



Agenda

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

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

Date: Monday 18 April 2016 at 10.30 am

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Business

1. **Minutes of the meeting held on 18 January 2016**

(Pages 6 to 15)

2. **Declarations of Interest**
3. **Public Questions or Statements.**

Members of the public may ask questions or make statements at this meeting if they have given notice to Bryon Hunter of Policy & Partnerships (*contact details below*) no later than midday on Wednesday 13 April 2016, three working days before the day of the meeting. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- at this point in the meeting if their questions/statements relate to matters which

are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);

- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

4. **Executive Member Update** - Oral Report of the Portfolio Holder
5. **Update on the Reconfiguration of the Library Service** - Report of the Assistant Chief Executive - Library Customer and Community Services
(Pages 16 to 62)
6. **Equality** – Report of the Assistant Director - Policy and Partnerships
(Pages 63 to 66)
7. **Workforce Update** - Report of the Assistant Chief Executive (Business Support)
(Pages 67 to 78)
8. **Work Programme** - Report of the Scrutiny Team Leader.
(Pages 79 to 81)
9. **Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances.**

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)

County Hall
Northallerton

Date 8 April 2016

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

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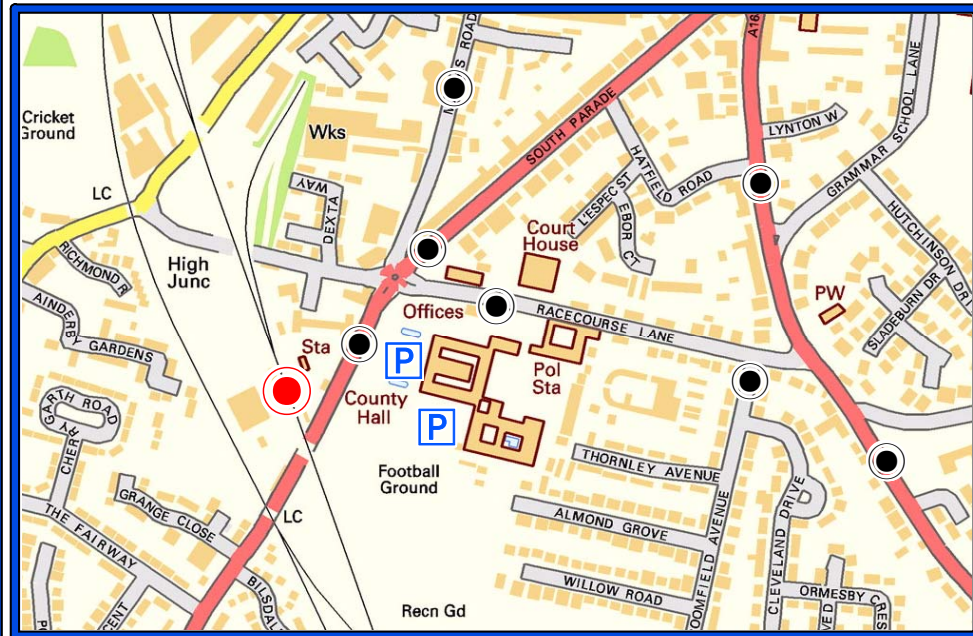
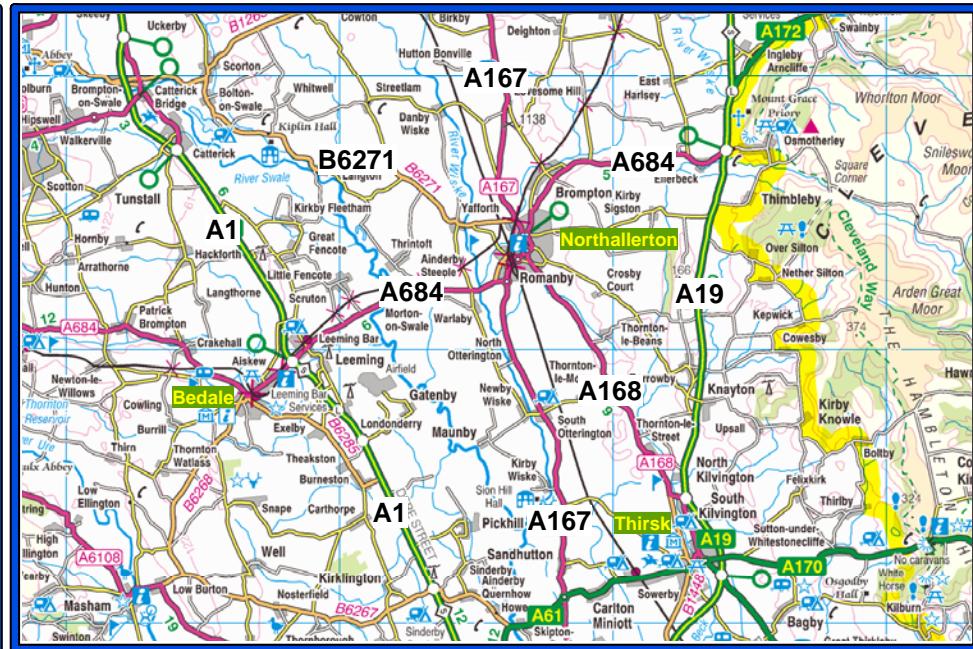
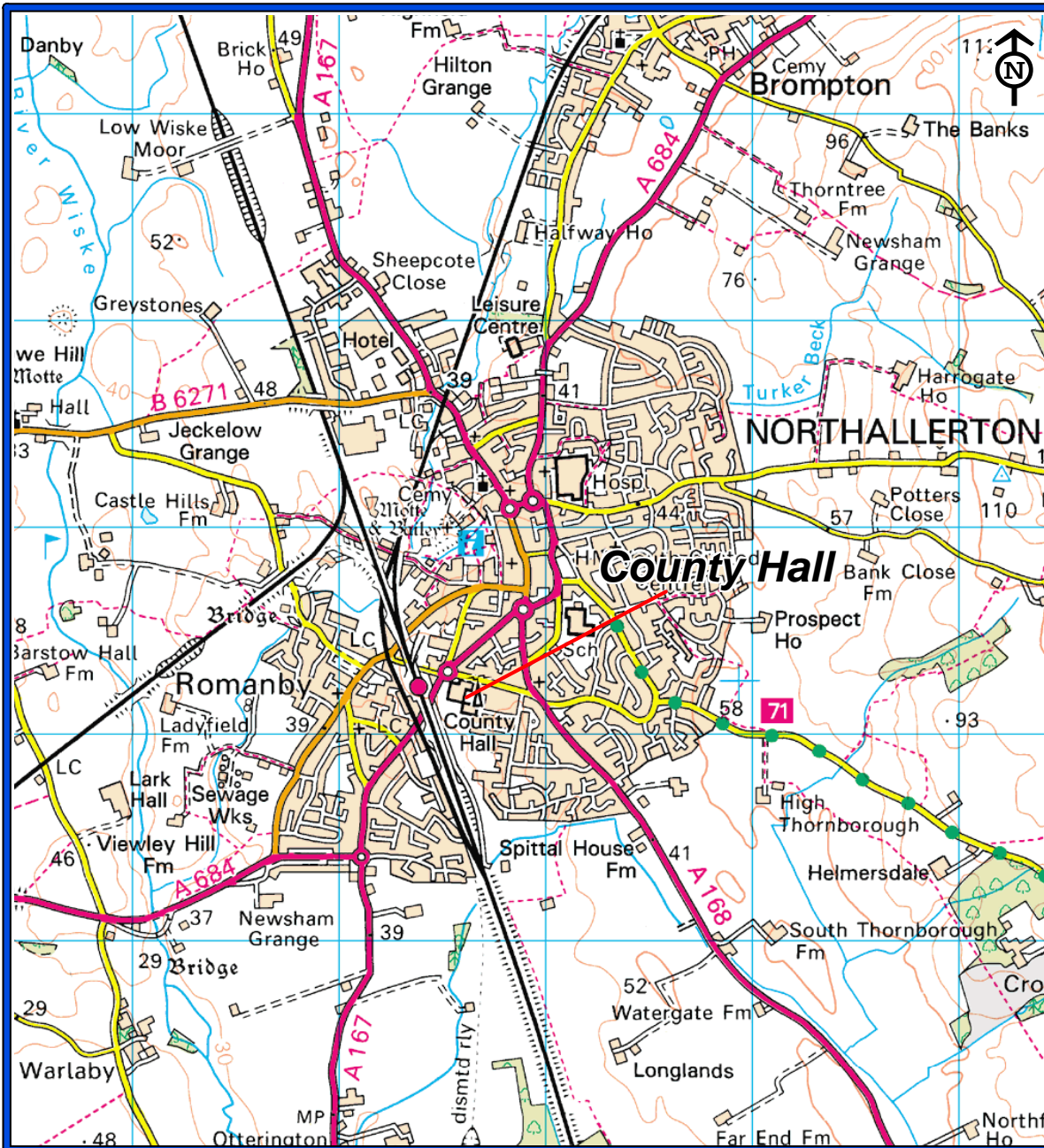
Corporate and Partnerships Overview and Scrutiny Committee

1. Membership

County Councillors (13)							
	<i>Councillors Name</i>			<i>Chairman/Vice Chairman</i>	<i>Political Party</i>	<i>Electoral Division</i>	
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	GRIFFITHS, Bryn				Liberal Democrat		
8	LEE, Andrew				Conservative		
9	LUNN, Cliff				Conservative		
10	PARSONS, Stuart				NY Independent		
11	RANDERSON, Tony				Labour		
12	SHAW-WRIGHT, Steve			Vice Chairman	Labour		
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	
	<i>Councillors Names</i>		<i>Councillors Names</i>
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	
	<i>Councillors Names</i>		<i>Councillors Names</i>
1	HORTON, Peter	1	
2		2	
3		3	
4		4	
5		5	
UKIP			
	<i>Councillors Names</i>		
1	SIMISTER, David		
2			
3			
Independent			
1			



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County Hall

Northallerton
North Yorkshire
DL7 8AD

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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 18 January 2016 at 10.30 am.

Present:-

County Councillor Derek Bastiman in the Chair.

County Councillors Val Arnold, Bernard Bateman MBE, John Blackburn, Jean Butterfield, Bryn Griffiths, Andrew Lee, Cliff Lunn, Stuart Parsons, Tony Randerson and Tim Swales.

Also in Attendance

County Councillors: Carl Les (Leader of the Council), David Blades.

Officers: Neil White, (Corporate Development Officer), Odette Robson, (Head of Safer Communities), Neil Irving (Assistant Director Policy and Partnerships), Lesley Ingleson, (Head of Youth Justice Service), Mark Taylor, (Project Officer).

Apologies for absence were received from County Councillors Sam Cross and Steve Shaw Wright.

Copies of all documents considered are in the Minute Book

69. Minutes

Resolved –

That the minutes of the meeting held on 16 November 2015, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

70. Public Questions or Statements

There were no public questions or statements

71. Update on the Community Safety Priorities and Activities within the Police and Crime Plan

Considered -

The oral report of the Police and Crime Commissioner Julia Mulligan.

The Committee invited the Commissioner to respond to a range of pre-prepared questions on community safety submitted prior to the start of the meeting. They are as follows:

- 1) What benefits will communities see in the change of funding to commissioning for community safety and what effect does this have on partnership working at a local level?**

All of the previous funding for community safety had been granted to Councils; however, there was no evidence of impact and outcomes on the

communities the funding was meant to support. Now that the Office of the Police and Crime Commissioner is responsible for this funding there needed to be a far greater understanding of the impact and effectiveness of the commissioned services.

The Police and Crime Plan, the document outlining the key priorities of the Commissioner has been shaped by the public and their priorities at both a local and regional level. Key partners, including the Borough and District Councils were also consulted on their organizational priorities. Ultimately, a range of issues were identified and the Police and Crime Plan demonstrates how the drivers of these issues such as repeat offending and alcohol in the night time economy will be confronted.

In addition to this, partners have benefited from reactive funding to use in order to tackle issues as and when they arose. Finally, work has been undertaken through the Community Safety Partnership as the county wide group and its commissioning team to further identify and tackle important local issues as they arise. All this has meant for a flexible and accountable approach to commissioning for community safety.

2) Has making victim care a responsibility for the commissioner helped?

The Police and Crime Commissioners took on the responsibility for victim services in their areas. Victim services for North Yorkshire and West Yorkshire had been provided out of a call centre in Wakefield. Dissatisfaction with this service resulted in it being moved to York when the Commissioner took office just to serve North Yorkshire and York. As a result of this the range of victim support services offered was expanded.

In addition money has been provided for specific support services for specific types of crime such as child sexual exploitation, for which there had been no prior provision. Domestic abuse services have also been developed to include medium risk offenders for earlier intervention to prevent them becoming high risk.

3) What changes will people see over the next few years to protect vulnerable people?

Protecting vulnerable people is the number one priority in the Police and Crime Plan. Unfortunately in North Yorkshire there have been increases in the number of crimes affecting vulnerable victims, such as domestic abuse, sexual exploitation and cyber-crime. The police launched a cyber-crime unit in April 2015 to tackle the increases in online criminal activity. Closer working with partners such as Trading Standards can improve this further. A combination of enhanced victim services and improvements in police activity will provide holistic change to protect vulnerable people.

In response to a question about the protection for vulnerable people with mental health problems it was noted that a big area of work had been getting partners to sign up to the Mental Health Concordat which sets out a consistent approach among partners as to how people with mental health difficulties should be dealt with. Improving the work of the street triage approach as well as ensuring that people who need services can access those services easier and quicker, preventing them from being picked up by street triage further down the line. It was bad news when Bootham Park Hospital closed towards the end of 2015 as the facility had a section 136 suite. North Yorkshire still has 3 section 136 facilities in Scarborough, Harrogate and Northallerton whereas before 2012 there were none. November 2015 was the first month in the force's history where no one needed to go to a section 136 facility and this was partly due to the fact that

assets and resources from the Bootham Park closure were put back into the community. North Yorkshire is far from where it needs to be in supporting vulnerable people with mental health difficulties but it has come a long way.

4) How will the commissioner and the National Rural Crime Network be taking forward the issue of the impact of crime on rural life?

Julia Mulligan helped to set up the Rural Crime Network in July 2014. This was in response to a lack of hard evidence that citizens were not satisfied with the service they received from the police in rural areas. The largest survey of its kind was commissioned and sent out in England and Wales with 17,000 respondents, 13,000 of which lived or worked in rural areas. The evidence was conclusive, that there was a 20% satisfaction gap between respondents from rural areas and respondents to the national police and crime statistics which are predominantly based on urban respondents.

The Commissioner was also continuing to challenge the Government on the funding formula for police forces which was not taking into account forces with large rural areas. As a result of the lobbying the 6 Commissioners who took this to Government received an apology in the House from the responsible Minister and a review of the funding formula. The Commissioners made it clear that the new formula needs to be linked to how the police forces are structured and not in isolation of each other.

The Commissioner has recently become a member of the Strategic Police Reform Board looking into reform nationally and Julia Mulligan works to ensure that the voice of rural forces and the public is heard. The police assess resourcing areas nationally based on a threat, risk and harm model of crimes which predominately favours urban areas. There was a risk that because of this funding would be moved from rural areas to urban areas however, this has been prevented.

Working with the National Farmers Union training has been provided for officers to identify suspicious activity around livestock theft, and new equipment has been provided such as tag scanners for sheep which can be used to check if the sheep have been stolen.

A Member noted that rural cross border crime was a particular issue in his area and that communities would be willing to offer support. The Commissioner noted that Land Rover Defenders being stolen was a problem nationally as the parts are valuable. For the Member concerned, the proximity to Cleveland was a major aspect of cross border crime as Cleveland has one of the highest crime rates in the Country. In response, the Commissioner commented that the police forces are looking to move to borderless policing where the police can pursue perpetrators across police boundaries. Closer cooperation between forces, as well as merging certain units such as the dog unit allow for increased activity across a larger 'greater' force area.

5) The use of mobile cameras on B roads and for anti-social behaviour with the ability of Parish Councils to purchase one for their area?

It was noted that there would be no possibility for Parish Councils to buy their own cameras or to contribute to the cost of one to be installed in their area. North Yorkshire Police have made a significant £1m investment into automatic number plate recognition technology. In addition the force has the national lead into developing ANPR software and networks nationally to allow for greater cross force cooperation to tackle offenders. The Committee can be reassured by the scale of the investment that all things are being considered.

6) What work is being done with the Railway Police on the trafficking of drugs on the railways?

It was outlined that this was principally an operational issue and the Commissioner could not go into detail on these matters. It was emphasised that there were a number of local operations ongoing and from a commissioning perspective it was vital that victims could access support services to prevent unnecessary deaths and serious illness from drugs.

7) What level of collaboration is there with police forces in the south of the county around the York area?

There is a huge amount of collaboration between the forces of Yorkshire and the Humber. Odyssey is a task group who handle cross border activity. It was accepted that there was a lack of transparency around regional activity and that the Commissioner would work to improve this. A Member wanted to know if the investments in ANPR had helped significantly. It was noted that the investment had been really helpful, especially when pursuing vehicles across police boundaries. The real challenge is the sheer volume of data produced by cameras and how it is stored and used. The need now is to make the data more real time and proactive.

8) The use of the 101 number and the review of the First Contact Customer Experience?

The 101 number is a national system that has been in place for three years. The service is in the process of being re-procured and the Commissioner is involved with this. There are a number of issues that need to be addressed in that procurement. There are question marks around how people with disabilities can effectively access the service. There are resilience issues, the number went down over the New Year as a result of the flooding in York and the police had to put other measures in place. It costs £0.15 per call to the number and this cost needs to be reduced. Finally, what can be offered in terms of better promotion will be considered as considerable work needs to be done on this area.

A huge amount of data is collected on the service but it offers little insight. The data suggests that the service is running smoothly however, forces know that it's not. Last year the Commissioner commissioned a review into the 101 service. It found that awareness in North Yorkshire and York was above the national average but it was still very low at 45%. The review also found that public awareness of when to use the service was also very low. There was a call abandonment rate of approximately 1 in 7 although the majority of callers try again and get through. This equates to approximately 2,500 abandoned calls each month. The interactive voice response software used in option two of the telephony system is inadequate; the contract is up for renewal and it is important to look at examples of best practice where technology has improved to potentially adopt a better automated response system.

It was noted that members of the public often don't get called back where a message had been left and also that they don't get feedback on the outcome of their issue. The Chief Constable is aware of the issues raised in the review and is developing an action plan to address the problems; this is being overseen by Joanna Carter the Commissioner's Chief Executive.

A Member highlighted that one of the biggest problems is apathy, the public quite rightly don't want to ring 999 for a non-emergency only to get frustrated with the 101 number and in the end they don't report an incident. Another Member added that a lot of local work was done initially to advertise the 101

number yet frustration with the service undoes that effort. The public get frustrated that nothing informs you when calling, that the officer you have tried to get a hold of has actually got the message or been informed, or is actually dealing with it.

The Members frustrations were acknowledged by the Commissioner and were in line with the findings of the review. A £1.6m investment was being spent upgrading the phone system to ensure that the system will always route a call through to someone so that you will always receive an answer. Mobile technology is also being considered for certain officers, Sussex police force is leading the way on communication with lots of contact information and means of communication online. The closest North Yorkshire officers can come to that at the moment is calls being routed through the airwave radios.

A Member commented that a lot of work needed to be done to restore public confidence in the service. It was added that there should be a link between the 101 service and the County Council system on reporting highways incidents for instance, where useful information passes seamlessly between the two. The Commissioner undertook to look into this issue and report back on her findings.

A Member highlighted that PCSO's were the best link between communities and the police. PCSO's often went to Parish Council meetings, local communities had their contact number and the PSCO would respond to local incidents that would otherwise have been logged in 101. The Commissioner noted that the number of PSCO's has increased slightly whereas in other force areas it has been cut back. A Member added that PCSO coverage was actually very patchy. The Commissioner noted that engagement was often down to the individual. Part of the problem might be that when a PCSO moves on they don't pass on that local knowledge to their replacement.

Resolved -

That the Police and Crime Commissioner be thanked for the update and be requested to provide an update on the development of the 101 number to the committee in 2017.

72. Executive Member Update

Considered -

The oral update of County Councillor Carl Les, portfolio holder for community safety.

Councillor Les commented that he had been struck by a comment by the Police and Crime Commissioner that more could be done for vulnerable people across the county. He wanted to consider this and would look at what this could mean for the County Council.

Councillor Les updated Members on the flooding that had affected the County in late December 2015 and early January 2016. While North Yorkshire was fortunate that it hadn't been as badly affected as Cumbria and Lancashire, the south and west of the County, particularly Tadcaster had suffered widespread flooding. Work had only just commenced on repairing the A59 which remained closed; support was being received from Government on this issue and it was hoped that this might accelerate plans for a bypass on the A59. Councillor Les praised Council staff for their hard work and commitment responding to the flooding.

Councillor Les commented that he was disappointed with the Government's
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budget settlement for the County Council. Representations had been made to the Treasury through a budget consultation and the Council will wait to hear the outcome of that, but it seems likely that the Council will have to find further savings on top of what was already required.

A Greater Yorkshire devolution deal is still the preferred option for the City of York Council, East Riding Council and North Yorkshire County Council, however, West Yorkshire is holding out for a West Yorkshire devolution settlement. At some point the sides need to find common ground or walk away from the deal.

Finally, it was noted that the roll out of Member I.T. equipment is underway and the Committee might want to review how this has been delivered as part of its future work programme.

Resolved -

That the oral report be noted.

73. Transforming Rehabilitation - Changes to Probation Service

Considered -

The report of the Scrutiny Team Leader informing Members of the changes to delivery of probation services under the Government's Transforming Rehabilitation agenda.

Martin Weblin (Purple Futures Community Rehabilitation Company) and Wendy Capes (National Probation Service) attended the meeting to answer the Committee's questions on the issue. These questions are as follows:

a) What is the current adult reoffending rate in North Yorkshire?

Purple Futures do not yet have any data on this. When the service was privatised the existing data became the property of the Ministry of Justice. Purple Futures only have data from when they started and with the clients they have worked with since then. It was noted that reoffending rate measures were being reviewed by the Government and only once that has been completed will organisations be able to measure success. The split between organisations for high risk offenders and medium and low risk offenders will make it difficult to make a direct comparison to historical data where one service managed all offenders.

b) What measures will you both use to judge whether the changes in the delivery of the service have been a success?

For Purple Futures the obvious measure is payment by results. However, this breaks down in 17 service level targets which cover every area of work. Purple Futures have four Ministry of Justice staff who work with them and are solely focused on monitoring effectiveness against outcomes.

The targets cover a number of areas including the quality of the service but would include data from competitors. It was too early to say how successful the changes had been but as most of the targets were currently green it looked like the targets were achievable.

The Probation Service had 23 similar national measures with a few reds for North Yorkshire but overall it was an improving picture.

A Member wanted to know if it was an offence for employers to discriminate against applicants who have a criminal record. In response, employers are

able to discriminate legally between applicants based on criminal records, however, a lot of offences do not have to be declared when applying for work.

A Member wanted to know if there was a potential or perceived conflict of interest if Purple Futures were to offer employment to offenders they worked with in order to boost payment by results. It was noted that there needed to be trust in the providers, if that were to happen and someone was offered stable employment working within Purple Futures as a result of their probation and it helped them turn their life around then it wouldn't be a bad thing.

c) What have you found to be the significant pathways out of reoffending in North Yorkshire?

It was emphasised that this varied depending on each individual as each individual responded differently to various pathways of support. There are three general areas of support that are key to preventing reoffending; these are: finding the individual stable work, secure housing, and improved emotional and psychological wellbeing particularly, improving self-esteem. Partnership working and good relationships with other agencies such as housing associations can be key to the success of preventing reoffending.

In response to a question it was noted that there will always be those offenders who refuse to change and actively participate in a life of crime but that comes down to the skill of the practitioner to judge the character of the person and take the appropriate approach.

d) Have you seen a different mix of offenders in the county that would have an effect on the future offending rates?

It was noted that the criminal demographic in North Yorkshire hasn't changed significantly in the last few years. The number of sex offenders and historical sexual abuse offenders has increased and they tend to be older and present different needs such as health and social care requirements. There continues to be a low number of female high risk offenders in the Probation Service.

e) How have you dealt with the change that gives compulsory supervision to prisoners serving less than 12 months?

The process hasn't changed significantly, the change means that everyone leaving custody is now on a license and are also supervised beyond the cessation of the license up to a period of 12 months. There is now much closer work with the housing charity Shelter who manage the 'Through the Gate' aspect of the programme providing consistent support starting in custody through to when offenders are back in the community.

A Member wanted to know which organisation supervised unpaid work. All unpaid community work was handled within the community rehabilitation company. Depending on the offender, supervision can then be passed on again to a charity or voluntary group. If the offender is working in a charity shop immediate supervision can be undertaken by the suitable person within that establishment although the Community Rehabilitation Company (CRC) will always monitor the offender.

Monitored work parties form the majority of the unpaid work and this could be any number of different projects although they are encouraged to be as close to the offenders as possible to prevent travel time. Anybody can petition for work such as charities or parish councils.

f) How have you developed your relationship together with other partner

agencies and what areas do you still need to improve on?

Many of the relationships already existed as many of the same staff transitioned during the change and so carried those relationships with them. Third Sector Commissioning was employed to commission providers and services within communities and the voluntary sector as well as to foster effective links on behalf of the CRC and the Probation Service.

A Member highlighted that mental health issues are scarcely mentioned in the report and wanted reassurance that it is appropriately considered. It was confirmed that the National Probation Service (NPS) are heavily involved within personality disorder services as that is often a common issue. This enables the practitioner to work more effectively within a holistic framework. Community Mental Health Nurses do offer advice on cases however, traditionally the link with the mental health services is not as strong and a difficulty is often found engaging with those services. The County Council's Health and Wellbeing Board are more of a strategic group and don't necessarily consider the forensic detail of issues.

g) How have you worked towards closing the gaps in services such as Through the Gate?

This particular client group has been effectively merged with our existing client base and has not yet presented an issue. A lot of the work is sub-contracted to Shelter and another organisation called 3P who handle the more chaotic and disorganized individuals.

A Member wanted to know who determines whether commissioned providers are suitable. On the whole this is done by partners such as the County Council or Third Sector Commissioning, although the CRC and NPS will contribute to the discussions on contract monitoring and effectiveness.

h) How do you ensure a good working relationship focused on reducing youth offending with local youth offending teams?

There are two probation service officers seconded to the youth offending service to allow for a longer lead in time for transition between custody and being out on supervision. Louise Johnson, the head of the North Yorkshire National Probation Service, sits on the Youth Justice Board contributing to the ongoing discussion of issues and improving links between the organisations.

A Member commented that transformation officers were already stretched since the changes. It was confirmed that the transforming rehabilitation agenda has been quite brutal and amongst some there was a resistance to privatization. A lot of human resources support was needed however, the skills required were very similar and a lot of staff did continue working after the changes. Some staff thrived off the fact that they could now focus more on high or lower level offenders after the changes, so it was a very mixed picture.

Resolved -

that (A) the National Probation Service and Community Rehabilitation Company, Purple Futures be invited to a Corporate and Partnerships Overview and Scrutiny Committee meeting in 2017 to advise on the changes in the reoffending rates within North Yorkshire, and

(B) the North Yorkshire Health and Wellbeing Board be requested to look at the
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significance that mental health issues have in leading to criminal justice and to consider whether it should be and how it could be given higher priority within its plans.

74. North Yorkshire Youth Justice Service

Considered -

The report of the Head of the Youth Justice Service providing the Committee with an overview of the key strategic priorities for the Youth Justice Service Partnerships 2015-16 and 2020 review of the Youth Justice Service.

The current service delivery model for the Youth Justice Service has been in place since 2000. Over recent years, the cohort of young people has changed with the service now working with a considerably smaller and more challenging group of young people. In addition there has been significant change in the wider criminal justice landscape: regionalization of Courts and the Crown Prosecution Service, introduction of Police and Crime Commissioners and Clinical Commissioning Groups and the Transforming Rehabilitation agenda. Furthermore, the Youth Justice Service is facing significant financial pressures with a projected overspend of £309,571 by the end of 2017/18.

Consequently, there will be a 2020 review of the North Yorkshire Youth Justice Service to consider the most appropriate approach to meet the needs of young people whilst meeting the statutory requirements of the Crime and Disorder Act 1998. This 2020 review is running alongside a national review of the Youth Justice Service announced by the Ministry of Justice (MOJ) which will report to the MoJ at the end of summer.

In response to a question, it was confirmed that sometimes youth offenders do pass between council boundaries, for instance being placed in North Yorkshire however the funding does not come with the children.

Resolved -

That the report be noted.

75. Prevent

Considered -

The report of the Assistant Director - Policy and Partnerships briefing Members on the implementation of the statutory Prevent Duty.

With effect from the 1 July 2015, Section 26 of the Counter-Terrorism and Security Act 2015 places a statutory duty on the County Council and other specified authorities in exercising their functions to have “due regard to the need to prevent people being drawn into terrorism”. Actions undertaken to date relate to key areas of the statutory guidance around: governance and partnership working, risk assessment of the local area, guidance and support for teams that work with adults and children, creation of a Channel Panel to consider early intervention for at risk individuals, appropriate training being put in place for staff, and linking with communities.

It was noted that a common theme of cases that go through the Channel Panel are that there is often a mental health issue involved. It was also clarified that the Prevent agenda was not new and in fact it comes down to safeguarding vulnerable individuals.

A Member wanted to know if there was any member representation on the Local NYCC Corporate and Partnerships O&S Committee – Minutes of 18 January 2016/9

Prevent Groups. It was confirmed that there was some member representation. In response to a question it was noted that the majority of referrals were coming in from schools and adult safeguarding. Once they have come through to the Channel Panel work begins on a multi-agency basis to consider what interventions could be made to prevent the person being drawn into terrorism. There is a national list of providers for interventions however, they are based on the consent of the individual and that can be the trickiest part.

A Member wanted to know what type of terrorism referrals had been made for. It was noted that there was a cross section of referrals but generally they had been for far right and Islamist extremist views. A Member commented that he had had Prevent training in his role as a school governor and was impressed by its implementation. A Member wanted to know what proportion of the Islamist extremist referrals had been from families. In response it was highlighted that there had been no referrals from families. It shouldn't be portrayed as a specifically Muslim trait or that parents should be more aware of what their children are doing. Radicalisation can occur online and often the victim isn't aware that they are being groomed or manipulated.

Resolved -

- (a) that the report be noted, and
- (b) that a session on Prevent is included at the earliest opportunity in a future Members' Seminar.

76. Work Programme

Considered -

The report of the Scrutiny Team Leader inviting comments from Members on the content of the Committee's programme of work scheduled for future meetings.

Resolved -

That the content of the work programme report and schedule be agreed.

The meeting concluded at 12:50pm

NW/MT

North Yorkshire County Council**Corporate and Partnerships Overview and Scrutiny Committee****18 April 2016****Update on the Reconfiguration of the Library Service****Report of Mary Weastell, Assistant Chief Executive, Library, Customer and Community Services****1. Purpose of report**

- 1.1. To brief Members on progress made in communities since the last report received by this committee on 16 November; highlighting areas of success as well as risk. The report also describes the next phase of work to be undertaken in order that communities meet the necessary criteria to enable the successful transfer of library service delivery.

2. Background

- 2.1. Members will be aware of the planned reconfiguration of libraries agreed by the Executive in July 2015, ie 7 core, 5 hybrid and a further 21 community managed libraries. This reconfiguration needs to come into effect by April 2017.
- 2.2. This Committee received an update report on progress on 16 November 2015 and further updates on the RAG rated summary sheet on January 18th.

3. Summary of work since November 2015

- 3.1. The Library and Stronger Communities teams have continued to work with members and groups in local communities, all of which have made progress. Appendix 1 shows the most up to date Phase One RAG rating for each library. Once libraries are rated as green in Phase One they will then progress to Phase Two to complete the next steps required as shown at Appendix 2.
- 3.2. As reported at Full Council on 24 February 2016 and Executive on 8 December 2015 a highly popular Community Libraries Conference took place on the 20th November in Harrogate. This was attended by 120 people and was aimed at local members and existing/potential partners/management groups. Feedback from the conference has been very positive, with people finding the workshops and opportunity for networking particularly beneficial. The sharing of experience by the existing community libraries was much appreciated. Delegates went away with a clearer idea of the task ahead but reassured that the support will be there for them. Further details have been placed on the library reconfiguration webpage www.northyorks.gov.uk/libraryreconfiguration.

One of the suggestions from the conference was that there should be more detailed seminars on some of the topics covered by the day. A programme for these seminars is currently being planned.

- 3.3. Full activity reports for individual libraries are at Appendix 3. In summary there have been 71 meetings involving officers from Libraries, Stronger Communities, Legal and Property with local communities and organisations across the County between November 2015 and March 2016. These have included meetings with newly formed management groups; meetings with town and parish councils as well as community organisations and with volunteers. There have also been a number of meetings between groups and Property and Legal Services to discuss implications around leases, employment legislation and health and safety.
- 3.4. The move towards the majority of libraries being community-managed necessitates a staff structure that can support this new delivery model. This means a change in emphasis to paid staff who will support, enable and advise communities in the development of services and provide quality control for consistency of delivery and adherence to service procedures and policies. All roles and responsibilities have been re-written to emphasise the supporting and enabling role of paid staff, as have those for support areas to allow for greater flexibility across tasks undertaken. Job Descriptions now formally include working alongside volunteers, pro-active partnership working with community management groups and other organisations, as well as assisted digital and provision of council information and services as a key requirement of paid staff supporting frontline services.
- 3.5. To implement the above; a 90 day formal staff consultation on the re-structure began on 18 January, which will end on 22 April 2016. Following this and the appointment of staff into new roles, it is intended that by late November 2016 staff will begin training for their new roles prior to full implementation in April 2017.
- 3.6. Other work undertaken includes the development of a simplified generic Service Level Agreement, produced in consultation with existing community library groups and staff. Work continues on the production of the revised operations handbook and the volunteer training programme which will be launched in the autumn.
- 3.7. As stated in paragraph 3.2, a series of seminars is being planned with Stronger Communities, covering a range of practical issues of concern to community groups. This includes property, procurement (utilities), health and safety, risk as well as volunteer recruitment and training. It is intended to run each seminar

three times at a range of locations from June 2016 onwards and these are aimed at community management group representatives.

3.8. The Stronger Communities team has focused on working with both the community and hybrid libraries to establish management groups who will have the skills and capacity required to deliver the service. For community libraries, a project timeline has been developed with a number of key milestones which need to be delivered by April 2017. (Appendix 2) In order to ensure that each group is on track, individual project plans are prepared for each group that provide the detailed activities that need to be completed. A range of key activities with new and emerging groups have been delivered since November including community visioning events to explore potential partners and future service options; option appraisals; trustee recruitment; management group skills audits; preparation of constitutions and support has been given to some groups who have started work on their business plans. The Business Plan pro forma and guidance can be found at Appendix 4.

3.9. All but one of the proposed 21 community libraries have established or identified their management committees and Expressions of Interest have been received from 18 of these, which means that 7 groups, including all 5 hybrids are now assessed as amber, with incipient management committees. Further engagement and options appraisals are being prioritised for Stokesley, which is the community currently assessed as red, in order to achieve a successful outcome in the form of an outline Expression of Interest.

3.10. As detailed in the timeline, the next significant milestone and priority for the Stronger Communities team is to support new groups to submit their constitution to the Charity Commission in order to secure charitable status and to support any existing groups to ensure their charitable objects are fit for purpose. This is scheduled to take place during April in order to ensure charitable status is in place prior to opening in 2017. Following that, work will intensify on the completion of business plans with an aim to have the majority submitted by June and decisions made by end of September. Once groups have had their business plans approved, work will focus on property & legal issues; volunteer recruitment; training; funding and fundraising and library operational matters in order for service level agreements to be signed off by January 2017.

4. Summary of Current Position

4.1 Priority has been given to the locations designated as moving to fully community managed delivery of library services as these were to require the greatest support. Work is currently ongoing with the Hybrid libraries to establish community groups to take on the recruitment and management of volunteers required to maintain the current opening hours. Work will

commence in earnest with the Core libraries in the autumn. The balance in allocating priorities is to allow recruitment and training to be delivered in a timely manner; ie not too early in the risk that skills will be lost, but not so late as to place the current “paid” service under undue pressure.

- 4.2 A county-wide marketing campaign is being developed for the autumn working with the Communications unit for community groups, to utilise both traditional and digital resources. The campaign will highlight the benefits of volunteering to individuals as well as their communities. The term ‘selfish-volunteering’ is one suggested; and emphasises that volunteering is about learning new skills and interests, improving career opportunities, giving something back to your community and gaining satisfaction and achievement from being valued as well as making new friends in your community.

Core Libraries

- 4.3 The new staffing structure will be implemented on 1 April 2017, which will be when volunteers need to be in place to assist with the day to day provision of the service. The service is keeping in regular contact with all the people who have expressed an interest in volunteering. We will begin a recruitment drive in earnest in late autumn once the new staff structure has been agreed and finalised. This balances the need for volunteers with providing training too far in advance of the requirement for volunteers to undertake their roles. However, staff are exploring different roles with people who’ve come forward, in preparation for their greater involvement in the service. Over 50 new volunteers have started in enhanced roles such as IT Buddy since November 2015.

Hybrid libraries

- 4.4 Whilst priority has been given to the community libraries as these are a full transfer of service delivery, work has also progressed with the hybrid libraries. Meetings have taken place with potential management group members in Filey, Knaresborough, Pickering, Ripon and Whitby and follow up meetings are already planned. These groups will work towards becoming formalised over the coming weeks and once established, will be requested to complete a Community Proposal form clarifying their capacity to work with us in delivering the service.

Community libraries

- 4.5 One community library (Pateley Bridge) has been run by Nidderdale Plus since September 2015. A further community at Boroughbridge are also aiming to achieve community run status by the end of 2016.
- 4.6 Members will recall that on 7 July 2015 Executive agreed to give consideration to proposals to run more than one library by a trust or similar organisation, as a departure from the agreed model. One such Expression of Interest has been

received from the Richmond/Catterick/Colburn area, and it is planned to bring further detail on this proposal for consideration to Executive on 24 May 2016.

4.7 A panel comprising representatives from Legal, Contracting, Finance, Property, Library Service and Stronger Communities has been established to assess the business plans and robustness of the groups. Provisional dates have been arranged for these assessments included in the project timeline in Appendix 2.

5 Conclusions

5.1 This report summarises progress to date and provides an outline of future work, including implementing the new structure, volunteer recruitment and the proposal to operate a joint model for Richmond/Catterick/Colburn.

5.2 This report will be put forward to Executive for consideration at their meeting on 24 May 2016.

6 Recommendations

6.1 Members are asked to note the progress made to date on the reconfiguration of the library service.

Report Author Julie Blaisdale, Assistant Director, Library, Customer and Community Services.

Appendices

Appendix 1	RAG rating summary sheet (Phase 1) to 7 April
Appendix 2	Stronger Communities' timeline and milestones for each group
Appendix 3	Individual library sheets detailing progress (Community and hybrid)
Appendix 4	Business Plan pro forma and guidelines

Background documents – Reconfiguration of the Library Service - Reports to the Executive of 7 July 2015 and 8 December 2015

	Management Group -	Expression of interest submitted	Town/parish council support	Volunteer capacity	Total score	Rating
Score	Potential = 1 established = 3 No = 0	Yes = 2 No = 0 Hybrid N/A	Yes = 2 No = 0	Yes = 2 No = 0		
Community Managed Libraries						
Bedale	1	2	2	2	7	
Bentham	3	0	2	0	5	
Boroughbridge	3	2	0	2	7	
Catterick	1	2	2	2	7	
Colburn	1	2	2	2	7	
Crosshills	3	2	2	2	9	
Eastfield	3	2	2	2	9	
Easingwold	3	2	2	2	9	
Helmsley	1	2	2	2	7	
Ingleton	3	2	2	0	7	
Kirkbymoorside	3	2	2	2	9	
Leyburn	3	2	2	2	9	
Norton	3	2	2	2	9	
Pateley Bridge						
Scalby	3	2	2	2	9	
Settle	1	2	2	2	7	
Sherburn	3	2	2	2	9	
Starbeck	3	2	N/A	2	7	
Stokesley	0	0	0	2	2	
Tadcaster	3	2	0	2	7	
Thirsk	1	2	2	0	5	
Hybrid Libraries						
Filey	1	N/A	0	2	3	
Knaresborough	1	N/A	0	2	3	
Pickering	1	N/A	0	2	3	
Ripon	1	N/A	2	2	5	
Whitby	1	N/A	0	2	3	

Community Libraries

Red 0 – 3

Amber 4 – 6

Green 7 – 9

Hybrid Libraries

Red 0 - 2

Amber 3 - 5

Green 6 - 7

Library	Tasks	Timeline																					
		Meet with Councillor	Consult TC/PC	Volunteer Events	Follow up meeting with Cllr	Identify Management Committee Volunteers	Form Management Ctte/Steering Group	Submit EOI	Visioning	Skills Audit	Options Appraisals	Prepare Business Plan	Agree Constitution	Submit Charity registration	Self Assessment completed	Submit Business Plan	Decision on Business Plan	Start up funds in place or identified inc precepts	Recruit Volunteers	Agree Policies & Plans (Marketing, Fundraising etc)	Agree Lease	Agree SLA	Implementation
Date	Jul-Sept 15	Jul-Sept 15	Oct-Nov 15	Oct-Nov 15	Nov-15	Nov-15	#####	Dec-Mar 16	Dec-Mar 16	Dec-Mar 16	Jan-May 16	Mar-16	Apr-16	May-16	Jun-16	Jun-Sep 16	Dec-16	Jul-Mar 17	Jul-Mar 17	Dec-16	Jan-17	Apr-17	
Bedale	✓	✓	✓	✓	✓	✓	✓	Apr-16	✓	Apr-16		Apr-16											
Bentham	✓	✓	✓	✓	✓	Apr-16																	
Boroughbridge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	✓											
Catterick Garrison	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	13-Apr											
Colburn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	13-Apr											
Crosshills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	✓	Apr-16										
Easingwold	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	17-Apr											
Eastfield	✓	✓	✓	✓	✓	✓	✓	✓		✓													
Helmsley	✓	✓	✓	✓	✓	✓	✓	✓		✓	May-16												
Ingleton	✓	✓	✓	✓	✓	✓	✓	Apr-16	✓	✓	Ongoing	✓	✓										
Kirkbymoorside	✓	✓	✓	✓	✓	✓	✓	Apr-16	Apr-16	✓	May-16		May-16										
Leyburn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	May-16	Ongoing											
Norton	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Apr-16										
Pateley Bridge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Scalby & Newby	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	April											
Settle	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing												
Sherburn in Elmet	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing												
Starbeck	✓	✓	✓	✓	✓	✓	✓	✓															
Stokesley	✓	✓	✓	✓	✓	Apr-16																	
Tadcaster	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓													
Thirsk	✓	✓	✓	✓	✓	✓	✓	Apr-16	Apr-16	✓	Apr-16	Apr-16											

Library	Bedale
Category	Community
Milestones	
Potential group	N/A
Established group	Bedale Hall Management Committee (Umbrella organisation) Bedale Library Steering Group
Expression of Interest submitted	Submitted 10/03/2016
Town/Parish Council support	There is broad support from the Town Council subject to volunteer capacity.
Volunteer capacity	At the Volunteer Information Day on 15 th October, 16 people put their names forward as potential volunteers.
Summary of Outline Proposal	Supported by Bedale Hall Management Committee, a Steering Committee has been established to explore the various options available in terms of securing a community led library service in Bedale. The Group has gained support from Bedale Town Council and Bedale & Villages Community Forum.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Several meetings have taken place with both the Town Council and the Bedale Hall Management Committee. Bedale and Villages Community Forum have also been kept informed of discussions and progress and identified the sustainability of the Library as a key priority.</p> <p>Excellent track record in the community management of facilities and / or services from the existing Library site (Bedale Hall), including the Tourist Information Centre, Museum and Bedale Youth Venue.</p>
Assessment of current position and next steps	<p>Bedale Hall Management Committee has stated it will act as the "umbrella body" for the library facility.</p> <p>A number of meetings of the Bedale Library Steering Group (with a membership of 9 at present) have taken place in early 2016 and will move forward with the support of Bedale Hall Management Committee. The Group have now completed their Expression of Interest and Skills Audit, and will meet in mid-April to start assessing cost modelling options for service delivery, income generation, and marketing and engagement as preparation for Business Plan development.</p>
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Bentham
Category	Community
Milestones	
Potential group	n/a
Established group	Friends of Bentham Library (FoBL), established in 2012 to extend opening hours and have approximately 18 volunteers
Expression of Interest submitted	No
Town/Parish Council support	Yes Minutes of town council meeting of 14 th December 2015 state in principle support and will look at financial support once a firm proposal has been received by the town council from NYCC.
Volunteer capacity	Bentham is a small town that has a few active voluntary and community sector groups. A culture of volunteering exists. 4 people had expressed interest in volunteering at the library on the consultation questionnaire, but no one attended the library volunteer event.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	FoBL expressed interest in working in partnership with another community group. Pioneer Projects has agreed in principle to house the library in their premises and act as management committee, working with FoBL to recruit and support volunteers.
Assessment of current position and next steps	Awaiting final decision from Pioneer Projects Board A joint meeting with the partners will be arranged to discuss timescales, roles and communications.
Current RAG rating	Amber

Progress Report – 7 April 2016

Library	Boroughbridge
Category	Community
Milestones	
Potential group	N/A
Established group	Boroughbridge Area Community Library Association (BACLA) manage the existing Library meeting rooms and extend Library open hours each week.
Expression of Interest submitted	Yes
Town/Parish Council support	BACLA have the verbal support of Boroughbridge Town Council.
Volunteer capacity	In the consultation responses 11 people indicated they were interested in volunteering. 38 people attended the volunteer information event on the 9 th October 2015, of which 19 put their names forward as potential volunteers, 4 of whom are interested being on the management committee. BACLA currently has approximately 18 existing volunteers.
Summary of Outline Proposal	BACLA would aim to take over the initial running of the Library providing all of the existing services and facilities. They would then in the future seek to develop additional services and facilities for the community.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>There are a number of voluntary and community sector organisations in the area supporting local needs e.g. Community Care and a range of voluntary managed sports and social groups. BACLA has consulted with the Town Council.</p> <p>BACLA continue to seek support and new volunteers and have made links with other key community organisations.</p>
Assessment of current position and next steps	BACLA is working on a business plan, are progressing property issues with NYCC and landlords and charitable status with the aim to take on the library from autumn 2016 subject to readiness.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Catterick Garrison
Category	Community
Milestones	
Potential group	A well-qualified individual has come forward, around whom there is the potential to build a Management Group and explore joint proposals for Richmond- Catterick Garrison-Colburn.
Established group	No
Expression of Interest submitted	Yes
Town/Parish Council support	Town/Parish councillors attended the Visioning event
Volunteer capacity	In consultation response 17 people said they were likely/ extremely likely to volunteer and 5 people gave their contact details. The Volunteer Information Day on 7 th October 2015 was attended by 5 people and 4 people put their names forward as potential volunteers.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>The unique civilian-military community of the garrison means that for a community-managed library to succeed all possible routes to sustainability must be considered, including joint proposals across Richmond-Catterick Garrison-Colburn.</p> <p>There is also on-going dialogue with Catterick HIVE about re-location/ sharing of responsibilities.</p>
Assessment of current position and next steps	<ul style="list-style-type: none"> • Visioning event held 3th February, successful agreeing single group approach for Catterick, Colburn and Richmond and sufficient interest shown in being part of the management group. • EOI interest received on 29th February submitted by management group of five people to develop an enhanced model working across Catterick Garrison, Colburn and Richmond libbraies. Business planning and governance work now underway. Expected to agree constitution on 13th April. • Informal presentation to Hipswell Parish Council on 14th March – supportive of joint approach. • Meeting with Garrison Commander on 13th April.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Colburn
Category	Community
Milestones	
Potential group	A well-qualified individual has come forward, around whom there is the potential to build a Management Group and explore joint proposals for Richmond- Catterick Garrison-Colburn.
Established group	No
Expression of Interest submitted	Yes
Town/Parish Council support	Attended meeting December, support for joint approach with Catterick and Richmond
Volunteer capacity	In the consultation responses 22 people said they were likely/ extremely likely to volunteer and 3 people gave us their contact details. The Volunteer Information Day on 13 th October 2015 was attended by 6 people and 5 people put their names forward as potential volunteers.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Locally there is evidence of a small but effective group of volunteers with a good track record of managing a range of community projects.</p> <p>Stronger Communities, Libraries staff and local Members have been working to encourage interest via local engagement forums and individual discussions producing some potential leads.</p> <p>Stronger Communities is in discussion with the Town Council about supporting community-led planning which would involve consideration of the library as part of wider community plans for Colburn.</p>
Assessment of current position and next steps	<ul style="list-style-type: none"> • Colburn Town Council support confirmed for joint approach on 14th December 2015. • Visioning event held 3rd February, successful agreeing single group approach for Catterick, Colburn and Richmond and sufficient interest shown in being part of the management group. • EOI interest received on 29th February submitted by management group of five people to develop an enhanced model working across Catterick Garrison, Colburn and Richmond libraries. Business planning and governance work now underway. Expected to agree constitution on 13th April.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Crosshills
Category	Community
Milestones	
Potential group	Yes, with draft constitution, shadow committee and in the process of submitting a CIO constitution to the Charity Commission
Established group	
Expression of Interest submitted	Yes
Town/Parish Council support	Yes. Glusburn and Crosshills PC have agreed to contribute funding towards the library running costs the group are responsible for.
Volunteer capacity	In the consultation responses 15 people indicated they were interested in volunteering and at the Library Volunteer information event on 2 nd October. 14 people put their names forward as potential volunteers of which 9 people were interested in being on a management committee.
Summary of Outline Proposal	The group plan to build relationships with the other South Craven Parish Councils and with local services and community groups, establishing links to existing community libraries to share good practice; conduct a community consultation; undertake a review of current services offered and establish demand for, and viability of, new and continuing services and to recruit volunteers.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>The group have a good range of skills, a vision, active support from Glusburn and Crosshills PC and are to promote the library at local events and recruit new volunteers.</p> <p>The group wish to rename the library 'South Craven Community Library Services'.</p>
Assessment of current position and next steps	To recruit further trustees to address skills gaps. Community consultation on the library services and completion of the Business Plan with the support of Stronger Communities and Library Service. The Chair is attending Parish Council meetings across south Craven to inform them of progress and gain their support.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Easingwold
Category	Community
Milestones	
Potential group	N/A
Established group	Easingwold Library Steering Committee
Expression of Interest submitted	Submitted 22/10/2015
Town/Parish Council support	Town Council supportive
Volunteer capacity	Management group has already emerged and skills audit carried out which indicates a good breadth of skills within the group. 18 people put their names forward as potential volunteers at the volunteer information day on 17 th October.
Summary of Outline Proposal	<p>A core library service delivering the existing services. In addition, an advice and information service is proposed with partners such as Citizens' Advice, Careers, Easingwold & District Community Care Association (EDCCA), Easingwold Town Council, Tourist Information Centre, Police, Hambleton District Council. Other support and information services proposed cover digital inclusion, education and young people.</p> <p>The aim is to diversify the offer in order to maximise the use of the building by extending opening hours, diversifying the space for rental opportunities, including office space, exploring selective retail opportunities and events and performances.</p>
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Capacity to deliver community managed services and/or facilities is evident in some form and Easingwold Community Care Association, have a large number of volunteers. Opportunities to work more collaboratively are evident.</p> <p>Libraries and Stronger Communities have attended Town Council and steering committee meetings. Stronger Communities have facilitated a skills audit for emerging committee and support with governance and business planning is on-going.</p>
Assessment of current position and next steps	<p>The Steering Committee will commence the process of applying for Charitable Incorporated Organisation (CIO) status and allocate Officer roles at their meeting on 26 April 2016. The Group also plan to commence business planning activity shortly with an anticipated submission date of August 2016.</p> <p>Discussions on-going with NYCC Property Services in relation to the lease and subsequent potential asset transfer of the building; meeting scheduled in May 2016. EDCCA remain keen to support the transition of the Library to a fully community led model.</p>
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Eastfield
Category	Community
Milestones	
Potential group	
Established group	Yes- Town Council, in partnership with a wider community steering group
Expression of Interest submitted	Submitted 2 February 2016
Town/Parish Council support	Very strong support from the Town Council – currently funding staffing hours lost in previous re-structure.
Volunteer capacity	In the consultation responses 52 people said they were likely/extremely likely to volunteer and 17 people gave their contact details. 9 people put their names forward as potential volunteers at the Volunteer Information Day on 22 September.
Summary of Outline Proposal	Town Council will take on the running of the library, working with volunteers and other partners. The basic running costs will be covered by the Town Council
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Libraries and Stronger Communities in on-going dialogue with Town Council and other interested agencies working in the area.</p> <p>Discussion have taken place with Scarborough Borough Council and other partners around potential support and development of the library as a local resource centre, including business space for private and public sector organisations, support services including: meeting rooms, high speed IT and conference facilities, learning facilities and library</p> <p>Extensive engagement activities undertaken including a world café event in September and a recent community fun day. Other partners have expressed an interest in being involved and these options need to be explored further.</p>
Assessment of current position and next steps	<p>Eastfield Town Council has submitted an expression of interest in running the library and supporting it financially. A working group from the community is working with the Town Council looking at volunteer recruitment and at encouraging wider support.</p> <p>Eastfield is already operating as a hub with other organisations delivering services from the building (incl. Yorkshire Coast Homes, Scarborough Borough Council & Job-Match).</p> <p>The Town Council has indicated that a paid centre manager is favoured and is exploring funding options. Next step is to bring interested all parties together to discuss range of options and consider the governance model.</p>
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Filey
Category	Hybrid
Milestones	
Potential group	.
Established group	Yes
Expression of Interest submitted	No
Town/Parish Council support	Position unclear
Volunteer capacity	In consultation responses, 47 people said they were likely/extremely likely to volunteer and 14 people gave us their contact details. 22 people put their names forward as potential volunteers at the Volunteer Information Day on 30 th September.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>The early indications are that those who expressed an interest in volunteering for a management group, including someone with previous experience of developing community libraries, have the skills required to take things forward.</p> <p>The library has a strong Friends group raising funds for library activities and it is hoped that they will continue, working closely with staff and the volunteers. Stronger Communities has supported a recent initiative from the Friends Group. A member of the potential Volunteer Support management group is Secretary for the FOFLs and is keen to ensure that the two groups work together to support the library.</p>
Assessment of current position and next steps	A good range of potential volunteers and committee members. The group has now formalised. Scarborough Borough Council will relocate their customer first service to the library in May 2016
Current RAG rating	Amber

Progress Report – 7 April 2016

Library	Helmsley
Category	Community
Milestones	
Potential group	On-going discussion with library working group on the future of the library. Existing volunteers interested in managing the library subject to conditions.
Established group	
Expression of Interest submitted	Submitted by Volunteers – 26 th October 2015
Town/Parish Council support	Town Council has indicated that they will support efforts to retain a library and are active on the library working group.
Volunteer capacity	In consultation responses 22 people said they were likely/extremely likely to volunteer and 7 people gave their contact details. 8 people attended the Volunteer Information Day on 2 nd October and 2 people put their names forward as potential volunteers.
Summary of Outline Proposal	To become a community hub, providing a library service and developing community services in the current location
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Helmsley has a track record of managing community activities however concern has been expressed about further demands on volunteers as some community groups have expressed difficulties recently in attracting sufficient volunteers.</p> <p>Following discussions in late 2015 with the volunteer group, NYCC asked the Trustees of Helmsley Town Hall (current location) for improved lease terms. These negotiations were positive, and Property Services has now asked the Trustees if they would be willing to allow the lease to be assigned to the community group.</p>
Assessment of current position and next steps	<p>On-going discussions regarding terms of lease with Town Hall Management Committee (THMC). As of Feb 17th 2016, the THMC have confirmed agreement to a reduced rent and have indicated agreement in principle to assignment of the lease. Property services will follow up with the THMC.</p> <p>Steering group have been encouraged to make a start on the Business Plan and CIO registration. Meeting took place and discussed governance and business plan, 8 volunteers present and willing to become steering group. Next meeting early April 2016.</p>
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Ingleton
Category	Community
Milestones	
Potential group	N/A
Established group	Ingleton Parish Council.
Expression of Interest submitted	Yes
Town/Parish Council support	Ingleton Rural Community Association is affiliated to the Parish Council
Volunteer capacity	In the consultation responses 6 people indicated they were interested in volunteering. 2 people put their names forward as potential volunteers at the volunteer event on 12 th October.
Summary of Outline Proposal	Ingleton Parish Council is strongly committed to retaining a library service for Ingleton. It runs the Community Centre jointly with the Ingleton Rural Community Association
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Ingleton library is housed within Ingleborough Community Centre, a joint enterprise between the Parish Council and Ingleton Rural Community Association and the Centre Manager currently extends library opening hours.</p> <p>The Centre is the hub of community life in Ingleton, and as such the manager has relationships with people in the community who may come forward to volunteer within the library.</p>
Assessment of current position and next steps	<p>The Parish Council has created a Library sub group. The group has planned a community consultation.</p> <p>Future volunteer recruitment to be planned with the possibility of more volunteers becoming involved within the library prior to April 2017.</p> <p>The sub group are in the process of writing the Business Plan.</p>
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Kirkbymoorside
Category	Community
Milestones	
Potential group	Talking to Town Council and individuals who have expressed an interest in forming a management group.
Established group	There is a Friends group who currently extend opening hours.
Expression of Interest submitted	Yes
Town/Parish Council support	Support retention of a library but support is conditional on agreement being reached on premises management.
Volunteer capacity	In consultation responses 24 people said they were likely/extremely likely to volunteer and 6 people gave us their contact details. 12 people attended the Volunteer information day on 5th October and 5 are interested in being part of a management group. There are existing volunteers extending the library opening hours.
Summary of Outline Proposal	Feb 10 th 2016 - Expression of Interest has been submitted by the steering group. The EOI indicates a desire to form a steering group and consider taking on the management of the library and associated meeting rooms in Church House.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	There is evidence to suggest a strong volunteering culture and capacity in the town however there is still a strong concern about attracting sufficient volunteers to run the library. Stronger Communities supporting a staff secondee to act in an animation role for the library to encourage new users and new volunteers. Supported a new project 'Moorside Meet Up', which is based at the Library and which has already generated 6 additional volunteers. Since Dec 2015, positive progress has been made with an initial steering group led by the leader of Kirkbymoorside Town Council, who is also a library volunteer. The group held an awareness session in the town market on Jan 13 th 2016 and a public meeting on Jan 21 st 2016, the latter attended by in excess of 20, gave a vote to progress with a community library.
Assessment of current position and next steps	The steering group has strengthened and increased in numbers following the public meeting in January and has now arranged meetings with CAVCA to discuss governance, and with the Stronger Communities Delivery Manager to make a start on the business plan. A meeting has been arranged with the Library representative to discuss finances. The Diocese has indicated that they may consider a sublease to a community group. Community Survey for group created for distribution end of March 2016. Next business planning and charities registration meeting on April 12 th 2016.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Knarborough
Category	Hybrid
Milestones	
Potential group	4 individuals have expressed an interest in forming a management group to support the Library.
Established group	No
Expression of Interest submitted	N/A
Town/Parish Council support	
Volunteer capacity	In the consultation responses 68 people indicated they were interested in volunteering. 28 people attended the Volunteer Information Day on the 13 th October 2015, of which 25 put their names forward as potential volunteers.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Knarborough is an active community with a high number of voluntary organisations; the community supported a highly effective campaign during the Library consultation for an increase in staffing levels in the Hybrid Libraries.</p> <p>Local voluntary & community organisations are able to receive organisational support from Harrogate & Ripon Council for Voluntary Service.</p> <p>Initial meetings have taken place with individuals who have expressed an interest in forming a support group to work in partnership with the Library service.</p>
Assessment of current position and next steps	<p>Potential group considering how to form a shadow committee and are having discussions with NYCC on responsibilities of the group.</p> <p>On-going discussions with Harrogate Borough (HBC) Tourist Information regarding potential co-location</p>
Current RAG rating	Amber

Progress Report – 7 April 2016

Library	Leyburn Library
Category	Community
Milestones	
Potential group	N/A
Established group	Leyburn Town Council currently manages volunteers who extend library opening hours.
Expression of Interest submitted	Yes
Town/Parish Council support	Since 2012 the Town Council has managed a group of volunteers who extend library opening hours alongside Richmondshire District Council.
Volunteer capacity	In consultation responses 21 people said that they would be likely/ extremely likely to volunteer and 3 people gave us their contact details. 7 people attended the Volunteer Information Day on 20th October 2015 and 3 people put their names forward as potential volunteers and two of the attendees indicated a willingness to also volunteer at Colburn/ Catterick. Indications are that some of the volunteers who currently extend opening hours are willing to continue volunteering in a fully community managed facility, so existing foundation to build on.
Summary of Outline Proposal	Town Council to manage service delivery.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>With an active town team and business association, Leyburn and the local area has established and successfully operated volunteer-run tourism and leisure activities, as well as a festival and events calendar. Surrounding settlements also have active groups, parishes and churches.</p> <p>Strong support for developing a Town Plan at meeting host by Town Council on 11th February. The Council is now preparing an application to Stronger Communities to support the process – this will include consideration of vision for library within the context of wider community priorities.</p>
Assessment of current position and next steps	<ul style="list-style-type: none"> • EOI submitted by Town Council on 29th January. • Work now underway with Town Clerk to develop a draft business plan and carry out consultation with existing volunteers and wider community. • Continue involvement with Town Plan. • Continue discussions with RDC in relation to Contact Point service.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Norton
Category	Community
Milestones	
Potential group	N/A
Established group	Yes – newly formed library steering group
Expression of Interest submitted	Submitted – prior to the July Executive report
Town/Parish Council support	Yes
Volunteer capacity	In consultation responses 11 people said they were likely/extremely likely to volunteer and 6 people gave us their contact details. 7 additional volunteers came forward at the Volunteer information day on 3 rd November with 1 additional person interested in the management group.
Summary of Outline Proposal	plan to create a community hub for Norton, with additional services being considered that include a venue for learning, a community café, a youth venue and meeting space for let.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	Stronger Communities and Libraries have given strong support to the group to build capacity which has resulted in them developing a brief for potential building alteration, opening a bank account, raising funds and making a start on their business plan. Support is on-going to develop an understanding of governance. The group are active on social media including Facebook and group noticeboard has been established in the library. Extensive community consultation has been undertaken. The group have received COMA funding, SC funding and Locality Budget, totalling £10,500 for professional fees associated with the project.
Assessment of current position and next steps	The group issued (end of Feb 2016) a survey to each household in Norton, Rillington and surrounding villages. In addition a separate survey went to local businesses and organisations. The results will help finalise the business plan currently underway. A draft constitution for a CIO has been prepared, as well as a funding strategy. Lead member of the group has started lease discussions with NYCC Property Manager. An architect has been engaged to prepare plans for an ambitious internal reconfiguration. 252 survey responses all very supportive of the community plans. 77 respondents said that they would be willing to volunteer or hear more about volunteering. Volunteer Coffee Morning planned for April 21 st 2016.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Pickering
Category	Hybrid
Milestones	
Potential group	7 people are interested in being part of a management group.
Established group	No
Expression of Interest submitted	No
Town/Parish Council support	
Volunteer capacity	In consultation responses 74 people said they were likely/extremely likely to volunteer and 38 people gave us their contact details. 22 people attended the Volunteer Information Day on 1st Oct and 18 people put their names forward as potential volunteers.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>There is evidence of some large volunteer led initiatives in the town such as Beck Isle Museum, the Memorial Hall, Pickering Football Club, the Kirk Theatre and the North Yorkshire Moors Railway, as well as many smaller ones.</p> <p>The library has recently secured a user for the upstairs meeting room, which should help to generate income on a regular basis (out of school club).</p> <p>There is a group of existing volunteers supporting the library service. Pickering library also currently supports a range of other services with other volunteer led activities using it as a venue and feels like a real community hub.</p>
Assessment of current position and next steps	<p>Meeting held with volunteers on 28th Jan to update them on progress and clarify community involvement in a Hybrid library. 10 people expressed an interest in existing volunteer roles 3 people signed up for a 'management group. Opportunities offered for management group to spend time in the library familiarising themselves with the service.</p> <p>Next meeting planned for April 2016, when an existing volunteer co-ordinator will give more information to the group on what is required.</p>
Current RAG rating	Amber

Progress Report – 7 April 2016

Library	Ripon
Category	Hybrid
Milestones	
Potential group	A core group of individuals have expressed an interest in being part of the management group to support the Library.
Established group	No
Expression of Interest submitted	N/A
Town/Parish Council support	There have been early indications of support from the City Council.
Volunteer capacity	In the consultation responses, 51 people indicated they were interested in volunteering. 20 people attended the Volunteer Information Day on the 4 th October, all put their names forward as potential volunteers.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Ripon is an active community with a high number of voluntary organisations that effectively manage a large number of volunteers e.g. The Museum and the Cathedral both have 100+ volunteers.</p> <p>Interest has been expressed in how the hybrid model will operate and the potential for partnerships with other organisations particularly around volunteer recruitment and management.</p> <p>The City Council has been updated on the consultation, outcome and on-going progress and is supportive of the new Community Interest Company (CIC) being involved as a potential partner.</p>
Assessment of current position and next steps	Ripon City Development Manager attending meetings. Potential group exploring the responsibilities through discussions with NYCC and considering how to form a shadow committee.
Current RAG rating	Amber

Progress Report – 7 April 2016

Library	Scalby and Newby
Category	Community
Milestones	
Potential group	
Established group	Yes - Volunteer Management Group – Scalby with Newby Library and Information Centre
Expression of Interest submitted	Yes – received 11.03.2016
Town/Parish Council support	Yes and Parish Council have relocated to the library.
Volunteer capacity	In consultation responses, 64 people said they were likely/extremely likely to volunteer and 22 people gave us their contact details. 30 people attended the Volunteer information day on 19 th Oct with 15 putting their names forward as potential volunteers and 8 expressing an interest in being part of a management group.
Summary of Outline Proposal	To establish or secure the provision of a Community Library and Information Centre and to maintain or manage or cooperate with any authority in the maintenance and management of such a centre for activities promoted by the charity in furtherance of its objects.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>The early indications are that potential management group volunteers have the skills to take the library forward. They have already formed a provisional group with a Chair, Secretary etc appointed and have visited DVB. Early work has been done to visualise the role of the library moving forward and to look at potential charitable status.</p> <p>Whilst the existing Scalby and Newby Library Volunteers management group will support any new management group to facilitate an efficient transition. Once the new management position has been confirmed and EOI submitted the new group is looking to start to engage with existing volunteers.</p> <p>Scalby and Newby Parish Council are keen to support the library and have moved into the building. This provides an income for any new group and the potential for infrastructure support.</p>
Assessment of current position and next steps	<p>The relocation of the Parish Council to the Library represents valuable political and revenue support moving forward.</p> <p>The management group have the support of the Parish Council who will take on the running of the building enabling the group to focus on the delivery of services.</p> <p>Next steps: Currently preparing application for charitable status and working on a Business Plan.</p>
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Settle
Category	Community
Milestones	
Potential group	Yes
Established group	No
Expression of Interest submitted	Yes
Town/Parish Council support	Yes. Town Council Chair now on library steering group.
Volunteer capacity	In the consultation responses 17 people indicated they were interested in volunteering. 16 people attended the information event on 6th October and all put their names forward as potential volunteers of which 5 may be interested in being on a management committee.
Summary of Outline Proposal	The steering group aim to recruit sufficient volunteers to continue with the existing services, develop the use of the computers, create space for local artists, learning and teaching groups for example and most importantly want to involve a younger generation in the management of this highly valued resource.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	Settle has a strong culture of volunteering. Use of Settle Library has increased since it relocated to the new Extra Care facility. The potential steering group engaged enthusiastically with a visioning exercise, have organised some promotion and wish to conduct a community consultation.
Assessment of current position and next steps	Monthly meetings are moving forward the business plan, constitution and creation of shadow Board.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Sherburn-in-Elmet
Category	Community
Milestones	
Potential group	N/A
Established group	Sherburn & Villages Community Library Steering Group
Expression of Interest submitted	Submitted – 27 th October 2015
Town/Parish Council support	Sherburn Parish Council leading the project, with support from other neighbouring Parish Councils.
Volunteer capacity	In the consultation responses 49 people indicated they were likely /extremely likely to volunteer. 15 people attended the volunteer information event on the 15 th October 2015, of which 10 put their names forward as potential volunteers.
Summary of Outline Proposal	To acquire the entire building as a community asset transfer from NYCC to provide residents with library services, access to council services and space for community groups to meet and run from. However, the group is now moving towards a preference to manage the library plus a range of meeting and office space and not the whole building.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>There is good experience within the community and the Parish Council of running services, including the Eversley Park Centre. There is strong practical, financial and resource support from the Parish Council. Stronger Communities has supported the Parish Council to carry out a skills audit resulting in the formation of a steering group with a wide range of necessary skills.</p> <p>The group are considering collaborating with the Old Girls' School Group. The two projects could combine to provide a richer offer to residents and it might be possible to have a single Trustee / Management Board. A meeting facilitated by Selby AVS was held with the Library Group, Old School Group and Eversley Park Centre on 9 March 2016. The Library and Old School Group will meet again with Selby AVS and Stronger Communities to pursue the potential to form a single organisation.</p>
Assessment of current position and next steps	The group is well positioned to progress and the preparation of the business plan is underway. Stronger Communities continues to support them to develop group infrastructure and meet with NYCC Property regarding property issues.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Starbeck
Category	Community
Milestones	
Potential group	N/A
Established group	Existing 'Friends of Starbeck Library' (FoSL) group established to increase opening hours and provide some additional activities.
Expression of Interest submitted	Submitted by FoSL – 16/10/2015
Town/Parish Council support	Starbeck is not parished
Volunteer capacity	In the consultation responses, 26 people indicated they were interested in volunteering. 16 people attended the Volunteer Information Day on the 15 th October 2015, of which 10 put their names forward as potential volunteers and 5 were interested in being on a management group.
Summary of Outline Proposal	<p>FoSL has worked successfully for over three years with a well-established committee, experienced volunteers and newer recruits. They have researched the legal and financial implications of running Starbeck Library and looked at volunteer recruitment.</p> <p>The group would like to develop further links with the local school; continue activity days for children and possibly starting a local history group.</p>
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Starbeck has a few small voluntary groups, including two proactive churches in the community and an active 'In Bloom' group. This relatively small community also supports a Local Gala, and raises funds for Christmas Lights.</p> <p>The group has recruited new members to the management committee. Stronger Communities is supporting them to identify potential sources of funding to help with the establishment of the Community Library.</p>
Assessment of current position and next steps	<p>FOSL and NYCC Property are currently negotiating on the building requirements.</p> <p>FOSL need to start work on their business plan and charitable status with the support of NYCC</p>
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Stokesley
Category	Community
Milestones	
Potential group	No
Established group	No
Expression of Interest submitted	No
Town/Parish Council support	Some support
Volunteer capacity	In the consultation responses 30 people said they were likely/extremely likely to volunteer. 25 people attended the volunteer information day on 24 th September and 11 people put their names forward as potential volunteers.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	Key partners in the locality include Broadacres as the owner of the Town Close building and major housing stock provider in the town, and Stokesley Community Care Association who have strong and extensive experience in recruiting and managing volunteers, as well as providing training (this organisation provided training to Great Ayton Discovery Centre in their transition phase).
Assessment of current position and next steps	<p>Discussions with representatives of Stokesley Parish Council plus Libraries and Stronger Communities representatives at which the TC outlined their initial ideas in relation to taking the Library service forward.</p> <p>A small Working Group has been established and three meetings have now taken place; the Parish Council have outlined their support for the Library and would be willing to consult the community on funding 15 hours per week to complement the 12-15 hours paid support staff provided by NYCC. Work is now on-going to deliver an intensive recruitment campaign, targeting potential management committee members; this is in anticipation of the next Working Group taking place on 20 April 2016.</p>
Current RAG rating	Red

Progress Report – 7 April 2016

Library	Tadcaster
Category	Community Managed
Milestones	
Potential group	N/A
Established group	Friends of Tadcaster Library
Expression of Interest submitted	Submitted – 5 th November 2015
Town/Parish Council support	Informal support from Town Council
Volunteer capacity	Friends Group already run the library one afternoon per week. In the consultation responses 18 people indicated they were likely / extremely likely to volunteer and 14 people gave their details. 7 people attended the volunteer information event on the 12 th October 2015, of which 5 put their names forward as potential volunteers.
Summary of Outline Proposal	<p>The Friends of Tadcaster Library Group have been opening the library for additional 4 hours per week since 2012. They intend to maintain the library's current opening hours and to promote and develop existing and new services appropriate to a public library and local information resource. They will recruit people with different skills and experience to complement and enhance the effectiveness of their existing management group.</p> <p>The group would be willing to look at alternative locations if these arise and offer improvement.</p>
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>Friends of Tadcaster Library have been providing 4hpw since 2012 and intend to take on the future running of the library.</p> <p>FoTL have had discussions with Barlby Library which has provided reassurance that they can manage both the process and financial aspects of taking on the library. The current management group of 7 has grown in confidence and is now moving to identify the appropriate organisational structure to adopt for the future. The recent AGM was well-attended and a number of people are interested in front-line volunteering.</p> <p>The group are aware of Tadcaster CIC and are interested in understanding any opportunities that collaboration with them may offer.</p>
Assessment of current position and next steps	The Group have started the preparation of their business plan. Next Steps - support group with establishment of governance structure and completion of Business Plan.
Current RAG rating	Green

Progress Report – 7 April 2016

Library	Thirsk
Category	Community Managed Library
Milestones	
Potential group	Thirsk, Sowerby & District Community Care Association (Umbrella Body) Thirsk Library Steering Group
Established group	No
Expression of Interest submitted	Submitted 11/03/2016
Town/Parish Council support	Both Town and Parish Council have attended stakeholders meetings and show an interest and support in the future of the library.
Volunteer capacity	There are a number of strong VCSE organisations in Thirsk with a long and successful track record of community managed facilities and volunteer led / supported services, including Thirsk, Sowerby & District Community Care Association (CCA), Rural Arts, Ritz Cinema, Thirsk TIC and Thirsk Clock. 50 people attended Volunteer information day held on 11 th November.
Summary of Outline Proposal	With the support of TSCCA, Thirsk Library Steering Group will seek to maintain the following services - book loans including e-books and digital audiobooks, providing resources for the mobile library/home library service, IT access and photocopying. The Group would also like to explore the provision of complementary information, advice and guidance services in partnership with other organisations – a service will be facilitated by the steering group to sign post individuals to appropriate services.
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	Libraries and Stronger Communities have had several meetings with groups of local stakeholders including the Community Care Association. A range of queries have been answered. There is strong political support for, and engagement with, the community library discussions. Stakeholders meetings have been well attended. An inception meeting of Thirsk Library Steering Group took place in January 2016 with 10 people attending.
Assessment of current position and next steps	A number of Steering Group meetings have taken place in early 2016, and have been extremely well attended with 11 people wishing to actively participate in the project moving forward. The Group have decided to proceed under the umbrella for Thirsk Community Care Association to mitigate risk and to incubate the project under this structure for one year, at which time a decision will be taken whether to form their own charitable body. Stronger Communities will facilitate a skills audit and develop Terms of Reference for the Group in April 2016, with business planning activity anticipated to commence thereafter.
Current RAG rating	Amber

Progress Report – 7 April 2016

Library	Whitby
Category	Hybrid
Milestones	
Potential group	5 people have indicated an interest in being part of a management group
Established group	No
Expression of Interest submitted	No
Town/Parish Council support	No
Volunteer capacity	In consultation responses 54 people said they were likely/extremely likely to volunteer and 30 people gave us their contact details. 20 people attended the Volunteer information day on 22 nd Sept with 16 completing expression of interest forms and 5 expressing an interest in forming a management group.
Summary of Outline Proposal	
Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group)	<p>The early indications are that of those who expressed an interest in volunteering on a management group there is a breadth of the skills needed to take things forward.</p> <p>There is evidence of good levels of support and volunteering capacity from the community. The potential Volunteer Support group are looking at recruiting additional members in order to support the work needed to recruit and manage the supply of volunteers.</p> <p>South Yorkshire Credit Union has moved into the building and this will give the library service added resilience and provide a model for potential new ways of working and partnerships.</p>
Assessment of current position and next steps	<p>There is potential for some shared staffing resource with the new tenants which merits further exploration.</p> <p>Next step: A further meeting to be held with potential management committee to establish a Chair, Secretary and Treasurer post and discuss a potential constitution.</p>
Current RAG rating	Amber



Community Library Outline Business Plan Requirements and Guidance Notes

The purpose of a business plan is to set goals, explain the reasons why you feel you can attain these goals and set out the plan for reaching them. It should contain background information about your organisation or group. Your plan also needs to demonstrate your group/organisation's understanding of what you are taking on and how you will ensure sustainability into the future. The business plan is an essential tool to inform the development of the community library and North Yorkshire County Council will offer support and use the Business Plan to assess the robustness of each proposal.

The following framework gives suggestions for what should be included in a community library business plan and should be read in conjunction with the Outline Business Plan Template.

1. Information about your Group/Organisation (section 4)

Are you a new group/organisation or do you already provide services? If you already provide services please give an indication of these highlighting those most successful.

Community bodies will need to adopt an appropriate legal structure to run a community-managed library. There are a number of options e.g. Charitable Incorporated Organisation, Limited Company, Community Interest Company (CIC), Industrial and Provident Society (IPS). Please indicate which legal structure your community body intends to adopt (or has already in place) and provide the appropriate written evidence such as a copy of your constitution where this exists or minutes of meetings indicating your intention. **Advice is available through the Stronger Communities team.**

2. Executive Summary (section 5)

This is your opportunity to summarise your business plan. It should provide anyone reading it with a quick and clear idea of what you are planning to do. It should not be more than 1 page and should outline the 5 main points that you want to make. The summary should be written after the rest of the plan is complete.

It could include some of the following issues:

- Brief background of the organisation
- What the company structure will be

- The demand or need for the proposed range of services being offered in the community library
- The key strengths of the organisation
- The expected financial performance
- The assumptions upon which the plan is based
- Any anticipated risks and how they will be dealt with

3. Vision (section 6)

Please give an overview of what you are proposing, and what the aspirations of your group are. You should also describe the benefits for your community.

This could include:

- Where the library service will be delivered from e.g. if you are proposing that specific library services are provided in another way e.g. in different premises, sharing premises with another organisation, please explain.
- What range of services will be provided e.g. Adult Learning Services, Café, Health & well-being services etc.
- What are your short term objectives for the service (first 12 months of operation)
- How the service(s) will develop in future and over what timescale
- Describe any longer term plans for the service/building and how these will benefit communities.

4. Evidence of Community Involvement (section 7)

This section should describe the support you have from your local community and /or other relevant local organisations e.g. Town or Parish Councils. Please provide an overview of how the community has been involved to date in the development of the service proposals set out in this business plan and any further engagement that you are proposing /planning to undertake to develop the services further. **Advice is available on the types of community engagement activities you could use from the Stronger Communities team.**

This could include examples of

- Consultation surveys or public meetings held to enable people to put forward ideas for additional services etc.
- Community engagement events, stakeholder meetings or mapping
- Evidence that there is a need / demand for any additional services you are intending to provide
- How you will ensure all sections of your community are engaged and no one is excluded

5. Opening hours (section 8)

Please indicate the proposed number of hours per week you will be open.

Please note we are looking for the minimum level of provision in hours to be not substantially less than current opening hours, though of course, you may wish to increase them should you have the volunteer capacity and business levels.

Please set out the rationale behind your proposed pattern of opening.

6. How will the service be managed and delivered? (section 9)

Please briefly set out how the proposed service will be managed.

What management roles have you identified and how does the make-up of your management committee/group reflect those roles? (Please attach a brief resume of the skills and experience of each of your committee members). What capacity, skills and commitment is available within the group/organisation and how will this be strengthened as necessary by future recruitment? **The Stronger Communities team can help you carry out a “skills audit” to help you identify strengths and any gaps.**

Please also set out how you intend to operate the proposed service on a day to day basis including how you have recruited sufficient volunteers with an appropriate range of skills or, alternatively, how you intend to recruit them. Please also indicate how you will manage volunteers including any volunteer management policies you will put in place. **Advice is available through the Stronger Communities team.**

7. Marketing and Publicity (section 10)

The Library Service will continue to provide publicity material for county wide activities such as the Summer Reading Challenge, World Book Day etc. The group may also wish to promote the library within the community or further afield, as well as developing activities and events requiring publicity. Please describe how you will undertake this.

The group may also wish to promote itself as an organisation, to attract new members, promote to potential sponsors and funders as well as customers. Has the group considered how it will do this? If so, please describe your plans. **Advice is available on how to develop a marketing plan through the Stronger Communities team.**

8. How will the property be managed? (section 11)

You will need to consider the type and the length of lease you will require to deliver your proposals as this may affect what external funding you may be able to attract and your on-going cash flow forecast. Please outline any short and/or long term requirements here. This will form the basis of a discussion with the Council’s Property team; each location will be considered on its own merits. **Advice is available from the Stronger Communities team.**

Where relevant, please briefly set out how the building facility will be managed. This should include your approach to caretaking, cleaning, hiring policies, Health and Safety, general maintenance and minor repairs.

Some groups may have plans for future development of the building requiring structural changes or extensions. If your group has these aspirations, please provide an outline of your plans and an indication of when you hope to implement them. If you have carried out any initial feasibility work please include a summary of this.

9. Financial Management – Start-Up Costs (section 12)

Have you identified any one off costs that will require external funding in advance of opening, examples could include a feasibility study, small capital works, equipment costs or other short term set-up costs?

The Stronger Communities Programme may be able to assist with this.

10. Financial Management – Cash-flow Forecasts (section 13)

Please provide a 3 year income and expenditure forecast. Successful business plans will be based on robust, financially viable and sustainable proposals. Please set out what on-going resources you will need and how these will be generated and sustained. Please detail what additional funding streams you will develop to cover any costs you may incur including any contracts, grants and projected earned income.

Potential costs that you need to consider in your outline business plan include:

- Running costs including utilities, energy, rates, cleaning, grounds maintenance, building maintenance
- public and employer's liability insurance
- contents insurance for contents owned by the group
- telephone rentals/calls
- consumables (stationery etc.)
- health and safety tests
- replacement fixtures and fittings
- volunteer staff training (other than that provided by library service)

Please include details of any assumptions you have made in completing your financial submissions e.g. level of inflation on expenditure. **Advice and example cash-flow forecasts are available from the Stronger Communities team.**

11. Legal compliance (section 14)

Before we can enter into a contractual arrangement, we will need to ensure the community body is compliant with legal requirements relating to public and employer's liability insurance, health and safety, safeguarding children and vulnerable adults, licensing (e.g. public entertainment), food safety/hygiene, data protection etc. In this section, please set out what action you have taken to date to identify the steps you will need to take to demonstrate legal compliance and set out any actions / issues that remain to be addressed.

Support and guidance on policies and procedures is available from the County Council via the Stronger Communities team.

12. Monitoring & Evaluation (section 15)

You will need to know if you are achieving your objectives as a group and the Library service will also collect annual data from you around user numbers etc. This type of information may also be useful if you are seeking grant funding.

Please outline how you will measure and collect information such as:

- Meeting service targets / objectives you have set in this plan
- How you will use this information to improve the services you offer

13. Risk Assessment (section 16)

Please set out any risks you have identified relating to the implementation of your proposals as set out in this outline business case. Please also consider how the risks can be mitigated. (A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis could be useful starting point for this).

Risks might include withdrawal of grant funding/financial support by third parties, groups in the building moving elsewhere leading to a reduction in income etc. **Stronger Communities can provide you with a tool to help you with this.**

14. Project Plan (section 17)

Please provide an outline of your project plan providing details of how you will manage this project up to the point of transfer, including an outline timetable of key milestones. **The Stronger Communities Team can help you with this.**

The actual timescale will be in agreement with the Library Service with full transfer required by 1 April 2017. This section should cover prior to handover and include your expectations around such areas as training, publicity and any funding bids submitted or planned.



Outline Business Plan for the provision of a Community Managed Library Service

The purpose of this document is to provide a framework for prospective community bodies to follow, for the submission of an outline business plan to North Yorkshire County Council for the community body to provide a community managed library service.

Please refer to the Outline Business Plan Requirements and Guidance Notes before you complete this template.

Your Details:

1. Name of applicant group/organisation

2. Name of Library which this outline business plan relates to

3. Contact details for correspondence

Name:	
Telephone (daytime):	
Telephone (evening):	
Email:	
Postal Address	

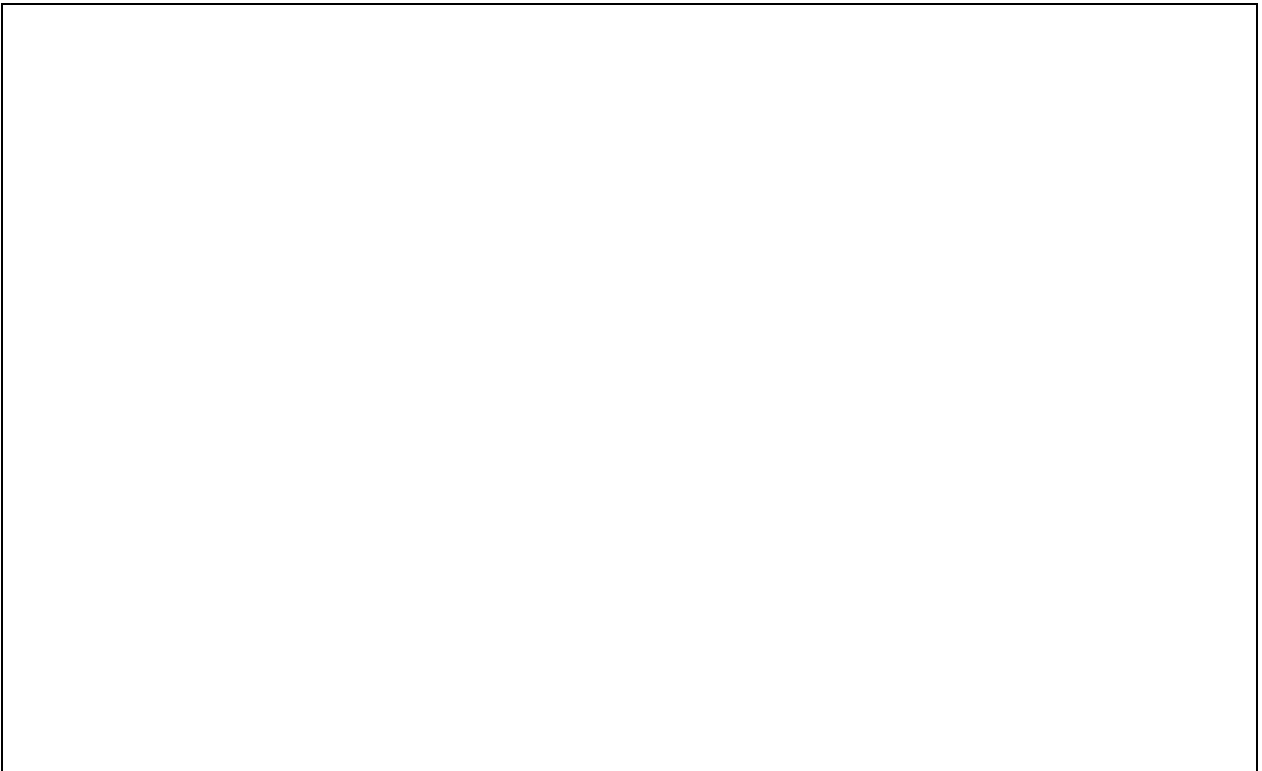
4. Information about your Group/Organisation.

(Please refer to Guidance Note 1)

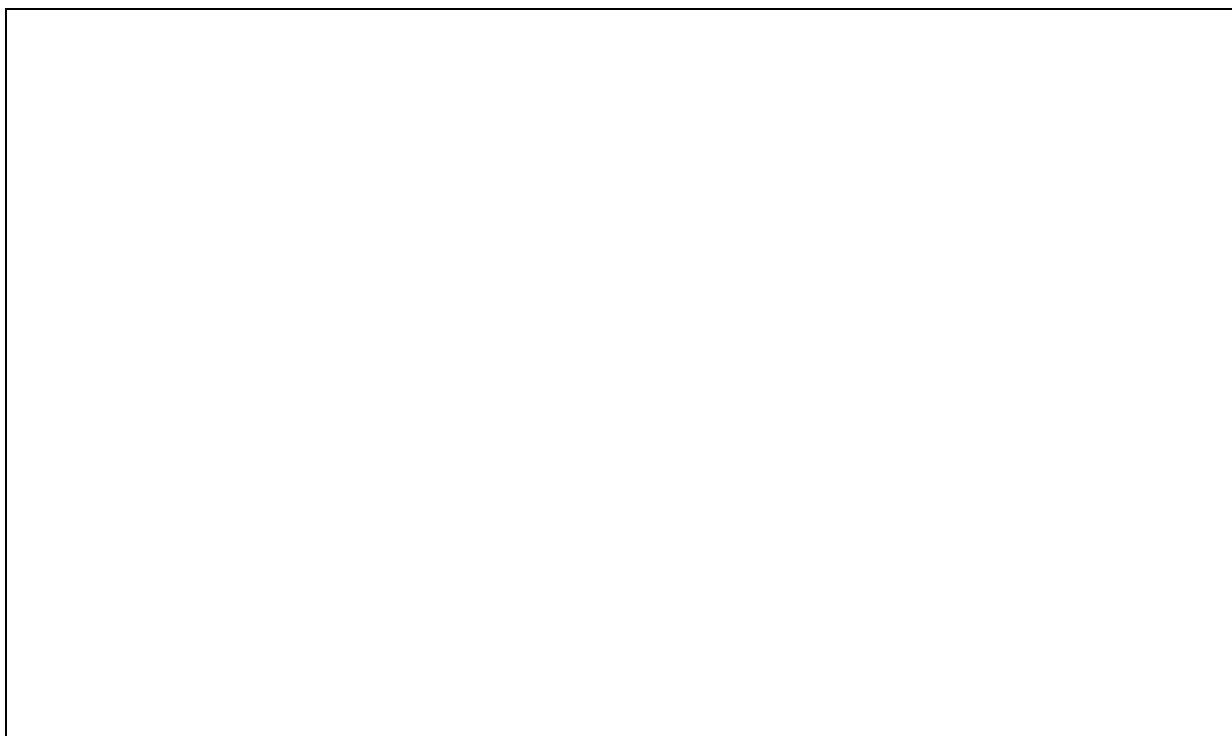


Executive Summary

- 5. Please provide an overview of your proposals.
(Please refer to Guidance Note 2)



6. Please describe the vision of your Group/Organisation including any long term plans you may have for the service/building and how these will benefit your community.
(Please refer to Guidance Note 3)



Evidence of Community Involvement

7. Please describe how you have engaged and / or are engaging the local community in the creation of your vision and the development of the service.
(Please refer to Guidance Note 4)

Opening Hours

8. Please set out your proposed opening hours.
(Please refer to Guidance Note 5)

Management & Delivery

9. Please describe how you will manage and deliver the proposed service.
(Please refer to Guidance Note 6)

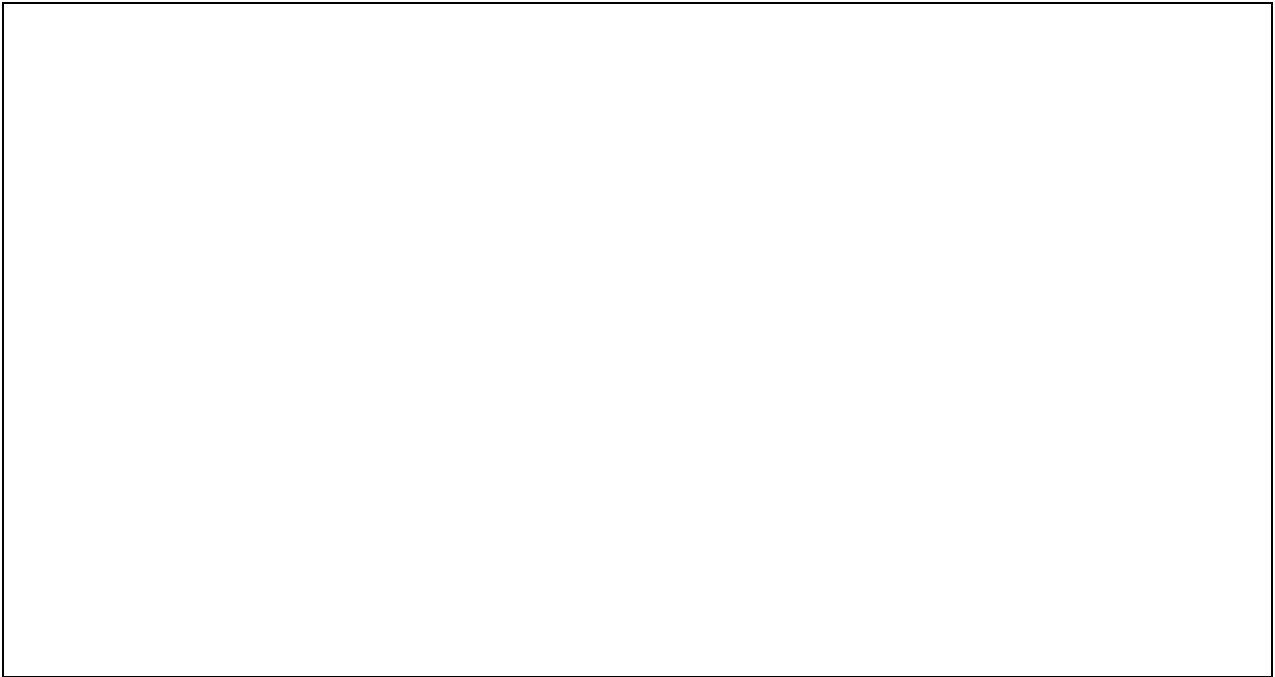
Marketing and Publicity

10. Please describe your ideas and plans to promote the service and your group to your community.
(Please refer to Guidance Note 7)

Property management

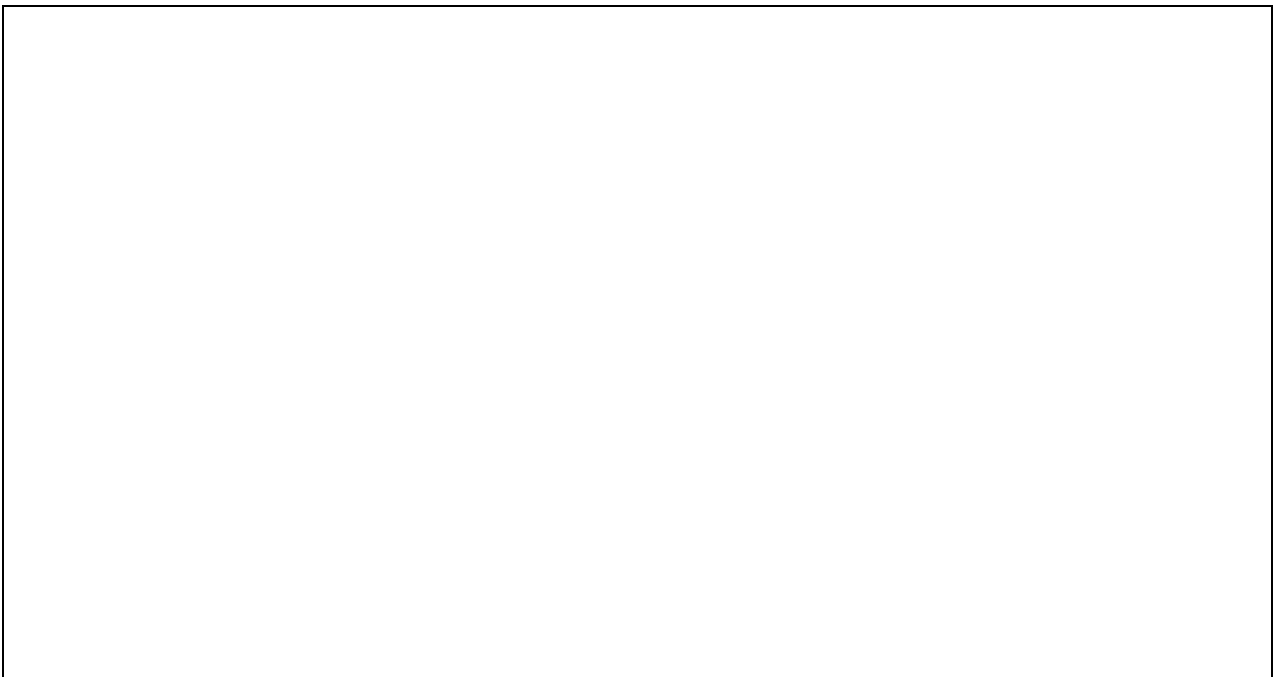
11. Please provide detail of how the building facility will be managed.

(Please refer to Guidance Note 8)



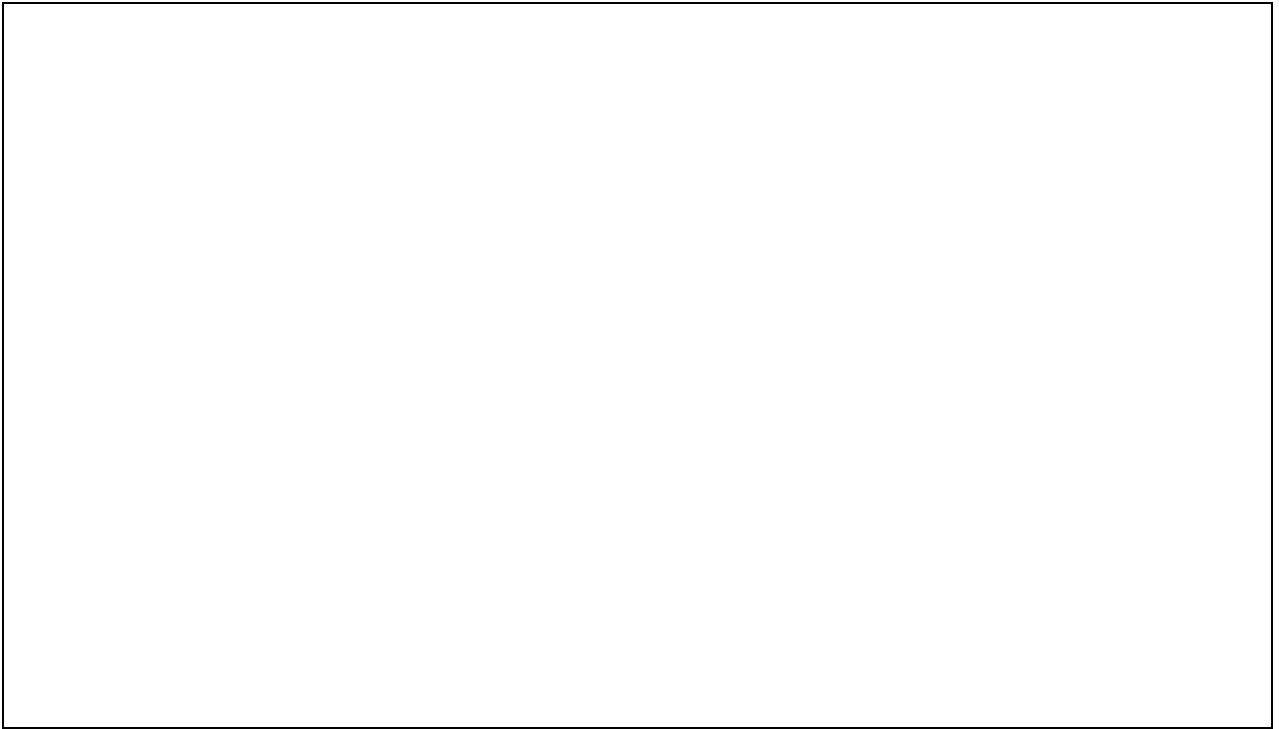
Financial Management

12. Please provide indicative activities and costs for which start-up funding or further short-term support may be required.
(Please refer to Guidance Note 9)



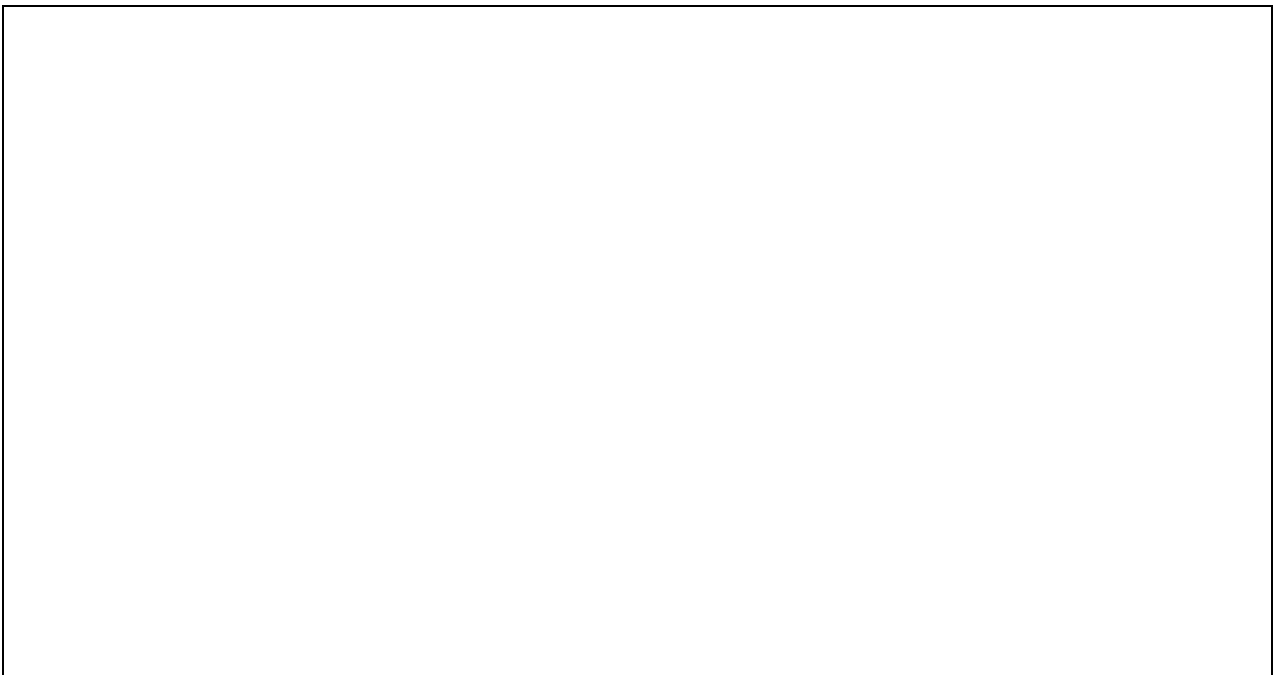
13. Please provide an overview of your expected income and expenditure and cash-flow, including a 3 year annual financial projection.

(Please refer to Guidance Note 10)



Legal Compliance

14. Please provide details of the action you have taken to date and any further action required to ensure you comply with the relevant legal requirements mentioned in guidance note 11 (Health & Safety, Employers' Liability Insurance etc.).
(Please refer to Guidance Note 11)



Monitoring and Evaluation

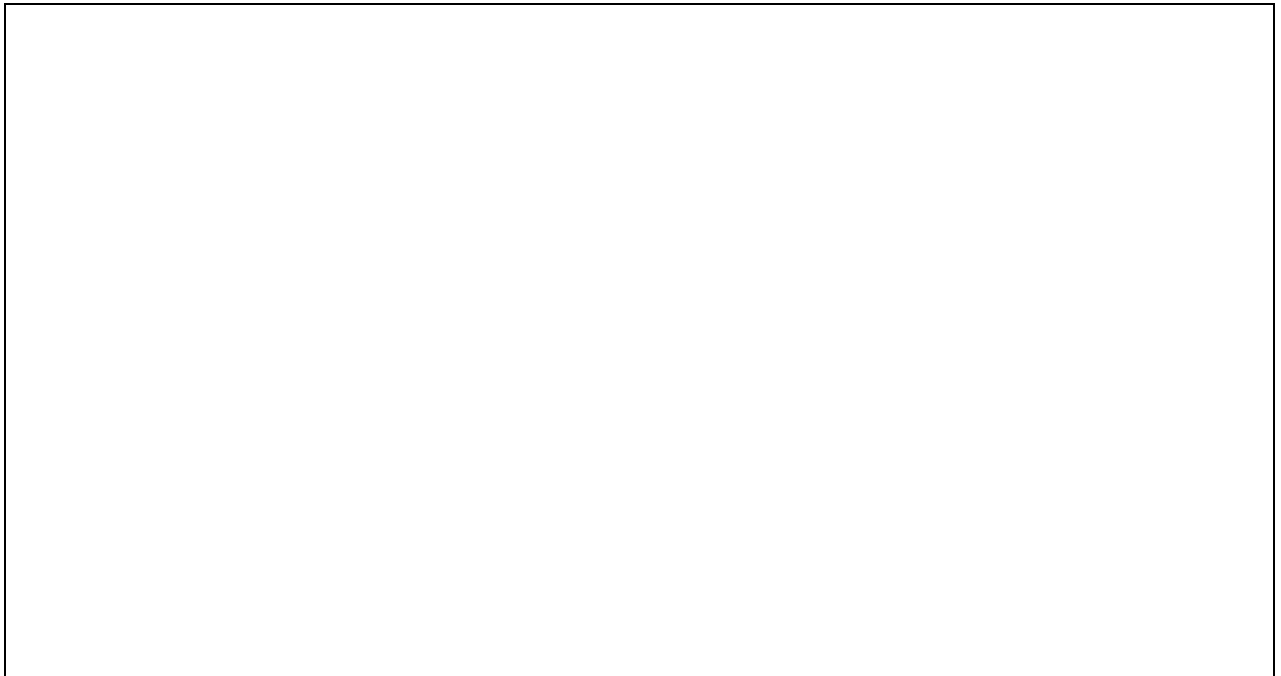
15. Please describe how you will measure success. You should also include monitoring of your own objectives as stated in Section 5.
(Please refer to Guidance Note 12)

Risk Assessment

16. Please state any risks associated with the delivery of this outline business plan and how you would propose to mitigate those risks?
(Please refer to Guidance Note 13)

Project Plan

17. Please provide details of how you will manage the transfer including an outline timetable?
(Please refer to Guidance Note 14)



Other

16. Please provide any other supporting information you feel is applicable.

I confirm that I am authorised to submit this business plan on behalf of

Name of Group / Organisation	
Signed	
Name	
Date	

Once completed please email to: libraries@northyorks.gov.uk

Library Secretaries
NYCC Library HQ
21 Grammar School Lane
Northallerton
North Yorkshire
DL6 1DF

North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
18 April 2016
Equality

1.0 Purpose of the Report

- 1.1 To update Members about specific areas of practice in relation to equality within North Yorkshire County Council as requested at the committee's mid-cycle briefing.

2.0 Background and context

- 2.1 Under the provisions of the Equality Act 2010, the County Council is subject to the Public Sector Equality Duty which requires public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected characteristic and people who do not share it.

- 2.2 The protected characteristics are:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

- 2.3 In addition to the statutory protected characteristics the County Council has also taken the decision to consider two additional characteristics in relation to equality – rurality and low income.

- 2.4 At the Corporate and Partnerships Overview and Scrutiny Committee mid-cycle briefing, Members asked for a report on:
- progress with equal pay within the organisation;
 - monitoring of workforce data;
 - Member training in equality issues, and;

- the refreshed equality objectives to be published by the organisation.

3.0 Progress on equal pay

3.1 A review of pay at North Yorkshire County Council for equal pay purposes has been completed in 2015 jointly with Unison. This follows previous joint reviews in 2012 and 2009. The equal pay audit is more than a data collection exercise, it entails a commitment to put right any identified issues relating to pay equality and this means that the audit must have involvement and support of managers within the authority to deliver the necessary changes.

3.2 The audit ensures pay practices align with the Council's priorities. The Authority supports the principle of equality of opportunity in employment and is committed to the fundamental principle that procedures to determine the pay and conditions of employment for all employees do not discriminate unlawfully and are free from bias. Basic elements of terms and conditions for all staff e.g. pay bands, pay rates, JE schemes are applied consistently, and application of policy, indeed the pay and reward package associated with the NJC agreement have been separately negotiated to incorporate Soulbury and JNC to ensure transparent and consistent application of pay policy.

3.3 There is much to be positive about in the latest equal pay audit:

- the progression of men and women looks to be equal through the grades, and women are at least as successful and in some areas more so than their male counterparts in progression through the recruitment/selection process for senior posts;
- systemically there are many safeguards to ensure equal pay for all with protected characteristics;
- progress has been made since the last audit in terms of spot salaries and grades with bar points; and
- changes to the Increments policy have offered greater protection for staff with a disability who need to be absent.

3.4 Areas where further work is needed have also been highlighted including Clerk to Governor and sessional worker posts. There is also a need for all equality impact assessments for service changes which include re-structures or changes in staff numbers, or terms and conditions, to focus on the impact on staff as well as service users.

3.5 In addition, it is recognised that the Council needs to keep a watching brief on the implementation of the National Living Wage, the streamlined job evaluation system, gender pay gap reporting and staff numbers declaring a disability.

4.0 Monitoring of workforce data

4.1 North Yorkshire County Council (NYCC) has continued to monitor equalities information on its workforce over several years as part of its compliance with the Public Sector Equality Duty. The protected characteristics are age, sex (gender), disability, race, sexual orientation, religion or belief, gender reassignment, pregnancy or maternity and marriage or civil partnership.

4.2 The aim of the monitoring is to enable NYCC to consider the needs of all individuals in their day to day work and in developing policy. Currently NYCC collects information on the following protected characteristics – age, gender, ethnicity and disability. Data is collected by post rather than individual employee. This may result

in some double counting where an individual has more than one post but allows year on year comparisons to be made.

4.3 An annual report is collated and published on the NYCC website at <http://www.northyorks.gov.uk/article/26151/Equal-opportunities-information>

4.4 NYCC does not collate information on the workforce relating to sexual orientation, religion or belief or gender reassignment. Although staff are asked to identify their sexual orientation, and religion or belief at recruitment/appointment stage, and again at intervals throughout their employment, this is voluntary and the take up is not yet considered to be sufficient despite regular communication and reminders to staff. Therefore this is not reported as it would give an inaccurate position.

In relation to gender reassignment, this is currently not a reported category in the HR and payroll system so staff are not asked to record this. This gap is currently with the system supplier for consideration and progression as a development.

NYCC will work to engage with employees and develop a culture of trust to enable future data collection which will be analysed, interpreted and used to advance equality and good relations. The rationale for collection of sensitive data and the way in which it is collected will be transparent with clear information regarding privacy protection.

4.5 The Executive receives information on the age profile of the workforce as part of the workforce performance section of the quarterly performance monitoring report.

5.0 Member training on equality issues

5.1 All staff at North Yorkshire County Council have to complete mandatory e-learning in equality and diversity. An additional e-learning package is currently being developed for staff who are responsible for completing equality impact assessments.

5.2 Some awareness raising for Members has been carried out through Members' seminars but the general e-learning package on equality and diversity can also be accessed by Members if this is considered useful. Members can access the Learning Zone in the same way as staff, although there is currently no specific training for Members included there.

5.3 At the mid-cycle briefing Members felt that it would help with their decision making if they understood more about how equality impact assessments are carried out. Members may wish to consider recommending that an appropriate session is included in a future Members' seminar.

6.0 Refreshed equality objectives

6.1 As part of the Public Sector Equality Duty, NYCC is required to set and publish equality objectives at least every four years. Current objectives can be found at http://www.northyorks.gov.uk/media/18006/Equality-objectives/pdf/General_Equality_Duty_Update_Feb_2015_FINAL.pdf

6.2 A refresh to the organisation's equality objectives is due to begin in April 2016 and it is proposed that a small number of objectives be set which comply with the following criteria:

- Relate directly to the approach and ambitions of the Council Plan
- Need to be evidenced by data/engagement
- Are achievable and measurable

- Do not require a large increase in costs or resources

In this way, we seek to ensure that those with protected characteristics in the county are not excluded from our aspirations for our communities and are supported to embrace future opportunities. Directorates are currently considering possible objectives which may include the following:

- LGBT children and young people
- Poor health outcomes – Gypsy, Roma and Traveller young people / Looked after children / Care leavers
- Closing the attainment gap for vulnerable groups of young people
- Digital by default
- Accessible transport
- Fostering good relations
- Physical access

7.0 Recommendations

7.1 It is recommended that the Committee:

- a) receives and considers the report,
- b) notes progress on equal pay,
- c) considers recommending that Members be encouraged to complete the equality e-learning package on the Learning Zone; and
- d) considers recommending that a session on equality impact assessments is included in a future Members' seminar.

Neil Irving
Assistant Director – Policy and Partnerships
6 April 2016

Background document – North Yorkshire County Council equal pay audit 2015

NORTH YORKSHIRE COUNTY COUNCIL**CORPORATE AND PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE****18 APRIL 2016****WORKFORCE UPDATE****Purpose of Report**

1.0 This report updates the Overview and Scrutiny Committee on the County Councils changing workforce, presents key workforce data and details progress on the Workforce Plan which takes the County Council workforce up to 2020.

2.0 A Smaller Workforce

2.1 The County Council's workforce (non schools) continues to reduce at a relatively steady pace as below;

	Headcount	FTE
Q2 2012/13	8580	5810
Q2 2013/14	7716	5659
Q2 2014/15	7663	5668

The 15/16 end of year outturn has yet to be finalised but is currently reporting at 5632 FTE.

2.2 It should be noted that headcount has reduced to a greater extent than FTE because a large proportion of posts removed have been very part time often for only a few hours a week.

2.3 The reduction prior to 2014 focused in the main on managerial and back office/support posts but changes since 2014 coming from 2020 service proposals have had more impact on frontline posts. To date the reduction in back office and managerial posts remains well over 20% including senior manager reductions at 24% and frontline reductions by contrast at around 4%

2.4 Since April 2014 the impact on staff of 2020 organisational restructures has been:

- Over 2000 staff involved in redundancy consultations
- 50 restructures completed
- 426 staff displaced (meaning their job no longer exists in the new structure)
- Around 150 posts removed through natural wastage (staff leaving for external posts, deletion of vacancies, reduction in hours etc.)

For the staff displaced:

- Over 130 left voluntarily for other jobs during the consultation and implementation period.
- 80 staff have been redeployed
- Around 200 redundancies (of which a third were voluntary and 50 of which held another part time post)
- 12 retired

2.5 The number of voluntary leavers above relates to the long lead period in implementing restructures, which allows post reductions to be achieved by

holding vacancies caused by normal turnover and staff at risk of redundancy seeking alternative employment.

- 2.6 In terms of the cost of redundancies £5m was allocated in MTFS in 2010 for One Council changes redundancy and pension strain costs. This was spent over a 4-5 year period and a further £5m allocated in 2014/15 for 2020 costs of which £1.3m has been spent to date. The County Council exit payments are those set out in relevant legislation notable the Redundancy Modification Order as applicable to local government and the LGPS if staff made redundant are over 55. Additional payments via available discretions are not used. This spend compares well with costs and spend across comparator authorities which average £20 -30m. The average payment to staff is around £9k.

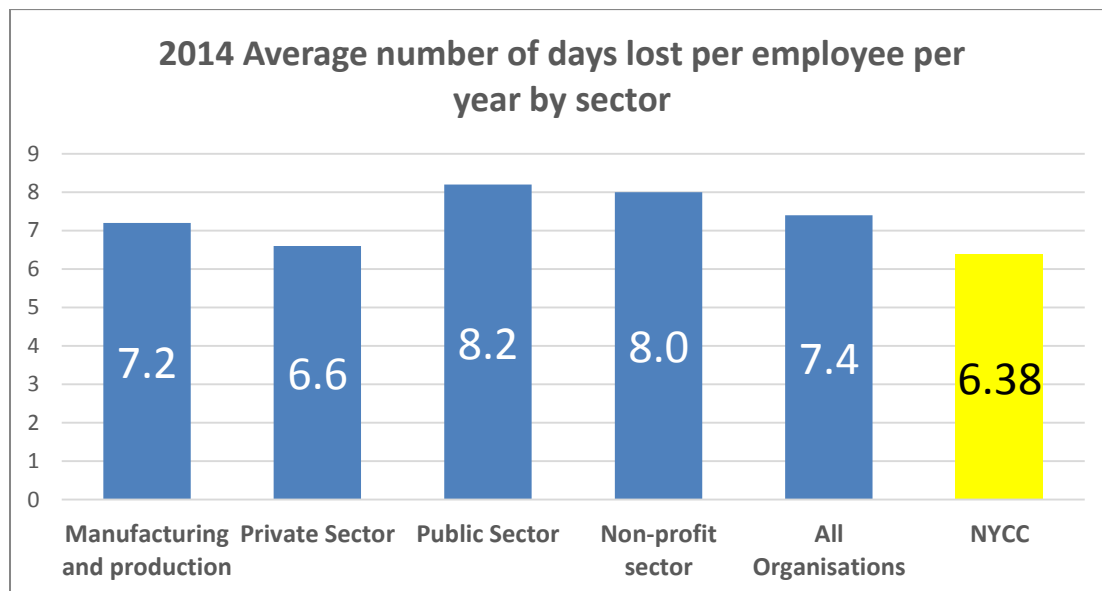
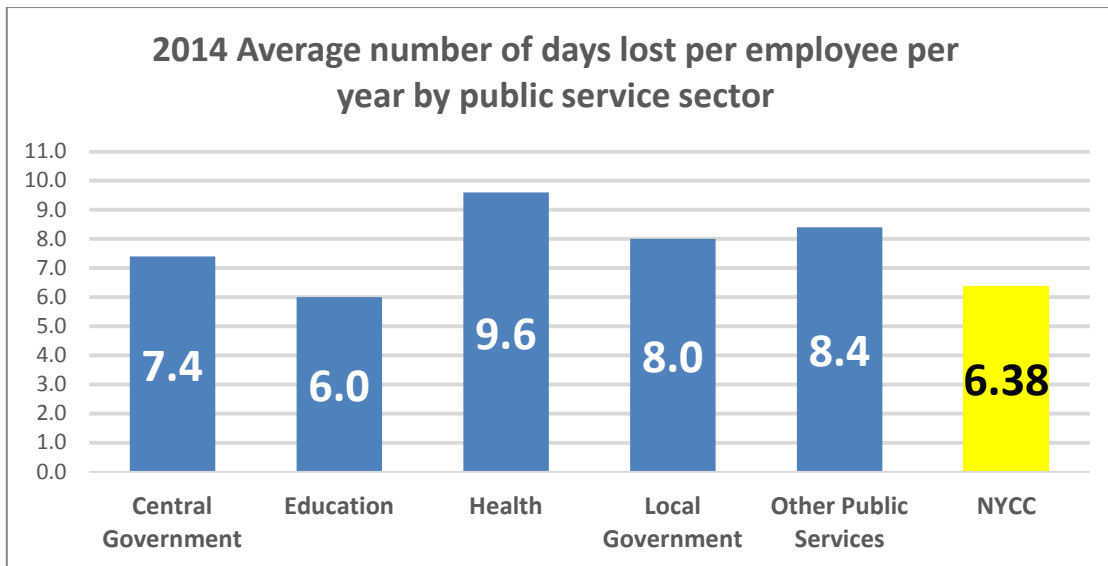
3.0 Other Workforce Data

- 3.1 **Recruitment and Turnover;** Despite staff reductions recruitment continues focused on front line posts. The data for 15/16 is not yet finalised but follows the same pattern for most years. In 2014/15 there were 1909 vacancies with 98% filled at time of first advertising, comparing well with 86% in other authorities. This covered 3196 new starters as some adverts were for multiple posts. The average time to hire was 33 days compared to average 47.5 days in other authorities. Nearly 30,000 applications were received, an average of 15 per vacancy. Full year advertising spend for 15/16 was £41k as the vast majority of vacancy promotion now takes place very successfully on line and increasingly via social media. On an on-going basis, there are about 250 vacancies a month actively recruited to, with the majority in care, cleaning, catering and professional front line posts such as social work.

Turnover has increased slightly from 11-11.5% in 2014/15 to 12-12.5% in 15/16 with redundancies accounting for around 3% of turnover. The increase is due to staff reductions caused by 2020 restructures and may also reflect improved employment opportunities outside NYCC with staff leaving for other opportunities particularly at times of uncertainty. Certainly there has been a reasonably high turnover and therefore vacancy levels in services in the run up to restructures. When compared to Local Government Workforce Survey, the turnover rate is slightly higher than average of 11.5% for whole of UK which is to be expected given the level of restructures in 15/16.

- 3.2 **Sickness Absence;** Absence levels reached a record low of 6.21 days lost per employee for 2014/15 following a steady trend downwards over previous years from around 8 days in 2007 to 6.5 days for 2013/14. 2015/16 figures are being finalised and show a slight increase to 6.36 which is still very low.

Below is a summary of key findings from CIPD absence survey 2014/15 which shows NYCC absence as very low compared to both the public sector and across all sectors. It should be noted that for the private sector for companies of over 5000 staff the average days lost is 9.



3.3 Composition; 80% of staff are female, 60% part time, many in multiple roles, 4.5% are 25 years old or younger, 3% BME and over 80% live in the county. Other than the proportion of young people the workforce composition has not changed over recent years. The reducing level of staff under the age of 25 (4.8% in 13/14 and 5% in 12/13) is the inevitable consequence of holding vacancies and not recruiting in a number of areas where previously there had been a relatively healthy intake of young people eg Business Support.

3.4 Spend on agency pay

Spend on agency staff for 15/16 was £311k, which whilst an increase on a historic low of £132k for 2014/15 is still extremely low in comparator terms. Overall spend is higher than previous 2 years due to increase in agency spend attributable to a small number of gaps for specialists such as Approved Mental Health Practitioners, Educational Psychologist, Traffic signals engineer and Lawyer pending recruitment and a need for HAS resource workers pending recruitment or service changes eg Brentwood lodge. NYCC remains one of only a very small number of authorities which has no agency social workers and this

was remarked on in the LGA review as being “unheard of” compared to most authorities which operate on 15-20% agency social workers. National benchmarking of agency staff spend in the public sector details 376 organisations spending £1.1bn, with London Boroughs spending £10+m and larger authorities more eg Birmingham at £50m with an average spend of £3m, significantly higher than NYCC. Reviewing spend regionally, NYCC’s spend is in line with several local district councils and is by a long way the lowest spend of any upper tier Authority. Spend in other local councils include:

Leeds City Council £14m	Sheffield Council £6m
Doncaster Council £8.7m	East Riding Council £1m

4.0 Supporting our Workforce through Change

4.1 Over 40% of Council staff have been through a restructure and been declared at risk of redundancy with some having been through this process 2 or 3 times since 2010.

4.2 In 2020 restructures, there is less opportunity to redeploy staff than previously due to the more specialist and senior posts affected. Support to staff has therefore focussed on achieving ‘good outcomes’ for staff, acknowledging that this may not be continued employment with NYCC. As part of measuring outcomes for displaced staff their ultimate destinations is recorded as far as possible and where known these are:

- 51% found other employment
- 34% did not wish to seek new work (this includes 51 who worked fewer than 7.5 hours a week)
- 2.25% changed to self-employed
- 3% were unemployed and still seeking work
- 1% went into further education/training.

This means for displaced staff it can be considered that 97% achieved a positive alternative outcome.

4.3 Taking 15/16 as an example, staff support was provided through a variety of routes recognising staff have different needs and choose different solutions:

- An online resource (covering topics from job seeking and redeployment to fostering, adoption and volunteering) to help staff consider their options and seek specialist advice if needed eg to retrain, set up in self-employment or flexibly retire. Accessed by up to 100 staff a week.
- 3 information fairs attracted over 135 staff with representatives from a range of organisations able to answer staff questions, eg training, volunteer and enterprise organisations, job centre, HR, pensions, money and careers’ advice.
- Over 120 staff attended one to one drop-in sessions across the county.
- 20 ‘Moving Forward’ Workshops delivered across the County covering personal strategies for dealing with change, redeployment and all aspects of jobs/careers search. 97% of attendees reported the workshop was beneficial.

- CV, applications and interview skills workshops and Self-Employment workshops have been delivered by partners at zero cost.

5.0 Learning and Development

5.1 Ensuring council staff have the right knowledge and skills continues to be important and 2020 service changes often alter roles and hence the skills needed requiring development and training for the staff affected.

5.2 Headline data for the last 12 months for staff development and training is;

- 1095 classroom training events delivered to 14,000 delegates (including 2,516 from PVI Sectors)
- 323 commenced a qualification, 325 completed one and at end of 14 there were 131 on-going.
- 15000 mandatory online learning completions (including 1,700 PVI Sectors)
- 2100 CPD training and learning activities undertaken by staff
- 111 front line managers completed Foundation Level Management Programme
- 148 middle managers completed the Middle Management Development Programme
- 52 social work students placed and 19 Trainee Practice Educators being mentored

5.3 Online learning resources:

- Ashridge (Learning materials for managers) 5705 views
- StreamLearning (short videos on how to communicate/manage effectively and productively when faced with typical workplace problems) 732 views
- Learning Nexus (a suite of learning to support staff – e.g. ICT courses, social care, health and workplace legislation) 29502
These are delivered via the Learning Zone which had over 1million views and can be accessed by staff from any electronic device.

5.4 The approach to Workforce development has been improved to ensure the training provided is needed and delivered in a relevant and appropriate way. There is an increasing move towards online and blended learning for knowledge based training, with webinars and classroom based training used for skill based. All training is fully costed and detailed in the training plan reviewed and approved by Management Board twice yearly. The current training budget is some £0.5m to fund the purchase of training resources including on-line packages, qualifications and external training/venues where required. There are centrally employed trainers utilised to deliver training as much as possible in order to keep the cost of external spend to a minimum. The central training unit also provides training to other organisations including schools, district councils and the private and voluntary care sector on a trading basis. The commitment to staff is a minimum of 5 days training a year which includes mandatory and work based training. Clearly some staff groups and particularly new staff receive more than 5 days.

5.5 The new approach to workforce development is based on a more strategic 4 year workforce planning cycle with an annual refresh, more closely aligned to

the Council Plan and service planning; and a revised workforce planning framework with a thematic approach. Additional Workforce Development Advisors capacity has been funded on a temporary basis from the corporate training budget to ensure that the workforce development needs of 2020 service changes and the 2020 cross cutting themes are sufficiently identified and addressed. This is in addition to the ongoing staff development needs created by directorate and other corporate work including responding to national changes such as social work reform.

6.0 Workforce Strategy

6.1 2020 service changes can fundamentally change what is needed for a specific staff group now and into the future and it is important the County Council is able to develop staff into changed roles and recruit the right staff where there are gaps. 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. The County Council needs to be able to attract, develop, retain and motivate a high quality workforce into the future.

6.2 The 2020 Workforce Strategy has been in place for 18 months and 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

Progress against each priority over the next 5 years is 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 considers progress for one of the 5 priorities at each quarterly meeting

A particular focus over the past 12 months has been on Engaging the Workforce and Managing and Developing Talent as below:

6.3 Engaging the Workforce

There has been a number of developments and initiatives to increase the level of staff engagement;

- The staff survey recently completed by over 50% of staff show results that, despite the ongoing changes for staff, were reassuringly positive with most areas having improved on the position in the last staff survey a few years ago. Staff said they are clear about what they are expected to achieve and are positive about their managers encouraging ideas, providing positive feedback and listening. They understand and endorse the council's change programme and felt there is a clear vision for the future. Many staff recognised that they have the opportunity to discuss changes in the service and 65% agreed that they were encouraged to think innovatively. The survey also gave clear pointers to areas the county council can improve which include senior management doing a good job at keeping staff informed, teams working effectively together across the council and staff feeling comfortable about raising issues. Plans have being drawn up and are being actioned by staff and managers across the council to follow up on the results

for their teams.

- The recent staff innovation awards, which will be repeated on an annual basis, provide staff the opportunity to highlight work they or their colleagues have been involved in, which they consider to be innovative. There were over 40 entries, the awards ceremony was held on the 11th December 2015 and the submissions can be viewed online at <http://nyccintranet/content/innovation-awards-2015>. This was the county wide innovation awards and directorates also have their own different recognition events to recognise good staff performance.
- There is an on-going “bright ideas” area on the intranet so staff can submit at any time an idea they have for improvements and change. This is increasingly well used and to date there have been 95 ideas posted. All ideas are considered and a response given.
- It is obviously a requirement of managers that they fully engage and involve staff in areas which affect them at work particularly at a time of change and this was a specific feature of the staff survey. To support this the behaviour and skills framework for managers has been refreshed to particularly emphasis this requirement. It is also a feature of the CEX twice yearly discussion sessions with Managers and is to be covered in the “leadership conversations” which Assistant Directors are having with all line managers in the next few months. The use of team brief as a cascade from the CEX via directors to all staff through line management ensure that key messages and information is disseminated in a timely way and feedback is encouraged.

6.4 Developing Talent

Work is ongoing to improve our approach to succession planning, graduates, apprenticeships and qualifications to ensure there is a ‘pipeline’ of talent available when needed to meet the demands for the ‘workforce of the future’ in 2020 and beyond

- The approach to succession planning is based on roles which pose a ‘risk’ to service continuity and resilience. 3 risk ‘hotspots’ have been identified as listed below against which development plans for likely successors are being worked up, or advance recruitment plans if no successors are identified.
 - a. Senior Manager roles (grades SM1 and above)
 - b. Service critical roles (relating to service resilience, eg HAS resource workers)
 - c. Hard to fill/retain roles (at or above Council average turnover of 13%)
- The approach to graduates has been refined to take a more targeted approach focusing on the specific professions needed in the future, such as social workers and engineers, as opposed to the previous more generic approach. Good relationships have been established with Universities that can supply these disciplines, and services are now determining current and future need. This will be complimented by the approach to Apprenticeships which is being revised to reflect the national changes being implemented as part of the Enterprise Act.
- An improved approach to Qualifications is being developed to determine whether the Council has the appropriate qualifications framework in place to

meet current and future service needs in the context of the 2020 challenges. This will include current needs as well as those created by changing roles as part of 2020 changes. Notably, this will consider 'capacity building' where a new qualification requirement would improve workforce fit for a service area going forward, as well as where the new provision of a qualification as part of wider measures would enhance the ability to attract, retain and succession plan in 'hotspot' / hard to fill roles.

7.0 Achievements and Challenges

7.1 Achievements; The County Council has had a number of achievements in terms of its workforce over the last two years including:

- Social Worker Employer of the Year 2014/15
- Recognised as a Top 100 Apprentice Employer (covering all sectors)
- Workforce performance and resilience being recognised as key strength in the recent LGA Peer Review. The formal written feedback has not yet been received but from the LGA initial feedback the following were detailed as key workforce strengths; "a loyal and committed workforce at all levels", "resilient staff" and good engagement with "Innovation awards celebration of success" and staff's "high regard for training and development" specifically mentioned. The review team gave as a key message to feed back "Great people and senior leadership".
- Top quartile sector wide workforce metrics on issues such as sickness absence and use/spend on agency staff

7.2 Challenges; The Peer Review identified challenges as:

- Succession management at senior levels.
- Identifying for post 2020 the skills and competencies needed for the future and getting skills and capacity in right place.

The approach and work outlined above hopefully addresses these.

7.3 In addition there is much work needed going forward on a range of workforce issues particularly in relation to:

- The on-going government initiatives and changes which impact on the workforce continue particularly at a time of on-going large scale internal change. The apprenticeship developments introduced by the Government as part of the Enterprise Bill, are a notable example and details are attached as a briefing note at appendix 1.
- Social care workforce recruitment and retention. This is a nationally recognised difficulty with research suggesting there will be a gap of 200,000 care staff in the next few years. Work locally has identified an emerging worrying picture across the care sector and this has been identified as one of the most important issues for the health and wellbeing of the county by the Health and Wellbeing Board and a specific work strand and sub group has been set up to address this. With an ageing local population there is a real need to ensure a care sector workforce for the future. Current issues which will result in real problems going forward if not resolved include; almost full employment in the county so care providers needs to compete with other sectors for staff, an ageing care workforce, a lack of interest in care jobs and careers from young people, a trend for young people to leaving the county for work,

high costs of housing and travel in parts of the county making it difficult to attract staff in for vacant posts.

Justine Brooksbank
Assistant Chief Executive (Business Support)

Briefing Note New National Requirements for Apprenticeships

Background

The National Productivity Plan published by the Government in July 2015 confirmed an ambition for 3 million new apprenticeships by 2020, representing approximately 600,000 per year across the economy. The Comprehensive Spending Review (CSR) announcement on 25th November 2015 confirmed the introduction of new national arrangements for apprenticeships to realise this ambition, as previously trailed in the Chancellor's summer budget statement. The Government will include provisions in the Enterprise Bill to place these arrangements on a statutory footing.

The supporting detail is being issued incrementally and is not fully available yet. Much of the available information is complex. Some further details have recently become available as part of the Government's consultation document on public bodies' apprenticeship quota targets. The original implementation date published was 1st April 2017. However, the recently published consultation on the public sector apprenticeship quota clarifies that 1st April 2017 is the effective start date for the apprenticeship levy, but talks about the legislation for the public bodies' apprenticeship quota being on the statute books in early October 2016, which is challenging. Further clarity is being sought

Key Features

The key features of the new statutory arrangements are as follows:

- **Quota Targets:** The Enterprise Bill contains provision to amend the Apprenticeships, Skills, Children and Learning Act 2009 so the Secretary of State can set targets. An annual apprenticeship quota @ 2.3% of headcount (i.e. actual employees) is proposed for all public bodies in England with more than 250 employees. The Office for National Statistics (ONS) National Accounts Sector Classification is used to define a 'public body'. Apprentices can be young people or adults.
- **Levy ;** All employers with a paybill over £3m face an annual levy @ 0.5% of paybill, although there is a £15,000 pa rebate per employer.
- **Government Funding;** This is largely targeted at SMEs.
- **Governance & Reporting;** A new national employer led body will be established to set standards, quality assure, and promote apprenticeships.

Impact on North Yorkshire County Council

The impact of the four key features on the Council as an employer is as follows:

Quota Targets; The consultation document clarified that the default definition of 'headcount' will be actual numbers employed, but invited comment on whether full time equivalents (FTEs) or some other definition would be better. County maintained schools are included in the local authority quota, although the operation of the 'Local Management of Schools' (LMS) regulations in this respect is unclear. Based on the Q2 2015/16 workforce information, the annual impact of a quota of 2.3% of the workforce for each method would be as follows:

2.3% Quota based on Q2 2015/16	Government definition		Alternative definition	
	Actual H'ct	App. Target p.a.	FTE	App. Target p.a.
Core Council	7,330	170	5,674	130
Maintained Schools	16,814	387	7,547	174
TOTAL	24,144	557	13,221	304

The number of unemployment claimants in North Yorkshire in Q2 2015/16, the latest

figures available, based on working age population of 361,900, was 2,795 (0.8%). The vast majority of these are officially classified as 'long term unemployed', i.e. they have unemployed for longer than 6 months. These claimants will have a range of special and access needs and are unlikely to be easily employed as apprentices without specialist support. Even if these special needs could be accommodated, then 2,795 people are insufficient to meet the 2.3% quota for all private and public sector employers across the North Yorkshire economy fishing in the same labour pool. A 2.3% quota of the North Yorkshire working age population of 361,900 would produce an apprenticeship target for the North Yorkshire economy of 8,324, almost three times higher than the number of people available.

The Council does have specific labour shortages, notably in front line adult social care. Higher apprenticeships may be a route to both meeting this need and part meeting our quota target.

The potential alternatives are to compete for apprentices with other organisations within North Yorkshire with potential negative consequences for growth in the County and with potential political impacts, as if successful, the Council may starve other sectors of labour. Alternatively, costly recruitment campaigns could entice apprentices in from other areas of the UK with high unemployment.

However, the bottom line is that in the context of austerity and a shrinking revenue base, the Council simply does not have a business need for the numbers of recruits indicated by even the lowest quota target of 130 apprentices, and this will inform our consultation response.

The consultation document states that a clause in the Enterprise Bill will provide flexibility on how to set apprenticeship targets, allowing employers in a sector to group together. However, it also states the expectation is that existing headcounts would be added together, so this in no advantage as a higher aggregated headcount figure at 2.3% just will just produce a higher quota target.

For any organisation there is no penalty for not meeting the quota other than being named.

Schools: The consultation document makes it clear that Council maintained schools, where the Council is also the employer, will be included in the council quota target. No further information is provided and our consultation response sought clarity on how this provision will operate in the context of LMS regulations.

Other schools such as free schools, foundation schools, voluntary-aided, and academies or trusts with 250 or more employees will be covered by the duty. This will exempt many schools, due to small headcounts, but some larger schools or multi-academy trusts will be covered.

Levy: The Government has left HMRC to define 'paybill'. There are two main options and the impact of these on the 'core' Council i.e. excluding schools is below:

- (a) Basic + Allowances excluding on-costs: NYCC £140m x 0.5% = £700K
- (b) Basic + Allowances + On-costs: NYCC £175m x 0.5% = £875K.

CSR announcement talks about 'paybill' not 'payroll', so (b) more likely. These costs have been included in the revised budget assumptions in budget for 16/17 submitted to Full Council. The £15K p.a. rebate per employer represents 0.5% of a £3m paybill and is designed to deliver a no cost solution to SMEs. NYCC will receive the £15K but clearly this amount is insignificant against the total levy cost.

Government Funding; The headline is employers get £2 back for every £1 spent, but NYCC will be unable to fully access this due to:

- Very complex funding framework targeted at SME's not large organisations.
- Funding focuses on qualification costs not employment costs / levy.
- 4 funding elements, each cross referred to different apprenticeship levels, including

Higher Apprentices.

- 4 elements are: Core; Completion; 16-18 age group; SMEs.
- Core & Completion elements financially capped.
- 16-18 difficult to access given low youth unemployment; SMEs not applicable.

So funding will only cover a minority of the NYCC levy and early estimates show a need to employ between 300-600 apprentices to earn back the levy charge. This means there is a need to model the funding framework for NYCC against the 2020 NY workforce challenges to determine the most effective approach.

Reporting Requirements; Public bodies will have a duty to publish information annually on progress towards meeting the target and send this to the Secretary of State. This includes headcount and apprenticeship figures at the start and end of every year rather than the number of apprentices working on a given day. The number of apprentices required will reduce with any headcount reductions. Bodies will be asked to provide headcounts at the start and end of each reporting year and a variance report explaining why any targets are not being met. It is anticipated that the vast majority of a public body's apprentices will be directly employed by that body. However, apprentices employed by Apprenticeship Training Agencies (ATAs) and who work for, but are not directly employed by them can count towards the target.

Apprenticeship Scheme Availability

Very few apprenticeships aligned to Council / Public Sector are posted on the National Apprenticeship Service (NAS) website. Low take up reflects similar workforce challenges and cost pressures across the sector.

Next Steps have been identified as:

- Set up task & finish group to project manage.
- Work to be set in the context of priority 2020 workforce planning needs.
- The focus to be on grow our own/higher apprenticeships for succession / recruitment & retention hotspots, e.g. HAS, ICT, Finance, HR, Legal, Engineering.
- Build requirements into workforce planning framework, alongside graduates, etc.
- Undertake modelling of funding framework against NYCC workforce challenges to determine the most effective approach.

Jamie Sims

Head of Workforce Development

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

18 April 2016

Work Programme

1 Purpose of Report

This report asks the Committee to confirm, amend or add to the list of matters shown on the work programme schedule (attached at Appendix A).

2 Work Programme Schedule

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

3 Scheduled Committee dates/Mid-cycle briefing dates

3.1 Forthcoming committee dates are:

- 20 June 2016, 10:30am
- 03 October 2016, 10:30am
- 16 January 2017, 10:30am
- 03 April 2017, 10:30am

3.2 Forthcoming mid-cycle briefing dates are:

- 23 May 2016, 10:30am
- 05 September 2016, 10:30am
- 05 December 2016, 10:30am
- 27 February 2017, 10:30am

4 Recommendation

The Committee is asked to confirm, comment or add to the areas of work listed in the Work Programme schedule.

Bryon Hunter
Scrutiny Team Leader

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5 April 2016

Background Documents: None

Annex: Appendix 1 – Work Programme

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2016 / 17

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

Scheduled Committee Meetings	20 June 2016 10:30am	3 October 2016 10:30am	16 January 2017 10:30am	3 April 2017 10:30am
Scheduled Mid Cycle Briefings Attended by Group Spokespersons only	23 May 2016 10:30am	5 Sept 2016 10:30am	5 Dec 2016 10:30am	27 Feb 2017 10:30am

Corporate and Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2016

Reports

Meeting	Subject	Aims/Term of Reference
Each meeting as available	Executive Member Update	Overview and update from the Executive Member
	Work Programme Report	Regular report where the Committee reviews its work programme
20 June 2016	Annual Report on Health & Safety and Insurance	To provide a position statement and update on the Council's Health and Safety function, including the most recently available performance data. In relation to insurance: (a) to provide an overview of insurance claims experience over recent years, and (b) analyse the pattern and costs of Public Liability claims over the last 10 years
	Member Locality Grants	Evaluation of Year 1 to consider Year 2 scheme
	Corporate Risk Register (2015/16)	To review the Corporate Risk Register
	Performance Management	Report on performance management: council-wide and service planning/continuous improvement
	Customer Strategy	Update on progress
To be confirmed	North Yorkshire Community Safety Partnership	Designated Crime and Disorder Committee – strategic overview – future plans – annual consideration of crime and disorder matters, including 101 Call Service as part of broader discussions on the progress of Police and Crime Plan.
To be confirmed	Video Conferencing	Follow up on the Committee's review of video conferencing and the implementation of the video conferencing solution'
To be confirmed	Planning Rationalisation	To help develop specific rationalisation opportunities with the aim of enabling the County Council to deliver better buildings and additional financial savings

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