

Agenda

**Meeting: Corporate and Partnerships Overview
& Scrutiny Committee**

**Venue: Grand Meeting Room, County Hall,
Northallerton, DL7 8AD
(see location plan overleaf)**

Date: Monday 13 October 2014, 10.30am

Business

1. Minutes of the meeting held on 21 July 2014

(Pages 1 to 5)

2. Public Questions or Statements.

Members of the public may ask questions or make statements at this meeting if they have delivered it in writing or by electronic mail to Jonathan Spencer (*contact details below*) no later than midday three working days before the day of the meeting. Each speaker should limit himself/herself to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);
- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

		<i>Suggested timings if no public questions or statements</i>
3.	Executive Member update – Oral update from Executive Member County Councillor Carl Les	10:35-10:50
4.	Property Planning - Report of the NYCC Corporate Director – Strategic Resources (REPORT TO FOLLOW)	10:50-11:20

Enquiries relating to this agenda please contact Jonathan Spencer Tel: 0845 8 72 73 74

Fax: 01609 780447 or e-mail Jonathan.spencer@northyorks.gov.uk

https://www3.northyorks.gov.uk/n3cabinet_scru/transporteconomy/agenda/default.htm

		<i>Suggested timings if no public questions or statements</i>
5.	Workforce update - Report of the Assistant Chief Executive – Business Support (Pages 6 to 15)	11:20-11:50
6.	Council Plan 2014-2015 and 2020 North Yorkshire plan - Report of the Assistant Director – Policy and Partnerships (Pages 16 to 31)	11:50-12:10
7.	Task group report on Criteria for Categorising Libraries - Report of County Councillor Derek Bastiman. (Pages 32 to 35)	12:10-12:25
8.	Work Programme – Report of the Scrutiny Team Leader (Pages 36 to 38)	12:25
9.	Such other business as in the opinion of the Chairman should by reason of special circumstances be considered as a matter of urgency.	12:30

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)

County Hall
Northallerton

Date 3 October 2014

NOTES:

- (a) Members are reminded of the need to consider whether they have any interests to declare on any of the items on this agenda and, if so, of the need to explain the reason(s) why they have any interest when making a declaration.

The relevant Corporate Development Officer or Monitoring Officer will be pleased to advise on interest issues. Ideally their views should be sought as soon as possible and preferably prior to the day of the meeting, so that time is available to explore adequately any issues that might arise.

- (b) **Emergency Procedures For Meetings**
Fire

The fire evacuation alarm is a continuous Klaxon. On hearing this you should leave the building by the nearest safe fire exit. From the **Grand Meeting Room** this is the main entrance stairway. If the main stairway is unsafe use either of the staircases at the end of the corridor. Once outside the building please proceed to the fire assembly point outside the main entrance

Persons should not re-enter the building until authorised to do so by the Fire and Rescue Service or the Emergency Co-ordinator.

An intermittent alarm indicates an emergency in nearby building. It is not necessary to evacuate the building but you should be ready for instructions from the Fire Warden.

Accident or Illness

First Aid treatment can be obtained by telephoning Extension 7575.

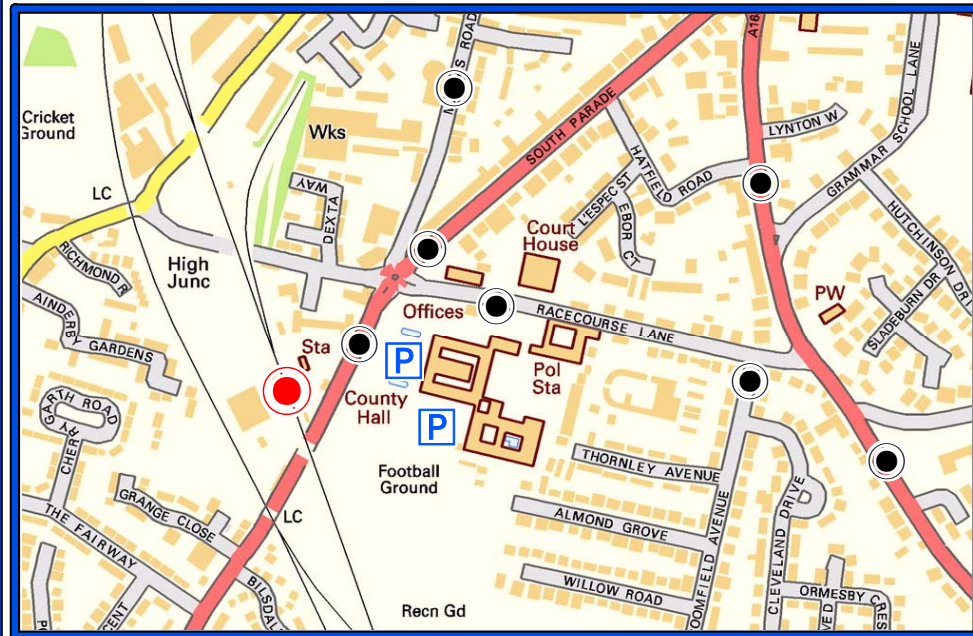
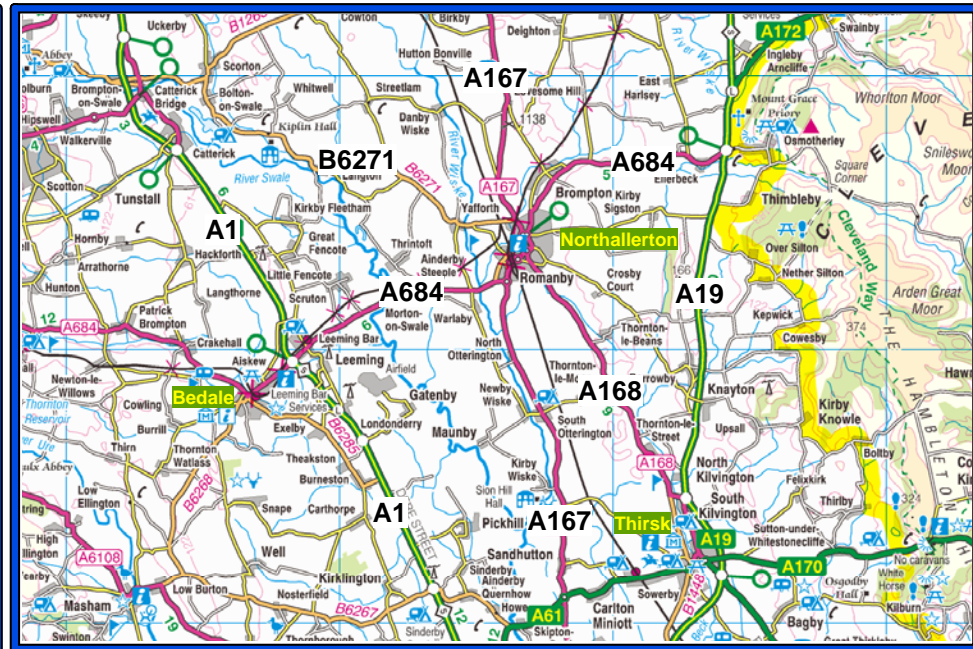
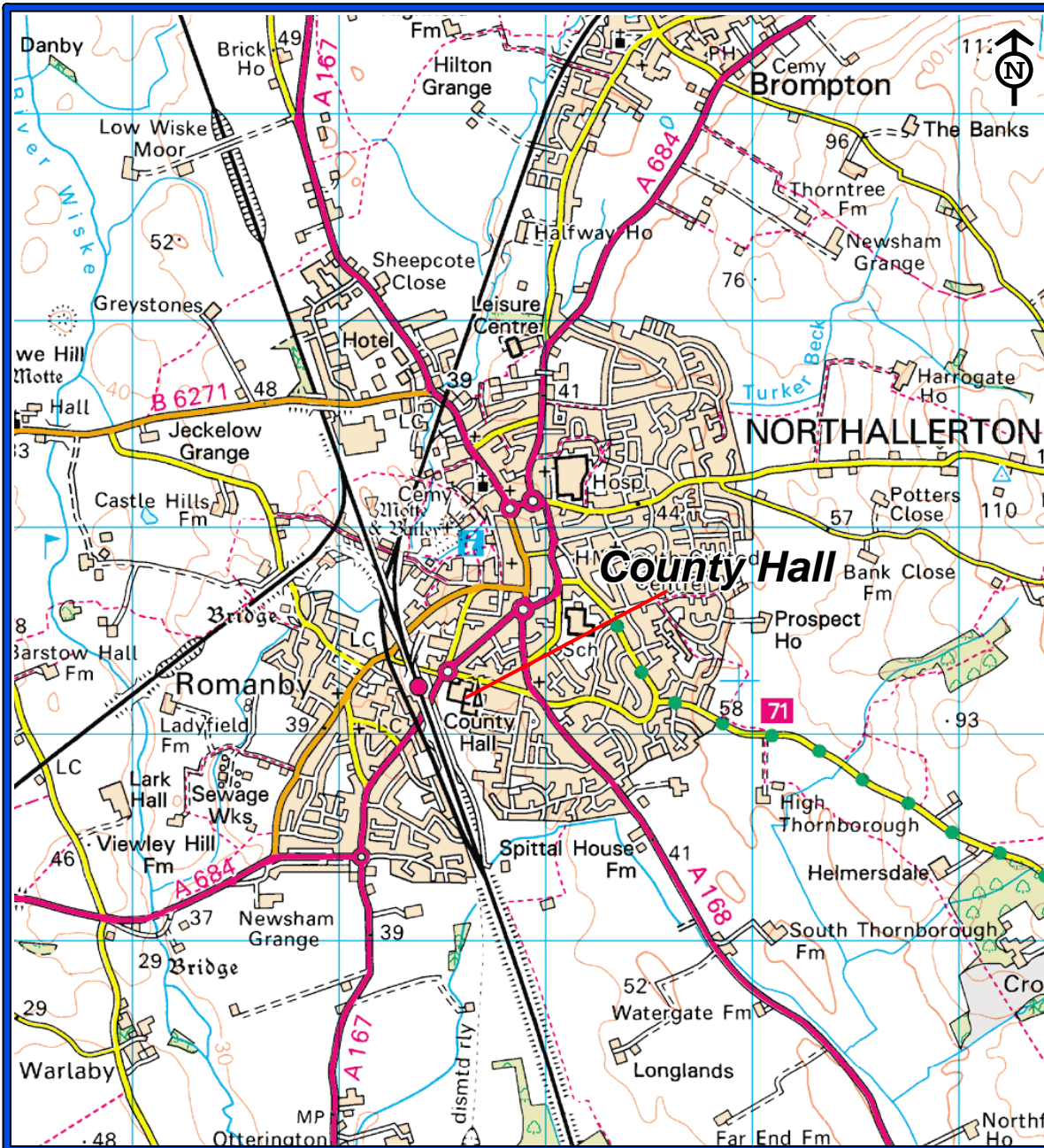
Corporate and Partnerships Overview and Scrutiny Committee

1. Membership

County Councillors (13)							
	Councillors Name			Chairman/Vice Chairman	Political Party	Electoral Division	
1	ARNOLD, Val				Conservative		
2	BASTIMAN, Derek			Chairman	Conservative		
3	BATEMAN, Bernard MBE				Conservative		
4	BLACKBURN, John				Conservative		
5	BUTTERFIELD, Jean				Conservative		
6	CROSS, Sam				UKIP		
7	ENNIS, John				Conservative		
8	LEE, Andrew				Conservative		
9	PARSONS, Stuart				NY Independent		
10	RANDERSON, Tony				Labour		
11	SHAW-WRIGHT, Steve			Vice Chairman	Labour		
12	SHIELDS, Elizabeth				Liberal Democrat		
13	SWALES, Tim				Conservative		
Total Membership – (13)				Quorum – (4)			
Con	Lib Dem	NY Ind	Labour	Liberal	UKIP	Ind	Total
8	1	1	2	0	1	0	13

2. Substitute Members

Conservative		Liberal Democrat	
	Councillors Names		Councillors Names
1	ATKINSON, Margaret	1	HOULT, Bill
2	BAKER, Robert	2	De COURCEY-BAYLEY, Margaret-Ann
3	PLANT, Joe	3	
4	MOORHOUSE, Heather	4	
5		5	
NY Independent		Labour	
	Councillors Names		Councillors Names
1	HORTON, Peter	1	
2		2	
3		3	
4		4	
5		5	
UKIP			
	Councillors Names		
1	SIMISTER, David		
2			
3			
Independent			
1			



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County Hall

Northallerton
North Yorkshire
DL7 8AD

Tel : 0845 8 72 73 74



North
Yorkshire County Council

North Yorkshire County Council

Corporate and Partnership Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Northallerton on 21 July 2014 at 10.30 am.

Present:-

County Councillor Steve Shaw-Wright in the Chair.

County Councillors Val Arnold, Jean Butterfield, Sam Cross, John Ennis, Andrew Lee, Stuart Parsons, Tony Randerson, Elizabeth Shields and Tim Swales.

Also in Attendance

County Councillor Carl Les (Executive Member)

Officers:

Gary Fielding Corporate Director Strategic Resources, Helen Edwards Head of Communications,
Jon Holden, Investments and Delivery Manager,
Roger Fairholm Corporate Asset Manager,
Bryon Hunter, Scrutiny Team Leader

Apologies for absence were received from County Councillors Derek Bastiman and John Blackburn

Copies of all documents considered are in the Minute Book

24. Minutes

Resolved –

That the minutes of the meeting held on 28 April 2014, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

25. Exclusion of the Public

Resolved -

That the public be excluded from the meeting during consideration of item 7 on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972.

26. Public Questions or Statements

There were no public questions or statements

27. Executive Member Update

Considered -

The report of Executive Member County Councillor Les highlighting some of the recent items considered by the Executive since the last meeting of the Committee and identifying some of the key priorities for the coming months. The report also asked for questions, comments and views from Members of the Committee on the content of the report and any other issue which he would be pleased to respond and note.

In response to a question from Councillor Cross, Councillor Les advised the Committee that the cost of the contract with Johnston press is £2,250/month.

Resolved -

That the report be noted.

28. Update on the Police and Crime Plan

Considered -

The oral report of Ms Julia Mulligan, Police and Crime Commissioner (PCC) for North Yorkshire.

Ms Mulligan described the process that will be followed to update the Police and Crime Plan. The first version was published in November 2012. The Police and Crime Plan is the strategic blue print for the Chief Constable and delivery of the Plan is the mechanism by which the Police and Crime Commissioner holds the Chief Constable to account.

As part of work to prepare a draft Plan Ms Mulligan commented that consultants had been appointed to:

- Review existing documentation and evidence, such as the Joint Strategic Intelligence Assessment. This is the desk research phase.
- Carry out qualitative research with key groups, including, older people, young people, and people with learning disabilities. The Victims Needs Assessment will also inform that work.
- Carry out a telephone survey. A survey of more than 1,000 people reflecting the demography of the County and approximately 50/50 split in terms of users/non-users of Police services.

Ms. Mulligan commented that the following themes were emerging:

- There is a strong correlation between the strength and vitality of the local community and the extent to which people feel safe. It is more complicated than just whether or not there is a police presence locally.
- People feel more unsafe after dark
- There are high levels of satisfaction with the Police
- In Scarborough and York the biggest drivers of crime are drugs and the night time economy respectively.
- There are issues for people with learning disability, for instance, their concerns using public transport.
- The need to engage more with young people.
- Drugs and alcohol

Members were advised that as North Yorkshire, is surrounded by 7 other Police Forces the need for coordinated cross boundary work, is significant.

A formal consultation on a draft Plan is being prepared and Overview and Scrutiny Committees will be included as consultees. It is proposed that a final draft Plan will be considered by the Police and Crime Panel in October 2014.

Members were advised that the PCC is intending to withdraw from the Yorkshire and Humber Victim Support Services which is based on a call centre in Wakefield. A service specific to North Yorkshire and York will be commissioned to replace it.

Members raised a number of issues including:

- serious concerns over the “101” service
- use of “legal highs” amongst young people
- sexual abuse of children
- greater engagement and consultation with young people
- Potential to use community grants to address local priorities.
- The Police have a very good reputation and they are trusted by the public.
- Drop-in sessions and local surgeries held by the Police should be held in venues which are accessible, ensure privacy, have sound loops etc. An appointments system might work more effectively.
- The difficulties the Police face in being unable to go on to school premises unless they are invited to do so by the Head teacher.
- Selby District Council have paid for number plate recognition systems as a way of identifying and targeting drug dealers,
- Councils need to do more to evict known drug dealers
- The need to tackle on-line exploitation and abuse of young people

In response and as part of wider discussion Ms. Mulligan commented:

- That she shared Members' concerns over 101 Service and commented that it was a national model which had faced a significant increase in calls in recent months. Staffing and telephone issues are being addressed. This would include £10m investment in telephony as part of a transition to a digital system. She commented that frequently the problem was not actually contacting the 101 Service but rather what happens as a result of the call – the front of office and back office linkages.
- the cost of consultant involved in refreshing the Police and Crime Plan was between £40K and £50K. The consultants were being employed to provide around statistical evidence base.
- She shared Members' concerns about the use of legal highs and that the term itself raised her concerns as it gave totally the wrong impression. Members could be assured that the Police would close premises down if there was evidence of criminal activity. Frequently it is the “cutting substance” that causes the harm. The Police are working closely with Accident and Emergency Departments to address the problem.
- Tenancy Agreements and Community Remedies could provide a route for the Police to solve local issues.
- Approximately £250K has been distributed through community grants but the fund cannot be used to fund other statutory services.

Ms. Mulligan undertook to provide more information to Cllr Stuart Parsons on the rights of the Police to go on to a school site.

Resolved -

That the oral report be noted.

29. Property Disposals

Considered -

The report of the Corporate Director - Strategic Resources informing the Committee of the County Council's approach to property disposals and providing a comprehensive overview of the Council's approach to property disposals.

To summarise the main issue in the above report Jon Holden guided Members through a presentation which covered:

- Reasons for disposals
- Main types of disposal
- Sales in 2013/14
- Basic disposal process
- Current issues around disposals

Mr Holden advised Members that his report summarised the process under which buildings would be released – the “how” decisions. Decisions about “why” the building is being released and “which” building is released are taken by the relevant service.

Members raised a number of issues including:

- The need for more information on plans for community libraries.
- The need for more discussion with local members and information to be made available on the future of a building which has been declared surplus to requirements
- Buildings which are surplus to County Council usage should be retained as a community asset rather than just being sold off. A Councillor enquired about the sale and future use of a property in Scarborough
- Instances where the community/voluntary sector had not expressed an interest in purchasing a surplus property because of the Council's valuation. But the actual receipts from the sales were at levels the sector would have been able to pay.

Gary Fielding commented that decisions around the sale of surplus buildings, and use of a capital receipts or retaining them as a community asset had to be taken against a background of a county wide plan which includes extra-care housing initiatives and the development of new style libraries.

County Councillor Carl Les and Gary Fielding acknowledged the need to provide more information to local Members on these issues.

Resolved -

- a) That the report be noted.
- b) That a definitive list of properties be provided for the Committee members relevant to their own Division.
- c) That the arrangements for the Executive Member – Central Services to share officer decisions and his proposed decisions about disposals with local members in advance of implementation should continue. Officers should inform the local member if a property is to be sold by auction and seek to provide any additional information to local members where that is possible and practicable

**The following item was considered in private session
and the public have no right of access the report**

30. Strategy for the Future Arrangements of Property and BES Engineering Services from April 2016

Considered -

The report of the Corporate Director - Strategic Resources updating the Committee on the future procurement of property consultancy and Business and Environmental Services engineering consultancy prior to its consideration by the Executive.

Resolved –

That the Committee supports the Recommendations set out in paragraphs 13.1 to 13.3 of the report to the Executive on 29 July 2014.

31. Work Programme

The future work programme of the Committee was discussed and the items listed within it agreed without amendment. The Committee agreed to a workshop with officers to consider the criteria used to categorise libraries.

Resolved –

- a) Note the information in the report and accept the work programme unchanged.
- b) Note that a workshop for the Committee on criteria for categorising libraries will take place on 1 September 2014.

The meeting concluded at 12:10pm

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

13 October 2014

Workforce update

1 Purpose of Report

- 1.1 This report updates the Overview and Scrutiny Committee on the County Council's changing workforce, presents key workforce data and details the Workforce Plan which takes the County Council workforce up to 2020.

2 A Smaller Workforce:

The County Council's workforce continues to reduce year on year as below for non-schools workforce;

	Headcount	FTE
Q2 2012/13	8580	5810
Q2 2013/14	7671	5668

- 2.1 The reduction has to date focused in the main on managerial and back office posts but 2020 service proposals will inevitably have a bigger impact on frontline posts than restructures since 2010. To date the reduction in back office and managerial posts has been well over 20% with frontline reductions at around 3%.
- 2.2 Since late 2010 there have been over 180 restructures and some 850 posts removed. It should be noted that many of these posts were part time for few hours. This and good planning, vacancy management, staff reducing their hours and other workforce changes has meant that compulsory redundancies have been much lower at around 250 and the focus has continued to be on redeploying staff into alternative posts with 46% of staff facing redundancy being redeployed despite limited vacancies. This has limited spend on redundancy costs, with to date, £4.3m of £5m allocated budget spent since 2010.

3 Other Workforce Data

- 3.1 **Recruitment and Turnover;** Despite staff reductions recruitment continues particularly for front line posts. There are about 250 vacancies a month actively recruited to, with the majority in care, cleaning, catering and social work. At any one time a number of vacancies are held as a result of on-going or planned restructures. Turnover has continued to hold steady at around 11-11.5% over recent years with redundancies accounting for around 2.5% of turnover.
- 3.2 **Sickness Absence;** Absence levels remain low at 6.5 days lost for 2013/14 and continue at this level into 2014/15.
- 3.3 **Composition;** 80% of staff are female, 60% part time, many in multiple roles, 5% are 25 years old or younger, 3% BME and over 80% live in the county.

3.4 **Spend on pay**

The overall pay bill continues to reduce in line with the reducing workforce. In addition changes to working arrangements, terms and conditions and tight management of budgets has reduced spend in all pay areas including additional hours (slight reduction), allowances (£10k), night work (9% reduction ie £12k), on call/stand by payments (£5k) and weekend working (10% ie £23k). Spend on agency staff remains low with an outturn of £200k for 2013/14 and £89k for Q1 and Q2 year to date. This compares well with other similar sized authorities where spend averages £5-7m.

4 **Supporting our Workforce through Change**

The scale and nature of restructures and staff seeking redeployment has recently changed. More senior, specialist and managerial posts are affected making redeployment more difficult. As the directly employed workforce reduces, particularly in support functions, the availability of posts for redeployment significantly reduces. The focus from now on will be to support staff to “leave well” going on to alternative jobs and options often outside the Council and to support staff to manage that change positively.

Our approach is as follows:

4.1 **Supporting Resilience;** Thousands of staff have been affected by restructures and uncertainty since 2010, with many subject to multiple restructures, and the remaining jobs likely to be bigger with greater focus on performance and productivity. Staff are facing another 5 years of change and need support to maintain their personal resilience so they can continue to work effectively. Resources to support staff with personal resilience have been collated, developed and made easily accessible for staff to self-serve. An online resilience resource links to other specialist and external resources and aims to support staff help themselves for on-going employment inside or outside of NYCC. Resources cover:

- Mental Health and Stress
- Debt management, benefits and housing
- Training and personal development
- Employability skills
- Mutual, social enterprise and setting up own business
- The benefits of volunteering
- Considering fostering
- Preparing for retirement
- The future labour market

4.2 **Vacancy Management;** Natural wastage has been an effective route to achieve the necessary reductions in posts. A rigorous but targeted approach to managing vacancies across the Council remains in place which includes some holding of vacant posts, some posts being filled on a short term temporary basis, and priority given to redeployees with suitable skills and experience.

4.3 **Generic Support;** In addition all staff facing possible redundancy have:

- Access to the redeployment talent pool;
- Prior consideration for any vacancies they are suitable for;
- Staff group ‘Moving Forward’ change management sessions;

- Information Fairs to give staff the opportunity to talk with a range of experts from other organisations including Job Centre Plus, National Careers Service, NYCC Adult Learning and Skills Service, Money Advice Service, Pensions etc;
- Sessions to promote the resources available via the online Resilience Resource, including sessions specifically for managers supporting their staff through restructures;
- A dedicated telephone helpline to support staff seeking advice and information on redundancy and redeployment processes, and to signpost to the other range of resources.

4.4 Targeted Support

In addition, specialist services are provided for additional targeted support; for example, assistance with alternative employment in a particular sector including a review of private and voluntary sector employers, self-employment, consultancy and interim options. HR have changed the support offered to staff at risk of redundancy to include a specialist 'Career Development' session to offer outplacement support to senior and specialist staff covering the transition from public to private sector employment, career management and effective networking techniques. Most of this support is delivered in house, on a group or one to one basis, but if needed can be supplemented with specialist outplacement support on occasion.

4.5 **Partners;** Partnership working under Regional and Sub Regional protocols is pursued, although realistically redeployment opportunities are limited as other Councils face the same challenges. Working with health employers provides possible alternate employment, and a similar approach will be pursued with other private and voluntary employers, particularly in the care sector. Specifically we want to promote the supply of skilled and qualified care staff to both secure continuing employment for our staff and also good employees to private providers and hence county residents who use those providers.

4.6 NYCC is facing a further lengthy period of on-going uncertainty for staff. There is a danger of losing staff we need to retain, both in the short term and long term, because of this uncertainty and the inevitable anxiety has the potential to impact on performance and productivity. A series of practical measures are in place starting with an efficient system to help staff to help themselves, and to position themselves for on-going employment. Realistically it will not be possible to achieve the same redeployment rates going forward, and there may be an increase in redundancy costs. However, there is a need and wish to do our best for staff to help them "leave well", retain our reputation as a good employer and minimise disruptive outcomes such as internal conflict or employment tribunals.

4.7 Activity to date:

> Information Fairs have been well attended in Northallerton and Scarborough providing employees with resources and information about their potential future options. Over 120 employees attended and gave positive feedback on how beneficial they found it. Most were from CYPs and HAS Adult Social care with a smaller number from Highways and Transportation.

> Drop in advice surgeries for staff took place in September with more scheduled for November 2014 and January 2015.

> Three Supporting Staff 'Moving Forward' Sessions have been held in Northallerton, Selby and Skipton. Feedback was positive with 100% of attendees agreeing or strongly agreeing "I will be able to apply what I have learned in my situation" and "overall the course has been beneficial". Comments included: *"This has helped motivate me to move forward and I can give my best effort, to get a new job in the restructure – thank you"*.

> 2 Morrisby Profile sessions delivered via the National Careers Advice Service were held in September with staff attending. These sessions were booked during the July Information Fair and have again been well received.

5 2020 Workforce Strategy

- 5.1 As the County Council faces increasing demands to improve performance, extend its accountabilities and increase efficiency whilst striving for greater value for money and delivering significant savings, we will need to attract, develop, retain and motivate a high quality workforce which is more adaptable, agile and capable of moving and changing to meet the changing needs of our communities and citizens.
- 5.2 North Yorkshire's Community Plan sets out the joint vision of wanting *"North Yorkshire to be an even better place for everyone to live, work or visit"* and the new Workforce Strategy aims to promote and maintain these values by;
- supporting the delivery and commissioning of good quality services that are efficient, underpinned by high standards of leadership and partnership working,
 - equipping staff to take responsibility, maximise their contribution by being responsive to change and able to adapt or initiate new ways of working, and if needed strengthen or develop new skills such as commissioning, leadership, community engagement and influencing.
- 5.3 The County Council needs to ensure it has the right people with the right skills working in the right way within effective roles and structures and has developed the 2020 Workforce Strategy to do this.
- 5.4 **As an organisation this means;** we need to systematically identify and address critical skills gaps now and for the future; develop and deploy resources to ensure services are delivered to a high standard and are value for money; develop and use 'leading edge' IT systems to be as efficient and productive as possible, and become an organisation that is 'digital by default', further develop staffing policies and procedures to ensure effective working; engage with our staff to get their input and increase commitment.
- 5.5 **For all staff this means;** a need for greater awareness, engagement, accountability and involvement in their workplace and with their employer so they can understand and contribute effectively to the delivery of services and the savings programme; to share and transfer knowledge, skills and experience to colleagues and partners; to further develop their ability to be flexible, agile and open to change; ensure their ICT skills are developed sufficiently to make full use of the Council's systems and new technology.

5.6 **For senior managers this means;** a greater focus on performance management; the need to work across organisational and professional boundaries; the ability to maintain and demonstrate a culture of co-operation, honesty, fairness and equality of opportunity; the ability to be flexible, agile, open to change and demonstrate a capacity for innovation and commercial awareness.

5.7 The Strategy sets out the Council's priorities for its staff across 5 areas:

1. Transforming the Organisation
2. Managing and Developing Talent
3. Driving Performance
4. Engaging the Workforce
5. Working Together

These priorities are detailed at Appendix 1.

5.8 Progress against each priority over the next 5 years will be considered and monitored by Management Board sitting as the 2020 Programme Board as much of this strategy sits within the 2020 cross cutting theme on Organisation Development. In addition, the Members Workforce Development Group is considering one of the 5 priorities at each quarterly meeting through 2014/15 and 2015/16.

5.9 It is important the County Council has both a focus on the future workforce and support to the current one with the two merging as we engage with and develop some of our staff to be part of that future workforce and support those who cannot to 'leave well'.

Justine Brooksbank
Assistant Chief Executive (Business Support)
County Hall
2 October 2014

Background Documents – Nil

Appendix 1 – 2020 Workforce Strategy priorities

4.1 Transforming the Organisation

Where we want to be....

An organisation that is 'fit-for-purpose' in the changing environment. It will be smaller, with more emphasis on commissioning and less on the direct provision of services. We will have a more ambitious approach to shared services and joined up working across all sectors. We will be less bureaucratic and able to redeploy resources flexibly to ensure effective service delivery.

We will achieve this through...

Staff:	Who thrive in changing circumstances, are resilient, constantly seek and suggest improvements and respond positively to change. Who work well autonomously and as part of diverse teams. Who are flexible in their duties within broad more generic roles.
Managers:	Who are proactive and create opportunities for change, constantly strive for service improvement, and are skilled at leading staff at a time of constant change.
Senior Managers:	Who understand the many factors influencing change across the public sector and have the vision to drive the appropriate strategies to both deliver significant savings and make fundamental changes to the way we do things.

Our top priorities are...

- i. Delivering a remodelled organisation and modernised working practices through the 2020 North Yorkshire programme.
- ii. Developing a high performance and 'business minded' culture putting the customer at the centre.
- iii. Striving for the best possible outcomes for displaced staff either by retaining them through imaginative redeployment or by assisting their preparation for exiting the organisation.

We will also continue to...

- Work on the integration of services with partners e.g. Health.
- Revise our strategy on traded services e.g. with schools and offer it to other organisations.
- Ensure policies, systems, and working practices are efficient and support flexibility in the workforce.
- Maximise the use of new digital technologies.
- Enable staff to work autonomously and effectively when mobile working.

4.2 Managing & Developing Talent

Where we want to be...

With a workforce whose skills are aligned to the transformed organisation, which means they are change-focused, agile, comfortable working with different service models and interested in their own development.

We will achieve this through...

Staff:	Who take responsibility for their own development by identifying and making the most of available learning opportunities and have the behaviour and skills needed to respond to change e.g. agility, resilience and innovation.
Managers:	Who match resources to changing service priorities and recruit and retain staff with the right skills, behaviours and attitudes. Who develop staff to thrive in new environments and encourage them to take control of their own development.
Senior Managers:	Who can change services and remodel the workforce, whilst keeping their staff engaged and committed.

Our top priorities are...

- i. Managing talent effectively with a shift from recruiting and promoting staff based on functional and time served expertise to focusing on the right skills and attitude.
- ii. Delivering skills development programmes across the organisation (including to councillors) covering new areas such as community engagement, staff as ambassadors in communities, 'commercial' skills, digital technology and partnership working.
- iii. Delivering development through coaching, cross-directorate opportunities and by empowering managers and staff to find solutions independently.

We will also continue to...

- Roll out skills/attitude based approach to recruitment, promotion and development based on a revised Behaviour and Skills Framework, whilst reducing time and cost to hire.
- Carry out safe recruitment practices to protect children and vulnerable adults.
- Further streamline employment processes including reducing time and cost to hire and agency spend. Develop arrangements for long term supply in 'hard to fill' areas.
- Recruit and retain apprentice and graduate talent across the organisation, including those from disadvantaged and targeted groups.
- Promote and enable effective succession planning across the organisation.
- Build on the middle manager development programme.

4.3 Driving Performance

Where we want to be...

Staff performance standards are consistently very good and continuously improving, meaning that a high performance culture becomes embedded. All staff are clear on how they contribute to the performance of the Council and there is a universal focus on individual and team service delivery.

We will achieve this through...

Staff:	Who help define and drive their own performance, with peer appraisal operating within teams and individuals challenging and supporting their colleagues.
Managers:	Who make best use of the performance information available to them, are skilled in motivating staff to achieve and managing team and individual performance. Who make the service planning process relevant to staff, tackle underperformance early and inspire all to improve.
Senior Managers:	Who inspire the workforce to strive for high performance and work to remove any barriers. Who foster a culture of continuous improvement where feedback, coaching and learning reviews are commonplace.

Our top priorities are...

- i. Ensuring staff are motivated and empowered to drive team performance by contributing ideas and challenging operating practices.
- ii. Developing service performance plans which clearly link to service and organisational goals, enabling staff to know whether they are doing a good job.
- iii. Using the appraisal process as a tool to maximise individual performance and embed 2020 North Yorkshire programme and core principles.

We will also continue to...

- Ensure management development promotes the effective use of team performance data along with performance management techniques, policies and procedures.
- Use a range of approaches, including coaching, to drive improvements in performance.
- Help managers to access and act upon performance information such as budgets and financial reports, workforce information e.g. via Insight, other team performance data.

See The Performance Management Framework for guidance on the service performance plan:

http://intranet/directorate/hr/managing_staff_in_the_workplace/appraisal/Lists/Policies%20procedures%20and%20guidance/NYCC%20Performance%20Management%20Framework.doc

4.4 Engaging the Workforce

Where we want to be...

All staff to be motivated and engaged with the County Council and the changes it is going through. They are passionate about what they do, which manifests itself in being willing to 'go the extra mile' and to contribute effectively to service innovation, planning and management of change. Staff are listened to and valued for their contribution. Staff are advocates for the Council, its services and changes.

We will achieve this through...

- Staff:** Who use opportunities to provide upward feedback to managers, using digital technology where appropriate, giving a new type of employee voice and operate in a working environment which fosters constructive peer challenge and the sharing of ideas.
- Managers:** Who provide clear expectations of their team and individual staff and have effective feedback mechanisms in place. Who facilitate communication between senior managers and their own staff, promoting a high degree of trust, respect and transparency.
- Senior Managers:** Who role model best practice by ensuring their actions are consistent with the organisational vision, values and behaviours.

Our top priorities are...

- i. Developing and implementing a Staff Engagement Framework and toolkit to build a culture of engagement and positive listening.
- ii. Moving from command and control to a less risk averse, problem solving approach, where managers and staff are empowered to find solutions independently and share their knowledge with colleagues.
- iii. Ensuring all senior leaders have consistent ways of engaging the workforce positively underpinned by agreed leadership values.

We will also continue to...

- Monitor and measure staff engagement levels regularly and use the feedback to refine the Framework.
- Share successes and promote opportunities to staff.
- Develop a digital approach to harnessing the employee voice to support innovation, sharing knowledge and influencing change.
- Help managers use appraisal (including 360 degree feedback), supervision and coaching to improve staff engagement.
- Ensure management development supports staff communication and engagement.

The Managers' Pocketbook sets out the key elements of what is expected of an NYCC manager:

http://intranet/directorate/intros/efficiencies_budget/managerspocketbook/RelatedDocuments/Managers%20standards%20A6%20pocket%20book%20amended%2013%2003%2013.pdf

4.5 Working Together

Where we want to be...

Much greater community involvement and provision to provide sustainable local support and services, and effective partnership working delivering progress towards health integration and other innovative delivery models.

We will achieve this through...

Staff:	Who own and promote the Council's key initiatives in their own community as well as at work. Who enjoy finding new ways of working with an extended range of co-workers from different organisations, voluntary groups and members of the public.
Managers:	Who work constructively with partners and facilitate the development of a new community infrastructure. Who ensure staff develop new skills e.g. networking, brokerage, entrepreneurialism, procurement, influencing and partnership working.
Senior Managers:	Who are innovative and take an entrepreneurial approach to developing new service models and finding new ways to work with a diverse range of partners and communities.

Our top priorities are...

- i. Ensuring that the 2020 North Yorkshire Programme facilitates the delivery of new and innovative arrangements to help communities become more self-sufficient.
- ii. Putting mechanisms in place to support staff to contribute to the development of stronger communities where they live, to get involved by volunteering, to advocate key NYCC initiatives in their local community, signpost citizens and role-model new practices.
- iii. Working with partner organisations, the voluntary sector and key individuals to improve our understanding of the local agenda and to find the best solutions for our population.

We will also continue to...

- Ensure that Council employees and Members are working closely together, following an agreed strategy to achieve shared objectives.
- Encourage staff to engage with the Healthy Communities agenda and develop skills in managing the health and wellbeing of themselves and the wider community.
- Enable the operation of locality based work, volunteering, community groups etc e.g. using our recruitment site for advertising for volunteers.
- Maximise the support available for local people, especially NEET (Not in Education, Employment or Training) young people, and looked after children and encourage staff to become foster carers/adopters.

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

13 October 2014

Council Plan 2014 - 2015 and 2020 North Yorkshire plan

1 Purpose of the report

To inform Corporate and Partnerships Overview and Scrutiny Committee of responses to the Council Plan consultation 2014 and progress with the priority actions in the current plan, and to consult the committee on priorities for the proposed 2020 North Yorkshire plan.

2 Background

- 2.1 The Council Plan is a key component of the Council's policy framework, setting out the Council's objectives and how resources are to be used to deliver those objectives. Ensuring the Council Plan is developed in a timely and robust manner is essential in order to drive forward the business of the Council and improve performance, including the Council's contribution to the delivery of the North Yorkshire Community Plan.
- 2.2 The Council Plan sets out the Council's long-term corporate ambitions and priorities for action for the next year. The plan has been revised annually.
- 2.3 This process is closely allied to the budget setting process, clearly demonstrating the golden thread running through the Council's objectives, priorities and allocation of resources.
- 2.4 The Council Plan 2014/15, in addition to detailing the County Council's achievements for 2013/14 and priorities for 2014/15, also explained how the Council's role will need to change in the future in response to funding challenges. It proposed revised vision, values and objectives to inform the County Council's approach to the end of the decade and its 2020 North Yorkshire plan. It was published electronically and can be downloaded at <http://www.northyorks.gov.uk/article/23979/The-council-plan>

3 Consultation

- 3.1 An online public consultation on the proposed approach, including the future vision, values and objectives, ran from 6 March until 30 June 2014. This consultation was promoted through North Yorkshire Now and the County Council's pages in the Johnston Press newspapers, and staff were also encouraged to respond by articles on the intranet, key messages and Richard Flinton's fortnightly message. Contact details and methods of feedback for those not online were also advertised.
- 3.2 79 responses were received to the online consultation. Three responses were received by email.

- 3.3 86% of respondents to the online consultation strongly agreed or agreed with the Council's proposed vision statement. 6% disagreed or strongly disagreed with it.
- 3.4 83% of respondents to the online consultation strongly agreed or agreed with the proposed values. 4% disagreed or strongly disagreed with them.
- 3.5 80% of respondents to the online consultation strongly agreed or agreed with the proposed objectives. 9% disagreed or strongly disagreed with them.
- 3.6 A summary of the consultation responses and actions to be taken by the Council has been published on the website at <http://www.northyorks.gov.uk/article/28635/Consultation-on-future-vision-values-and-objectives-for-North-Yorkshire-County-Council> and responses relating to specific services shared with the relevant officers.
- 3.7 The proposed vision, values and objectives are attached at appendix 1.

4 Progress on priority actions in Council Plan 2014 – 2015

- 4.1 A number of activities were identified in the Council Plan 2014 – 2015 as being priorities for this year. Progress so far against these priorities to end of September 2014 has been monitored and is detailed in appendix 2.

5 2020 North Yorkshire plan

- 5.1 To align with 2020 North Yorkshire the next Council Plan will set a long term vision to take the Council to 2020, accepting the need for a refresh in 2017 after the next County Council elections. This plan will be the public expression of the 2020 North Yorkshire vision and be informed by the consultation responses referred to above.
- 5.2 The plan will be developed using the agreed process for key cross-cutting strategies with input from all directorates and under the sponsorship of Management Board and will be aligned to the development of the council budget with both being agreed at the February 2015 meeting of the full County Council.
- 5.3 It will include a delivery plan to implement the 2020 North Yorkshire County Council vision, and to monitor progress. The delivery plan will be refreshed annually and highlight the most important issues and pressures upon the County Council for the year, explain what its income will be and details of spending and savings plans, as well as specific actions to be carried out during the year.
- 5.4 Priorities for the 2020 North Yorkshire Council plan must focus on those issues where the Council can provide leadership and where its intervention is needed to overcome some of the on-going issues that affect the lives of people within the county. Public consultation on the proposed priorities is taking place using the Citizens' Panel.

The proposed priorities are:

- Opportunities for young people;
- Loneliness and social isolation;

- Transport links;
- Economic opportunity for all parts of the county;
- Broadband connectivity

5.5 Members are asked to consider:

- Whether these priorities are the right ones?
- Whether there are any others which ought to be included?
- Which aspects of the proposed priorities should be pursued, within the context of current reduced resources?

6	Recommendations
6.1	That the overview and scrutiny committee note the responses received to the consultation and implications for the vision, objectives and values of 2020 North Yorkshire
6.2	That the overview and scrutiny committee comment on progress against the priorities in the current Council Plan 2014 - 2015
6.3	That the overview and scrutiny committee comment on the proposed priorities for the 2020 North Yorkshire plan.

Neil Irving
Assistant Director- Policy and Partnerships
September 2014

Background papers: None

Appendices:

Appendix 1 - Proposed vision, values and objectives
Appendix 2 – Progress on priorities for service delivery in 2014-15

Appendix 1 - Proposed vision, values and objectives

Vision

We want North Yorkshire to be a thriving county which adapts to a changing world and remains a special place for everyone to live, work and visit.

Values

1. Customer focus – promoting individual, family and community self-service and resilience, with additional support for the most vulnerable.
2. Care and respect – treating people as individuals and with courtesy, seeking to understand how others see things, valuing their contribution.
3. Honesty – being clear about what we are able to deliver and that we must live within our means.
4. One team – one council working with partners and communities.
5. Effective local democracy – strengthening community leadership.
6. Innovative and can-do attitude – understanding what needs to be done, taking responsibility to see things through and deliver what has been agreed, identifying ways to improve services and performance.
7. Efficient and effective commissioning from those who are best placed to deliver – whether in-house, private sector or voluntary and community sector.
8. Valuing our staff – our key asset to work and deliver for individuals, families and communities.

Objectives

1. To lead the achievement of the vision:
 - a. Ensuring that the key issues for people and places in North Yorkshire are identified and understood.
 - b. Ensuring that there are strategies, developed with communities and partners, in place to tackle these.
 - c. Making the case for North Yorkshire.
2. To enable individuals, families and communities to do the best for themselves:
 - a. Supporting empowered and vibrant communities to provide a range of services for local people that fully utilise all local assets, prevent loneliness and troubled families, and contribute to healthier lifestyles.
 - b. Providing self service facilities and ready access to relevant information and signposting – enabling customers to access information, check eligibility, carry out a self-assessment, make appointments, make online payments, and request simple services themselves.
3. To ensure the delivery of:
 - a. services to the most vulnerable people.
 - b. high priority services that enable a thriving county.

North Yorkshire County Council plan - Progress on priorities for service delivery in 2014-15

Priority	Reference to strategy/plan/delivery mechanism	Progress in Quarters 1 and 2	Further work planned for Quarters 3 and 4
<p>School improvement - implement the recommendations of the Commission on School Improvement in order to support more schools to be good or outstanding.</p>	<p>Children & Young People's Plan 2014-17</p>	<p>The Commission reconvened in late April for a further day session. The purpose of this further session was to reflect on the feedback received, review the recommendations in the light of that feedback and agree next steps in the implementation of Commission proposals.</p> <p>The Schools Forum has endorsed the establishment of a sub-group to develop proposals for an Education Partnership Board for consultation in the Autumn 2014.</p>	<p>Consultation on proposals for an Education Partnership Board.</p> <p>Launch of the Education Partnership Board in January 2015 and further work in readiness of the implementation of the Commission proposals in Q1 and Q2 2015/16.</p>
<p>Educational outcomes – improve educational achievements for vulnerable groups of children to narrow the gap between them and other children in North Yorkshire.</p>	<p>Children & Young People's Plan 2014-17</p> <p>“Closing the Gap” project</p> <p>Looked After Children (LAC) Strategy</p>	<p>Narrowing the gap in attainment between vulnerable children and their peers is an explicit priority within the new Children & Young People's Plan, “Young & Yorkshire”. Ambitious targets to narrow gaps in attainment for children in care and those eligible for free school meals have been set.</p> <p>Provisional data indicates that the gap in attainment at Key Stage 2 between pupils eligible for free school meals and their peers narrowed in the last academic year</p>	<p>Under the banner of the “Closing the Gap” project, schools, teaching alliances/school clusters will continue to explore and develop innovative approaches to closing attainment gaps.</p> <p>Attainment data for the academic year 2013/14 (published in Q2 and Q3 2014/15) will be robustly analysed to identify trends and opportunities for intervention.</p>

		<p>by 3.5%.</p> <p>Provisional data also indicates that the percentage of children looked after who achieved the benchmark of Level 4 or above in Reading, Writing and Mathematics rose by 22 percentage points.</p>	
<p>Special educational needs – improve provision on a partnership basis for children and families affected by special educational needs and disabilities.</p>	<p>Children & Young People's Plan 2014-17</p> <p>Special Educational Needs and Disabilities (SEND) Implementation Programme</p>	<p>All families whose children are being assessed for the first time are being offered the new Education, Health and Care Plan (EHCP) procedure, with their informed consent.</p> <p>The SEND Steering Group has re-focused its work into three workstrands:</p> <ul style="list-style-type: none"> • Finance & Commissioning • Implementation of Part 3 of the Children & Families Act 2014, including the local offer, EHCP and Personalisation • Inclusive Schools 	<p>Work will begin to develop an SEND Strategy for 2015-18.</p> <p>An integrated model of support designed to improve the preparation for adulthood of young people with SEND from the age of 14 up to 25 will be developed, in consultation with partners, young people, families and carers.</p> <p>The SEND Steering Group will continue to monitor the progress of the three workstrands.</p> <p>Work will continue to develop an integrated approach between HAS, CYPS and Health to personal budgets and Direct Payments system.</p> <p>North Yorkshire continues to operate in the role of regional Champion for Yorkshire and the Humber with Calderdale, sharing learning with the 13 other local authorities in the region.</p>

<p>Child protection – strengthen preventative work with families in order to minimise the numbers of children who need child protection services, safely reduce the numbers of children in care, and improve the offer to children not in mainstream education.</p>	<p>Children & Young People’s Plan 2014-17 LAC Strategy</p>	<p>Proposals to create a single 0 to 19 age range Prevention Service have been finalised and implementation is underway.</p> <p>The Troubled Families Programme (known locally as the Developing Stronger Families initiative) has worked with 90% of the target number of families identified by DCLG as needing to be worked with by 31 March 2015. North Yorkshire has been recognised as one of the most successful areas of the Country and invited to join Phase 2 of the programme to help shape Phase 2 prior to national roll-out in April 2015.</p> <p>A multi-agency action plan has been developed to combat the threat of child sexual exploitation and a scoping exercise/gap analysis has been commissioned.</p>	<p>Continue to work with the remaining 10% of families identified by DCLG under Phase 1 of the Troubled Families. Begin implementation of Phase 2 of the Programme.</p> <p>Further work to develop a robust multi-agency response to the threat of child sexual exploitation in North Yorkshire.</p> <p>Review of progress made in delivering improved outcomes for looked after children against the eight priorities set out in the LAC strategy.</p>
<p>Extra Care Housing – we will begin construction on up to ten new schemes (subject to planning consent). We will launch the next phase of our North Yorkshire Extra Care Housing Programme; a major procurement project to secure a partner to develop a large number of additional extra care housing schemes across the County.</p>	<p>In August 2014 consultation was launched on the draft ‘Care and Support Where I Live’ strategy. This draft strategy sets out the proposals of the Health and Adult Services Directorate to transform the way they make sure that people can remain safe and independent in their own homes and improve the</p>	<p><u>New schemes</u></p> <ul style="list-style-type: none"> • Phase I of Meadowfields extra care housing scheme in Thirsk was completed and work commenced on the development of Phase II of the scheme • Work commenced on site to build a further two extra care schemes 	<p><u>New schemes</u></p> <ul style="list-style-type: none"> • Construction of the new extra care schemes in Settle and Eastfield will be completed • Subject to planning consent, construction will begin on a further three new extra care schemes

<p>This should result in a total of 56 extra care housing schemes across North Yorkshire by 2020.</p>	<p>amount and quality of accommodation with care and support across the County by 2020.</p>	<p><u>'Care and Support Where I Live' draft strategy</u></p> <ul style="list-style-type: none"> • Consultation on the draft strategy was launched • Activities undertaken to promote the strategy consultation • Responses to consultation being collated <p><u>Procurement</u></p> <ul style="list-style-type: none"> • Plans were approved to launch a procurement to find a provider to build extra care housing schemes in Ingleton and High Bentham <p>Approval was obtained for the procurement of a framework contract for the delivery of future extra care housing schemes</p>	<p><u>'Care and Support Where I Live' draft strategy</u></p> <ul style="list-style-type: none"> • Further activities are planned to promote the strategy consultation and responses will continue to be collated • The consultation period will close in November • Responses will be collated and reviewed with a further report back to Executive in early 2015 <p><u>Procurement</u></p> <ul style="list-style-type: none"> • Launch of the procurement process to find a provider to build extra care housing schemes in Ingleton and High Bentham <p>Launch of the procurement process to secure a framework contract of partners for the delivery of future extra care housing schemes</p>
<p>Joining up health and social care – we will be continuing to move care out of hospital and into the community. We will develop a North Yorkshire plan with our health colleagues to provide a prevention service aimed at keeping people fit and healthy in their own homes and reducing loneliness and social isolation.</p>	<p>The Better Care Fund Plan for North Yorkshire sets out the shared vision for North Yorkshire to achieve better outcomes and experiences for local people through joining up health and social care services.</p> <p>'Independence – with support when I need it' programme is</p>	<p>Developed and formally agreed the second draft of Better Care Fund with all 5 CCGs Sept 2014.</p> <p>Work in progress with CCGs/NHS Trusts to develop consistent, affordable and deliverable models of care to deliver joint working between health and social care as part of the prevention agenda.</p>	<p>Developing pilots for joint reablement/intermediate care to begin in each CCG locality. Further developing joint assessments for high risk populations within GP Practices.</p>

	<p>part of NY2020 and has key projects regarding joint working with health eg joint reablement /intermediate care and joint assessments for high risk populations.</p>		
<p>Implementing the Care and Support Bill – the biggest change to social care in the last 60 years. There will new duties to support carers and to ensure that we implement a £72,000 ‘care cap’.</p>		<p>The Care Act is based on the Care Bill, the White Paper and draft bill published in July 2012 ‘Caring for our future: reforming care and support White Paper. The Care Act received Royal Assent in May 2014.</p> <p>We have responded to the national consultation on those elements of the Act that come into effect in April 2015, with particular reference to those issues that affect NYCC as a rural shire authority with complex partnership arrangements.</p> <p>An initial impact analysis of the draft Regulations and Guidance on the Directorate’s policy and practice is being carried out, which will inform implementation planning.</p> <p>We have completed a national modelling exercise to estimate the impact of costs in 2015/16, around additional responsibilities to carers, and early assessments of self-funders in preparation for the</p>	<p>Continue with financial modelling work locally and contribute to work at regional and national level. Benchmark NYCC modelling with other shire authorities. Revise Programme Plan for implementation in April 2015 based on outcome of impact analysis.</p> <p>Update Communications Plan in light of expected publication of national Strategy in late September.</p> <p>Engage with Carers on new duties around assessment and provision of support.</p> <p>Engage with providers.</p>

		introduction of the Care Cap in April 2016.	
<p>New ways of working in adult social care – we will be starting to introduce a new approach to prevention, promoting independence and developing more ways for people to take control of their lives. We will focus on keeping people out of hospital, providing care nearer to home, supporting people to do more for themselves, and working more closely with local community and voluntary sectors.</p>	<p>The Prevention strategy will be a coordinated response to the challenges of an ageing population and demands on adult social care.</p> <p>It contributes significantly to the 2020 programme, including budget setting.</p>	<p>The Prevention strategy sets out to ensure that the joint work of the Local Authority, Health Agencies and the independent sector all contribute to:</p> <ul style="list-style-type: none"> • The promotion of individual choice, control and independence • Improvements in life outcomes • Reducing inequality • Improving efficiency of services <p>Following HASLT meeting in June business cases being developed to look at what will be delivered as part of the prevention offer. Business cases agreed by HASLT. Working group to be established to develop Prevention Officers roles internally. Time line for implementation April 2015.</p>	<p>Investment plans need to be finalised prior to developing a new prevention framework.</p> <p>Further work required to develop additional business cases.</p>
<p>Improving care for people with dementia – we will work with partners in the NHS to improve services for people with dementia.</p>	<p>Dementia strategy</p>	<p>Six new Dementia Support Services have been commissioned jointly with the local Clinical Commissioning Groups.</p> <p>Making Space is the provider in Hambleton, Richmondshire and Whitby CCG area, Airedale, Wharfedale and Craven CCG and</p>	<p>Our priorities are to refresh our dementia strategy, jointly with partners and with people who are living with dementia.</p> <p>The strategy will consider the wider links to public health initiatives and advice.</p> <p>Develop dementia friendly communities by increasing public awareness and</p>

		<p>South Lakes CCG and Scarborough and Ryedale. Dementia Forward will be the provider in Harrogate and the Vale of York.</p> <p>Both services provide Dementia Care Navigators who will offer personalised help to those who have been diagnosed with dementia, and to their families and carers.</p>	<p>enabling a range of public and private sector services to consider how they can make their services more accessible and customer services more responsive to the needs of people living with dementia.</p> <p>Working to ensure a range of services which people living with dementia may access will deliver the outcomes that are important to them, whilst also recognising the needs of carers - for example, home support, reablement services, supported housing, hospitals and primary care.</p> <p>Develop memory clinics, dementia support services, and other specialist dementia services which are designed and delivered around the needs of the person living with dementia, at the same time ensuring carers get the information and support they need. This will also include support for people reaching the end of life.</p>
<p>Public health - priorities are to finalise and fully implement;</p> <ul style="list-style-type: none"> • the Alcohol Strategy – which aims to reduce the avoidable health and social harms caused by alcohol and turn the tide on excessive drinking, and • the Prevention Strategy – which aims to support everyone in North 	<p>The Alcohol Strategy</p>	<p>The Alcohol Strategy Alcohol Needs Assessment completed and circulated Stakeholder event agreed in February to develop priorities</p> <p>Final draft strategy approved at HASLT</p>	<p>The Alcohol Strategy Agree engagement plan Launch scheduled November December Further work required to develop additional business cases.</p>

<p>Yorkshire to live healthy, independent lives which in turn will reduce the need for health and social care services provided by a range of partners in North Yorkshire. Both of these key pieces of work are part of our broader public health strategy to increase healthy life expectancy, reduce the number of early deaths, and reduce health inequalities between the most affluent and deprived population in North Yorkshire.</p>	<p>The Prevention Strategy</p>	<p>Awaiting approval from HASEX</p> <p>The Prevention Strategy Following HASLT meeting in June business cases being developed to look at what will be delivered as part of the prevention offer. Business cases agreed by HASLT. Working group to be established to develop Prevention Officers roles internally. Time line for implementation April 2015</p>	<p>The Prevention Strategy Investment plans need to be finalised prior to developing a new prevention framework.</p> <p>Further work required to develop additional business cases.</p>
<p>Local Enterprise Partnership (LEP) – progress implementation of the 5 year Strategic Economic Plan by the York, North Yorkshire & East Riding LEP, through working collaboratively with partners from different organisations and engagement within the County Council.</p>	<p>LEP Strategic Economic Plan</p>	<p>The LEP has successfully secured £110m from government through the competitive Local Growth Fund to implement the infrastructure priorities within its Strategic Economic Plan. This includes £24m for highways maintenance. The funding was secured in Q2. In addition c£97m EU funding has been secured to promote Innovation, Business Support and Skills. This funding will be received in 2015-2021.</p> <p>Additionally the £3.8m Business Growth Grant programme is now £2m committed with full commitment expected by December.</p>	<p>The priority now is to ensure the 13 projects for which funding was received are fully developed, so they are in a position to deliver in 2015. Work is underway with all project sponsors to provide full business plans to allow NYCC, as accountable body, to contract.</p> <p>The Business Growth Programme will also be fully committed and defrayed by March 2015.</p> <p>With the devolution agenda gathering pace, work is underway with all Local Authorities in the LEP area to consider local governance and the potential to create a Joint Committee / Combined Authority structure to strengthen the pooling of resources and collective</p>

			<p>decision making in the region and to have clear asks of government around what additional funding and powers should be devolved to a local level.</p> <p>Finally, the EU programme Implementation Plan will be signed off by government and subject to progress nationally in gaining EU approval. The first calls for projects will take place in Q4.</p>
<p>Highways – we will continue to invest significant funding into highway maintenance. The increasing frequency of severe weather events places huge strain on the condition of the network and we will seek to ensure that works are prioritised to make the most effective use of highway funding.</p>	<p>Local Transport Plan 3 (2011 – 2016) www.northyorks.gov.uk/ltp</p>	<p>The County Council has identified and secured significant additional capital funding for maintenance in the current financial year. In addition to our allocation from Government of approx. £25m we have secured an additional £10m from Government and have allocated over £7m from other County Council funding.</p> <p>Implementation of this £43m of maintenance works on roads across the County is on-going. The County Council and its partner contractor continues to improve the efficiency of its delivery of highway maintenance schemes broadly following the principles of the Government supported Highways Maintenance Efficiency Programme (HMEP) guidance.</p> <p>In addition to extra funding secured</p>	<p>Implementation of the programme of over 1000 highway maintenance schemes will continue.</p> <p>Approximately £5m of the additional funding from the Government and £5m of the additional funding allocated from other County Council resources is being targeted at repairing or preventing potholes on some of the poorest roads in the County. It is estimated that this additional funding will allow us to repair an additional 130km of road filling in approximately 200,000 potholes www.northyorks.gov.uk/potholes</p>

		for the current year (14/15) the County Council has recently agreed to allocate a total of £15m extra funding for highway maintenance for the period 2015/16 to 2020/21 and has been successful in a highly innovative bid to Government for an extra £24m (provisional) from the Local Growth Fund for highway maintenance to cover the period 2016/17 to 2020/21.	
Tour de France – deliver our responsibilities associated with hosting the Tour de France in North Yorkshire in 2014 to enhance the perception of North Yorkshire, support the potential for inward investment and deliver legacy benefits.	North Yorkshire Event Management Plan	The Tour de France took place over the weekend of the 5 and 6 July 2014 and has been widely recognised as a resounding success. Coverage in the media and feedback from those attending has been extremely positive. The County Council successfully delivered all of its responsibilities working collaboratively with a range of partners.	A report is currently being prepared to quantify the economic impact of hosting the Tour de France. There will be a need for the County Council to understand how this relates to North Yorkshire. Work is also on-going to maximise the raised profile of cycling with an emphasis on children, families and public health benefits.
Waste – deliver a conclusion to the waste Public Private Partnership project.	Joint Waste Management Strategy	The Executive considered a proposal to proceed with the long term contract at its meeting on 9 September 2014. The Executive resolved to proceed with the Contract subject to agreement of Full Council. Council approval was given at a special meeting on 24 September 2014.	Financial close will occur late in October provided it can be delivered within the financial envelope agreed by Council. This will fix the price to the Council and trigger construction. The build programme is estimated to be 39 months although waste will be delivered for commissioning after approximately 3 years.

<p>'Better together' – progress our joint working project with Selby District Council (SDC) to collaborate on back office, front line services and customer access.</p>	<p>2020 vision statement</p>	<p>Work is being progressed under different workstreams on a number of collaboration projects, which include property rationalisation (highways, registrars), integration of services (Selby Care Hub) and work with communities to improve resilience and encourage community provision of services (Sherburn, Tadcaster). Some of these projects are still at the exploration stage.</p> <p>Sharing underpinning tools such as business intelligence, customer insight and single view of the customer is being scoped as part of the 2020 North Yorkshire Customer Theme.</p> <p>Combined training and learning opportunities and a shared procurement route map are also being considered.</p>	<p>Customer Relationship Management (CRM)/ Website Integration Project The initial development of the core website infrastructure, includes moving current SDC web content, following a content review, onto an updated platform (phase one). This is expected to be complete by mid to late December with a Go-Live date to be agreed. Phase two consists of the longer term development of a more transactional based website. In terms of the CRM and this phase 2 website delivery, a number of sessions with SDC services looking at the current and desired future customer journeys have been planned taking place stretching from October 2014 to February 2015. These customer journeys will then provide the detail for future website and CRM build, planned to be undertaken from early March 2015 onwards, once the customer journeys are complete.</p> <p>Registrars Project This project has an expected completion date of 9 January 2015. This allows all appointments to be honoured at the present location (Brooklodge) up to and including 5 January 2015. There will then be a three month gap until appointments recommence at SDC Civic Centre in April 2015. Early conversations are being held in relation to this launch with the</p>
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			<p>consideration of a wedding fair etc.</p> <p>NYCC Highways / AS Assets Team Co-location</p> <p>The phase 1 relocation is on track to be implemented by 1 December 2014. Following this a clear plan to identify and deliver savings from integration is in place.</p>
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North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee

13 October 2014

Task group report on the criteria used for categorisation of libraries

1.0 Purpose of Report

1.1 This report asks the Committee to consider and comment on the information in this report.

2.0 Task Group Members

2.1 The members of the Task Group were (from left to right below) County Councillors Derek Bastiman (Chairman), Steve Shaw-Wright, Elizabeth Shields, Val Arnold and John Blackburn.



2.2 The Executive Members County Councillors Chris Metcalfe and Carl Les were present at the workshop along with Mary Weastell (Assistant Chief Executive) and Julie Blaisdale (Assistant Director Library and Community Services). Lorraine Laverton (Corporate Development Officer) was also present as note taker.

3.0 Background

3.1 The purpose of the workshop was to look at the criteria for the categorisation of libraries. As members of the Corporate and Partnerships Overview and Scrutiny Committee we wanted to reassure ourselves that any decisions taken around libraries in the future was based on sound evidence.

4.0 The Workshop 1st September 2014

4.1 Mary Weastell and Julie Blaisdale provided information that set the context for the Group. This included detail on the current service:

- There are currently 9 successful community run libraries
- A further 9 community library groups provide additional opening hours in the 33 North Yorkshire County Council (NYCC) run libraries
- A Supermobile serves 21 communities
- There are outlets and book collections in village halls and pubs
- We have a home library service serving 2,522 people in their own homes

4.2 We were also advised that the library budget for 2014/15 is £5.8 million and this will reduce to a budget of £3.8 million by 2019. The fixed running costs for libraries whether community led or NYCC run is £1.49 million therefore it is important that any library provision must prove to be value for money.

4.3 For the main part of the workshop we were given two tasks.

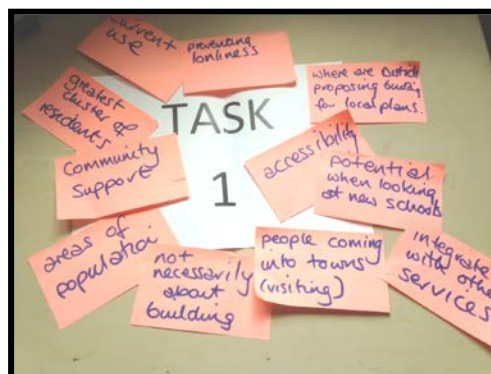
- Task 1 – If there were no libraries in North Yorkshire and your budget was limited, where would you put them? Why?
- Task 2 – If North Yorkshire is to have some Council run and some Community run libraries, how would you make this decision?

5.0 The Tasks – Our Views

5.1 Task 1 – Hypothetically speaking; where would we choose to set up a library if we had a limited budget?

5.1.1 We discussed this amongst ourselves and put forward our ideas. The ideas were written up on post it notes and included:

- Integrate with other services
- What is the level of current use?
- Accessibility
- Identifying where District & Borough Councils are looking at future residential developments
- Considering the potential of co-location in new schools
- Where there is community support
- Preventing loneliness and isolation
- Not necessarily about a particular building, be flexible
- Numbers of people that visit a town
- Where there are greater clusters of residents



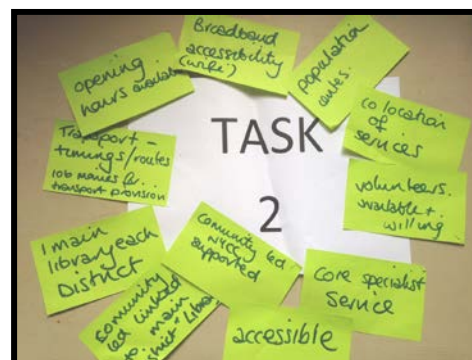
5.1.2 When considering where to put a library we believe that:

- The decision must not be based solely on the numbers of people who live in that area but it should also take into consideration the numbers who visit the area whether that is for work, shopping or social occasions
- The location has to be accessible but this is less about having a library building and more about making sure services are available to all. This can be through the internet and telephone as well as the physical presence of library provision.
- There has to be a flexible approach to where that library provision can be located working together with other services where possible.
- If it is to be Community led then that Community support must be present. It is little use trying to establish a community led and County Council supported library service if the community itself either cannot or will not take up the opportunity.
- There must be dialogue with District and Borough Councils to identify where future residential developments might be located

5.2 Task 2 – We then looked at the criteria we would use to decide which sort of libraries would be most suitable as community led or a County Council run library?

5.2.1 Several criteria were put forward including:

- The facility to co locate services where possible
- The opening hours that can be available
- The provision of a core specialist service
- Population centres
- Transport with appropriate routes and schedules
- The availability of 106 agreement monies¹ for transport provision
- Available and willing volunteers
- NYCC support for community led libraries
- Perhaps having a central 'hub' library in each area with smaller satellite libraries linked to it
- Take into consideration broadband accessibility



¹ This is money that developers of larger sites pay to the council to reduce the impact of the development.

Developers sign a Section 106 agreement as part of their planning permission. This is a legal document that specifies what the money is spent on and where

5.2.2 Through our discussion we realised that stating that a service should be accessible does not just mean for example that transport provision is available. It means that the transport provision that is available is suitable for the area, whether this is community provided or public transport, that the library opening times and the schedule of transport is linked, that the route of the transport provision also takes into consideration where the library is located and vice versa. We also suggest that with limited funding available for subsidising bus services there should be consideration given to using monies available through 106 agreements with developers to provide transport for new developments.

It is also important if we are trying to establish a service that provides a web based portal for information, that broadband provision is available to support this. It would be useful to work with Nynet to map where provision of broadband is unavoidably poor and look at how needs might be met in other ways.

Looking at accessibility of services the working group agreed is much more about ensuring that members of our communities are not isolated. This could be through accessing services or even volunteering in a community led setting. This is not simply about hard facts and statistics on use of a service but the value that can be placed in reducing loneliness whether that is through talking to someone on the telephone, via the internet or visiting (or volunteering in) a library.

6.0 The Criteria

After putting forward our own ideas we then compared them with some suggested criteria from the library service.

The suggested criteria came under the following headings:

- Population
- Business levels
- Geography & Rurality
- Socio – Demographic & Equalities



It was reassuring to see that we all came up with the same set of criteria with no obvious gaps. However there are some areas that we feel would benefit from further investigation by officers.

7.0 For further consideration

We were advised by officers that a programme of consultation with communities is being developed and this is hoped to commence in November 2014. Local County Councillors will be very much involved in that and we would urge our colleagues to make sure they are well informed when the consultation is happening in their own area. Although we set up our Task Group to take part in this workshop we would like to leave the option open to reconvene in the future as required.

The areas we would like to put forward for closer consideration are:

- Accessibility
 - Transport – scheduling, route identification, use of 106 agreement monies
 - Broadband availability
- Dialogue with District & Borough Councils to identify future residential developments

8.0 Conclusion

The workshop proved to be an effective way to have informal discussions between County Councillors and officers, and is a way of working, as the Chairman of the Corporate & Partnerships Overview and Scrutiny Committee, I am keen to explore further looking at other topics.

Our discussions established that whilst there are certain key facts which need to be considered, decisions on library provision must also take into consideration the wider needs of the community and that does not necessarily mean a building that is labelled 'library'.

8.0 Recommendations

8.1 The Committee is asked to note and comment on the information in this report.

**County Councillor Derek Bastiman
September 2014**

North Yorkshire County Council**Corporate and Partnerships Overview and Scrutiny Committee****13 October 2014****Work Programme****1.0 Purpose of Report**

1.1 This report asks the Committee to:

- a. Note the information in this report.
- b. Confirm, amend or add to the list of matters shown on the work programme schedule (attached at Annex A).

2.0 Mid cycle briefing – 1st September 2014

This meeting was used as a workshop of Corporate and Partnerships O&SC members with officers to look at the categorisation of libraries. A separate report on this is included on the agenda for the Committee meeting 13 October 2014.

3.0 Work Programme Schedule

The Work Programme Schedule is attached at Annex A and Members are asked to consider, amend and add to the Committee's Work Programme.

4.0 Future meeting Dates

The future meeting dates for the Committee are:

- 19 January 2015
- 20 April 2015

5.0 Recommendations

5.1 The Committee is asked to:

- a. Note the information in this report.
- b. Approve, comment on or add to the areas of work listed on the Work Programme schedule.

Bryon Hunter, Scrutiny Team Leader
Central Services
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Email: jonathan.spencer@northyorks.gov.uk
Date: 2 October 2014
Background Documents: None
Annex: Annex A – Work Programme

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2014 / 15

Scope

The Council's corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality & diversity, performance management, communication and access to services.

Partnership working, community development, community engagement, community strategies and community safety. This Committee shall be the Crime & Disorder Committee for the purposes of Part 3 of the Police and Justice Act 2006

Meeting dates

<i>Scheduled Mid Cycle</i> Attended by Lead Members of Committee		<i>8 Dec 2014 10:30am</i>	<i>2 March 2015 10:30am</i>
<i>Scheduled Committee Meetings</i>	<i>13 Oct 2014 10:30am</i>	<i>19 Jan 2015 10:30am</i>	<i>20 April 2015 10:30am</i>

In-depth Scrutiny Review

Meeting	SUBJECT	AIMS/TERMS OF REFERENCE	ACTION/BY WHOM

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2014 / 15

<u>Overview Reports</u>			
Meeting	SUBJECT	AIMS/TERMS OF REFERENCE	ACTION/BY WHOM
13 Oct 2014	Executive Member Update	Overview and update from the Executive Member	County Councillor Carl Les
	Task Group report on criteria for categorising libraries	Report from the Member Task Group looking at the criteria for categorising libraries	County Councillor Derek Bastiman
	Property Planning	Update report	Gary Fielding Jon Holden
	Workforce update	Regular update to Committee	Justine Brooksbank
	Council Plan	Progress report, looking ahead and response to consultation	Neil Irving
	Work Programme Report	Regular report where the Committee reviews its work programme	Jonathan Spencer
19 Jan 2015	Executive Member Update	Overview and update from the Executive Member	County Councillor Carl Les
	Work Programme Report	Regular report where the Committee reviews its work programme	Jonathan Spencer
<i>To be confirmed 2015</i>	North Yorkshire Community Safety Partnership	Designated Crime and Disorder Committee – strategic overview – future plans – annual consideration of crime and disorder matters	TBC
	Procurement annual report	Regular update to committee (last report Feb 2014)	TBC
	Update on video conferencing	Follow up on the scrutiny review of video conferencing and the implementation of the video conferencing solution	Jon Learoyd

Please note that this is a working document, therefore topics and timeframes might need to be amended over the course of the year.