requests fulfilled

**22,083** phone check-ins made

approximately **82,000** contacts

over **95,000** volunteer hours

**32,559**  
befriending calls

**17,214**  
prescriptions delivered

## North Yorkshire's COVID-19 response

### Stronger Communities: beyond COVID-19

In parallel to COVID-19 community response work, stronger communities worked with the with district and borough community teams to strengthen local community assets and infrastructure. This included continuing to encourage relationships and collaboration between voluntary and community sector organisations as well as stabilising, and building capacity within them if required.

The Income Maximisation team worked alongside any arrangements occurring within local places and supported individuals who were facing financial hardship. The community support was an essential part to the pandemic response, and truly was a whole system approach.

Stronger Communities also worked with colleagues in the NYCC Children and Young People's Service and voluntary sector partners to support the delivery of the Holiday Activities and Food Programme, funded through a Department for Education grant.

A programme to deliver nourishing food, nutritional advice and a range of enriching activities was developed for the main school holidays in 2021. Funding is directed at children in receipt of free school meals, but the intention is to make the summer offer universal with other children able to pay to participate.

Working with colleagues from the Technology and Change Team, Stronger Communities has also supported the development of Reboot North Yorkshire. This is bringing together a wide range of partners and community organisations across the county, including businesses, libraries, schools, local charities and volunteers – to help provide people across North Yorkshire with IT equipment and access to the internet so they can stay connected. This will address some of the inequalities around access to technology identified during the pandemic.



### 8. Partnerships

With the pandemic affecting all areas of society, it was clear that any successful response would require cross sector partnerships and multi-agency working. The strength of partnership working across North Yorkshire has enabled us to control, prevent and mitigate the spread of COVID-19, it has allowed us to manage outbreaks, support our communities and give the people of North Yorkshire assurance that North Yorkshire is safe to live, work and visit.

#### Case Study

##### Building on existing relationships with numerous businesses to play a crucial role

Through the direction of the DPH the district EHOs were engaged to assist in the management of outbreaks in the high risk settings in the hospitality, leisure and tourism settings/locations – premises such as hotels, B&Bs, holiday villages, camping and caravanning; pubs and restaurants; leisure facilities. High risk and / or complex cases related to local outbreaks in settings such as workplaces e.g. factories involved in the preparation of food, large manufacturing businesses and large office settings.

The EH Team proactively worked and is still proactively working with local businesses by advising what compliance with the latest COVID guidance and regulations should look like and in particular what a COVID-secure premises/workplace should look like. This work including sending out timely newsletters to sector specific businesses such as the licensed premises and close contact services (hairdressers, beauty salons and tattoo studios) in helping them understand new requirements.

RDC also developed and distributed over 600 "Back to Business" Packs to businesses to help them comply with legal requirements of a COVID – secure business/workplace.

The Environmental Health Team has also been made available to undertake site visits to advise

business proprietors and to answer general enquiries from businesses that were unsure as to what was required of them to become COVID – secure.

Since September 2020 the Environmental Health team has been actively involved in managing COVID-19 clusters/incidents/outbreaks in the hospitality sector (pubs, restaurants, hotels and other licenced premises) close contact services (hair salons, nail bars, beauty treatments etc.) and some workplace settings (large manufacturing settings, food retailers, butchers etc) working in close liaison with NYCC's Public Health Team and PHE. This includes attending daily NYCC silver outbreak meetings where local intelligence is shared regarding new cases that have been brought to our attention by emails received from concerned members of the public, employees and employers who were unsure what to do when premises were affected by positive covid cases or staff/customers suffering from COVID-19 type symptoms. Monitoring of social media posts relevant to the area also highlight premises of concern. This allowed immediate action to be taken rather than waiting for the national system to inform us of these premises and it also highlighted premises which may not have ever reached the national system. The COVID-19 response work detailed has had a significant contribution to the COVID-19 infection rates.



## North Yorkshire's COVID-19 response

### The North Yorkshire Local Resilience forum (NYLRF)

The NYLRF is a partnership of local agencies working together to manage emergencies. It is a multi-agency approach and its response allows all members to report and share information across all issues in North Yorkshire and the City of York. It is well established and has managed a variety of incidents in the past including the 2001 Foot and Mouth outbreak.

During the pandemic, NYLRF responsibilities have included: supporting decision making, influencing wider partners, testing, communications, local PPE Sourcing, and communications between NYCC and district and borough councils. All partners showed great flexibility in responding to the pandemic over the months. This contributed to excellent working relationship and confidence in the effectiveness of the arrangements.

### NHS Partnerships

Although work has been done over the years to better integrate with our NHS colleagues, the pandemic has resulted in an unprecedented level of partnership and collaboration including with:

- Local Clinical Commissioning Groups.
- Primary Care Networks.
- Acute care providers (including Scarborough and James Cook hospitals).
- Public Health England

### Adult Social Care Settings

Similarly, there has been unparalleled coordination, cooperation and support with and within the adult social care sector. This has seen the establishment of daily and weekly contact with services, and collaboration across NYCC and independent care providers through work with the Independent Care Group. This has opened up public health conversations to new audiences and is now informing North Yorkshire County Council's five year plan for Health and Adult Services.

### North Yorkshire Local Resilience Forum



**Local Authorities – NYCC, City of York Council, Craven, Hambleton, Harrogate, Richmondshire, Ryedale, Scarborough and Selby councils**

**Emergency services – North Yorkshire Police, North Yorkshire Fire & Rescue, Yorkshire Ambulance, Transport Police**

**Utilities and Others – E.g. National PowerGrid, Yorkshire Water, Ministry of Defence, Local Enterprise Partnership.**

**Health agencies – NHS England, Public Health England, Clinical Commissioning Groups, NHS Foundation Trusts**

**National agencies – E.g. Environment Agency, Highways England, Marine Coastguard**

## Case Study

### Domestic Abuse

During the last 18 months a domestic abuse tactical group has met fortnightly (initially weekly) to have oversight of need and demand. With a specific focus on protecting identified victims and ensuring the resources we have are being effectively used. The impact of Covid has seen increases in recorded crimes (at times) and significant demand on locally commissioned domestic abuse services, this demand continues.

Women's Aid identifies that "whilst the Covid-19 pandemic did not cause domestic abuse, it has caused a perfect storm of challenges for survivors and the services supporting them." In February 2021, the Domestic Abuse Commissioner, Nicole Jacobs, told the Home Affairs Committee that the 'tail' of the pandemic's impact on domestic abuse would extend "well beyond" the easing of lockdown, and that survivors depend on services. This is certainly reflected locally, we have seen that;

Domestic abuse is often a hidden crime, so to get local context it is essential that we consider other 'data' (calls to helplines, use of services for victims and perpetrators, access to safe accommodation).

Covid related lockdowns have restricted victims' availability for support e.g. not able to leave their homes for support or to escape.

During 'lockdowns' all local services remained open (with adaptations), including safe accommodation provision.

Domestic abuse affects us all. Professionals and victims are not separate entities. Advice and support is required for our workforces. In North Yorkshire County Council we have developed, with support from Unison, a Domestic Abuse Charter.

**Call to action** - need to ensure that we continually build on our partnership and commissioning arrangements. Adhering to the new duties within the Domestic Abuse Act 2021, ensuring an effective local response, right support at the right time.

### Events Partnerships

North Yorkshire County Council worked in collaboration with other local authorities and emergency services as part of the local Safety Advisory Groups (SAGs) and the Sporting Safety Advisory Groups. Each district council has its own SAG, which acts as the point of contact for event organisers and a forum for scrutiny of COVID-19 risk assessments.

The priority for local SAGs was to support event organisers through specialist advice and guidance about hosting an event to ensure all safety measures are in place. We worked with organisers to implement the latest guidance and to protect the public from environmental hazards, communicable disease and other health and safety risks using 14 Key Principles for events.



## North Yorkshire's COVID-19 response

## Case Study

## Operation Talla

With community infection rates increasing rapidly in the run up to Christmas, the Scarborough Locality Group made preparations to activate an action plan to try to mitigate the rising infection rates. The plan included actions for:

- LRF partners to deploy officers and volunteers to key locations in the District, centred on Castle Park, Whitby; and Castle Ward and Falsgrave Road in Scarborough to carry out a door knock operation for engagement and education with residents and leaflet dropping.
- Deployed officers to deliver a set of key messages including:
  - Rising post lockdown infection rates in Scarborough District Area
  - Steps to try to break the infection chains
  - An “Assume you are infectious” approach to protect yourself and your family and reduce the impact on the NHS.

- Information leaflets for residents to include information on:
  - Tier 2 “Do’s and Don’ts”
  - Isolation and Testing requirements and rules
  - Access to testing through the Mobile Testing Units
  - Contact Tracing information
  - Information about Isolation Payments.
- Media coverage of the door knocking operation.

On 22nd December, 2020 a two day operation commenced under the call sign “Operation Talla”. This involved the deployment of over 50 LRF officers and volunteers to distribute over 10,000 COVID information leaflets to the residents in the three key locations.

## Case Study

## Partnerships Case Study: Craven Food Network

Craven's population is spread over a large rural area and whilst relatively affluent, has pockets of disadvantage and poverty. Food insecurity (resulting from unemployment and financial insecurity exacerbated by the pandemic) and the impact on physical and mental wellbeing, were being highlighted as growing needs by many organisations embedded in communities across Craven.

Skipton Foodbank experienced an increased demand for emergency food, financial advice and support to address basic health needs. Local organisations reported that many residents were unaware of this and other emergency food provision, or were not wishing to use them. Local responses began to emerge, starting with pop up pantry in Bentham and Ingleton organised by an Anglican Minister with support from local volunteers. A member of the Methodist church who saw families in Hellfield community struggling sought to set up another pantry in this community.

Skipton Foodbank was instrumental in supporting other local organisations to understand the concept of food insecurity and the more strategic approaches that exist around the country to

tackle this issue. This led to the development of the Craven Food Network. Initially the Network was a group of organisations connected by their involvement in responding to emergency food need, and the financial and emotional impacts of food insecurity. Organisations included Citizens Advice, Pioneer Projects, Age UK Yorkshire & Darlington, Age UK North Craven, Grassington Hub, SELFA and Skipton Foodbank.

The group worked together on funding applications to address health inequalities. This enabled a Development Worker to be recruited to formalise the Network, research good practice and shape future objectives. In parallel, our Stronger Communities team was tasked with distributing DEFRA funding to address emergency food needs. Age UK North Craven received funding to support the pop up pantries through provision of shelving, equipment and fridges. The pantries and community fridges have been valuable in addressing pandemic related food insecurity and will continue as a less stigmatising resource within rural communities. The Food Network continues to collaborate to co-ordinate effort and maximise benefit across the Craven district.



*A special thank you to all our partners that have responded, adapted and meet the demands of the pandemic WELL DONE #TEAMNORTHYORKSHIRE*

North Yorkshire's COVID-19 response

## 9. Data Management

The most effective public health interventions are driven by research and evidence. Key to this is the need for accurate, up to date and dynamic data. The pace and evolving nature of the COVID-19 pandemic presented us with new data challenges, but ultimately reinforced the critical value that data plays in our work.

As part of the Outbreak Control Plan, a small team was formed, made up of representatives from the North Yorkshire County Council Public Health, Technology and Change and Strategy and Performance teams. This new team established the data requirements to help support all elements of the Council's outbreak management response.

They looked at what information the Public Health team captured relating to outbreaks in the high-risk settings and communities, and how that information was used to respond appropriately to reports of outbreaks, clusters, single confirmed cases and suspected cases at these settings. They also looked at the processes behind each of these responses, as well as how the Public Health team dealt with queries and concerns from each setting type.

The team identified the need for a robust case management system, which allowed the Public Health team to log, triage and efficiently manage incidents, whilst giving a clear understanding of the situation in North Yorkshire at any given time.

An Outbreak Control Management System (OCM) was customised to ensure it met all of the Public Health team's requirements. Changes were made to allow the team to log incidents by region, setting, incident type and risk level. The system launched in September 2020, and to date, has managed over a thousand incidents in North Yorkshire.

The most recent upgrade focused on changes to the system to facilitate reports of classroom bubbles closing down at educational settings.

Despite its newness, the processes for opening, updating and closing down incidents within OCM, quickly became part of the Public Health team's working practices. Feedback was incredibly positive, with agreement that it has improved efficiency, data quality and reporting.

The team also rely on the 'Locality Silver Report' to inform them of the overall picture in North Yorkshire. Developed by the Council's Data and Intelligence team, this provides a one-stop shop for viewing all cases and open incidents within North Yorkshire, broken down by setting, risk level, and locality.

The Locality Silver Report is the centrepiece of the outbreak management process. It is accessed by organisations in all localities meaning there is a common, consistent view of intelligence and approach applied across North Yorkshire. This allows the Public Health team to understand risk much more effectively.

The Data and Intelligence team also developed a Schools COVID-19 report. This product feeds from information entered into the OCM, and allows the Education leadership team to understand the situation in educational settings. It includes data on schools with active incidents, staff and pupils with confirmed cases, and any pupils and staff isolating by educational setting types, and locality.

### Other reports and 'data dashboards' developed to inform the Public Health team and partners' response to the pandemic include:

**Common exposures** – postcodes reported during contact tracing as being somewhere visited by multiple people in the 7 days before showing symptoms.

**School helpline** – uses Public Health England's schools helpline data to allow the team to monitor the welfare of children at home, as well as the COVID-19 safety of education settings.

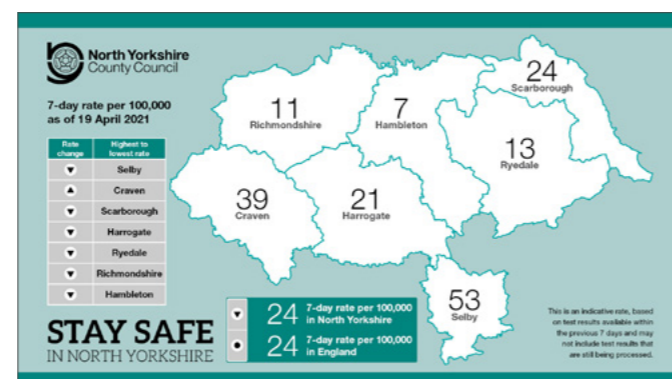
**Monitoring cases in smaller areas and vaccine progress** – a summary of trends in infection rates in smaller areas to highlight areas that are worsening or improving at a different rate to the overall North Yorkshire or district picture. Vaccine progress tabs show percentages of different groups that have received the first or second dose of the vaccine, broken down by district or smaller area.

**Outbreak clustering** – critical in the early stages of outbreak responses, this allowed Public Health consultants to proactively assess risk and quickly develop an insight in activity within a region while providing detail about specific concerns within a locality.

**Local Resilience Forum Red, Yellow, Amber, Green (RYAG) rating** – this dashboard helped us prepare and anticipate changes in national policy regarding tiers. This helped provide a benchmark against a national picture.

**Rates 60 or over** – provides a view of COVID-19 rates by age group, which allows the Public Health team to better target prevention communications and resource specifically at people who need it.

**Local contact tracing** – underpins the daily contact tracing process. It coordinates data from a number of sources and enables calls, emails, SMS and door knocks following a defined process.



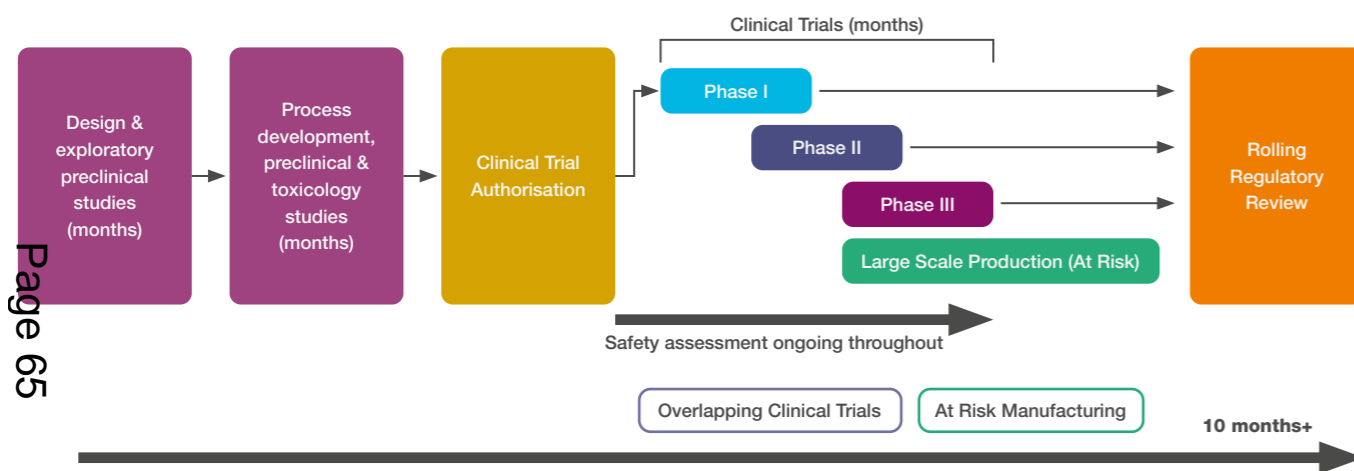
## 10. The COVID-19 vaccination programme

The introduction of the COVID-19 vaccination programme has been one of the key developments since the implementation of the original outbreak plan.

Development of the vaccine began in early 2020 and through collaborative working was able to progress much quicker than any other vaccination in history. Normally the process can take years. The World Health Organisation launched the COVID-19 Tools (ACT) Accelerator which is a framework for collaboration to end the COVID-19 pandemic as quickly as possible.

### COVID-19 accelerated timeline – 10 months plus

Source: [www.gov.uk/government/publications/uk-covid-19-vaccines-delivery-plan/uk-COVID-19-vaccines-delivery-plan](http://www.gov.uk/government/publications/uk-covid-19-vaccines-delivery-plan/uk-COVID-19-vaccines-delivery-plan)



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Vaccines work by training the immune system to recognise and fight pathogens such as viruses or bacteria. There were many scientific organisations around the world that worked to produce a vaccination as quickly as possible. Different methods were used to create a vaccine. The three that made it into production first and were used within the UK included:

- Oxford AstraZeneca – Viral Vector, modified to carry the spike protein
- Moderna – mRNA, part of virus genetic code
- Pfizer-bioNTech – mRNA

Pfizer-BioNTech and Moderna work differently to usual vaccines using genetic coding to instruct the recipient to build the SARS-CoV-2 spike protein, which is harmless on their own. This triggers an immune response and results in the creation of antibodies.

Oxford AstraZeneca was produced by using a weakened version of a common cold virus from chimpanzees. The genetic coding of the spike protein was then combined with the virus to make the vaccine. This then triggers the immune response and produces antibodies.

The original aim of the vaccination programme is to protect those who are at most risk from serious illness or death from COVID-19, or at risk of transmitting infection to multiple vulnerable persons or other staff in a health or social care environment. The programme is led by the NHS and supported by the local authority and other key partners, particularly around identifying eligible groups and promoting vaccine access and confidence in key groups. This includes people in the nine priority groups initially identified by the Government.

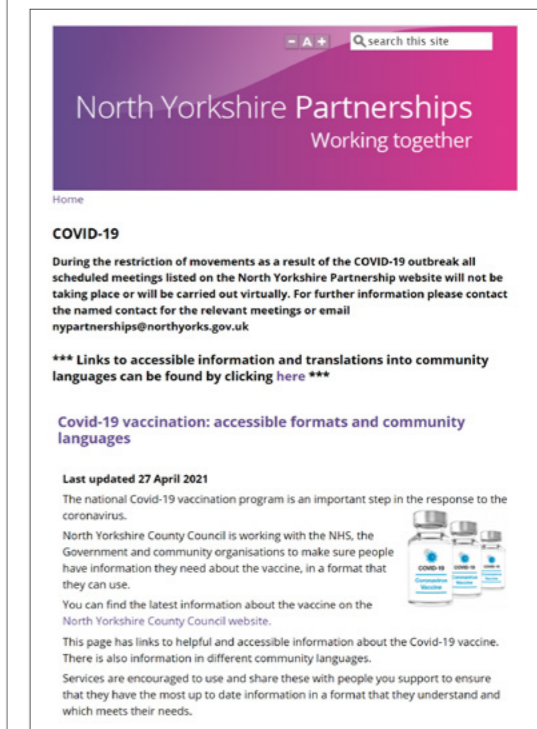
COVID-19 vaccination prioritisation	
1	Care home residents Care home staff
2	80 years of age and over frontline health and social care workers
3	75 years of age and over
4	70 years of age and over Clinically extremely vulnerable people
5	65 years of age and over
6	Under 65 years with underlying health conditions
7	60 years of age and over
8	55 years of age and over
9	50 years of age and over

In North Yorkshire, roll out of the vaccination began in mid-January 2021 with GPs administering the first doses of the Pfizer vaccine to patients over 80. People in the first 3 priority groups were contacted first. The AstraZeneca vaccine, developed in partnership with Oxford University, was introduced at the end of January. This allowed Groups 4-6 to follow quickly after, with progress meaning people over 50 were invited for vaccination by the end of March 2021.

### Support in North Yorkshire

Working with our partners across the county, the Public Health team has played a key role in supporting the rollout of the vaccine in North Yorkshire. Together we:

- Proactively supported the vaccination of care workers including a series of webinars to provide information and an opportunity for questions and a Frequently Asked Questions document for workers and managers.
- Established a group to monitor vaccine uptake by district and population groups and to highlight gaps.
- Sharing and promoting NHS messaging through NYCC communication channels.
- A dedicated webpage with information in accessible formats and community languages (see image or visit <https://nypartnerships.org.uk/covidvaccination>).





## North Yorkshire's COVID-19 response

### Main Challenges

In North Yorkshire there were some challenges for people in rural areas because of transport and storage issues with the Pfizer vaccine. This was initially administered in hospital hubs, with inpatients also vaccinated.

As well documented in the mainstream media, there have also been issues with vaccine hesitancy. This grew with news coverage of cases of rare blood clots associated with the AstraZeneca vaccine which heightened reluctance of people to get vaccinated. Whilst there is a very low risk of blood clots, the disproportionate coverage of the tragic but rare deaths that resulted, highlights the difficulty of making sure solid evidence based public information is communicated widely.

- By March 2021, over 80% of North Yorkshire's social care workforce (12,667 of 15,279 staff) had received their first dose of vaccine.

At time of writing, 87% of front line NYCC social care staff have received their first dose of vaccine. Just over 3% declined the offer of a vaccine. These figures are a testament to our staff group who will continue to protect the most vulnerable in our communities.

- Formation of North Yorkshire vaccine assurance group, chaired by DPH and in partnership with the Chief Nurses of North Yorkshire CCG and Vale of York CCG along with other CCG colleagues and City of York Public Health team.
- Work is ongoing to minimise inequalities of the vaccine rollout (equality impact assessment, learning disabilities, homeless population, migrants etc.) The assurance group is maintaining oversight for all of this work.

At time of writing, the rollout of the vaccination appears to be progressing well. National and local awareness campaigns are promoting the importance of the vaccine and the public appears to have largely embraced this message with a majority of eligible adults already vaccinated or planning to. This highlights what is possible through coordinated investment, collaboration and good quality public health messaging.

There is of course much to do before everyone is vaccinated, including children and younger people. At time of writing, current planned activities with NHS colleagues include:

- Drop in clinics at homelessness hostels by local GP and homelessness health visitor.
- Collaborative working with CCG and local employers to support onsite vaccinations.
- Clinics targeted at population groups reluctant to have the vaccination using translators and trusted voices from the local community.
- Clinics for people with learning disabilities.
- Walk-in clinics for young people once the vaccine is being rolled out to their age group.
- Targeted communication to encourage take up and bust myths.

### Case Study

#### Supporting care staff to access vaccine

North Yorkshire County Council's Health and Adult Services directorate comprises the Public Health Team and the responsibilities for Adult Social Care. This allowed the team to work quickly to address specific risks in care settings. With the rollout of the vaccine, particular focus was placed on ensuring that care staff could get vaccinated as soon as possible to ensure their safety and the safety and continued support of people using care services. This included:

- Daily multi-agency meetings chaired by Assistant Director Care and Support to understand the current vaccination picture, local issues (in terms of demand/supply/logistics) and answering the questions from the public, providers, other local and national employers about vaccine deployment and availability.
- Working with each hospital hub (Friarage, James Cook, HDFT, Airedale and Scarborough) to help shape their booking processes to meet the needs of each locality – balancing supply of vaccine, numbers of staff able to attend etc.
- In the case of the South Tees Hospitals, we managed the entire booking and appointment process on behalf of social care staff, both NYCC employed, providers and individual PAs.
- Supporting providers so match staff numbers to available vaccine.
- Identifying alternative vaccine provision for those unable to travel to the hub sites – for example, liaison with local GPs to deliver one off interventions to settings/groups.
- Working with CCGs – particularly in the Harrogate and Rural district to source alternative provision when the HDFT hospital hub stepped down from provision.
- Setting up arrangements with community pharmacy sites, for example, Homecare Pharmacy group in Knaresborough to allow a weekly availability of appointments for social care staff – which was a significant achievement during the time when vaccine supply was limited.
- Provided weekly meetings/webinars to share information and support myth busting.
- Creation of a specific email account to answer queries from providers, employers, private carers and schools and advising on vaccine eligibility and unique critical response cases outside of current vaccine priority groups.
- Supporting individual cases where circumstances meant they were unable to access a suitable vaccine – one example, a 16 year old PA to access the Pfizer vaccine somewhere in the county when Pfizer stock was low.

# Latest reflections and recommendations

Whilst not yet over, the COVID-19 pandemic is already providing opportunities to reflect on our work in the future. Here we consider some of the big lessons for public health going forward.

## 1. Continue to work to reduce inequalities

Inequalities are at the heart of almost every public health challenge, and COVID-19 has been no exception. Not only have COVID-19 infections disproportionately affected those already experiencing the greatest challenges, but the broader effects of the pandemic have exacerbated existing socioeconomic, health and other inequalities.

## 2. Build on partnership working

Working in partnership with others has always been a fundamental part of public health. However, during the course of the pandemic the scope of partnership working, whether multi-agency or between different departments in the local authority, has expanded to forge many new and valuable relationships. The focus on working from home where possible during the pandemic has also accelerated the use of new technologies to engage with partners; virtual working has made collaboration much more accessible.

## 3. Have confidence to embrace change as part of recovery

This year has been a year of constant change. The speed at which national guidance and the requirements of local services has changed has been astonishing; even more so has been the speed at which local systems have changed their ways of working to deliver. Many of these changes would have taken years to occur (if at all) pre-pandemic, and whilst we need to acknowledge that constant change is exhausting (and after 16 months of working in an emergency, rest and recuperation is needed), we should also capitalise on this drive to make change happen as part of work towards COVID-19 recovery and beyond.

## 4. Focus on place-based working centred around communities

Much of what has worked this year has centred on engagement at a local level. The development of Community Support Organisations and the ongoing engagement with voluntary and community sector partners has been key to supporting local people shielding and in isolation. Similarly, locality groups have helped to identify and address local challenges, building on existing multi-agency collaboration.

## 5. Capitalise on the higher profile of public health

Public health is rarely centre of attention, and yet that is where we have been now since early 2020. Public health terminology has become commonplace in everyday language, local public health teams have a much higher profile than pre-pandemic, and the wider value has been seen of an evidence-based, public health approach. However, public health is much broader than just COVID-19. There are many more things we have to offer, and the relationships made and visibility gained through the pandemic can help us further improve the health and wellbeing of the North Yorkshire population.



## Protecting and Improving the health and wellbeing of North Yorkshire's population

# Protecting and Improving the health and wellbeing of North Yorkshire's population

Public Health North Yorkshire exists to protect and improve the population's health and wellbeing and reduce inequalities. We do this through system-wide leadership, joint working, embedding evidence based practice, influencing and shaping policies and commissioning services.

The main focus this year was protecting and adapting services to meet the emerging needs. The Public Health Team has worked in partnership with service providers throughout the pandemic to support response; address challenges; develop relationships and communicate delivery arrangements. Legacy service developments and planned service developments have been achieved. Throughout the pandemic, the Public Health Team have held regular SITREP (situation response) meetings with all services. Unless there was national mandate to suspend services and/ or contracts had expired, all services have continued to operate throughout the pandemic.

### YorSexualHealth (YSH)

YSH is commissioned by North Yorkshire County Council and City of York Council to deliver an integrated sexual health service across North Yorkshire and York.

Despite the pandemic, YSH have continued to provide a high quality service. Priorities remain the delivery of a central booking line, online and postal provision of sexually transmitted infection testing and treatment, free condoms and contraception. There has been a gradual expansion of their service according to Government restrictions.

In October 2020, North Yorkshire introduced HIV Pre Exposure Prophylaxis (PrEP) into routine commissioning with York Teaching Hospital NHS Foundation Trust as part of a national mandated roll out. HIV PrEP forms part of HIV prevention alongside health promotion, condom use, regular testing and swift initiation of HIV treatment where required. Active risk reduction provides a major opportunity to control HIV transmission. The sexually transmitted infection (STI) testing which forms part of PrEP also provides opportunities to test, treat and support control of all STIs.



Free and confidential services  
across North Yorkshire and York

### Case Study

#### Delivering contraception in conjunction with maternity services during the pandemic

A project was introduced to improve access to contraception for postnatal women in York and North Yorkshire with an aim to prevent future unplanned pregnancies, reduce terminations of pregnancy and encourage better spacing of pregnancies. The project covered three areas:

1. Progesterone only pill (POP) issued via Patient Group Direction (PGD) by the acute trust midwifery team in York and Scarborough sites to postnatal women of all ages at discharge. POP issued by a redeployed sexual health nurse in the community midwifery team in Scarborough and Selby.
2. Women of all ages supported to access long-acting reversible contraceptives and all contraception options by the sexual health outreach team in the acute trust setting, home or services.

YorSexualHealth worked with the midwifery team, including the ward sisters, the PGD sign off, deputy head of midwifery and community midwife leads. Together the team delivered bespoke hourly POP training sessions, all within a few weeks of the start of the pandemic.

The team also delivered condoms and chlamydia testing kits to the midwifery services and agreed ongoing provision. The service is ongoing, with a year use to the Progesterone only pill issued via Patient Group Direction. The redeployed nurse is now back working in sexual health but is still issuing POP via post to discharged community postnatal women in Scarborough and Selby.

To date the project has led to 84% of the women contacted being provided with contraception in the postnatal period. The team is measuring the number of women issued with the POP via the acute midwifery team, the number of women issued with POP in the community and the number of referrals to the outreach team during the pandemic to unpack further lessons for the future.

## Protecting and Improving the health and wellbeing of North Yorkshire's population

### North Yorkshire Adult Weight Management Service

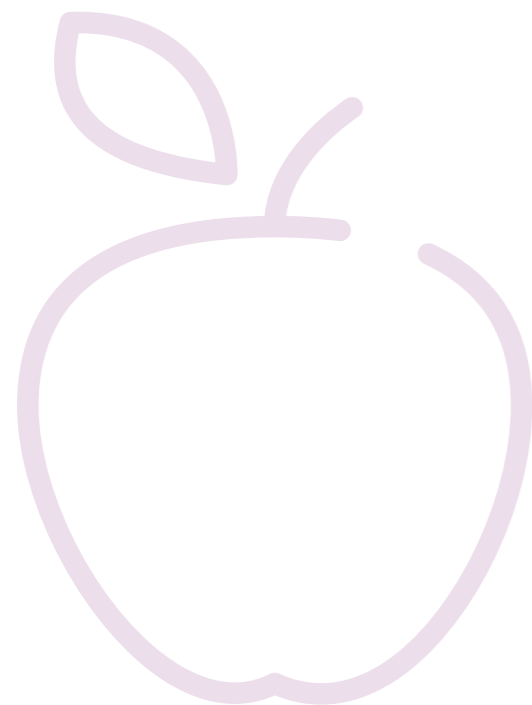
The Adult Weight Management Service is a 24-week programme designed to improve physical and mental health by helping people over 18 to eat well and get moving. Clients are supported to achieve a 5% weight loss at 12 weeks and sustain 5% weight loss at 24 weeks. The service offers weekly weigh-ins, structured nutritional advice and a free facilitated physical activity offer.

The Adult Weight Management Service has continued to evolve and respond during the pandemic. The Service provides the highest flexibility, in accordance to individual circumstances, needs and within national guidance and tiered restrictions. The Service offered in each locality is a hybrid of online, telephone, and some face to face support (dependent on current restrictions).

North Yorkshire County Council have been allocated one-off Government funding via Public Health England, to further expand the service offer. We will use this funding for additional one-to one provision for those who require further support to the universal group activity. The funding will also be used for pilot bespoke/outreach programmes for specific target groups to understand better specific needs of our local residents who may not have historically accessed the service.

Our providers will be working hard to understand particular needs of people with learning disabilities, long term conditions, people living with challenges associate with mental health, ethnic minority communities, men, and younger adults. The learning from this work will ensure we make the necessary service improvements within the universal offer.

The North Yorkshire County Council webpage has been refreshed and updated [www.northyorks.gov.uk/stepup](http://www.northyorks.gov.uk/stepup) and a video has been compiled to tell the stories of people who have benefited from the service <https://youtu.be/TX2yIE-yEJs>



### Healthy Weight, Healthy Lives

The Healthy Weight, Healthy Lives strategy has been developed by North Yorkshire County Council to help deliver the aims and ambitions of the North Yorkshire health and wellbeing board – that ‘People in all communities in North Yorkshire have equal opportunities to live long healthy lives’. The fourth annual report of the Healthy Weight, Healthy Lives Strategy can be accessed via [www.nypartnerships.org.uk/healthyweight](http://www.nypartnerships.org.uk/healthyweight). The report sets out whole-of-system approaches to healthy weight across North Yorkshire, supporting the local population with the COVID-19 recovery in relation to food and physical activity.



### Case Study

#### Move It Lose It – Selby

During weekly welfare calls, one person participating in the ‘Move It, Lose It’ programme explained the impact COVID-19 has had on their ability to work within the construction industry which unfortunately means they are now out of work and do not qualify for the government furlough scheme. Whilst they are currently financially stable they are concerned about the longer term effects on their mental health and the financial impact. Through weekly calls they have talked through new job advertisements and explored alternative work proposals.

Although they do not feel confident about returning to the construction industry due to age limitations and lack of demand, they are feeling optimistic about a potentially crucial career change. They continue to participate remotely, submitting weekly weights via self-reporting measures. They are achieving steady weight loss and taking on new physical activity challenges set by our Wellbeing Manager each week. An excellent result through challenging circumstances!

Protecting and Improving the health and wellbeing of North Yorkshire's population



**NHS Health Check Programme (NHSHC)**

The NHSHC Programme provides the only universal mechanism for identifying and managing people aged 40 – 74 with the top seven risk factors driving non-communicable disease including diabetes, heart disease and strokes. 68 GP practices are currently signed up to deliver the NHSHC Programme in North Yorkshire.

In light of the current exceptional circumstances, the NHSHC Programme delivered in GP practices was paused in April 2020. During this initial period, we offered financial support to practices. In July 2020 following further guidance from PHE, the Programme resumed across North Yorkshire.

The physical clinical test aspect of the service remains as face to face, however alternative delivery methods for follow up have moved to a virtual appointment.

**Impact of the NHSHC Service**

- For every 6 to 10 NHS Health Checks nationally done, 1 person is identified as being at high risk of Cardio Vascular Disease. In North Yorkshire we are identifying 1 in 4 in the most deprived areas.
- 44.5% (3,453 people) of the eligible population have received early detection and treatment of CVD, which can help residents live longer, healthier lives.
- Over a five year period, North Yorkshire is the best in Yorkshire and Humber and not just addressing the worried well other areas are using us at good practice.

Despite the low performance date this year, North Yorkshire is still performing better than England and Yorkshire and Humber for the 5-year period.

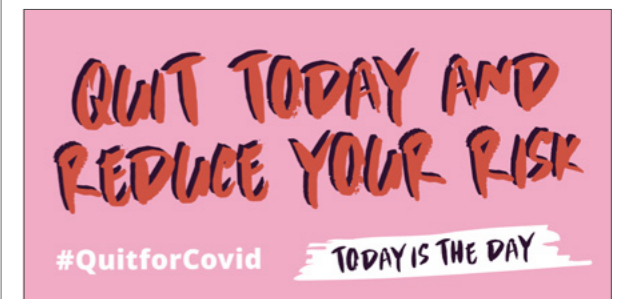
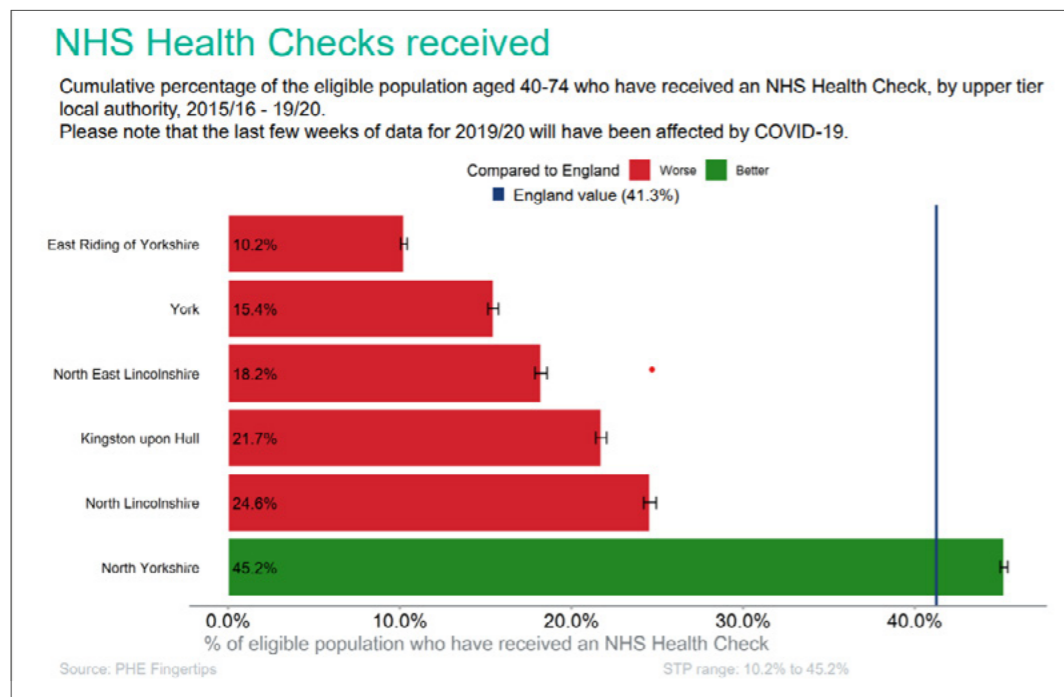
**Living Well Smokefree Community Stop Smoking Service**

Living Well Smokefree is a personalised, one-to-one support over six to 12 weeks to help people stop smoking. Smoking is a cause of increased risk for coronavirus, due to greater risk of acute respiratory infections, infections lasting longer and cases being more serious than for non-smokers.

Stop Smoking support has continued to be delivered throughout the COVID-19 pandemic. All service users are offered a 12-week remote offer. This has been positively received and has increased engagement, with the number of missed appointments reducing significantly.

Due to pressure within primary care, numbers of individuals accessing the service through the Approved Provider List (GP/Pharmacy provision) has dropped significantly. However this has resulted in higher numbers accessing the Specialist Living Well Smokefree service.

Across 2021/21, 967 individuals had Smoking Assessment Quit Days with 656 reaching 4 weeks. This equates to a 68% quit rate, well above the national average of 51%.





## Protecting and Improving the health and wellbeing of North Yorkshire's population

### North Yorkshire Horizons

North Yorkshire Horizons is a drug and alcohol recovery service provided, on behalf of North Yorkshire County Council. They continued to provide a face-to-face service in all five local hubs throughout the COVID-19 pandemic although psychosocial and recovery support have been delivered online and over the telephone. This was supported by a business continuity plan developed with the Local Medical Committee, Community Pharmacy North Yorkshire and Children and Families Services.

As of 31 March 2021, 2647 individuals had engaged with the service, up from 2356 in 2020. The overall number of people, and new people, accessing the service predominantly for support with opiates has declined over the last 3 years. However, there have been fewer discharges from the service amongst this cohort during the pandemic than in the same period during previous years. Engagement in support services is a protective factor, which has been critical during the pandemic, particularly for people with complex needs and multiple disadvantage.



The overall number of people, and number of new people, accessing the service predominantly for support with alcohol and substances other than opiates increased during 2020/21 – particularly for alcohol. North Yorkshire continues to be an outlier compared to England and other regions for engagement for support with alcohol dependence.

Sadly there has been an increase in deaths by people engaged with North Yorkshire Horizons during the pandemic, which is consistent with the national picture. Public Health England is conducting a review currently, and we continue to work closely with North Yorkshire Police, Health and Adult Services and Children and Families Services to monitor and respond as appropriate as part of our Confidential Enquiry Protocol led by Public Health.

### Living Well Service during COVID-19

Living Well acted as a bridge between community and voluntary services and the council's adult social care response. Working across the new social care pathways, Living Well Coordinators provided information to enable individuals to access the most appropriate support from the community and Universal + offer. They worked closely with other teams to help prevent people's needs escalating, supporting individuals and families to find solutions to remain well at home following discharge from hospital.

They connected people with a wide range of support, both low level and more complex, including:

- Housing and accommodation issues; referral to Warm and Well; tenancy issues and hoarding.
- Digital support – enabling people to access and use technology for family contact or online support.
- Finances e.g. opening a bank account, NY Local Assistance Fund or grant applications.
- Emotional support, accessing community groups and bereavement support.
- Accessing community resources, social opportunities, finding cleaners, shopping and collecting prescriptions.
- Support to carers.
- Low-level welfare checks and information gathering.

Although referrals to the service decreased from March 2020 due to the pandemic, demand quickly returned to pre COVID-19 levels by Spring 2021. Initial analysis indicates that during the pandemic that Living Well support was more concentrated in areas of highest deprivation during the pandemic.

### Case Study

#### Mrs A

Following the recent death of her husband in a care home, Mrs A was grieving and felt very lonely. She was very anxious about the COVID-19 lockdown situation and was particularly worried about managing her shopping safely. She was referred to Living Well from her local carers centre.

*“Due to COVID-19 I was unable to be with my husband when he died and have no friends or family to support me. I have become anxious about going out and can't relax. I live in my own home and have a car but I do not like driving in winter. I am currently getting my shopping at a local Post Office to avoid going near the supermarkets.”*

The Living Well Coordinator met Mrs A and worked with her to find out what matters to her and what would help move her forward. As a result, she was connected to the local Community Support Organisation for help with shopping and digital access and to Warm and Well for advice about keeping warm. She was linked with community transport to help her to access the COVID-19 vaccination and provided with advice and information about the Living Well SmokeFree service as her smoking had increased since her husband's death.

*“I have moved forward because of you, you will never know how much you have helped me; you have seen me through it. I thank you from the bottom of my heart for all your patience and support you have given me I would certainly recommend Living Well to anyone going through what I have had to go through this year, if they had someone who had your patience.”*

## Protecting and Improving the health and wellbeing of North Yorkshire's population

### 0-19 Health Visiting and School Nursing Services

The Healthy Child programme promotes and protects the health and wellbeing of all children and young people from 0-19 years. It seeks to empower and enable them to make informed decisions about health, and to support them in transitioning safely and happily into adult life.

At the start of the pandemic, community delivery for the 0-5 years all child health clinics, drop-ins and breastfeeding groups ceased. All mandated contacts were delivered virtually, drop in clinics were set up virtually and proactive breastfeeding telephone calls were introduced. Safeguarding contacts continued face to face following a COVID risk assessment and an increase in contact via telephone was introduced. Following the introduction of PPE and COVID risk assessments all mandated contacts and follow ups progressed to a blended approach, face to face or virtual, throughout the pandemic using a skill mix team approach. All community contacts, drop-ins, and groups ceased for those aged 5-19 years. A duty phone rota was put in place and a WhatsApp service used to maintain contact with families. The National Child Measurement Programme restarted in April 2021.

At time of writing, all safeguarding contacts are face-to-face, as are visits to families on the Vulnerability Pathways. Review Health Assessments are being undertaken on a face-to-face basis with an opportunity for a virtual contact where clinically indicated and if this is preferred by the young person. Welfare calls are undertaken as required or at a minimum every 3 months, and the service continues to take part virtually in multi-agency and safeguarding processes.

All other contacts are being assessed and stratified for vulnerability or clinical need. There also continues to be a duty phone service and digital signposting is taking place through text, email and using social media.



### Warm and Well

Warm and Well provides support via the telephone and internet to help North Yorkshire residents who are living in or at risk of a cold home, fuel poverty or struggling to afford their energy bills. Referrals can be made either by professionals or by individual householders.

Despite initial concerns about not being able to offer home visits, a system was put in place to allow incoming calls. The website was updated and the service was widely publicised through community support hubs. Staff developed confidence over time about delivering in depth advice and support remotely and the service continued to operate and provide support to households.

There have been concerns around impact of COVID-19 on household income and fuel poverty. Specifically these related to reductions in income, increased use of utilities from spending more time at home, and energy bill shocks as meter readers have not visited properties. There was also concern for North Yorkshire residents who have been shielding and as such unable to access home improvement schemes such as new heating systems. These concerns will be considered as part of planning for winter 2021-22.



### Healthy Schools Award Programme

The Healthy Schools award scheme was launched by North Yorkshire County Council in October 2019 and is available to any educational setting across the country to take part. It is an online scheme that supports schools to work towards improving the health and wellbeing of pupils and staff through teaching and learning initiatives across four key themes:

- PSHE (including statutory sex and relationships and health education requirements).
- Emotional health and wellbeing.
- Active lifestyles.
- Food in schools.

The scheme provides all schools and settings with the opportunity to really focus on the health and wellbeing of their pupils and staff and gain a recognised award.

The programme was greatly affected by COVID-19 and school closures in 2020 and 2021. Nevertheless, schools have continued to be supported by the HSA team and to work on (and submit) their healthy schools award applications. Training and events have moved online and this has worked well. A celebration event is planned for June 2021. Since the scheme started in Sep 2019, 200 (54% of North Yorkshire schools) have registered with the Healthy Schools Award.

Future plans include a new scheme for Early Years settings (nurseries, childminders) and a new set of 'extension' targets (once schools achieve gold status) around Environment/Climate change; Diversity and Equality; Anti-bullying; Physical Activity; Unintentional Injuries and / or Road Safety, and Community Engagement.



Protecting and Improving the health and wellbeing of North Yorkshire's population

Research Partnerships

National Institution of Health Research Partnership bid for Adult Social care

In August 2020, the Public Health team led a research funding application to address knowledge gaps and priorities for research in Adult Social Care. This multi-agency bid involved the University of York, Sheffield University, and Hull, Doncaster and City of York Local Authorities to apply for research funding from the National Institute for Health Research.

The bid was successful and as a partnership we will receive just over £1 million of which NYCC will receive around £50,000. The research will commence in June 2021 with the aim to answer the following question: Can a regional capacity-building network facilitate greater understanding, production and use of research in adult social care?

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New Masters in applied Public Health course developed with Teesside University

October 2020 was the start of the first international internship programme with Teesside University for students studying the Masters applied Public Health course. This Public Health Internship module aims to develop students' employability attributes by providing an experiential learning opportunity to further develop and apply their public health knowledge and / or research skills within a workplace.

The Public Health team have five students allocated who supported work on E-cigarettes, physical activity in older people, cardiovascular disease, healthy weight and mental health. All students completed the internships and achieved the Masters in Public Health, which is a fantastic achievement not only for the students but the Public Health team who at the time were dealing with the global pandemic.

These research partnerships will make a difference in terms of promoting evidence-based practice across NYCC and with partners, to ensure we get best value for money and achieve key outcomes.

Work with NHS partners: Population Health Management

Population Health Management is an emerging technique for local health and care partnerships to use data to design new models of proactive care and deliver improvements in health and wellbeing, which make best use of the collective resources.

In North Yorkshire, our health and care needs are changing: our lifestyles are increasing our risk of preventable disease and affecting our wellbeing. We are also living longer with more multiple long-term conditions like asthma, diabetes and heart disease. The health inequality gap is also increasing. The Population Health Management approach is helping us to understand our current, and predict our future, health and care needs. We can take action in tailoring better care and support with individuals, design more joined up and sustainable health and care services, and make better use of public resources.

In response, the Public Health team have worked with the Selby and Scarborough Primary Care Networks to deliver a Public Health Management approach.



Participant's feedback from the Selby town PHM pilot

Partners have embraced this way of working and can see the benefits of working collectively to improve outputs for patients. We were able to build a good team of stakeholders from the start, both from within the PCN and external organisations who were, and still are, invested in moving forward together to improve outcomes for patients in the Scarborough area and Selby.

**NHS**

**Scarborough Core (SCORE) PCN (1/3)**

**SCORE's Cohort**

- PCN population size: approx. 52,000
- Key PCN attributes: High deprivation, older population, 3 in-town Practices with 1 out-of-town in high deprivation area.
- Cohort size: 168 met the criteria with a cohort of 20 selected
- Cohort description: Our cohort was people with depression, who are obese and have had at least one emergency admission in the last 12 months. This cohort was chosen because we know that people with depression are less likely to engage with self help support and address aspects of lifestyle that contribute to poor outcomes of health and higher incidences of CVD and diabetes. Our population is 3.0 on deprivation scale with an average age of 58 years and multiple chronic conditions with 52% having hypertension.

Intervention	Partnerships
<ul style="list-style-type: none"> <li>• <b>Description of intervention/service:</b> Working within a framework the care coordinators would seek to engage patients in taking part in a structured interview to understand the wider determinants of health that are impacting on their health and develop individualised plans to improve aspects of health and wellbeing.</li> <li>• <b>Rationale for intervention:</b> To understand what services they do engage with and any barriers to engagement or compliance in order to co-design services that meet the needs of these people.</li> <li>• <b>Wider determinants considered:</b> The patients were selected from our adult population irrespective of age, sex or race with an average age of 58 years and mostly single males.</li> <li>• <b>Activities undertaken for the cohort:</b> We are working with NYCC Public Health team and university research students to develop a structured telephone interview approach to gather information which will be used to co-design support services.</li> <li>• <b>Resources required:</b> Engaged with PHE and Coventry University interview walkabouts with PCN case coordinators and social prescribers involved in the programme to take forward referrals with multiagency approach.</li> </ul>	<ul style="list-style-type: none"> <li>• North Yorkshire County Council</li> <li>• Scarborough Borough Council</li> <li>• NYCCG</li> <li>• Coventry University</li> <li>• Care coordinators</li> <li>• Social prescribers</li> <li>• GPs</li> <li>• Pharmacists</li> </ul> <p><small>If available, quote about integrated working - Name, Role</small></p>

Above: Population Health Management in action for Scarborough CORE (SCORE) Primary Care Network

# North Yorkshire Public Health Priorities for 2021-2025

The vision for public health across North Yorkshire is:

*“Everyone in North Yorkshire has an equal opportunity to have the best possible start to a long, healthy and independent life, where all residents fulfil their ambitions and aspirations and the gap in life expectancy across the county will be reduced.”*

Public health works to deliver this vision through three areas of practice:

1. **Health Protection** involves the protection of individuals, groups and communities through expert advice and collaboration to prevent and mitigate the impact of infectious disease, environmental, and other health threats. The Director of Public Health has a duty to prepare for and lead the local authority's response to incidents that present a threat to the public's health.  
Protecting the health of North Yorkshire residents and communities through the prevention of infectious disease and illness has been a key focus through the COVID-19 pandemic. We will continue to focus on prevention of both transmissible diseases and other environmental hazards that pose a risk to health. We will build on existing multi-agency approaches and public health expertise to respond to, and mitigate the impacts of, any outbreaks or incidents that threaten the health of the public. We will also maintain a robust assurance function through the North Yorkshire Health Protection Assurance Group to ensure that as a system we are prepared to deal with significant threats to health in a timely and effective manner.
2. **Health Improvement** – as a population we are living longer lives, which is a good thing. However we also want to be as independent and healthy as possible as we age. We need to find ways of supporting people and helping people to stay fit and healthy for as long as possible so that as we get older we can look after ourselves and keep independent with the minimum reliance on public services. It is important that people have access to information and advice that helps them understand how best to keep fit and healthy, and independent for as long as possible. Whilst the Council has a key role to play, this is not something that we can achieve alone. There will be opportunities throughout a person's life to help them plan for the future, for example, during transition from childhood to adulthood, or when people with lower-level needs are signposted to prevention services. We will also work with partners to address the wider determinants of health such as ensuring good, sustainable jobs are available, developing a strong economy, a good standard of education, quality housing and thriving communities.
3. **Population Health Care** – this is a core part of public health practice, concerned with maximising the population benefits of healthcare and reducing health inequalities, while meeting the needs of individuals and groups, by prioritising available resources by preventing disease and improving health outcomes through design, access, utilisation and evaluation of effective and efficient health and social care interventions, settings and pathways of care. Our work in this area is done in partnership with a range of organisations including the NHS.



Protecting and Improving the health and wellbeing of North Yorkshire's population



The Public Health Team has identified the following priorities and the team will work in partnership with others and focus all their efforts to deliver the priorities and protect and improve the health of the people of North Yorkshire.

Priorities 2020-2025

1.

Reduce health inequalities, through healthy place shaping and targeted work with vulnerable groups/communities

2.

Ensure measures are in to protect the populations health

3.

Improve the mental health of our population

4.

Ensure babies and children and young people have a good start in life

5.

Ensure the working age population have opportunities to live well

6.

Ensure older people are able to age well

7.

Work with our NHS partners to maximise our joint effectiveness and impact on health outcomes

8.

Develop a centre for public health excellence including in research, training and behavioural science



# Afterword

At the time of publication, in summer 2021, we are once again seeing rising transmission rates of COVID-19 across the community. This is despite record vaccination rates and better community understanding of infection prevention.

It is clear that we will need to continue to respond to COVID-19 in our immediate future. However we will also continue to roll out the COVID-19 vaccination programme and together we will find a way to learn to live with the virus.

For some of us this involves grieving, remembering and reconciling with our experiences of the past year.

My hope is that we will build on what we have learnt during this time and the countless examples of kindness and care that people have shown to each other.

We will focus on recovery and of course as part of being healthy and well, jobs and the economy play a huge part, as well education and the homes and communities we live in.

I look forward to reporting back in 2022.

## Acknowledgements

I would like to express my personal thanks to the entire North Yorkshire Public Health team for your remarkable work over the past 18 months. Your tireless work, knowledge, experience and professionalism has made a huge contribution to our response to COVID.

On behalf of the Team I would also like to acknowledge our colleagues across North Yorkshire County Council for your unwavering support and efforts in fighting the pandemic. In particular I am grateful for the support, guidance and expertise of our Health and Adult Services colleagues in protecting the people of North Yorkshire.

I must also pay tribute to our community partners, from the NHS and other health services, local, district and borough councils, statutory bodies, our emergency services and North Yorkshire's incredible community and volunteer organisations.

Finally, my thanks to the people of North Yorkshire for the care, compassion and community spirit you have shown to each other throughout the pandemic.

**Louise Wallace Director of Public Health**

July 2021

## Annual Report Team

- Programme updates and case studies: North Yorkshire Public Health Team
- Contributing Editors: Natalie Smith, Ruth Everson, Jamie Bannister
- Data Lead and Tables: Leo Beacroft
- Supervising Contributors: Clare Beard, Victoria Turner, Sheila Hall, Louise Wallace
- Design: Michael Potter, Natalie Smith, Jamie Bannister

The full report can be found at [www.nypartnerships.org.uk/DPHAR](http://www.nypartnerships.org.uk/DPHAR)

**Health and Wellbeing Board**  
North Yorkshire



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**Report Reference Number:** S/21/10

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**To:** Scrutiny Committee  
**Date:** 16 December 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 Q2 – 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 2.

The Quarter 2 report was considered was considered by the Executive at its meeting on 2 December 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 2 December 2021 attached as appendices to this report.

**2. The Report**

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

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

3.1 None.

### **4. Implications**

#### **4.1 Legal Implications**

4.2 Please see section 4 of the report considered by the Executive on 2 December 2021 attached as appendices to this report.

#### **4.3 Financial Implications**

4.4 Please see section 4 of the report considered by the Executive on 2 December 2021 attached as appendices to this report.

#### **4.5 Policy and Risk Implications**

4.6 Not applicable.

#### **4.7 Corporate Plan Implications**

4.8 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.

#### **4.9 Resource Implications**

4.10 None applicable.

#### **4.11 Other Implications**

4.12 Not applicable.

#### **4.13 Equalities Impact Assessment**

4.14. 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**

6.1 None.

**7. Appendices**

Appendix A – Executive Report - 2 December 2021

Appendix B - Appendices A - D of the Executive Report from 2 December 2021

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**Report Reference Number: E/21/30**

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**To: Executive**  
**Date: 2 December 2021**  
**Status: Key Decision**  
**Ward(s) Affected: All Wards**  
**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 September 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 Q2, current estimated full year revenue outturn estimates indicate a surplus of (£93k) for the GF and a (£101k) surplus 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 a permanent virement for £20k to support phase 2 of the Property Services Team restructure funded from operational savings within the HRA to assist with retaining, recruiting and regrading Joiner posts.

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 (£1,687k) at the end of quarter 2. Of this, (£1,262k) is forecast to be underspent at the year end, of which (£739k) is in the General Fund. The majority of the General Fund underspend relates to investment in the industrial units and the car park improvement programme. The HRA underspend of (£523k) is made up of works at St Wilfrids Court, the Environmental Improvement Plan and the Health & Safety Improvement Programme. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth projects spend was £830k in quarter 2, £491k of which was staffing costs with the majority of the remainder on visitor economy, transforming cities fund, High Street Shop Fronts and towns masterplanning. Project by project progress is shown in Appendix D.

The latest MHCLG return submitted for September indicates an overall estimated gross impact on Council finances of £2,746k across both the General Fund and HRA when compared to pre-pandemic budget levels.

**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 permanent virement of £20k from operational HRA Savings identified in Appendix A to support phase 2 of the Property Services Restructure.**
- iv) The Executive approve a virement of £154k from the covid contingency to cover the losses of car park, lifeline and assets team income.**

**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 of 30 September 2021 and a full year forecast against these budgets.
- 1.2 In the first half 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 (£93k).

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

General Fund Account Q2 2021/22	Revised Budget £000's	Latest Approved Budget £000's	Forecast £000's	Forecast Variance £000's
Corporate Services & Commissioning	7,177	7,177	7,413	236
Economic Regeneration & Place	10,630	10,630	10,598	(32)
Corporate / Finance	(592)	(592)	(952)	(360)
Legal, Democratic, Licensing, Electoral & Land Charges	792	792	801	9
Contingency	1,175	1,175	1,356	181
<b>Net Service Expenditure</b>	<b>19,182</b>	<b>19,182</b>	<b>19,216</b>	<b>35</b>
	0			
Contribution to / from reserves	(1,677)	(1,677)	(1,804)	(127)
Other Accounting Adjustments	129	129	129	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>(59)</b>	<b>(93)</b>
Budget Savings Left to Deliver	(34)	(34)	(34)	0
<b>Net Revenue Budget</b>	<b>(0)</b>	<b>(0)</b>	<b>(93)</b>	<b>(93)</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 six months figures indicate an outturn of £160k for the year although given economic uncertainty, this should be viewed with caution.
- The sales, fees and charges compensation scheme relating to the period April – June is for (£86k) which is expected to be received in the second half of the year. This helps to cover some of the income losses on leisure, car parking, lifeline and streetnaming services.
- Car parking income is expected to fall £75k 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 £66k shortfall in income is expected. The Assets Team will not generate any income £50k due to the shortage of staffing resources in

the team and ongoing covid implications. £37k of these losses is covered by the Q1 sales, fees and charges compensation scheme referred to above. Currently there is no indication that this scheme will continue beyond June, so it is recommended that the remaining shortfall of £154k is covered by the covid contingency.

- The commercial waste service has seen an increase in contract income which is expected to be (£45k) 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 (£18k) saving, so a (£63k) increase in the profitability of the service.
- The contract for the use of the Summit premises as a vaccination centre has been extended to 31 March 2022 on the same terms, this is forecast to generate an additional (£114k).
- Salaries are expected to be over budget by £176k due to a low number of vacancies in the services and some vacant posts being filled by ongoing agency appointments.
- Additional costs of £67k on the streetscene & waste contracts due to over annual inflation increases, additional costs for waste vehicle maintenance and additional grass cutting costs 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, partly offset by an additional (£14k) of other waste service income, based on quarter 2 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 (£101k) surplus which will result in an increase in the transfer to the major repairs reserve from £3,589k to £3,690k.

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 – Q2 2021/22	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	8,713	8,446	(267)
Dwelling Rents	(12,302)	(12,136)	166
<b>Net (Surplus) / Deficit transferred to Major Repairs Reserve</b>	<b>(3,589)</b>	<b>(3,690)</b>	<b>(101)</b>

2.6 The main forecasted variances against the HRA surplus are:



- (£437k) 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 latest trends which indicate a £166k 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 2021/22	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	207	300	-93	2,460	1,720	-740
HRA	2,537	4,131	-1,594	11,232	10,709	-523
<b>Total</b>	<b>2,744</b>	<b>4,431</b>	<b>-1,687</b>	<b>13,692</b>	<b>12,429</b>	<b>-1,263</b>

- 2.9 The capital programme shows a forecast underspend of (£1,263k) which (£740k) is in the general fund and (£523k) in the HRA.
- 2.10 In the General Fund the main variances of the (£740k) is made up of:
- Industrial Units Investment – The forecast has been revised to £20k for 21/22 and £338k carried forward to 22/23, work is ongoing with the EPC assessor to establish the scale of works required and a specification developed and issued to market which due to capacity is not expected to occur until Q4.
  - Car Park Improvement Programme – Forecast has been revised to £150k for 21/22 with £370k is proposed to carry forward to 22/23 relating to delays on work at Back Micklegate due to timing of external funding opportunities and ongoing landowner discussions.

- £28k carried forward for Private Sector Home Improvement Loans, driven by reduced demand.

2.11 The HRA currently has a forecast variance of (£523k), the main variances are:

- St Wilfrids Court - £93k, a decision has been made to delay the tender until the next financial year when market pressures may stabilise due to upward pressures on material and labour costs.
- Environmental Improvement Plan - £68k to carry forward, the scheme was delayed by Covid restrictions, 6 sites were identified with 2 anticipated to be completed this financial year.
- Health & Safety Improvement Programme - £361k slippage due to the contractor not having the resources to deliver additional works, combined with lead in time for materials.

Details of the Capital Programme can be found in Appendix C.

### 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>830</b>	<b>8,335</b>	<b>6,608</b>	<b>-1,727</b>

2.12 Following approval of additional projects, the total programme for growth for delivery from 2021/22 onwards is £23,824k. £830k of this was spent in the first half of the year of which £491k 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. Alternative Options Considered

3.1 Not applicable.

## 4. Implications

### 4.1 Legal Implications

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

### 4.2 Financial Implications

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

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

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

#### **4.4 Corporate Plan Implications**

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

#### **4.5 Resource Implications**

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

#### **4.6 Other Implications**

None.

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

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

### **5. Conclusion**

5.1 The general fund at the end of quarter 2 is forecasting a (£93k) surplus for the year whilst the housing revenue account is forecasting a (£101k) surplus.

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

5.3 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.

### **6. Background Documents**

None.

### **7. Appendices**

Appendices A – D (details below)

- A - General Fund and Housing Revenue Account Revenue Budget Exceptions
- B – General Fund and Housing Revenue Account Savings
- C – General Fund and Housing Revenue Account Capital Programme
- D – Programme for Growth

**Contact Officer:**

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	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	-90	-150	-368	60	-68	Interest rates on council investments have now stabilised following the drop in Bank of England base rate as a result of the Covid-19 pandemic, and for the remainder of the 21/22 financial year the rate of return on investment is currently expected to remain at current levels. The average interest rate achieved for Q2 was 0.19% against base rate of 0.1%. 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			-11,450		-7	Increased External Audit & Bank Charge costs recharged to the HRA.
Customer & Client Receipts	-4,364	-4,785	-5,493	-2,234	-2,719	-5,444	484	49	The impact of Covid 19 on services has led to a stagnant customer base on the lifeline service £66k and £75k on Car Parks, footfall has not increased leading to low usage, as restrictions ease this position may improve. There is also anticipated to be a shortfall of industrial unit income £38k from occupancy levels due to condition, the approved investment programme will contribute to rectifying it. It is unlikely that the Trades Team will generate any income from rechargable works £50k this year from the impact of Covid and staff shortages in the team. Offsetting this is, the extended use of the Summit Premises as a vaccination centre to 31 March (£114k), Commercial Waste is forecasting an improved position of (£45k), this is due to maintaining and increasing the customer base through the pandemic. Other waste service income is expected to exceed income by (£14k).
Government Grants	-10,772	-11,502	-11,614	-4,808	-4,804	-11,625	-5	-11	Housing Benefit resource management grant (£18k) received offset by reduced Admin Subsidy £7k.
Other Government Grant	-2,686	-1,823	-1,834	-1,155	-922	-2,101	-233	-267	Additional Council Tax Support funding, to be transferred to contingency
Other Grants/Contributions Etc	-30,615	-1,009	-1,313	-920	-708	-1,350	-211	-38	Additional New Burdens funding received including 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>-32,032</b>	<b>-9,207</b>	<b>-9,303</b>	<b>-32,373</b>	<b>96</b>	<b>-342</b>	
<b>Expenditure</b>									
Employees	8,423	8,456	9,075	4,349	4,477	9,252	-128	176	£112k of Vacancy factor has been identified to date leaving £246k still to be achieved (£358k Target). Forecast indicates a £70k saving against salaries at this stage to further contribute to meeting VF. This position is expected to change as the year goes on as more payroll data is available
Premises	815	815	949	555	408	993	147	44	£37k is for additional grass cutting from April to September outside of the agreed contract, £16k shortfall anticipated on NNDR, the majority relates to William Jaques House which forms part of the TCF project, this is partly offset by small repair and utility savings at the Contact Centre premises.
Supplies And Services	37,454	8,451	17,392	3,978	4,090	17,421	-112	29	A net shortfall is currently forecasted £30k for the waste and recycling service due to inflation on the contract anniversary being higher than budgeted and additional contract costs for the waste fleet maintenance and gate fees, savings on commodity payments partially offset this due to stronger paper prices, this is quite volatile and is influenced by volume of waste and prices of recyclable materials. (£11k) is forecasted in Business Support for office running costs and (£18k) 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. There are also increased costs for Bank Charges for the volume of card payments £11k additional Audit Fees £7k and £10k for specialist support for Leisure Services. There are also Scrutiny and Standards Committee savings identified.
Transport	114	145	145	58	73	140	-15	-5	Various car allowance savings across services as a result of reduced travelling due to Covid-19 restrictions.
Benefit Payments	10,268	11,610	11,593	3,810	3,859	11,593		-49	
Support Services	8,201	8,085	8,085			8,085			
Third Party Payments		-23	881	367	368	881			
Drainage Board Levy	1,739	1,814	1,807	880	900	1,760	-20	-47	Inflation increases anticipated when setting the budget were higher than actual levies.
External Interest Payable	77	75	75	38	38	75			
Contingency		2,400	1,175			1,356		181	Additional New Burdens Funding
<b>Total Service Expenditure</b>	<b>67,090</b>	<b>41,830</b>	<b>51,179</b>	<b>14,035</b>	<b>14,211</b>	<b>51,556</b>	<b>-176</b>	<b>377</b>	
Accounting - Non Service budgets									
Total Accounting & Non Service Budgets	-6,714	-11,002	-19,147	-2,477	-2,477	-19,275		-128	Reduced contributions from Bus Dev & P4G Reserves for salary slippage.
<b>Net Total</b>				<b>2,350</b>	<b>2,430</b>	<b>-93</b>	<b>-80</b>	<b>-93</b>	



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

	Previous Year	Latest	Year to Date		Annual Total	Variances		Comment
	Actuals	Approved				Year to date	Full Year	
	Actual	Budget	Actual	Budget	Forecast	Actual	Forecast	
	£k	£k	£k	£k	£k	£k	£k	
<b>Income</b>								
Investment Income	-101	-38			-43		-5	Interest rates on council investments have now stabilised following the drop in Bank of England base rate as a result of the Covid-19 pandemic, and for the remainder of the 21/22 financial year the rate of return on investment is currently expected to remain at current levels. The average interest rate achieved for Q2 was 0.19% against base rate of 0.1%
Garage Rents	-102	-107	-45	-54	-100	8	7	Anticipate a shortfall in Garage income as sites identified for HDP have not been replaced.
Housing Rents	-12,010	-12,302	-6,061	-6,151	-12,136	90	166	Forecasts suggest a shortfall in rents against budget. This follows the ongoing impact of Covid-19 on households and homes not being replaced per assumptions in the approved HRA Business Plan.
Customer & Client Receipts	-501	-150	-61	-56	-159	-5	-8	Small increase in Ousegate Hostel Rent due to occupancy levels and recharges to former tenants.
Recharges		-18			-9		9	Internal rechargeable 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>-6,167</b>	<b>-6,260</b>	<b>-12,447</b>	<b>93</b>	<b>169</b>	
<b>Expenditure</b>								
Employees	69	123	34	37	119	-3	-4	Small savings expected on Cleaning Staff and Housing Enforcement officer posts. Although this is a small net variance, this is made up of a number of items. There is currently forecast a shortfall in budget for Gas Servicing, this position may improve as the servicing cycle progresses. This is offset by income returns for the alternative heating systems installed and savings on Fencing, Footpaths and Asbestos surveying managed now through the capital programme, savings are also anticipated on solid fuel servicing as systems are being replaced which contributes to this shortfall. There are increased costs for cleaning at the community centres as facilities need to be provided for the Trades Staff in the areas they are working, this is offset by general running and utility costs for these centres not being in general use. There are other smaller savings across services required for supporting the Property Services
Premises	825	730	305	320	716	-16	-14	
Supplies And Services	1,189	1,293	489	503	1,287	-13	-6	Small savings are estimated for rent swipe cards charges and resource accounting (identified for supporting the property services restructure), this is offset by potential shortfalls for increased contributions towards bank charges, audit fees and skip usage.
Support Services	2,742	2,788		34	2,983	-34	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	63	66	143	-4	-4	Saving anticipated on fuel charges for the vehicle fleet.
Debt Management Expenses	40	6		3	6	-3		
External Interest Payable	1,915	2,065	42		1,870	42	-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	4		271	4		
<b>Total Service Expenditure</b>	<b>7,004</b>	<b>7,497</b>	<b>937</b>	<b>963</b>	<b>7,469</b>	<b>-26</b>	<b>-29</b>	
Accounting & non service budgets								
Total Accounting & Non Service Budgets	5,710	5,119			4,877		-242	Only a small amount of borrowing anticipated for the HDP Capital programme in 2021/22.
<b>Net Total</b>			<b>-5,230</b>	<b>-5,297</b>	<b>-101</b>	<b>67</b>	<b>-101</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 : 2021/22 Selby District Council Capital Programme - To 30 September 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. Work towards the move is still progressing but details are yet to be firmed up. 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	0	0	0	10,000	0	0	This project is to enhance the platform to allow for future development of the website. Currently reviewing the scope of this projects with LGR on the horizon.			
GIS System	31,380	31,380	15,690	1,600	-14,090	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. Committed £7k for Lone Worker software from PICK Protection			
Benefits & Taxation System upgrade	21,380	21,380	5,345	652	-4,693	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	0	0	0	30,000	0	0	Renewed Sophos Cybersecurity to September 2023 at a cost of £28k (pending receipt of the invoice).			
IT - Software	4,694	4,694	1,174	4,000	2,827	4,000	0	-694	Budget committed to the Digital Workforce Project and the implementation of Microsoft 365 Tools - training has now been completed and the final invoice has been paid for £4k, no further costs will be incurred.			
Adobe Licence Replacement	15,000	15,000	0	0	0	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.	0		150,000
Committee Management System	3,000	3,000	0	0	0	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	0	0	0	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	0	0	0	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	0	0	0	3,600	0	0	Budget required for system upgrades following legislative changes in relation to e-billing in line with the Digital Strategy			
Asset Management Plan - Leisure & Parks	47,891	47,891	0	0	0	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	0	0	0	65,000	0	0	Specification is written and tenders have been invited and are with Procurement for review 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.			

**Appendix C : 2021/22 Selby District Council Capital Programme - To 30 September 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
Car Park Ticket Machines	22,473	22,473	11,237	1,147	-10,090	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 associated machine upgrades is now completed and operational and we are awaiting final invoices.			
Industrial Units Maintenance	25,000	25,000	0	0	0	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	20,000	337,553	-337,553	New Bid approved at Council on 22 July 2021. Major updating of industrial units including energy efficiency, panel erosion and refurbishments. We are currently working with our EPC Assessor to establish the nature and scale of works required to achieve the minimum required energy efficiency standards required to bring out industrial units back into use. Following completion of this work, a specification will be developed and issued to the market. Due to capacity issues with the team however is not anticipated this will occur until Q4, with works commencing in Q1/Q2 of 2022/23. The forecast is therefore requested to be reduced to £20k for the current year with the balance of this years budget being forecasted into 2022/23.	620,163	300,669	
Car Park Improvement Programme	520,168	520,168	20,084	19,758	-326	150,000	370,168	-370,168	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. The forecast has been amended to reflect ongoing delays around the Back Micklegate development.	370,168		
ICT - Channel Shift 2 Website & Intranet	16,720	16,720	8,360	2,900	-5,460	16,720	0	0	Citizens Access Portal (Revenues) is to go Live in Q3 2021/22 with Citizens Access Portal (Benefits) also anticipated 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	0	0	0	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. During Q3 the timescales of the project will be reviewed with the possibility this will move into 2022/23			
ICT - Disaster Recovery Improvements - Software / Hardware	17,790	17,790	0	0	0	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.			

**Appendix C : 2021/22 Selby District Council Capital Programme - To 30 September 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 - End User Devices - Software / Hardware	54,760	54,760	27,380	16,103	-11,277	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 Cllrs and new starters and central stock, due to delivery issues this is anticipated for delivery in Q3. 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
ICT - Digital Workforce - Telephones - Mobile Working	11,770	11,770	0	0	0	11,770	0	0	Budget is for replacement Mobile hardware in relation to the digital workforce strand of the digital strategy. A further 25 trades tablets are being purchased for rollout this year as current tablets are nearing end life. There is currently a shortage of available tablets.	9,500	9,500	9,500
South Milford Retaining Wall	15,000	15,000	0	0	0	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.			
Waste Collection Fleet	200,000	190,570	0	0	0	190,570	0	0	An order has ben raised for the additional 26 tonne RCV. Delivery is expected before the end financial year an are awaiting confirmation of the date. The balance of this budget will not be required and the budget			
Council Play Area Maintenance	197,730	197,730	0	0	0	197,730	0	0	Works at Grange Road have started and should be completed early in Q3. Consultation is ongoing on the designs for Charles Street and an Expression of Interest has been issued for the remaining four play areas over the next two years.	100,000		
Replacement of Vehicle Fleet	3,510	3,510	0	0	0	0	0	-3,510	The Council's replacement commercial vehicle fleet has now arrived and is fully operational. The forecast has been updated to nil as all outstanding invoices have now been received.			
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	57,720	28,860	10,452	-18,408	30,000	27,720	-27,720	RAS Loans remain an important tool in providing support for emergency repairs in homes owned by vulnerable people. We have completed 4 RAS loans in the first two quarters of 2021/22, 3 for new heating and hot water systems (including our first private sector air source heat pump) and 1 for a new bathroom. There are 4 new roof loans that are currently delayed due to contractor workloads but these should all complete during quarter 3. 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 so far received 1 repaid loan in 2021/22. In the whole of 2020/21 we received 3 repaid loans. New Bid approved at Council on 22 July 2021 for an additional £30k allocation per annum over the next 3 years to 2023/24. Approval is sought to revise the current year forecast to £30k and carry forward the balance into 2022/23.	57,720	30,000	
Empty Property Grants	84,886	84,886	42,443	19,152	-23,291	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. Progress on other schemes has slowed although a further 3 grants should complete in quarter 3 and discussions are on-going regarding a possible 2 further conversion schemes that will hopefully progress to full grants thus ensuring that our private rented portfolio for homeless households continues to grow.	80,000		
Disabled Facilities Grants (DFG)	813,357	471,544	135,772	130,348	-5,424	471,544	0	0	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 £814k (DFG grant £503k- £311 carry forward) an additional Technical Officer has been temporary recruited 2 days a week for up to six months. It remains difficult to forecast an accurate outturn but the aim is for at least a 75 completions in 21/22 compared with 50 last year, YTD we have completed 26. 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>2,459,714</b>	<b>300,094</b>	<b>207,112</b>	<b>-92,982</b>	<b>1,720,069</b>	<b>735,441</b>	<b>-739,645</b>		<b>2,311,173</b>	<b>839,775</b>	<b>239,000</b>



**Appendix C : 2021/22 Selby District Council Capital Programme - To 30 September 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	0	93,733	-93,733	The programme scoping meeting identified requirement for significantly more investment than is available in the current budget. The current budget will therefore be utilised to address some of the higher priority issues identified during visit, as well as any essential health and safety related works. Government changes to the roadmap for easing restrictions has meant works to finalise the scoping works and subsequent issue of tenders was progressed as planned. Further delays have been experienced due to a lack of capacity within the team, which we are seeking to address through the ongoing restructure process. Given the ongoing upward pressure on materials and labour costs however, it is unlikely we would be able to deliver the improvements required within the available budget; hence a decision has been made to delay tender issue until next financial year when indications suggest the market pressures may have stabilised.	93,733		
Environmental Improvement Plan	108,152	108,152	0	0	0	40,000	68,152	-68,152	This funding is earmarked to support a scheme being led by colleagues in the Contracts and Procurement Team. Work to progress the scheme was delayed due to Covid-19. Of the 6 sites this budget is supporting one site is due for completion in Q3, with a further site hoped to go to be completed by the end of the financial year. Works on the remaining 4 to be completed in 2022/23. The forecast has been adjusted accordingly with the estimated level of spend for this financial year.	68,152		
Housing Acquisition and Development	1,701,273	2,000,273	0	0	0	2,000,273	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. Planning permission for the fourth scheme forming part of the package of works to be tendered has been delayed. This has resulted in a subsequent delay to the issue of the tender package originally anticipated in Q2. It is hoped planning permission will now be determined in Q3. The continuing current upward pressures on material and labour costs mean a decision as to whether to proceed immediately with the tender or delay until the market stabilises will be required once the planning position with the remaining site is determined. 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'.	7,391,000		
Community Centre Refurbishment	64,377	64,377	0	0	0	64,377	0	0	Work to identify requirements outlined for other community centres under the FRA process is required. Progress on delivery of the programme was paused whilst we addressed other priority works which have been generated as a result of the various service suspensions resulting from Covid-19. We are now currently in the process of agreeing a programme of works to upgrade Fire Safety measures in a number of our community centres. During Q3 an assessment of works required will be established and the forecast will be reviewed in line with this.			
Empty Homes Programme - Improvements to Property	200,000	600,000	0	2,721	2,721	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 (of which 1 has completed in October 2021) which will complete the programme. New Bid was approved at Council on 22 July 2021 for £400k to complete the Empty Homes Programme.	0	0	0

**Appendix C : 2021/22 Selby District Council Capital Programme - To 30 September 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	428,042	320,993	-107,049	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. A programme of 315 properties has been identified for boiler and/or system upgrade this financial year. To date, our gas contractor has completed 150 installs on the programme, with a further 32 boilers replaced due to early failure. We continue to monitor material/labour availability and upward financial pressures on the same; although thus far these have not manifest in a request for increased rates. We are also currently developing a small programme of air source heat pump upgrades where the existing solid fuel or electric only systems are beyond economical repair.	510,225	520,430	530,840
Health and Safety Improvement Programme	1,010,552	1,010,552	505,276	242,359	-262,917	650,000	360,552	-360,552	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 significant programme of work has been allocated to our major works contractor for completion this year including: 412 properties for survey; 179 bathrooms, 130 kitchens and 548 electrical surveys. Thus far, our contractor is on target to complete these works as programmed. Material availability and cost increases continue to pose a significant risk to delivery of the programme however, and we are currently in discussions with our major works contractor regarding a significant uplift in rates to cover rising prices. We have also recently been notified of an increase to the lead time for each kitchen, taking the period to six weeks; and are seeing increasing issues securing some materials e.g. roof tiles where the increasing energy costs are impacting manufacturers operations. The forecast has been reduced due to the contractor not having the resources to deliver additional works.	915,227	565,770	577,090
Property Refurbishment Programme	5,013,864	5,013,864	2,506,932	1,599,664	-907,268	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 significant programme of work has been allocated to our major works contractor for completion this year including: 412 properties for survey; 179 bathrooms, 130 kitchens and 548 electrical surveys. Thus far, our contractor is on target to complete these works as programmed. Material availability and cost increases continue to pose a significant risk to delivery of the programme however, and we are currently in discussions with our major works contractor regarding a significant uplift in rates to cover rising prices. We have also recently been notified of an increase to the lead time for each kitchen, taking the period to six weeks; and are seeing increasing issues securing some materials e.g. roof tiles where the increasing energy costs are impacting manufacturers operations. We are currently finalising tender documentation to issue to market for a major capital voids programme. It is anticipated this programme of works will commence will commence in Q4 2021/22.	3,677,796	3,740,890	3,838,150

**Appendix C : 2021/22 Selby District Council Capital Programme - To 30 September 2021**

Property Investment Programme	1,381,030	1,381,030	690,515	371,261	-319,254	1,381,030	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 significant programme of work has been allocated to our major works contractor for completion this year including upgrades to carbon monoxide detection in 548 properties. Thus far, our contractor is on target to complete these works as programmed. Material availability and cost increases continue to pose a significant risk to delivery of the programme however, and we are currently in discussions with our major works contractor regarding a significant uplift in rates to cover rising prices. We have also recently been notified of an increase to the lead time for each kitchen, taking the period to six weeks; and are seeing increasing issues securing some materials e.g. roof tiles where the increasing energy costs are impacting manufacturers operations. We are currently in the process of agreeing a programme of works to upgrade fire safety measures in a number of our communal areas; which will also incorporate improvements (decoration etc..) to those spaces.	427,133	435,680	444,390
<b>Total HRA</b>	<b>10,532,725</b>	<b>11,231,725</b>	<b>4,130,765</b>	<b>2,536,998</b>	<b>-1,593,767</b>	<b>10,709,288</b>	<b>522,437</b>	<b>-522,437</b>		<b>13,083,266</b>	<b>5,262,770</b>	<b>5,390,470</b>
<b>Total Capital Programme</b>	<b>16,693,629</b>	<b>13,691,439</b>	<b>4,430,859</b>	<b>2,744,110</b>	<b>-1,686,749</b>	<b>12,429,357</b>	<b>1,257,878</b>	<b>-1,262,082</b>		<b>15,394,439</b>	<b>6,102,545</b>	<b>5,629,470</b>

Appendix D : Programme for Growth 2021/22 Financial Year Project Updates  
Multi Year schedule for the project lifespan

Project	Lead Officer	Multi-Year Project Budget	Position @ 30 September 2021		Project Budget Remaining	Update	Phasing of future spend Q2		
			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	87,861	1,021,761	933,900	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. Key focus for next quarter: Delivery of Sounds of Selby, develop residents weekend, develop district wide heritage interpretation plans and public art plan.	359,670	427,145	234,946
HAZ Selby Stories	Angela Crossland	60,000	(16,625)	60,000	76,625	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. The programme completes 31 March 2024. 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	18,705	135,000	116,295	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 an 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	3,000	63,781	60,781	This is a fixed budget to support events, street scene improvements identified by the STEP group.	15,000	48,781	
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	92,000	0
Towns Masterplanning (Regeneration)	Duncan Ferguson	626,531	29,313		597,218	A contribution from this fund supported the commissioning in 2019/20 of the People and Places consultancy (Chris Wade) to develop town centre revitalisation plans. 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. A contribution from this fund has also 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.	200,000	426,531	
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. Brief agreed for One Public Estate (OPE) sites & east of Station Masterplan will utilise upto £95k from this budget during 2022/23. This work will also utilise £70k grant from OPE & £35k from York & North Yorkshire DODS.	50,000	220,685	0
Access to Employment	Richard Beason / 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.	9,282	10,000	

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
Growing Enterprise	Richard Beason / 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, with the bulk of this spend expected in 2022/23. 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	50,000	221,426	0
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	697	19,556	18,859	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.	10,470	6,086	3,000
Places and Movement Study (Leveling up Bid Support)	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
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. Envisage launch of the fund in November 2021.	2,000,000		
Empty Homes	June Rothwell Simon Parkinson	3,751	1,750	3,751	2,001	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	5,294	34,850	29,556	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	15	4,938	4,923	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	Richard Beason / 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	



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
Making our Assets work	Duncan Ferguson	52,551	15,790	52,551	36,761	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
Housing development Feasibility Work	Phil Hiscott	289,368	11,106	289,368	278,262	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 Q3 2021/22. The progression to tender stage for these sites will be reviewed due to the continuing pressures on material and labour costs. A proportion of the costs have been incurred as abortive fees against sites which will not be progressing.	139,368	100,000	50,000
Burn	Julian Rudd / Duncan Ferguson	500,000	25,840	500,000	474,160	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;	100,000	400,000	
Asset Strategy	Phil Hiscott	80,000	0	80,000	80,000	Work to review/agree the brief was completed pre LGR. Due to Local Government Review the development of the Strategy is on hold.	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
Tadcaster Community Sport Trust	Angela Crossland	162,000	0	162,000	162,000	Funding provided for developments at Tadcaster Community Sport Trust	162,000	0	0
High Street chop fronts	Caroline Skelly	100,000	41,142	100,000	58,858	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	54,763	19,737	25,500
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	107,751	8,221,570	8,113,819	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	Michelle Dinsdale / Stuart Robinson	250,000	5,400	250,000	244,600	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	Selby Market Place and Selby Park, Abbey Quarter initiative - Making space around the Abbey event ready, creating a more welcoming and accessible area. Rejuvenation of the park, enhancement of the link with the Abbey	0	1,000,000	0
Town Centre Tadcaster	Duncan Ferguson	500,000	0	500,000	500,000	A Forward Framework and Action Plan has been prepared to include A659 Gateway - Britannia Car Park/Bus station area - supporting car park improvement scheme and bus station improvements for visitors.	50,000	450,000	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
Town Centre Sherburn	Duncan Ferguson	500,000	0	500,000	500,000	A Forward Framework and Action Plan has been prepared to include Low Street/Wolsey Croft, realignment of parking, improved public realm, improved surface materials, greenery, signage, and street furniture.	50,000	450,000	0
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.	150,000	1,000,000	0
Tadcaster Projects	Duncan Ferguson	500,000	0	500,000	500,000	New projects in Tadcaster.	0	500,000	0
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	491,120	2,723,907	2,232,787	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		257,072	0	257,072	257,072	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.	257,072		
		<b>23,824,497</b>	<b>829,743</b>	<b>23,197,966</b>	<b>22,994,754</b>		<b>6,607,566</b>	<b>12,206,286</b>	<b>5,010,646</b>

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**Report Reference Number:** S/21/11

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**To:** Scrutiny Committee  
**Date:** 16 December 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 Q2 - 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 Q2 and presents performance against the Prudential Indicators.

The Quarter 2 report was considered was considered by the Executive at its meeting on 2 December 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 2 December 2021 attached at Appendix A.

**2. The Report**

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

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

3.1 None applicable.

### **4. Implications**

#### **4.1 Legal Implications**

4.2 Please see section 4 of the report considered by the Executive on 2 December 2021 attached at Appendix A.

#### **4.3 Financial Implications**

4.4 Please also see section 4 of the report considered by the Executive on 2 December 2021 attached at Appendix A.

#### **4.5 Policy and Risk Implications**

4.6 Not applicable.

#### **4.7 Corporate Plan Implications**

4.8 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.

#### **4.9 Resource Implications**

4.10 None applicable.

#### **4.11 Other Implications**

4.12 Not applicable.

#### **4.13 Equalities Impact Assessment**

4.14 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**

6.1 None.

**7. Appendices**

Appendix A – Executive Report from 2 December 2021

Appendix B – Appendix A of Executive Report from 2 December 2021

**Contact Officer:**

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**Report Reference Number: E/21/30**

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**To: Executive**  
**Date: 2 December 2021**  
**Status: Non-Key Decision**  
**Ward(s) Affected: All**  
**Author: Christopher Chapman, Accountant**  
**Lead Executive Member: Cllr Cliff Lunn, Lead Member for Finance and Resources**  
**Lead Officer: Karen Iveson, Chief Finance Officer, S151**

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**Title: Treasury Management – Quarterly Update Q2 2021/22**

**Summary:**

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1<sup>st</sup> July to 30<sup>th</sup> September 2021 (Q2) and presents performance against the Prudential Indicators.

Investments – On average the Council's investments held in the NYCC Investment pool totalled £77.7m up to the end of the second quarter, at an average rate of 0.19% and earned interest of £73.1k (£49.3k allocated to the General Fund; £23.8k allocated to the HRA) which is £14.4k above the year to date budget. Interest rates on council investments have now stabilised following the drop in Bank of England base rate as a result of the Covid-19 pandemic, and for the remainder of the 21/22 financial year the rate of return on investment is currently expected to remain at current levels. In this regard forecast returns could be in the region of £133k, a budget surplus of £16k.

A prudent forecast has been made in this respect, continuing to assume decreasing invested cash balances over the course of the year 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 until March 2022.

In addition to investments held in the pool, the Council has £4.93m invested in property funds as at 30 September 2021. The funds have achieved a 3.46% revenue return and 5.96% capital gain over the course of the year. This resulted in revenue income of £82.9k to the end of Q2 and an 'unrealised' capital gain of £277.1k. 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> September 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 30 September 2021.

Prudential Indicators – 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 Q2 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 second monitoring report for treasury management in 2021/22 and covers the period 1 July to 30 September 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 Q2 2021/22 up to 30 September 2021:
  - Bank Rate remained unchanged at 0.1%, with no changes made to the programme of quantitative easing;

- inflationary pressures, due to labour shortages and increasing gas and electricity costs, may mean that inflation is higher than the Bank of England's 2% target for some time;
- financial markets are now pricing in a first increase in Bank Rate from 0.10% to 0.25% in February 2022; and
- Covid-19 vaccines have boosted confidence, with the expectation of increased demand in the travel, restaurant and hotel sectors.

### **Interest Rate Forecasts**

2.2 The current interest rate forecasts (last update 29th September) 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%	1.40%	1.80%	2.20%	2.00%
Dec 2021	0.10%	1.40%	1.80%	2.20%	2.00%
March 2022	0.25%	1.40%	1.80%	2.20%	2.00%
June 2022	0.25%	1.50%	1.90%	2.30%	2.10%
Sept 2022	0.25%	1.50%	1.90%	2.30%	2.20%
Dec 2022	0.25%	1.60%	2.00%	2.40%	2.20%
March 2023	0.25%	1.60%	2.00%	2.40%	2.20%
June 2023	0.50%	1.60%	2.00%	2.40%	2.20%
Sept 2023	0.50%	1.70%	2.10%	2.50%	2.30%
Dec 2023	0.50%	1.70%	2.10%	2.50%	2.30%
Mar 2024	0.75%	1.70%	2.10%	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 March 2022, a second increase to 0.50% in June 2023 and a third one to 0.75% in March 2024.

### **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 Q2 2021/22 was as follows:

• Balance invested at 30 September 2021	£80.6m
• Average Daily Balance Q2 21/22	£77.7m
• Average Interest Rate Achieved Q2 21/22	0.19%
• Total Interest Budgeted for 2021/22	£118k
• Total Forecast income for 2021/22	£133k

- 2.8 The average return to Q2 2021/22 of 0.19% compares with the average benchmark returns as follows:

• 7 day	-0.08%
• 1 month	-0.07%
• 3 months	-0.05%
• 6 months	-0.02%
• 12 months	0.07%

### **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. £1.58m 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 September 2021. This means that capital borrowing (external debt) is currently lower than Council's underlying need to borrow. Based on current

forecasts, the council will be in an under borrowed position of £0.8m at year end, which is in line with MTFS indicators.

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 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

2.16 The Capital Strategy was included as part of the Council's Annual Treasury Management and Investment Strategy 2021/22, approved in February 2021 and updated in July 2021 as part of a refreshed Medium-Term Financial Strategy. 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.

2.17 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

2.18 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 £112k over the forecasted standard interest that is currently achieved on cash investments.

2.19

Scheme	Loan Rate %	Principal Outstanding 30 September 2021 £	Interest Q2 21/22 £	Interest Full Year £

Kirgate, Tadcaster	4.56%	182,373	4,354	8,708
St Joseph's St	4.20%	198,103	4,260	8,520
Jubilee Close, Ricall	3.55%	536,299	9,413	18,826
Ulleskelf	4.87%	1,049,193	25,281	50,562
Ousegate	3.65%	849,425	15,573	31,146
<b>Average Rate / Total Principal and Interest</b>	<b>4.19%</b>	<b>2,815,394</b>	<b>58,881</b>	<b>117,762</b>

## Commercial Property Investments

- 2.20 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

- 2.21 The position on Property Funds at 30 September 2021 is as follows:

### In Year Performance

Fund	Bfwd Investment £k	Valuation as at 30-Sep-21 £k	In Year Performance Q2 21/22			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,394.96	2,516.98	122.0	5.09	34.8	2.83
Threadneedle	2,225.82	2,410.89	155.1	6.87	48.1	4.12
<b>Total</b>	<b>4,650.78</b>	<b>4,927.87</b>	<b>277.1</b>	<b>5.96</b>	<b>82.9</b>	<b>3.46</b>

- 2.22 Total Fund Performance

Fund	Original Investment £k	Valuation as at 30-Sep-21 £k	Total Performance			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,502.50	2,516.98	14.5	0.58	229.9	3.36
Threadneedle	2,439.24	2,410.89	(28.3)	(1.16)	304.2	4.25
<b>Total</b>	<b>4,941.73</b>	<b>4,927.87</b>	<b>(13.8)</b>	<b>(0.28)</b>	<b>534.1</b>	<b>3.80</b>

- 2.23 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.

- 2.24 Following a fall in Fund Capital Values in the initial months of 2020 as a result of Covid-19, the values of both funds have continued their recovery and now stand above pre-Covid levels. At the end of Q2 2021/22 the funds have demonstrated a combined capital gain of £227.1k in the year. Both funds have also continued to generate a positive revenue return, amounting to £82.9k by the end of Q2 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. Conclusion**

- 5.1 The ongoing impact of the pandemic, and the speed and nature of the economic recovery seen, continue to have an impact on the Council's investment returns. An increase in Bank of England base rate is now forecasted to occur prior to the end of the financial year, however this position will be kept under review. Any increase in base rate will serve to increase the rate of return of Council investments.

- 5.2 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.

- 5.3 The Prudential Indicators are reviewed annually as part of the Treasury Strategy to ensure approved boundaries remain appropriate. The indicators in the Appendix reflect the updated position approved as part of the refreshed MTFS approved in July 2021, as referenced in the Q1 report. The Council operated within approved Strategy Indicators for the quarter, with no breaches on authorised limits.

### **6. Background Documents**

None

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**Appendices:**

Appendix A – Prudential Indicators as at 30 September 2021



## Prudential Indicators - As at 30 September 2021

## APPENDIX A

Note	Prudential Indicator	2021/22 Updated Indicator - MTFS	Quarter 2 Actual
1	Capital Financing Requirement £'000	53,682	56,361
	Gross Borrowing £'000	52,833	52,833
	Investments £'000	53,216	88,753
2	Net Borrowing £'000	-383	-35,920
3	Authorised Limit for External Debt £'000	78,000	52,833
4	Operational Boundry for External Debt £'000	73,000	52,833
5	Limit of fixed interest rates based on net debt %	100%	100%
	Limit of variable interest rates based on net debt %	30%	0%
6	Principal sums invested for over 364 days		
	1 to 2 years £'000	20,000	0
	2 to 3 years £'000	15,000	0
	3 to 4 years £'000	5,000	0
	4 to 5 years £'000	5,000	0
7	Maturity Structure of external debt borrowing limits		
	Under 12 months %	20%	0.00%
	1 to 2 years %	20%	0.00%
	2 to 5 years %	50%	0.00%
	5 to 10 years %	50%	0.00%
	10 to 15 years %	50%	3.00%
	15 years and above %	90%	97.00%

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

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

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

4. Operational Boundary for External Debt – this is set at the Council's most

likely operation level. Any breaches of this would be reported to Councillor's immediately.

5. Limit of fixed and variable interest rates on net debt – this is to manage interest rate fluctuations to ensure that the Council does not over expose itself to variable rate debt.

6. Principal Sums Invested for over 364 days – the purpose of these limits is so that the Council contains its exposure to the possibility of loss that might arise as a result of having to seek early repayment or redemption of investments.

7. Maturity Structure of Borrowing Limits – the purpose of this is to ensure that the Council is not required to repay all of its debt in one year. The debt in the 15 years and over category is spread over a range of maturities from 23 years to 50 years.



**Report Reference Number:** S/21/12

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**To:** Scrutiny Committee  
**Date:** 16 December 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 Report – Quarter 2 2021-22**

**Summary:**

The Scrutiny Committee is asked to consider the report of the Head of Business Development and Improvement which provides a progress update on delivery of the Council Plan 2020-2030 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs. The report covers Quarter 2 for the 2021-22 year.

The report was considered by the Executive at its meeting on 2 December 2021.

**Recommendation:**

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

**Reasons for recommendation**

The Committee is asked to consider the information as set out in the 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 report considered by the Executive on 2 December 2021 attached to this report at Appendix A.

**2. The Report**

2.1 Please see section 2 of the report considered by the Executive on 2 December 2021 attached to this report at Appendix A.

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

3.1 None applicable.

### **4. Implications**

#### **4.1 Legal Implications**

4.2 Effective Scrutiny arrangements form part of the governance framework of the Council. Please see section 4 of the report considered by the Executive on 2 December 2021 attached to this report at Appendix A.

#### **4.3 Financial Implications**

4.4 Please see section 4 of the report considered by the Executive on 2 December 2021 attached to this report at Appendix A.

#### **4.5 Policy and Risk Implications**

4.6 Please see section 4 of the report considered by the Executive on 2 December 2021 attached to this report at Appendix A.

#### **4.7 Corporate Plan Implications**

4.8 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.

#### **4.9 Resource Implications**

4.10 Please see section 4 of the report considered by the Executive on 2 December 2021 attached to this report at Appendix A.

#### **4.11 Other Implications**

Not applicable.

#### **4.12 Equalities Impact Assessment**

4.13 Please see section 4 of the report considered by the Executive on 2 December 2021 attached to this report at Appendix A.

### **5. Conclusion**

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

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

**6. Background Documents**

None.

**7. Appendices**

Appendix A – Executive Report – 2 December 2021

Appendix B – (Appendix A of Executive Report 2 December 2021) - Corporate Performance Report Quarter 2 2021-22

Appendix C - (Appendix B of Executive Report 2 December 2021) - Council Delivery Plan 2020-23 Monitoring Report Quarter 2 2021-22

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**Report Reference Number:** E/21/26

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**To:** Executive  
**Date:** 2 December 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 2 2021/22 (July to September)

**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 July to September 2021. The Covid-19 pandemic continued throughout this period.

## 2.2 Summary of progress

### Quarter 2

To summarise progress in quarter 2:

- 57% of KPIs reported are showing improvement over the longer term or have maintained 100% performance.
- 63% of KPIs reported are on target – with 25% 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 have not recently been 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. From Q2 onwards we will be reporting three KPIs: number of memberships at combined leisure centres; number of visits to combined leisure centres; and number of GP referrals.

## 2.3 What went well in quarter 2

### 2.3.1 Response to Covid-19

- **Environmental Health, Enforcement and Licensing have:**
  - Received and where necessary officers have responded to 6 reports/complaints this quarter (reports received on Covid related matters have dropped in Q2 compared with Q1), in addition to requests from businesses and residents for advice;
  - Used intel to target sector specific businesses and undertaken spot checks and assessed compliance with the relevant COVID-19 regulations and government guidance;
  - Continued to support 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; and
  - 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.
- **Business Grants**
    - The Restart Grants closed for payment on 31 July 2021, in Q2 a further £741,784 was issued in grant payments to businesses to assist with reopening through the restricted measures. In August phase 3 payments of the Additional Restrictions Grant were considered and £477,408 in discretionary grants were issued in payments to eligible businesses.

### **2.3.2 Positive Performance - KPIs**

- Total number of empty homes (6 months +) brought back in use through direct action - 28 empty homes were brought back into use in Q2, against a target of 10, compared to 29 in Q2, making the cumulative figure 57.
- The average wait time – in minutes – before a customer phone call is answered by an advisor for Q2 was 1.86 mins, against a target of 5 mins. This is an improvement on the Q1 figure of 2.87 mins. The team have delivered phone and email services, in addition to re-starting limited face to face appointments for issues that can't be resolved digitally (5 customer appointments in Q2).
- Percentage of people accessing benefit forms and taxation direct debit forms online in relation to other channels - 60% received online, against a target of 50% - this includes 76% of new benefit claim forms and 70% of direct debit mandates submitted online.
- Number of missed waste collections - the total number of missed bins for Q2 was 188, against a target of 321. This is across refuse, recycling and green waste collections and is an improvement on performance against Q2 2020/21 and 2019/20.
- Percentage of sundry debt collected - 55.80% sundry debt collected, ahead of the 45.79% target and an improvement on the Q2 figure for 2020/21 which was 50.61%.
- Average days to re-let standard void types – performance improvements seen in Q1 have continued into Q2 with the average time taken to bring a standard void back into re-use now sitting at 21.5 days - reduction of 2.03 days on Q1 - against a target of 26 days.

## 2.4 What did not go so well in quarter 2 – and what are we doing about it

- Percentage of stage 1 corporate complaints fully responded to in required time – 50% responded to in time (target 90%) – of the 14 complaints due a response, 7 were responded to in time, 3 were late and 4 were not responded to in Q2. In Q1 performance was 89%. Some complaints received are complex, often spanning several service areas and therefore take longer to respond to.
- Percentage of stage 2 corporate complaints fully responded in required time - 55% responded to in time (target 90%) – of the 11 complaints due a response, 5 were responded to late. Q1 performance was 100%. A dedicated officer will continue to proactively chase officers and provide support to help them meet the deadlines.
- Percentage of Non-domestic rate collected - 53.34% collected, against a target of 55% - £595k behind target but £649k ahead of the position we were in at this point last year when we collected 51.52%.
- Percentage of Council Tax collected - 56.26% collected, against a target of 57.5%, £819k behind target and £91k behind the position we were in at this point last year when the collection rate was 56.4%.
- Average days to re-let major void types – performance in Q2 has dipped slightly as a result of issues around longer lead times for such items as kitchens and resource challenges both internally and within our sub-contractor support. The average time taken to bring a major void back in to re-use is now sitting at 46.83 days – an increase of 3.08 days on Q1- against a target of 45 days.
- Average days sickness per full time employee (FTE) rolling 12 months – at 5.16 days per FTE – was slightly below the target of 5 days. This is higher than the Q1 figure of 3.96 days but is lower than the 5.8 days in Q2 the previous year. Whilst the majority of staff continued to work at home throughout Q2, the period saw the further relaxation of a number of national Covid-restrictions such as the requirement to wear face masks. Both nationally and locally Covid rates were relatively high at both the beginning and end of Q2. Anecdotally, it is suggested that the significant periods of isolation over the last 18 months reduced the immunity of the public to colds, flu and other respiratory illnesses.
- Planned savings – 184k against a target of 379k– savings in the general fund are on target to be met in the year. However, the savings earmarked in the HRA will not be met this year due to the delay to implementation of phase two of the housing system.
- 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 Q2 there were 2,169 repairs jobs outstanding, a reduction of circa 77% since early

May. Of these outstanding repairs, there were 46 Priority 1 (P1) jobs outstanding at the end of Q2; a reduction of 90% since early May.

### **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 2 2021/22

Appendix B: Corporate Performance Report Quarter 2 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
Increased Housing Supply	Maintain our Five-Year Housing Land Supply	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. Since May we have managed to reduce it by around 27%.  In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing and employment 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 additional sites took place between 2 <sup>nd</sup> August and 13 <sup>th</sup> September 2021. A number of additional evidence base documents have also been	
				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 B (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								consulted on as a separate exercise. They related to the approach to Greenbelt, CIL and Local Plan Viability, Greenspace Audit and Indoor/Outdoor Sports.	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 130</p> <p>Increased Housing Supply</p>	<p>Maximise the number of available homes through delivering the Empty Homes programme.</p>	<p>June Rothwell</p>	<p>Cllr Crane</p>	<p>Deliver the Empty Homes Programme</p>	<p>31-Mar-2022</p>		<p></p>	<p>By end September there were 352 homes empty and unfurnished for more than 6 months, this in comparison with 12 months ago when there were 433 empty. Over the last year around 100 properties are back in use (or demolished) following interventions from the Council. Most often this has been letters offering assistance, advise letters supporting VAT reductions, follow up calls and nudge behaviour towards taking responsibility and decisions about the property's future. In most cases properties became re-occupied after a change in ownership.</p> <p>We have seen a lot of movement leading to a reduction 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. A further 12 long term empties were demolished in Q2 against a target of 5.</p> <p>Extended programme agreed with Homes England. The 7 properties purchased have now been let as affordable housing. A further property was purchased in Q2 and 2 more are in process which will be purchased to complete the Homes England programme.</p>	<p></p>



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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Increased Housing Supply	Implement a Selby District Council Housing Development Programme	June Rothwell	Cllr Musgrave	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.	
				Create HDP Programme Board, agree priority sites within Phase 2 and the Development Programme.	31-March-2023			HDP Board created and meetings taking place.  Due to other Covid related work, phase 2 Planning reports (flood risk) had been delayed. The information needed to complete this work has now been provided. Further responses from the EA delayed progress of this to Planning Committee in August. This will now go to the Planning Committee in November.  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.  Negotiations to purchase 22 S106 properties are ongoing.	
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			The Housing Repairs Service is continuing to refurbish VOID properties and carryout all repairs and performance in these areas remains on target.  Substantial progress has been made with Covid backlog work. Reducing this by 77%  2 additional trades staff have been recruited to work on the backlog of jobs.	
				Deliver the HRA Business Plan 3 Year Capital Investment Programme (agreed Dec 2019).	31-March-2023			Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,) coupled with increasing numbers of customers refusing works	


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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>due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery.</p> <p>In additional in Q2 contractors have requested price increases due to increased material and labour costs. The programme is achieving targeted performance, however, this could impact on future performance.</p> <p>A programme of 548 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>	
				Develop partnership groups for implementing Selby, Sherburn and Tadcaster Town Centre Action Plans.	31-Dec-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 priority projects included within the Town Centres Revitalisation Programme were approved at 09.09.21 Executive meeting. The scope of the work has been broadened to include Sherburn Legacy Projects. Detailed project plans are being developed to ensure that projects are completed (or at least under construction) by March 2023.</p>	▶
				Complete Town Centre Action Plan for Tadcaster	31-Mar-2021		▶		
				Implement the Opening Town Centres Safely plan.	31-Mar-2021		▶		
				Implement key projects from Town Action Plans for Selby, Sherburn and Tadcaster including:	31-Mar-2021		▶		

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
				Complete Places and Movement study of Selby, Sherburn and Tadcaster – joint with NYCC (plus LEP funds).				<p><b>Selby District Places and Movement Study</b></p> <p>A report summarising the consultation, and proposed way forward was approved at 09.09.21Executive meeting. The report also acknowledged the current work being undertaken by the Local Plan Team in Tadcaster. It remains the intention to take forward proposals through a future Levelling Up Fund bid. SDC has allocated £2m as a match for a bid of up to £20m to implement projects coming out of this P&amp;M study.</p>	
				Deliver the Selby town centre High St Heritage Action Zone programme.				<p><b>Selby Town Centre High Street Heritage Action Zone</b></p>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
				<p>Deliver Transforming Cities Fund programme to transform the Selby station area.</p>	<p>31-Mar-2023</p>			<p>The HSHAZ is a national grant programme by Historic England to invest in Selby town centre through community engagement 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.</p> <p>A number of premises have taken up the property improvement grant initiative and will start to show heritage renovation in coming quarters.</p> <p>The quarter has included cultural and community activity including 'Selby Stories' - oral histories and reminiscences of local people. Song-writing workshops and a new iteration of the Minecraft project including in person workshops. 'Selby Faces' researching famous and well-known Selby people with portraits developed and displayed in the Abbey. National Heritage Open Days local activity including a 'Streets For All' audit approach</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 requested further work to be done to show how the TCF contribution can be fully spent by March 2023. This work has now been completed and is to be submitted in early October 2021. Final approval for the OBC is now expected in later 2021, and</p>	






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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								<p>recommendations on how to proceed to the Full Business Case will be identified. Important to note: 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. The Council has identified sufficient funding to ensure that the Station Gateway scheme will be fully delivered, including the Station Plaza, by March 2024.</p>	

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Theme: A great place to ENJOY									
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		Full Council approved the establishment of a £2M Community Legacy Fund with Two Ridings Community Foundation to support local	
				Collaborate with community	30-Jun-	01-11-21			

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Page 136				representatives and funders to establish the community engagement and funding process post covid-19	2021			community organisations to access District funding, protected to the area in perpetuity.	
				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			Selby health Matters Partnership have established a new action plan for 2021-2023 which includes developing a leadership programme to support VCSE and health leaders to provide joined up services. Programme design will be developed. Interim local place leader networks established by Community First Yorkshire. Selby District AVS has joined the Equalities and Advice networks to further strengthen connections between VCSE providers. Revised due date 31 Mar 2022.	
<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			<p>The Policy Review Committee LCWG continue to meet – the last meeting was held on 13<sup>th</sup> October and the next meeting is expected to be held as a workshop to discuss the range of low carbon projects, prioritise, and investigate costs and timescales.</p> <p>Low Carbon Officer has developed a Low Carbon Strategy which was approved by Executive on 7<sup>th</sup> October and will go to full Council on 21<sup>st</sup> December.</p> <p>Progress is being made with a number of low carbon projects – baseline emissions study for</p>	

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								2018-2019 has been completed by APSE, further data gathering will be completed to calculate carbon footprint for 2019-2020 and 2020-2021; tree planting plans are progressing with collaboration with the White Rose Forest (WRF); there are now pages on the website for climate work under Resident > Sustainability; further EV chargers are proposed; and methods for reducing emissions in our built environment and vehicle use are being investigated.	
Environment – Green Space	Work with local partners to maintain and enhance local parks, play areas and open spaces.	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 are at interim completion stage and the play area will reopen shortly once the new grass seed has taken. Specification documents are being completed for the remaining sites in the programme which will be completed over the next 18 months to two years.	▶

### Theme: A great place to GROW

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Local Plan	Deliver the Local Plan by 2023	Martin Grainger	Cllr Musgrave	Develop Preferred Options and consult stakeholders.	28-Feb-2021		▶	In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing and employment 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	▶
				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 –	31-Mar-		▶		

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
				including an Infrastructure Delivery Plan for the Selby district.	2023			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 took place between 2 <sup>nd</sup> August and 13 <sup>th</sup> September 2021. A number of additional evidence base documents have also been consulted on as a separate exercise. They related to the approach to Greenbelt, CIL and Local Plan Viability, Greenspace Audit and Indoor/Outdoor Sports.	
				Local Plan adopted	31-Mar-2023		▶		
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 website and branding now launched with local VE businesses. Reached over 11,000 visits on the site. 'Get to Know Yor Heart' resident weekend delivered in three towns on 16/17 Oct. Campaign reached over 70,000 people through social media channels and promoted on 10 buses across district. Engagement and planning with national/international trade slowed due to Covid recovery. Continue to access national/international through Welcome to Yorkshire.	▶
				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	31-07-21	▶	Announced as one of Arts Council England's National Priority Places. One of 5 in Yorkshire and Humber.  Cultural Development Framework signed off in July 2021 and delivery commenced. Events Officer	▶

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
				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			appointed. Supported delivery of Super Saturday, a Welcome Back to the High Street event in Tadcaster. Selby Stories commenced in line with Heritage Action Zone. Artist in residence appointed to Selby Abbey to complete this work	
Page 139 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 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 This Council’s key economic priorities and projects will be put forward for inclusion in the Plan, which will guide the early years of the new authority. SDC has been provided support with an initial emphasis on reopening the high streets safely, now moving into post-Covid growth opportunities. In summary, SDC has continued to provide support on an increasingly in-person basis: <ul style="list-style-type: none"> <li>· Business support to SME’s;</li> <li>· Grant funding for innovation, start-ups; and</li> <li>· Consultancy support funding;</li> <li>· As we emerge from lockdown, SDC has planned a series of workshops to help businesses grow/deal with changing legislation and economic challenges.</li> <li>· Planned 2nd Selby District Business Awards;</li> </ul>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 140								<ul style="list-style-type: none"> <li>· Planned Circular economy forum;</li> <li>· Re-Established two successful forums/networking groups post-lockdown – now held once again in person;</li> <li>· Planned and delivered the first Employment and Skills Forum;</li> <li>· Worked closely with NYBEP (North Yorkshire Business &amp; Education Partnership) working with schools forming a relationship between schools and businesses;</li> <li>· Worked with apprenticeship and providers and the Apprenticeships Hubs.</li> </ul>	
				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		▶	The new Economic Development Manager has now been in place almost 3 months and is mid-review of the team’s priorities for the remainder of the lifetime of this Council, working with the Executive. During Q2 the outlook for strategic development sites has become considerably more positive and whilst developers would prefer a tenant before building starts, they are broadly prepared to commence construction even without a client in mind meaning that progress has accelerated on most sites. This is the result of market shift and significant demand for industrial and storage space in the region. SDC has worked with developers to facilitate this and to encourage the type of development that would fit within the YNY Plan for Growth	









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 in place to support collaboration.</li> <li>Additional training for staff delivered and improved security – including biometrics – in place.</li> <li>Upgrade to member devices and new tablets for Trades scheduled Q4. Mobile phone replacement of older devices also Q4.</li> </ul> <p><b>Digital Customers</b></p> <ul style="list-style-type: none"> <li>Agreement reached on approach to phone payments - implementation of Civica Pay online payments portal now end Nov 2021.</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 fixes plus improvements in automating lettings) completed.</li> <li>Project plan in place for phase 2 – expect to complete Aug 2022.</li> <li>Upgrade to test system in progress.</li> <li>Tenants Portal expected to go live early Q4 with initial content limited to rent and housing related processes. Campaigns</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 management.	31-Jul-2022				

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								and feedback modules by end Q3. <ul style="list-style-type: none"> <li>2<sup>nd</sup> round of workshops for the Cx Contractor (asset module) completed.</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			Civic Centre reception is now fully open. Customer Services are now open for appointment-based services for those customers unable to access services by other means. 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>Sept staff briefing session attended by 162 employees (65%)</li> <li>Manager skills training programme completed. Feedback positive.</li> <li>Management development programme ongoing – including some classroom-based sessions - and will conclude end Q3.</li> <li>Leadership development modules planned for Q4 – including coaching.</li> <li>Adult skills portal launched in partnership with Selby-based The Skills Network.</li> <li>Staff engagement programme commenced. Second staff survey launched 14 Oct – to be followed by focus groups.</li> <li>Push to complete PDRs launched Sept – aim to finalise Training Plan in Q3.</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		 	The Property Service staff review has commenced, which will provide capacity to progress this work.  The disposal part of the Portholme	 

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								Road site to Aldi has completed. The lease and sale to L & G and the new licence for the Police will complete in Q3. Bids have been received for the old Council depot at Barlby Road. Marketing has commenced for Edgerton Lodge.	
Page 143 Value for Money	Deliver robust arrangements to ensure financial plans are delivered, costs are minimised and planned savings and new opportunities for income are delivered	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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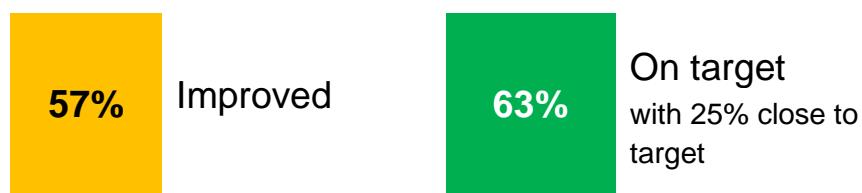
# Delivering corporate priorities

## Corporate Performance Report

Quarter 2 2021/22

# Delivering corporate priorities: Exceptions Q2 2021/22

## KPIs Summary



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

Total number of empty homes (6 months +) brought back in use through direct action	Target exceeded	28 empty homes were brought back into use in Q2, against a target of 10, compared to 29 in Q2, making the cumulative figure 57.
The average wait time – in minutes – before a customer phone call is answered by an advisor	Target exceeded	The Q2 figure for the average wait time before speaking to an advisor was 1.86 mins, against a target of 5 mins. This is an improvement of the Q1 figure of 2.87 mins. The team have delivered phone and email service, with offered limited FTF appointments, for issues that can't be resolved digitally (with 5 customer appointments in Q2).
% of people accessing benefit forms and taxation direct debit forms online in relation to other channels	Target exceeded	60% received online, against a target of 50% - this includes 76% of new benefit claim forms and 70% of direct debit mandates submitted online.
Number of missed waste collections	Target exceeded	The total number of missed bins for Q2 was 188, against a target of 321. This is across refuse, recycling and green waste collections and is an improvement on performance against Q2 2020/21 and 2019/20.
% Sundry debt collected	Target exceeded	55.80% sundry debt collected, ahead of the 45.79% target and an improvement on the Q2 figure for 2020/21 which was 50.61%.
% FOI responded to within 20 days	Target exceeded	87.22% of FOIs were responded to within time, exceeding the 86% target and an improvement on the Q1 figure of 85.71%.
Average days to re-let standard void types	Target exceeded	Performance improvements seen in Q1 have continued into Q2 with the average time taken to bring a standard void back in to re-use now sitting at 21.50 days - a reduction of 2.03 days on Q1 - against a target of 26 days.



# Delivering corporate priorities: Exceptions Q2 2021/22

Indicator/action	Exception	Actions/Comments
<b>Performance concerns - KPIs</b>		
% Stage 1 corporate complaints fully responded to in required timescales	Target not met	50% responded to in time, against a target of 90% – of the 14 complaints due a response, 7 were responded to in time, 3 were late and 4 were not responded to in Q2. In Q1 performance was 89%. Some complaints received are complex, often spanning several service areas and therefore take longer to respond to.
% Stage 2 corporate complaints fully responded in required time	Target not met	55% responded to in time, against a target of 90% – of the 11 complaints due a response, 5 were responded to late. In Q1 performance was 100%. A dedicated officer will continue to proactively chase officers and provide support to help them meet the deadlines.
% Non-domestic rate collected	Target not met	53.34% collected, against a target of 55% - £595k behind target but £649k ahead of the position we were in at this point last year when we collected 51.52%
% Council Tax collected	Target not met	56.26% collected, against a target of 57.5%, £819k behind target and £91k behind the position we were in at this point last year when the collection rate was 56.4%.
Planned Savings	Target not met	184k against a target of 379k – savings in the general fund are on target to be met in the year. However, the savings earmarked in the HRA will not be met this year due to the delay to implementation of phase two of the housing system.
Average days to re-let major void types	Target not met	Performance in Q2 has dipped slightly as a result of issues around longer lead times for items such as kitchens and resource challenges both internally and within our sub-contractor support. The average time taken to bring a major void back in to re-use is now sitting at 46.83 days - an increase of 3.08 days on Q1 - against a target of 45 days.
Average days sick per FTE (full time employee) rolling 12 months	Target not met	5.16 days per FTE, slightly below the target of 5 days. This is higher than the Q1 figure of 3.96 days but is lower than the 5.8 days in Q2 the previous year. Whilst the majority of staff continued to work at home throughout Q2, the period saw the further relaxation of a number of national Covid-restrictions such as the requirement to wear face masks. Both nationally and locally Covid rates were relatively high at both the beginning and end of Q2. Anecdotally, it is suggested that the significant periods of isolation over the last 18 months reduced the immunity of the public to colds, flu and other respiratory illnesses.
Repairs to council owned properties	N/A	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 Q2 there were 2,169 repairs jobs outstanding, a reduction of circa 77% since early May. Of these outstanding repairs, there were 46 Priority 1 (P1) jobs outstanding at the end of Q2; a reduction of 90% since early May.

# Delivering corporate priorities: KPIs Q2 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	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Number of SMEs supported	Aim to Maximise	48	64	80	67	61	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	59	89	99	29	57	10			
% Council Tax collected	Aim to Maximise	56.40	83.89	98.11	29.27	56.26	57.90			
% Council housing rent and arrears collected	Aim to Maximise	92.55	96.47	97.41	92.28	93.28	94.26			
% Non-domestic rate collected	Aim to Maximise	51.52	77.26	94.24	26.38	53.34	55.00			
Sundry debt collected	Aim to Maximise	50.61	66.39	97.01	46.16	55.80	50.61			
Amount of planned savings achieved	Aim to Maximise	156K	156K	141K	184	184	379K			
Average days to process new benefit claims (total)	Aim to Minimise	15.63	16.59	16.42	17.08	17.91	22.00			
Average days to process change of circumstances	Aim to Minimise	3.13	2.76	1.73	4.09	3.22	8.40			
% Major applications within statutory or extension of time	Aim to Maximise	93.75	60	85.71	100	100	60			
% Non-major applications within statutory or extension of time limit	Aim to Maximise	78.57	74.84	73.46	82.98	69.90	70			
% Non-major other applications within statutory or extension of time limit	Aim to Maximise	83.84	79.82	78.95	83.33	72.60	70			
% Stage 1 corporate complaints fully responded to in required timescales	Aim to Maximise	78	100	91	89	50	90			

## APPENDIX C (Appendix B of Executive Report)

KPI	Direction of Travel	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
% FOI responded to within 20 days	Aim to Maximise	85.16	81.88	85.80	85.71	87.22	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	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	2.36	1.53	2.73	2.87	1.86	5.00			
% of people accessing benefit forms and taxation direct debit forms online in relation to other channels	Aim to Maximise	64.06	64.52	81.95	69.32	60.16	50.00			
Corporate health and safety: the number of incidents report in the last 12 months (rolling year)	Aim to Minimise	1	2	0	0	0	3			
Average days sick per FTE (full time employee) rolling 12 months	Aim to Minimise	5.8	5.56	3.78	3.96	5.16	5.00			
Amount of business rates retained	Aim to Maximise	11.2	11.2	11.2	11.2	11.3	7.5			
Council tax base	Aim to Maximise	31927	32035	32183	32279	32618	32258			
% Stage 2 corporate complaints fully responded in required time	Aim to Maximise	58.3	100	83.33	100	55	90			
Number of missed waste collections	Aim to Minimise	199	254	349	170	188	243			
Residual household waste per household (kg)	Aim to Minimise	141	145	146	147	TBC	N/A			N/A
% Household waste recycled	Aim to Maximise	49.88	39.92	38.2	46.49	TBC	N/A			N/A
Number of memberships at combined leisure centres	Aim to Maximise	N/A	N/A	N/A	N/A	2966	N/A			N/A
Number of visits to combined leisure centres	Aim to Maximise	N/A	N/A	N/A	N/A	60591	N/A			N/A
Number of GP referrals	Aim to Maximise	N/A	N/A	N/A	11	15	N/A			N/A
Average days to re-let standard void types	Aim to Minimise	N/A	N/A	33.26	23.53	21.5	26			
Average days to re-let major void types	Aims to Minimise	N/A	N/A	52.11	43.75	46.83	45			

## Context indicators

Q2 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>77.9</b>	above average
% working age population claiming Job Seekers Allowance	quarterly	0.8	<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>3.2</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

**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 – CANCELLED due to PFCC By-Election on same day. All business moving to December 2021 meeting (apart from PFCC item, which is moving to February 2022)	<del>Financial Results and Budget Exceptions - Q2 2021-22</del>	<del>To consider the financial results and budget exceptions report for Q2. This report now also includes the Programme for Growth quarterly update.</del>
	<del>Police, Fire and Crime Commissioner and Police and Fire Services</del>  <b>Following the PFCC's resignation on 14 October, suggested this item is moved to a different meeting – 20 January 2022?</b>	<del>To invite the PFCC to a meeting of the Committee to hear about forthcoming plans.</del>  <del>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 (PCFP) on examining complaints handling.</del>  <del>Topics suggested by Members so far:</del>  <ul style="list-style-type: none"> <li><del>— Cheap car/mobile home battery chargers that can go wrong and have caused a serious fire in Hensall.</del></li> <li><del>— Plans for fighting crime</del></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 availability. Attendance now confirmed.</b>
	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.

	Programme for Growth (P4G)	To receive an update and information on the latest position of the Programme for Growth (P4G). <b>No update to give so removed from the agenda.</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.
	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.
	Economic Development Framework Update	To receive an update on the progress of the Council's Economic Development Framework. <b>No update to give so removed from the agenda.</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>If there is no update to give, this item will be removed from the agenda.</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.

	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). <b><i>Moved from December 2021 meeting due to availability of reps.</i></b>
	Housing Revenue Account and Business Plan 2020-2025 (2021/22 Review)	To consider the Council's Housing Revenue Account Business Plan 2020-2025 (2021/22 Review) ahead of its submission to Council in February 2022.
	Scrutiny Committee Work Programme 2021-22	To consider and plan the Committee's work plan for 2021-22.
<b>17 February 2022 – Provisional</b>	<p>Police, Fire and Crime Commissioner and Police and Fire Services</p> <p><b>Following the PFCC's resignation on 14 October and subsequent by-election on 25 November 2021, the new PFCC will be invited to this meeting.</b></p>	<p>To invite the newly elected 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, the new PFCC elected on 25 November 2021 will be asked 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> <li>- Plans for increase in police numbers</li> </ul>

24 March 2022	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. No update at present.
- 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 with Officers to move forward – meeting needs to be rearranged.
- Dentistry and Dental Provision in Selby District – Suggested by Councillor Pearson, Feb 2021.
- Local Government Reorganisation – North Yorkshire County Council – look at once a decision had been taken.
- Nigel Adams MP – At the meeting of the Scrutiny Committee in October 2021, it was suggested by Members that attendance of the Selby and Ainsty MP, Nigel Adams, be combined with a meeting of North Yorkshire County Council’s Selby and Ainsty Area Constituency Committee. Officers have contacted NYCC to enquire as to this arrangement. The next realistic date of the Selby and Ainsty Area Committee that Nigel Adams MP could attend would be in June 2022, as the April 2022 meeting of the Area Committee will be in the midst of purdah
- 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. HRA Business Plan is going to Executive in January 2022.

### **‘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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