

Agenda

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

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

Date: Monday 20 June 2016 at 10.30 am

Recording is allowed at County Council, committee and sub-committee meetings which are open to the public, please give due regard to the Council's protocol on audio/visual recording and photography at public meetings, a copy of which is available to download below. Anyone wishing to record is asked to contact, prior to the start of the meeting, the Officer whose details are at the foot of the first page of the Agenda. We ask that any recording is clearly visible to anyone at the meeting and that it is non-disruptive. <http://democracy.northyorks.gov.uk>

Business

1. **Minutes of the meeting held on 18 April 2016** **(Pages 6 to 10)**
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 15 June 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. **Interim evaluation of County Councillor Locality Budgets**
– Report of the Assistant Director (Policy and Partnerships) **(Pages 11 to 48)**
6. **Equality Objectives 2016 – 2020** - Report of the Assistant Director (Policy and Partnerships) **(Pages 49 to 78)**
7. **LGA Corporate Peer Challenge** – Report of Assistant Director (Strategic Resources) **(Pages 79 to 97)**
8. **Corporate Risk Register (2015/16)** – Report of Corporate Director - Strategic Resources **(Pages 98 to 119)**
9. **Customer Strategy** – Presentation by the Assistant Director (Libraries and Customer Services)
10. **Work Programme** - Report of the Scrutiny Team Leader. **(Pages 120 to 123)**
11. **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 10 June 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 in the Brierley Building at County Hall**

Fire

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

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

Accident or Illness

First Aid treatment can be obtained by telephoning Extension 7575.

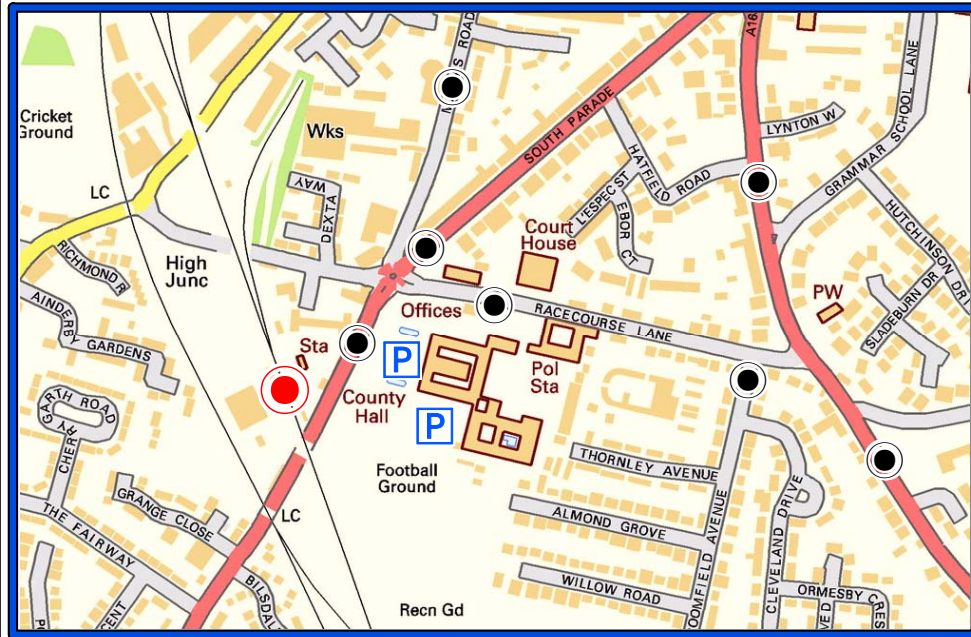
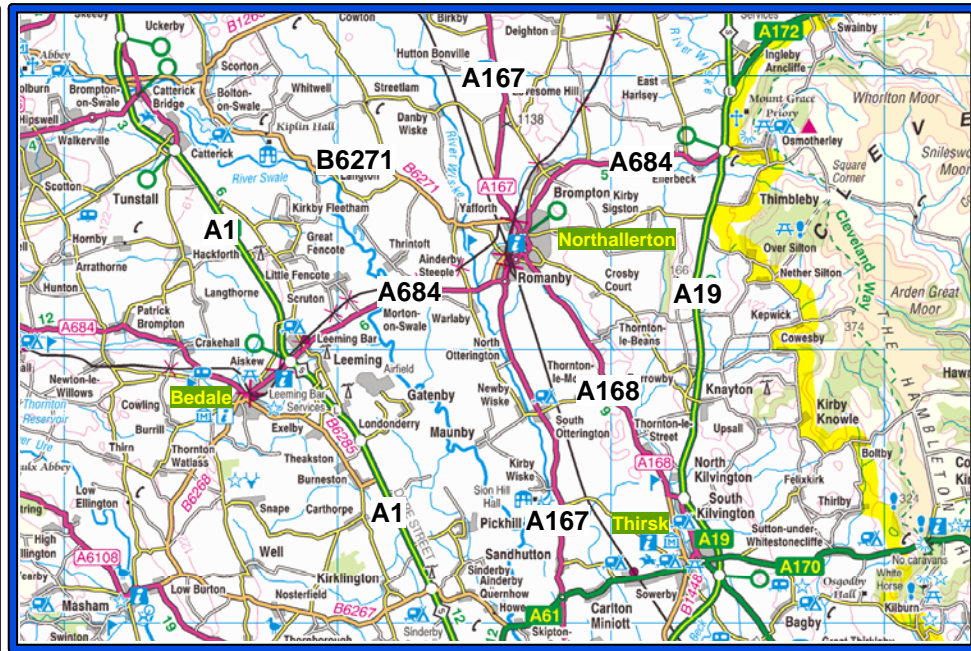
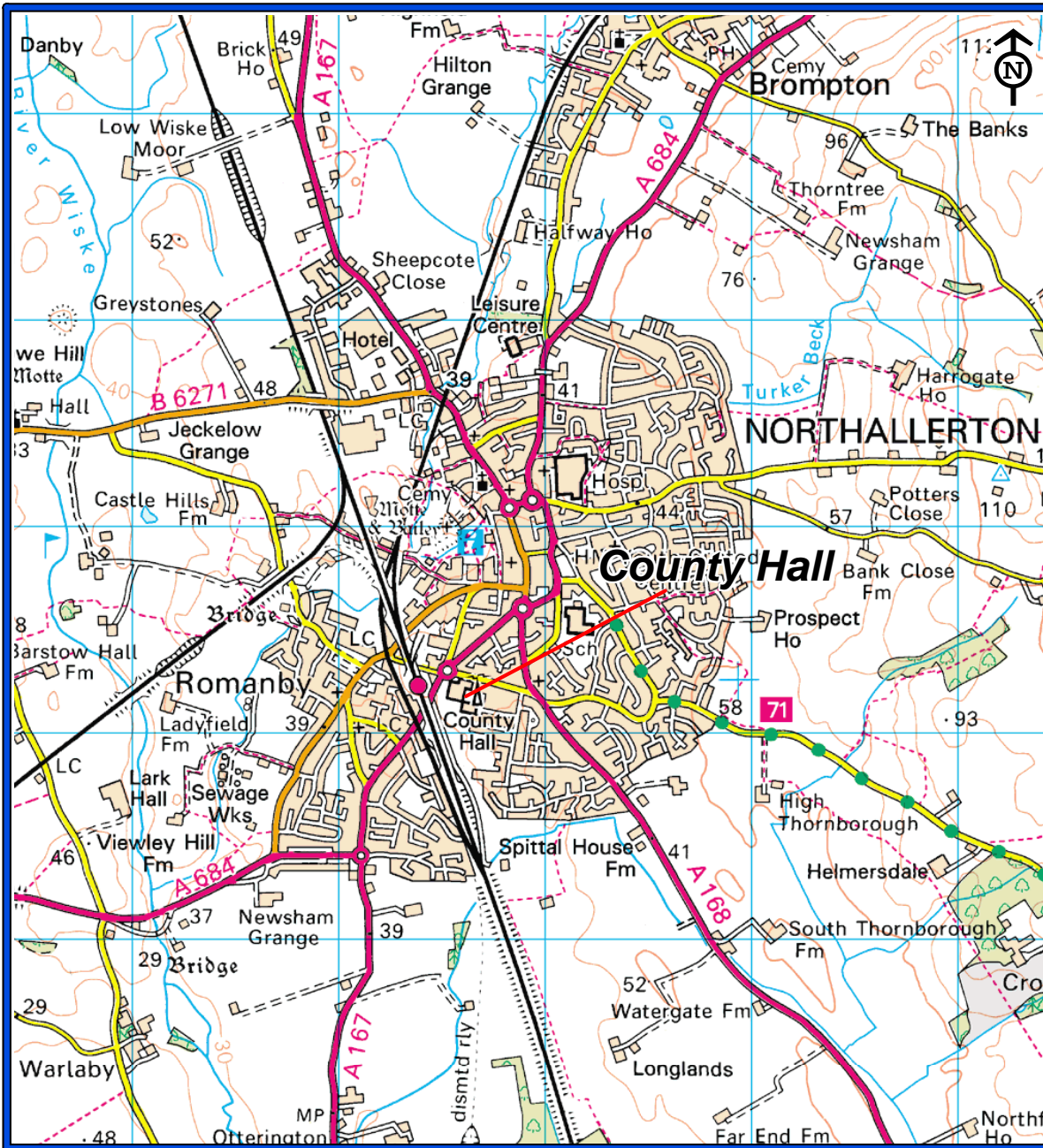
Corporate and Partnerships Overview and Scrutiny Committee

1. Membership

County Councillors (13)							
	<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	GOSS, Andrew	Vice-Chairman	NY Independent				
8	GRIFFITHS, Bryn		Liberal Democrat				
9	LEE, Andrew		Conservative				
10	LUNN, Cliff		Conservative				
11	RANDERSON, Tony		Labour				
12	SHAW-WRIGHT, Steve		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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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 April 2016 at 10.30 am.

Present:-

County Councillor Derek Bastiman in the Chair.

County Councillors Val Arnold, Bernard Bateman MBE, John Blackburn, Jean Butterfield, Sam Cross, Helen Grant (as substitute for Stuart Parsons), Bryn Griffiths, Andrew Lee, Cliff Lunn, Tony Randerson, Steve Shaw-Wright and Tim Swales.

Also in Attendance

County Councillors Carl Les, Chris Metcalfe and David Chance (Executive Members).

Officers: Mary Weastell, Julie Blaisdale, Marie-Ann Jackson, Justine Brooksbank, Neil Irving, Deborah Hugill and Bryon Hunter

Apologies for absence were received from County Councillor Stuart Parsons.

Copies of all documents considered are in the Minute Book

77. Minutes

Resolved –

That the minutes of the meeting held on 18 January 2016, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

78. Declarations of Interest

There were no declarations of interest to note.

79. Public Questions or Statements

There were no public questions or statements.

80. Executive Member Update

Considered

The oral update of County Councillor Carl Les.

Councillor Les advised the Committee that a Greater Yorkshire devolution deal is still the preferred option for North Yorkshire County Council. West Yorkshire is holding out for its plans to go forward.

In response to comments from a number of Members about the schools becoming academies Councillor Les commented that a Members' seminar was being planned.

Resolved -

That the update be noted.

81. Update on the Reconfiguration of the Library Service

Considered -

The report of the Assistant Chief Executive - Library Customer and Community Services briefing 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.

Mary Weastell summarised the format of the report by highlighted the RAG rating summary and the more detailed progress position shown in Appendices 1 and 2 respectively. Members acknowledged that a lot of work was taking place to set up management groups.

Mary commented that the implementation date for community managed libraries to be fully operational is 1 April 2017 and highlighted that only the Stokesley library was assessed as "Red" under RAG rating summary. Pateley Bridge library was at the other end of the scale and had already gone live as a community managed library.

Members were informed that the outcome of the staff consultation which closes later this month will further inform plans for achieving full implementation by April 2017. A marketing campaign is planned for the autumn this year.

Members' questioned how libraries will be adequately staffed. Julie Blaisdale advised Members that the staff consultation would inform decisions on this aspect of the reconfiguration. Julie added that hybrid and core libraries will still need volunteers and referred to work taking place to attract and train volunteers. Julie also referred to the need to ensure there is a co-ordinated approach between drafting constitutions, producing business for libraries and recruiting volunteers so there was actually work for volunteers to carry out.

Councillor Tony Randerson expressed concern over Eastfield library, in particular, that there was no "plan B". He commented that he was fearful it would eventually close.

A number of Members commended the work of the Stronger Communities team in supporting the establishment of community managed libraries. Marie-Ann Jackson advised Members that the toolkit which the Stronger Communities team had developed was very comprehensive but acknowledged that some libraries such as Eastfield would need additional support. Facilitated development sessions may be necessary, similar to the approach that had been taken in Catterick and Colburn.

Councillor Metcalfe commented that it was an extremely positive situation. He acknowledged that there was a good deal of detailed work still required. He referred to the success of Pateley Bridge library. He acknowledged the problems at Eastfield and at Barlby and thought that these difficulties could be overcome now that there is greater resilience at the centre of the Council capable of providing the necessary support. He was confident these libraries have a long term future but this would involve looking beyond being a traditional library, including in some cases becoming community hubs.

The Chairman, Councillor Bastiman commented that in overall terms there was good reason to be optimistic in terms of achieving the reconfiguration programme.

Resolved -

That the progress made to date on the reconfiguration of the library service be noted.

82. Equality

Considered -

The report of the Assistant Director - Policy and Partnerships updating Members about specific areas of practice in relation to equality within North Yorkshire County Council as requested at the Committee's mid-cycle briefing.

Neil Irving guided Members through the main aspects of his report as set out under:

- a) Progress on equal pay
- b) Monitoring and workforce data
- c) Member training on equality issues
- d) Refreshed equality objectives.

Councillor Bastiman, Chairman, commented that the Committee's role with regards to Equal Opportunities is maintain a watching brief. He also commented that the introduction of the National Living Wage (NLW) which will be paid to workers aged 25 and above and initially will be set at £7.20 an hour and eventually be increased to more than £9 an hour by 2020 will have an impact on the attractiveness of being employed and consequently on the profile of Council's workforce.

In response to Members' questions on the impact that the NLW could have on other pay grades Justine Brooksbank advised Members that the Council seeks to ensure there are appropriate differentials between grades and the potential costs must always be taken into account. Justine also referred to the fact that a national pay award is still being negotiated.

Members noted that whilst the Executive receives information on the age profile of the workforce other aspects of the equality and diversity were not so routinely monitored. One reason why this is the case is that other reported characteristics could involve seeking information on very personal information.

It was agreed that all Members should complete the e-learning package on equality and diversity on the Learning Zone as is currently the case for staff.

Members supported a refresh of the organisation's equality objectives.

Resolved -

- (a) That the report be noted.
- (b) That the progress on equal pay be noted.
- (c) That Members be encouraged to complete the equality e-learning package on the Learning Zone.
- (d) That a session on equality impact assessments is included in a future Members' Seminar.

83. Workforce Update

Considered -

The report of the Assistant Chief Executive (Business Support) updating the Committee on the County Council's changing workforce, presenting key workforce data and details progress on the Workforce Plan which takes the County Council workforce up to 2020.

Justine Brooksbank guided Members through the main issues in her report. Key issues that Justine highlighted included:

- The need to continue to engage with the workforce in times of constant change as part of measures to provide the necessary support.
- The need to develop talent.
- Overcoming the challenges, for instance around the recruitment and retention of social care staff.

In response to Members' questions Justine commented that the average age of the workforce is 46 years of age and the age profile had clusters in services areas.

Members noted the work being led by the Health and Wellbeing Board working across the council and the NHS to address recruitment and retentions issues being felt across all care services.

Justine highlighted how the Council monitors the length of time staff stay with the Council and how staff are encouraged to complete exit surveys, the information from which is used to inform policy.

A Member commended the work of the Council in managing the staff turnover as a result of the various re-structurings that have taken place across the organisation. Justine also drew Members' attention to the recent staff survey which demonstrates that morale is holding up well. Data on sickness and turnover also suggest morale is still good.

Members commented that the increase in pensionable age would create difficulties for all organisations seeking to bring in "fresh blood". Justine confirmed that the Council is trying to tackle these issues in an informed way by making the best use of information to inform policy.

Justine commented that the Council is aware of the implications of more schools becoming academies.

In response to Members' questions around the use of agency staff Justine commented that the Council only uses such staff to fill short term gaps, such as to deal with a sickness problem in a specific group of staff. The Council also has an internal bank of staff, for instance in social care, which provides a resource for short term relief work.

Resolved -

That Justine Brooksbank be thanked for her report and that the report be noted.

84. Work Programme

Considered -

The report of the Scrutiny Team Leader inviting comments from members on the
NYCC Corporate and Partnerships O&S Committee – Minutes of 18 April 2016/4

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 11.55am

BH

North Yorkshire County Council**Corporate and Partnerships Overview and Scrutiny Committee****20 June 2016****Interim evaluation of County Councillor Locality Budgets****1. Purpose of the report**

1.1. To review the first year's operation of County Councillor Locality Budgets.

2. Background

- 2.1. The Executive agreed on 16 June 2015 to earmark £792,000 in total from General Working Balances for a two year pilot, with a brief evaluation at the end of each year. This was based on £5,000 a year for two years for 72 County Councillors, plus 10% to cover additional costs including administration, monitoring and evaluation. A summary of the scheme agreed by the Executive on 18 August 2015 is attached as appendix 1.
- 2.2. Locality Budgets enable County Councillors to respond to local needs by recommending the allocation of small amounts of funding to support projects or activities that directly promote the social, economic, or environmental wellbeing of the communities they represent.
- 2.3. The scheme seeks to ensure that County Councillors have a clear role in the allocation of funding in their Division within the criteria and process agreed by the Executive. This role includes actively promoting the scheme within their Division so that the money is allocated to meet appropriate local needs.
- 2.4. Because the allocation of funding is an executive decision, the formal decision is taken by the Executive Member with responsibility for Stronger Communities, taking into account the information received and the recommendation of the relevant County Councillor.
- 2.5. The first stage of the pilot ran from October 2015 to March 2016, following briefings at Area Committee meetings in September 2015 and the Members' Seminar on 7 October 2016.

3. Review of approved recommendations in year one

- 3.1. 376 recommendations were approved; an average of just over five recommendations per County Councillor.

- 3.2. Every County Councillor made at least one recommendation; the largest number of recommendations made by a County Councillor was eleven.
- 3.3. The funding committed in year one was £349,996 (97.2% of total budget). The average recommendation was £931, the lowest £300 (the minimum allowed) and the maximum was £5,000 (the maximum allowed).
- 3.4. 356 projects and activities were supported in total. This is slightly less than the number of approved recommendations because the scheme allows more than one County Councillor to support a project or activity provided that the total funding allocated to it does not exceed £5,000.
- 3.5. A list of all approved recommendations is attached as appendix 2 and a summary of committed funding by County Councillor is attached as appendix 3.
- 3.6. The majority (59%) of the funding was allocated for projects and activities managed by not for profit organisations (including charities and voluntary organisations), 23% by parish and town councils, 9% by schools, and 7% by NYCC directorates for additional services over and above mainstream budgets. A breakdown of committed funding by type of organisation is attached as appendix 4.
- 3.7. The funding was allocated to a very broad range of types of projects and activities, with the largest allocations going to projects and activities supporting environmental improvements, village and community hall improvements, non-school activities for children and young people, and support for vulnerable adults. A breakdown of committed funding by type of project or activity is attached as appendix 5.
- 3.8. Some recommendations were closely linked to projects being established with the support of the Stronger Communities programme, but many were not. County Councillors receive a monthly update about local projects being established with the support of the Stronger Communities programme and the Stronger Communities Delivery Managers can provide additional advice on these on request.
- 3.9. Based on information supplied on recommendation forms, 256 (68.1%) of the approved recommendations were for a contribution towards the cost of a project or activity rather than the full cost. The total cost of the projects and activities supported was estimated to be £1,317,475; equivalent to 376% of the funding committed from Locality Budgets.

4. Review of administration in year one

- 4.1. A dedicated business support officer supported the programme; managing all the documentation and payments as well as being the first point of contact and advice for County Councillors. It would not have been possible to administer the programme without this additional resource. A proportion of the funding allocated for administration was not used in year one as the programme did not start until half-way through the year; this has been retained to be used during financial year 2017/18 to cover the costs related to monitoring of projects approved in 2016/17.
- 4.2. Recommendations were not made evenly throughout the period, with the greatest proportion being received in the last couple of months of year one. This was expected during the first year of operation but, as a result, very few projects were completed by 31 March 2016 and there is nothing substantial to report regarding monitoring.
- 4.3. The only element of the scheme that has caused any significant issues is the requirement that “funding will not be awarded for projects or activities that have already been completed”. This is a standard condition in funding schemes operated by many public and charitable sector funders. Some recommendations were made with insufficient time allowed for the decision making process (including the five working days’ notice required for decisions taken by an Executive member). A waiver from the five working days’ notice was sought for the first one but it was not cost-effective to do this for subsequent similar recommendations and none have been sought since.
- 4.4. The equality impact assessment undertaken prior to the commencement of the programme has been reviewed; no departures from the original conclusions or concerns have been identified.
- 4.5. Officers have made some minor improvements to the documentation and procedures, in particular to simplify the recommendation form and the monitoring process.

5. Year two and beyond

- 5.1. All County Councillors were notified by email on 20 April 2016 about the immediate start of the second stage of the pilot. Updated personalised recommendation forms have also been distributed.
- 5.2. The last date for the receipt of recommendations in year two is 17 February 2017, to allow sufficient time for decisions to be made before the start of the pre-election period linked to County Council elections in May 2017.

5.3. Currently there is no budget allocation to continue the programme after March 2017. If the Council wants to leave open the possibility of continuing with the programme beyond March 2017, one option would be to include a budget line in the MTFS that will be agreed in February 2017 with the proviso that the allocation is subject to a final decision to be taken by the Executive in May or June 2017.

6. Recommendation

6.1. That the Committee considers and comments on the first year of operation of County Councillor Locality Budgets.

Neil Irving
Assistant Director (Policy and Partnerships)

County Hall
Northallerton

1 June 2016

Appendix 1 – Summary of the scheme agreed by the Executive on 18 August 2015

Appendix 2 – All approved recommendations

Appendix 3 – Committed funding by County Councillor

Appendix 4 – Committed funding by type of organisation undertaking the project or activity

Appendix 5 – Committed funding by type of project or activity

Appendix 1 - Summary of the scheme agreed by the Executive on 18 August 2015

1. Each County Councillor can recommend the allocation of funding to support one or more specific projects or activities that directly promote the social, economic, or environmental wellbeing of the communities within the Division that the County Councillor represents. Projects and activities must be lawful and not undermine the Council's or a partner's priorities or service delivery.
2. Each County Councillor has a total budget allocation of £5,000 per financial year. Budget allocations cannot be moved between financial years. The minimum funding which can be recommended for a project or activity is £300 and the maximum £5,000. Two or more County Councillors can jointly recommend funding for a project or activity, but the maximum total funding for any project or activity is £5,000.
3. Each County Councillor is provided with forms on which to make a recommendation. Completed forms (including a declaration of any disclosable pecuniary or personal interests) should be sent to the Locality Budget business support officer at County Hall.
4. If the Monitoring Officer has any concerns about any recommendation, this will be raised with the relevant County Councillor.
5. All recommendations will be considered by the Executive Member with responsibility for Stronger Communities (or in their temporary absence, the Leader), who will make a decision taking into account the information received and the recommendation of the relevant County Councillor.
6. In the event that the Executive Member with responsibility for Stronger Communities has a disclosable pecuniary or personal interest in a proposed grant, they will not take that decision, but will ask the relevant County Council officers to refer the matter for determination by the Leader.
7. The Locality Budget business support officer will notify the relevant County Councillor of the decision taken by the Executive member and the reasons. As an executive decision by an individual Executive Member it will also be the subject of a decision record and the decision record procedures.
8. All recommendations made by a County Councillor and all decisions by an Executive Member will be made in accordance with the principles of decision making set out in the Council's Constitution.
9. No recommendations or decisions will be made within the pre-election period in respect of a county council, district council or general election (ie the period

between the day the notice of election is published and the final election results; normally six weeks).

10. Funding will not be awarded for projects or activities that have already been completed. Project or activities will be expected to start within three months and to complete within twelve months of the funding being awarded.
11. If funding is awarded for a project or activity to be undertaken or managed by an external organisation, the Council will offer a grant to the organisation provided that the organisation has an organisational bank account and agrees to:
 - provide the Council with a statement of how the funding has been spent and how it has benefited the local community;
 - allow the Council reasonable access to all records relating to the funding for at least four years after the funding has been awarded;
 - meet all relevant legislative requirements;
 - repay to the Council all unspent funding within one month if it has not been spent within twelve months of it having been awarded; and
 - acknowledge receipt of a grant from the Council in all publicity relating to the project or activity and in their annual accounts and report.
12. Funding will not be approved in respect of:
 - projects or activities that will only benefit an individual or an individual family or a private business;
 - political parties or trade unions or employers' associations or groups affiliated with any of these;
 - lobbying or lobbying organisations;
 - projects or activities that seek to promote a faith or belief as their main purpose;
 - projects or activities that are contrary to the Council's equality and diversity policy; or
 - organisations which actively or vocally oppose fundamental British values.
13. All projects and activities awarded funding will be sent a monitoring form which must be completed and returned to the Locality Budget business support officer at County Hall within twelve months of the grant being awarded. A copy will be provided to the relevant County Councillor by the Locality Budget business support officer.
14. If a satisfactorily completed monitoring form is not submitted within twelve months, of the funding being issued, a request will be made for the funding to be repaid within one month.
15. A sample of projects and activities awarded funding will be asked to provide additional evidence to substantiate their monitoring form (for example copies of quotes and receipts for expenditure).

16. If satisfactory additional evidence is not provided within one month, a request will be made for the funding to be repaid within one month.
17. Projects and activities that have not returned satisfactorily completed monitoring forms, or when requested provided satisfactory additional evidence, will not be eligible to for future funding.
18. All concerns will be dealt with in accordance with standard Council procedures relating to suspected fraud or financial irregularity.

Appendix 2 – All approved recommendations

<i>County Councillor</i>	<i>Amount</i>	<i>Description of grant / Name of organisation</i>
Cllr Val Arnold	£1,000	Moorsbus Summer Sunday Service / Moorsbus CIC
Cllr Val Arnold	£500	Electric heater in Helmsley Sport and Social Club / Helmsley Recreation Charity
Cllr Val Arnold	£500	Consultant fee to write a £350,000 bid to the Big Lottery Fund / Ryedale's Citizen's Advice Bureau
Cllr Val Arnold	£499.99	Energy efficient cooker for Hutton Le Hole Village Hall / Hutton Le Hole Village Hall Committee
Cllr Val Arnold	£600	New oven for Fadmoor village Hall / Fadmoor Village Hall Committee
Cllr Val Arnold	£600	New stackable chairs with a storage rack / Pockley Village Hall
Cllr Val Arnold	£700	2 x Welcome to Helmsley Road Signs / Helmsley Town Council
Cllr Val Arnold	£600	Replacement windows for Wombleton Village Hall / Wombleton Village Hall Ltd
Cllr Margaret Atkinson	£300	Hearing Loop for Topcliffe and Asenby Village Hall / Village Hall Committee
Cllr Margaret Atkinson	£300	Ripon Youth Music Network website project / Ripon St Cecilia Society Ltd
Cllr Margaret Atkinson	£700	Village Defibrillator / Dishforth Parish Council
Cllr Margaret Atkinson	£500	Garden equipment for the Wildlife and Sensory Gardens Development Project / Governors of Kirkby Malzeard CE School
Cllr Margaret Atkinson	£1,000	'Broaden the Horizons' project - transport and entry fee costs / Governors of Kirkby Malzeard CE School
Cllr Margaret Atkinson	£300	Planning for the Grange Close Parking project / Dishforth Parish Council

Cllr Margaret Atkinson	£900	Grewelthorpe School "Expedition Into Space" trip / Friends of Grewelthorpe School
Cllr Margaret Atkinson	£1,000	Fountains School "Expedition Into Space" trip / Friends of Fountains School
Cllr Andrew Backhouse	£1,750	Annual rent for Steps @Gallows Close Group / Steps @Gallows Close Group
Cllr Andrew Backhouse	£1,500	Newby in Bloom project / Newby and Scalby In Bloom
Cllr Robert Baker	£300	Hearing Loop for Topcliffe and Asenby Village Hall / Topcliffe and Asenby Village Hall Committee
Cllr Robert Baker	£700	Thirsk Community Minibus services (maintenance and running costs) / Thirsk Community Minibus Association
Cllr Robert Baker	£720	New light fittings for South Otterington Village Hall / South Otterington Village Hall Committee
Cllr Robert Baker	£400	Kirby Whiske Village Hall Refurbishments / Kirby Whiske Village Hall Committee
Cllr Robert Baker	£700	Children crossing and bus stop signs / Dalton Parish Council
Cllr Robert Baker	£1,000	Thornton-le-Moor Cricket Club facility improvements / Thornton-le-Moor Cricket Club Committee
Cllr Arthur Barker	£5,000	Highway repairs / NYCC Highways
Cllr Philip Barrett	£500	New scouts mess tent / 1 st Kildwick and Farnhill Scout Group
Cllr Philip Barrett	£4,500	Improvements to bridleway in Sutton / Sutton Parish Council
Cllr Derek Bastiman	£1,000	Bank Top Toilets refurbishments in Robin Hoods Bay / Fylingdales Parish Council
Cllr Derek Bastiman	£450	Forest School Sessions – educational software / Hackness Under 5s Playgroup and Forest School

Cllr Derek Bastiman	£450	3 Bay Cantilever Bus shelter / Hasker Cum Stainsacre Parish Council
Cllr Derek Bastiman	£450	Decorative Christmas Lights (2016) / Cloughton Parish Council
Cllr Derek Bastiman	£480	Repairs to Hackness Village Hall / Hackness Village Hall Committee
Cllr Derek Bastiman	£450	Swimming Activity Equipment / Rotary Club, Scarborough
Cllr Derek Bastiman	£480	Refurbishment of Ravenscar Village Hall / Ravenscar Village Hall Committee
Cllr Derek Bastiman	£1,240	Rugby Youth Development Officer Support / Scarborough Rugby Union Club
Cllr Bernard Bateman	£500	'Ripon Community Gunpowder Plot' for Ripon Community Bonfire Night / Rotary Club of Ripon Rowels
Cllr Bernard Bateman	£500	Ripon Christmas Spectacular event / Ripon Festivals
Cllr Bernard Bateman	£500	Ripon Youth Music Network website project / Ripon St Cecilia Society Ltd
Cllr Bernard Bateman	£500	Equipment for community use (data projector and equipment trolley) / Ripon Community Link
Cllr Bernard Bateman	£300	Lunchtime Games Club (5/6 week provision at Holy Trinity CE Junior School) / Simon Carson Sports School
Cllr Bernard Bateman	£500	Access path from St Wilfrid's Catholic Primary School to new outdoor shelter / Duffield's with St Wilfrid's CP School
Cllr Bernard Bateman	£500	Alleyway Art: Ripon's Community Spirit / Creative Arts Force
Cllr Bernard Bateman	£500	Young Leaders Award / Ripon Cathedral CE Primary School
Cllr Bernard Bateman	£500	Sapper 300 Charity Music Concert / 21 Engineer Regiment
Cllr Bernard Bateman	£300	Analysis study: Harrogate-Ripon-Northallerton Railway reinstatement / Leeds Northern Railway

		Reinstatement Group / JMP Consultants
Cllr David Billing	£750	Cinder Track Information Board / Friends of the Old Railway
Cllr David Billing	£750	Wild flower planting in Manor Road Cemetery / Friends of Dean Road and Manor Road Cemetery
Cllr David Billing	£540	12 week riding sessions for disabled children / Woodlands Academy
Cllr David Billing	£960	Barrowcliff Music and Arts Festival / Barrowcliff Community Choir
Cllr David Billing	£1,000	Barrowcliff Angels project (publicity and uniforms) / St Mark's Church
Cllr John Blackburn	£750	Hunmanby Parish Bowling Green Lane Play Area and Skate Park improvements / Hunmanby Parish Council
Cllr John Blackburn	£750	Fencing for Muston Village Green / Muston Parish Council
Cllr John Blackburn	£300	Decoration of Jubilee Hall entrance hall / Jubilee Hall Management Committee
Cllr John Blackburn	£700	Replacement self-watering flower tubs in Muston / Muston in Bloom
Cllr John Blackburn	£387.40	Cayton School Sports Club equipment / Cayton Community Primary School
Cllr John Blackburn	£300	Bowling Green astro turf / Cayton Bowling Club
Cllr John Blackburn	£1,000	Replacement grass cutter / Cayton Playing Fields Association
Cllr John Blackburn	£812	Cayton Village Hall Replacement Fencing / Cayton Village Hall with CD Swiers
Cllr John Blackie	£1,000	Application to de-register village green and common land in Grinton Parish / Grinton Parish Council
Cllr John Blackie	£750	Exhibition Space at Muker Literary Institute (storage, signage and display items) / Muker

		Literary Institute
Cllr John Blackie	£500	New railings at West Burton Waterfall / Burton-cum-Walden Parish Council
Cllr John Blackie	£1,500	Hawes & High Abbotside Parishes War Memorial to the Fallen / Hawes & High Abbotside Parish Council
Cllr John Blackie	£750	Hudswell Calling Project - information board and newsletter publications / Hudswell and District Parish Council
Cllr John Blackie	£500	Hawes Youth Club Leadership / Hawes & High Abbotside Parish Council
Cllr David Blades	£1,617	Community Equipment Library items and equipment / Northallerton and District Voluntary Service Association
Cllr David Blades	£3,000	Northallerton Home Grown Food Festival / Home Grown Food Group
Cllr David Blades	£383	Confidence and Self-Esteem Building Activity Day / First Romanby Guides
Cllr Eric Broadbent	£1,500	Cemetery Fingerposts as part of WW1 project at Dean Road & Manor Road Cemetery / Friends of Dean Road & Manor Road Cemetery
Cllr Eric Broadbent	£750	Creation of a pond for "The Rose Project" / Futureworks NY CIC
Cllr Eric Broadbent	£2,000	"My Guide" Sighted Guiding Service / Yorkshire Coast Sight Support
Cllr Eric Broadbent	£750	Glen improvements in Peasholm Park (sculptures and seating) / Peasholm Park Friends
Cllr Lindsay Burr	£2,500	Permanent flood water pump for Malton / Malton Town Council
Cllr Lindsay Burr	£2,500	Permanent flood water pump for Brawby Village / Brawby Parish Council
Cllr Jean Butterfield	£5,000	Rent for Harrogate Carers Resource / Harrogate Carers Resource

Cllr Elizabeth Casling	£2,040	Sundial Restoration Project / All Saints Church, Bolton Percy
Cllr Elizabeth Casling	£1,000	Escrick Re-Energised 'Our Wednesday' project / Escrick Hub Steering Committee and Escrick Re-Energised (Escrick Parish Council)
Cllr Elizabeth Casling	£795	Escrick Defibrillator and Cabinet / Escrick Parish Council
Cllr Elizabeth Casling	£978.07	North Duffield Village Green Improvements / North Duffield Parish Council
Cllr David Chance	£500	Grass strimmer for Hinderwell Parish Council / Hinderwell Parish Council
Cllr David Chance	£650	Whitby Town FC Development Project (Loop System for hearing-impaired) / Whitby Town Football Club
Cllr David Chance	£3,000	Installation of additional and renewal of existing moorings / Staithes Harbour Board
Cllr David Chance	£850	WHISH Activity Equipment / WHISH (Whitby Hidden Impairments Support and Help)
Cllr Jim Clark	£1,600	Sensory Room and Garden Project / Rossett School
Cllr Jim Clark	£1,600	Early Years Outdoor Provision project (covered sandpit and mud kitchen) / Rossett Acre Primary School
Cllr Jim Clark	£600	Nature cameras in Pinewoods / Pinewoods Conservation Group
Cllr Jim Clark	£600	Defibrillator at Harlow Community Centre / Harlow Community Centre Association
Cllr Jim Clark	£600	Installation of a pagoda for the Harrogate Valley Gardens Japanese Garden Restoration Project / Friends of Valley Gardens
Cllr John Clark	£500	Consultant fee to write a £350,000 bid to the Big Lottery Fund / Ryedale's Citizen's Advice Bureau
Cllr John Clark	£4,500	Welfare Benefits Expert in Pickering Surgery one day per week / NYCC Health and Adult

		Services
Cllr Richard Cooper	£300	Christmas Lights Appeal / Harrogate at Christmas
Cllr Richard Cooper	£3,600	Years rent for Springboard (drop in lunch service for the homeless) / Harrogate Homeless Project
Cllr Richard Cooper	£1,100	Rear extension project for No Second Night Out Service / Harrogate Homeless Project
Cllr Sam Cross	£1,000	ICT equipment for Evron Community Centre / Evron Community Groups
Cllr Sam Cross	£1,000	Filey Lions Community Bonfire / Filey Lions Club
Cllr Sam Cross	£1,000	Festival of Filey / Festival of Filey
Cllr Sam Cross	£1,000	Goal posts for Filey Town Football Club and Covers for Filey Cricket Club / Filey Town Football Club & Filey Cricket Club
Cllr Sam Cross	£1,000	Filey Bay Today publication printing costs / Filey Bay Today Publications
Cllr Gareth Dadd	£590	Replacement radiator / East Thirsk Community Hall
Cllr Gareth Dadd	£360	Removal of Shrubbery in Darrowby Close/Fairfield / NYCC Highways
Cllr Gareth Dadd	£1,800	Website package for What's On At The Clock / The Clock (Thirsk)
Cllr Gareth Dadd	£1,588	Thirsk Tourist Information Centre Software / Thirsk Tourist Information Centre
Cllr Gareth Dadd	£300	Printing of 5000 amended 'Sutton Bank HGV Driver Information' leaflets / NYCC Highways
Cllr Gareth Dadd	£362	Ritz Community Cinema Projection Room equipment (new DVD/Blueray box) / Ritz Cinema (Thirsk) Ltd
Cllr Margaret-Ann de	£830	Improvements to Addymans Wood (Belmont Field, Starbeck) – hand carved information board /

Courcey-Bayley		Starbeck In Bloom
Cllr Margaret-Ann de Courcey-Bayley	£300	Improvements to Stonefall Park (new fencing) / Hookstone and Stonefall Action Group (HASAG)
Cllr Margaret-Ann de Courcey-Bayley	£1,500	Removal of Starbeck Christmas Lights and return to lease company / Starbeck Gala Lights Committee
Cllr Margaret-Ann de Courcey-Bayley	£1,500	Empower Group eight-week course / Wellspring Therapy and Training
Cllr Margaret-Ann de Courcey-Bayley	£870	New tandem bike for Harrogate Tandem Club / Open Country
Cllr John Ennis	£800	Milk for Springboard Day Service / Harrogate Homeless Project
Cllr John Ennis	£320	Improvements to Hookstone Wood and Stonefall Park / Hookstone and Stonefall Action Group (HASAG)
Cllr John Ennis	£750	Just 'B' - one-to-one bereavement support sessions / Saint Michael's Hospice
Cllr John Ennis	£756	Disability Action Yorkshire Training Enterprise - card reader / Disability Action Yorkshire
Cllr John Ennis	£500	Masterclass with Evelyn Glennie / St Aiden's CE High School
Cllr John Ennis	£1,000	Future 50 Appeal - Musical Mums Outreach programme / Harrogate International Festivals
Cllr John Ennis	£829	Gardening Development Project / Oatlands Infant School
Cllr John Fort	£420	Laptop for Nidderdale Plus staff and volunteers / Nidderdale Plus
Cllr John Fort	£500	Replacement lights for and redecorating of Pateley Playhouse / Pateley Bridge Dramatic Society

Cllr John Fort	£500	New Pavilion Roof / Darley Playing Fields Association
Cllr John Fort	£3,000	Relocation of War Memorial Clock / Trustees of Dacre Braithwaite School
Cllr John Fort	£580	Purchase and installation of defibrillator / Dacre Parish Council
Cllr Andrew Goss	£500	Communication Development Project / Richard Taylor CE Primary School
Cllr Andrew Goss	£1,866	Bilton and Woodfield Community Library materials and equipment / Bilton and Woodfield Community Library
Cllr Andrew Goss	£390	Two Litter Bins on Nidderdale Greenway / Harrogate Borough Council
Cllr Andrew Goss	£480	New Park Bulldogs FC kit and equipment / New Park Bulldogs Football Club
Cllr Andrew Goss	£439	Repairs to community allotment storage shed and toilet / Pine Street Allotment
Cllr Andrew Goss	£750	Extension of Millennium Foot Path / Bilton Conservation Group
Cllr Andrew Goss	£573.93	Help At Home Scheme equipment / Harrogate Easier Living Project
Cllr Helen Grant	£485	Replacement cooker for Scotton Village Hall / Scotton Village Hall Committee
Cllr Helen Grant	£300	Richmond Town FC Juniors football goals / Richmond Town Football Club
Cllr Helen Grant	£300	Christmas event for local Children at Colburn Fire Station / Colburn Station – Blue Watch
Cllr Helen Grant	£400	Veterans' Art Group materials / Hipswell PCC
Cllr Helen Grant	£500	Replacement Junior football goals / Catterick Garrison Football Centre
Cllr Helen Grant	£459	Replacement toilets and disabled toilet facilities at Colburn Village Hall / Colburn Village Hall
Cllr Helen Grant	£500	Replacement football kit / Colburn Town Football Club

Cllr Helen Grant	£2056	Replacement fire doors for Colburn Village Hall / Colburn Village Hall
Cllr Bryn Griffiths	£300	Whorlton Defibrillator Familiarisation Sessions (Training) / Whorlton Parish Council
Cllr Bryn Griffiths	£700	Parish Notice Board - Fangale Beck / Bilsdale and Midcable Parish Council
Cllr Bryn Griffiths	£1,200	Memorial Garden on the banks of the Leven / Stokesley Pride In Our Town Association (SPIOTA)
Cllr Bryn Griffiths	£2,800	Stokesley Scout & Guide Hut Improvements / Stokesley Scouts & Guides Joint Management Committee
Cllr Tony Hall	£1,000	Northallerton Bonfire and Firework Display / Northallerton Bonfire Committee
Cllr Tony Hall	£2,500	Northallerton (High Street) Business Improvement District / Northallerton Retail and Business Forum
Cllr Tony Hall	£625	Venue costs and leaflets to increase awareness in Northallerton for Dementia Awareness Week / Hambleton Dementia Action Alliance
Cllr Tony Hall	£875	Events and promotion of Tour De Yorkshire / Northallerton Town council
Cllr Michael Harrison	£300	Electric piano for Killinghall Village Voices Community Choir / Killinghall Village Voices
Cllr Michael Harrison	£514	Public access static defibrillator / Littlethorpe Village Hall
Cllr Michael Harrison	£400	Birstwith-Lackon Bank Footpath project / St James' Church
Cllr Michael Harrison	£300	Hampsthwaite Dog Bin / Harrogate Borough Council & Hampsthwaite Parish Council
Cllr Michael Harrison	£1,154.92	Ripley Village Improvements / Friends of Ripley
Cllr Michael Harrison	£1,000	Sensory Garden for Nidderdale Children's Resource Centre / Nidderdale Children's Resource Centre (NYCC)

Cllr Michael Harrison	£1331.08	Killinghall Village Defibrillator / Killinghall Parish Council
Cllr Roger Harrison-Topham	£3,000	Leyburn Town electric points / Leyburn Town Council
Cllr Roger Harrison-Topham	£2,000	English language learning aids / The Wensleydale School and Sixth Form
Cllr Michael Heseltine	£410	Energy Conserving Lighting / Newsham Village Hall
Cllr Michael Heseltine	£835	Defibrillator Project / Barton Parish Council
Cllr Michael Heseltine	£550	Installation of a replacement bench on the village green / Ravensworth Parish Council
Cllr Michael Heseltine	£390	St James Church Building Project (information boards) / St James Melsonby PCC
Cllr Michael Heseltine	£500	Gilling West Playing Field development (seating) / Gilling West Parish Council
Cllr Michael Heseltine	£585	Conservation of Newsham Village Green / Newsham Parish Council
Cllr Michael Heseltine	£1,045	Springfield Community Park Project (outdoor fitness equipment) / Skeeby Parish Council
Cllr Michael Heseltine	£685	Defibrillator for Middleton Tyas / Middleton Tyas Parish Council
Cllr Robert Heseltine	£2,500	Refurbishment of Ginnel Steps, Skipton / NYCC Highways
Cllr Robert Heseltine	£500	"Have A Go": Craven Open Door Project / Craven Open Door
Cllr Robert Heseltine	£500	Thorpe Triangle Improvement Scheme (purchase of lawnmower) / Thorpe Civil Parish Meeting
Cllr Robert Heseltine	£750	Purchase and installation of community defibrillator / Draughton Parish Council
Cllr Robert Heseltine	£750	Provision of a defibrillator / Greatwood and Horse Close Residents Association

Cllr Peter Horton	£500	Ripon Annual Bonfire and Fireworks Display / Rotary Club of Ripon Rowels
Cllr Peter Horton	£300	Ripon Youth Music Network website development / Ripon Cecilia Society Ltd
Cllr Peter Horton	£300	Refurbishment of YMCA buildings and facilities in Ripon / Ripon YMCA Charity and Housing Association
Cllr Peter Horton	£500	Ripon Community Link outside patio and sensory stimulation area / Ripon Community Link
Cllr Peter Horton	£500	Floral planting around Central Ripon / Ripon In Bloom
Cllr Peter Horton	£500	Alleyway Art: Ripon's Community Spirit / Creative Arts Force
Cllr Peter Horton	£500	Military Charity Music Concert / 21 Engineer Regiment
Cllr Peter Horton	£800	Defibrillator at Ripon Bowling Club / Defibrillators for Ripon with Ripon Lions Club
Cllr Peter Horton	£1,100	Analysis study: Harrogate-Ripon-Northallerton Railway reinstatement / Leeds Northern Railway Reinstatement Group / JMP Consultants
Cllr Bill Hoult	£500	Henshaws Arts and Crafts Centre Sensory Garden Restoration Project / Henshaws Arts and Crafts Centre
Cllr Bill Hoult	£1,750	Chain Lane Sensory Garden Project / Chain Lane Community Hub
Cllr Bill Hoult	£300	King James's School's Amp Awards final concert / King James's School
Cllr Bill Hoult	£1,200	Replacement ICT (3 x laptops and 1 x tower computer) / Orb Community Enterprise
Cllr Bill Hoult	£1,250	Toilet facility repairs and Fire Escape signage for the Friendship and Leisure Centre / Knaresborough Old People's Welfare Association (KOPWA)
Cllr David Ireton	£500	Community Entertainment in North Craven / Trustees of Longstaffe Educational Foundation

Cllr David Ireton	£2,500	Burton in Lonsdale Sports Pavilion fixtures and fittings / Burton Regeneration Group (Parish Council)
Cllr David Ireton	£425	Christmas Party dinner, games and music for elderly citizens / Age Concern, Bentham
Cllr David Ireton	£1,575	Updated Information Signs for Clapham Village / Clapham Development Association
Cllr David Jeffels	£300	Provision of village website / Brompton Village Hall
Cllr David Jeffels	£500	New performance stage for Brompton Village Hall / Brompton Village Hall
Cllr David Jeffels	£500	Sound proofing and cosmetic improvements to Mother and Baby Clinic / Ayton Village Hall
Cllr David Jeffels	£300	Equipment and activities for Ayton Youth club / Ayton Youth Club
Cllr David Jeffels	£300	Restoration of telephone kiosk for use as village information point / Hutton Buscel Parish Council
Cllr David Jeffels	£400	Lighting on access road to sports area / Seamer Sports Association
Cllr David Jeffels	£300	Notice Board for North Moor Residents / Wykeham Parish Council
Cllr David Jeffels	£450	LED lighting for Snainton Village Hall / Snainton Village Hall Committee
Cllr David Jeffels	£300	Sawdon Spinney Project / Sawdon Village Hall Committee
Cllr David Jeffels	£300	Derwent Valley Bridge Community Library chairs and garden boxes / DVB Trustees
Cllr David Jeffels	£300	Bus Stop seating / East Ayton Parish Council
Cllr Janet Jefferson	£300	Christmas Collection event Christmas Tree / Rotary club of Scarborough
Cllr Janet Jefferson	£950	Mud Kitchen, Rugby kit and Gardening Club equipment / Friarage Community Primary School

Cllr Janet Jefferson	£300	Illuminated Community Christmas Tree / Castle Ward Tenants and Residents Association
Cllr Janet Jefferson	£400	Christmas dinner and gifts for the clients of the Rainbow Centre / The Rainbow Centre
Cllr Janet Jefferson	£400	New Sewing Machines and equipment / Castle Ward Tenants and Residents Association with Institches Sewing Group
Cllr Janet Jefferson	£1,150	Laptop, projector and ancillary equipment for events / Castle Ward Tenants and Residents Association
Cllr Janet Jefferson	£1,500	Gardening equipment and plants for the Scarborough Old Town gardening competition entry / Castle Ward Friends Gardening Group
Cllr Anne Jones	£350	"50 Shades of Fun": Knaresborough Community Centre resources / Knaresborough Community Centre
Cllr Anne Jones	£300	Knaresborough Day of Dance / Knaresborough Spring Fayre Committee
Cllr Anne Jones	£500	Henshaws Arts and Craft Centre Sensory Garden Restoration Project / Henshaws Arts and Craft Centre
Cllr Anne Jones	£1,000	Little Shop Of Horrors production / King James's School
Cllr Anne Jones	£300	Live Local Easter Event / Knaresborough Live Local Initiative
Cllr Anne Jones	£350	Junior Youth Club Activities / Knaresborough Community Centre Committee
Cllr Anne Jones	£1,200	Toilet facility repairs and Fire Escape signage for the Friendship and Leisure Centre / Knaresborough Old People's Welfare Association (KOPWA)
Cllr Anne Jones	£1,000	Wind In The Willows Promenade Theatre Production / Renaissance Knaresborough
Cllr Mike Jordan	£1,000	Cliffe Village Green Project / Cliff Parish Council

Cllr Mike Jordan	£1,000	Specialist Advisor for Selby and District DIAL / Selby and District DIAL
Cllr Mike Jordan	£300	Hemingbrough Community Centenary Memorial Garden project / The Parish of Hemingbrough Historical/Heritage Society
Cllr Mike Jordan	£537.12	Pond dipping programme equipment / Hemingbrough Hagg Lane Green Conservation Group
Cllr Mike Jordan	£1,000	Hemingbrough CP School External Area Development Project - Hemingbrough CP School FAN Club
Cllr Mike Jordan	£715	Keep Drax Tidy Project / Drax Parish Council
Cllr Andrew Lee	£1,000	New flooring for Saxton Village Hall / Saxton Village Hall Committee
Cllr Andrew Lee	£1,000	Flood water pumps for Ulleskelf Village / Ulleskelf Parish Council
Cllr Andrew Lee	£1,000	Woodland picnic area / Wildlife Habitat Protection Trust
Cllr Andrew Lee	£500	2 replacement cookers for Church Fenton Village Hall / Church Fenton Village Hall Management Committee
Cllr Andrew Lee	£500	Two defibrillators for Cawood Village / Cawood Parish Council
Cllr Andrew Lee	£500	Defibrillator for Wistow Village / Wistow Parish Council
Cllr Andrew Lee	£500	Mobile cricket covers / Church Fenton Cricket Club
Cllr Carl Les	£2,500	Booth Memorial Institute Renovation / Trustees of the Booth Memorial Institute
Cllr Carl Les	£300	Computer and scanner for the Parish Council / Brough with St Giles Parish Council
Cllr Carl Les	£700	Replacement Kitchen at Catterick Village Sports Pavilion / Catterick Village Sports Association
Cllr Carl Les	£400	Catterick Village Youth Project events and equipment / Catterick Village Youth Project

Cllr Carl Les	£300	Patient's Forum in the Villages / Patient Participation Group
Cllr Carl Les	£800	Community E-Reader Library / Scorton War Memorial Institute Trustees
Cllr Cliff Lunn	£1,000	Ceiling linings for Brayton Community Centre Hall / Brayton Community Centre
Cllr Cliff Lunn	£2,222.51	Woodland Trail Project at Barlow Common / Yorkshire wildlife Trust
Cllr Cliff Lunn	£1,000	Selby and District DIAL specialist advisor / Selby and District DIAL
Cllr Cliff Lunn	£777.49	Thorpe Willowby CP School Planting Project / Thorpe Willowby CP School
Cllr Don Mackenzie	£2,000	St Wilfrid's Church Development Project (assessment report) / St Wilfrid's Church
Cllr Don Mackenzie	£700	Activ8 Junior Youth Club graffiti art workshop / Jennyfield Styan Community Centre Management Committee
Cllr Don Mackenzie	£600	Pagoda for the Japanese Gardens Restoration Project in Valley Gardens / Friends of Valley Gardens
Cllr Don Mackenzie	£1,700	Saltergate Community IT project – developing engagement across the community / Saltergate Infant and Junior Schools
Cllr Penny Marsden	£2,000	Repairs and improvements to Shelter 7 in Holbeck Gardens / Civic Society Group
Cllr Penny Marsden	£3,000	Renovation of the Historic Fountain in the South Cliff Gardens / Friends of South Cliff Gardens
Cllr Brian Marshall	£5,000	Replacement windows in Barlby Library / Barlby and Osgodby Town Council
Cllr Shelagh Marshall	£2,000	Upper Wharfedale Bus CIC Start-Up Project / Upper Wharfedale Bus CIC
Cllr Shelagh Marshall	£1,550	Buckden Village Institute Repairs / Buckden Village Institute
Cllr Shelagh Marshall	£450	Indoor Short Mat bowling mats / Kettlewell Village Hall Bowling Group

Cllr Shelagh Marshall	£1,000	Grassington Community Notice Board / Grassington Parish Council
Cllr John McCartney	£680	8 Roller Blinds for Eggborough Methodist Hall / Eggborough Methodist Hall
Cllr John McCartney	£1,221.14	New water heater for Hensall Methodist Chapel Hall kitchen / Hensall Methodist Chapel Hall Management Committee
Cllr John McCartney	£1,180	Replacing 8 rotten windows at Cridling Stubbs Village Hall / Cridling Stubbs Village Hall Management Committee
Cllr John McCartney	£1,360	Clearing back of 8 rural footpaths / George Fillingham and Sons
Cllr John McCartney	£558.86	Playground equipment for Little Smeaton Play Park / Little Smeaton Parish Council
Cllr Chris Metcalfe	£1,919	Tadcaster Gateway Improvements / Tadcaster Town Council with Pullan Landscape
Cllr Chris Metcalfe	£1,000	Tadcaster Is Open For Business advertising / NYCC Communications Unit
Cllr Chris Metcalfe	£2,050	Area street signage to compliment conservation area street furniture / BK Parnaby & Sons
Cllr Heather Moorhouse	£300	Older Parishioners' Christmas Party / Ingleby Greenhow Senior Citizens Society
Cllr Heather Moorhouse	£1,500	Battersby Junction Play Park project / Battersby Junction Community Association
Cllr Heather Moorhouse	£3,200	Great Ayton Village Enhancement Project / Great Ayton Parish Council
Cllr Patrick Mulligan	£500	Parsons Walk Improvements / Kildwick Parish Meeting
Cllr Patrick Mulligan	£500	Bus Stop seating outside nursing home / Thornton in Craven Parish Council
Cllr Patrick Mulligan	£500	Collinge Road play activity equipment and safety grounds works / Cowling Parish council

Cllr Patrick Mulligan	£500	New festive lights for Cowling Village / Cowling Parish Council
Cllr Patrick Mulligan	£500	Cowling First Responders team expansion and training, and kit / Cowling First Responders
Cllr Patrick Mulligan	£500	Lothersdale Woodland Walk Extension / Lothersdale Parish Council
Cllr Patrick Mulligan	£700	Bowling Club Shelter / Cononley Bowling Club
Cllr Patrick Mulligan	£587	Seating area for Morrison's Meadow / Thornton in Craven Parish Council
Cllr Patrick Mulligan	£300	Toddlers Play Area Enhancement Project / Cowling Parish Council
Cllr Patrick Mulligan	£413	Improved seating in Playing Fields / Bradley Parish Council
Cllr Robert Packham	£750	Replacement Play Equipment / South Milford CP School
Cllr Robert Packham	£750	Replacement Play Equipment / Sherburn Hungate CP School
Cllr Robert Packham	£792	Line marker for marking and maintaining new Junior football pitches / Sherburn White Rose Football Club
Cllr Robert Packham	£700	Self Esteem workshops with The Self Esteem Team / Sherburn High School
Cllr Robert Packham	£371.94	Additional storage unit / Peter Pan Nursery
Cllr Robert Packham	£450	Day coach excursions for senior citizens / Harold Mills House
Cllr Robert Packham	£1186.06	Tour de Yorkshire Sherburn Cycle Saturday Minster FM Roadshow and big screen / Sherburn Parish Council
Cllr Stuart Parsons	£1,400	"Our Past From Under the Motorway" display cases / Richmondshire Museum
Cllr Stuart Parsons	£300	Richmond Christmas Market advertising / Richmond & Lower Swaledale Business Association

Cllr Stuart Parsons	£300	Retention of four grit bins in Richmond Area / NYCC Highways
Cllr Stuart Parsons	£1,000	“Whole Town” marketing / Welcome To Richmond
Cllr Stuart Parsons	£1,000	Richmond Town FC Youth Pitch / Richmond Town Football Club
Cllr Stuart Parsons	£1,000	Shakespeare Fest '16 marketing / Welcome to Richmond
Cllr Caroline Patmore	£300	Bowling Club equipment / Huby Bowling Club
Cllr Caroline Patmore	£300	Short Mat Bowling Club kit / Husthwaite Short Mat Bowling Club
Cllr Caroline Patmore	£400	New seating for Husthwaite Village Hall / Husthwaite Village Hall Committee
Cllr Caroline Patmore	£4,000	Highways maintenance / NYCC Highways
Cllr Chris Pearson	£2,500	Hambleton stage updates / Hambleton Players
Cllr Chris Pearson	£1,000	New Shed for Hambleton Mothers and Toddlers Group / Hambleton Mothers and Toddlers Group
Cllr Joe Plant	£700	Whitby Town FC Development Project (Loop System for hearing-impaired) / Whitby Town Football Club
Cllr Joe Plant	£2,000	Green Lane Play Area equipment / Green Lane Community Group
Cllr Joe Plant	£1,000	Eastside Community Centre activities / Eastside Community Centre
Cllr Joe Plant	£1,000	Whitby Seals swimming equipment / Whitby Seals ASC
Cllr Joe Plant	£300	WHISH Activity Equipment / WHISH (Whitby Hidden Impairments Support and Help)
Cllr Tony Randerson	£420	Online training aids (Computer and printer) / North Yorkshire Scouts: Eastfield Explorer Section

Cllr Tony Randerson	£800	50 year Anniversary event for Eastfield Community Centre / Eastfield Community Centre
Cllr Tony Randerson	£750	Table Tennis and Badminton Award Scheme initiative / Scarborough Table Tennis and Badminton Club
Cllr Tony Randerson	£1,945	New goal posts and replacement nets / Eastfield Sports Football Club
Cllr Tony Randerson	£380	Butterfly School Publicity Campaign / Butterfly School
Cllr Tony Randerson	£705	Replacement of the public footpath at the side of Poachers Barn, Osgodby / Osgodby Village Council
Cllr John Ritchie	£750	Kitchen improvements (purchase and installation of cooker) / Edgehill Community Association
Cllr John Ritchie	£1,000	Falsgrave Park access improvements (landscaping, retaining wall and "Welcome" sign) / The Friends of Falsgrave Park
Cllr John Ritchie	£750	Cinder Track Information Board / Friends of the Old Railway
Cllr John Ritchie	£1,392	Replacement Skip / Sandybed Allotment Association
Cllr John Ritchie	£500	Community Engagement Day / Scarborough Youth Council on behalf of Scarborough Mere Regeneration Group
Cllr Janet Sanderson	£300	Thornton Le Dale Heritage website / Thornton Le Dale History Society
Cllr Janet Sanderson	£800	New moveable goal posts / Thornton Dale Football Club
Cllr Janet Sanderson	£2,000	Community Hub Feasibility Study / Luttons CP School and Luttons Parish Council
Cllr Janet Sanderson	£550	Wilton Local History Group digital projector and storage / Wilton Local History Group
Cllr Janet Sanderson	£550	Thornton Dale Village Hall Boules Court / Thornton Dale Village Hall committee

Cllr Janet Sanderson	£300	Upgrading Thornton Le Dale Christmas Lights / Thornton Le Dale Christmas Lights
Cllr Janet Sanderson	£500	Consultant fee to enable the creation of a £350,000 bid to the Big Lottery Fund / Ryedale's Citizen's Advice Bureau
Cllr John Savage	£3,090	Two Community Defibrillators / Long Marston Parish Council
Cllr John Savage	£1,900	Tockwith Sportsfield Car Park improvements / Tockwith Sportsfield Trust
Cllr Steven Shaw-Wright	£1,000	Specialist Advisor for Selby and District DIAL / Selby and District DIAL
Cllr Steven Shaw-Wright	£2,000	Outdoor resources (including bicycles) and playground markings (to promote the use of bikes instead of cars) / Selby Abbey CE Primary School
Cllr Steven Shaw-Wright	£750	Abbot's Staith Heritage Trust Project (installation of power and lights) / Abbot's Staith Heritage Trust
Cllr Steven Shaw-Wright	£1,250	Premier League Reading Scheme for reluctant readers / Selby Community Primary School
Cllr Elizabeth Shields	£600	Upgrading of final three street lights / Scagglethorpe Parish Council
Cllr Elizabeth Shields	£400	Outdoor play equipment / Norton Primary School
Cllr Elizabeth Shields	£400	Welham Park 'The Green' Community Noticeboard and Cherry Tree / Welham Park Residents Association
Cllr Elizabeth Shields	£300	Development of the EYFS learning environment (interactive displays/resources/outdoor environment) / Leavening Primary School
Cllr Elizabeth Shields	£400	School events transport (Marrick Priory trip) / Langton Primary School

Cllr Elizabeth Shields	£2,000	Norton Community Library and Hub Project / The Steering Group of Norton Library and Hub
Cllr Elizabeth Shield	£300	Event lighting at Ryedale Community Leisure Centre / Ryedale Community Leisure Centre Committee
Cllr Elizabeth Shields	£300	Replacement curtains in Settrington Village Hall / Settrington Village Hall Management Committee
Cllr Elizabeth Shields	£300	Scrayingham Village Service and Amenity Improvements / Scrayingham Parish Council
Cllr David Simister	£603	Woodfield Millennium Green garden tools and equipment / Woodfield Millennium Green Volunteers
Cllr David Simister	£700	Shipping Container / Harrogate and District Sea Cadets (T.S. Cleopatra)
Cllr David Simister	£500	Amp Awards Business Development Day 2016 / AMP Awards
Cllr David Simister	£600	Springboard running costs / Harrogate Homeless Project (HHP)
Cllr David Simister	£686	Rossett School Sensory Garden and Sensory Room Project / Rossett School
Cllr David Simister	£911	Disabled access project / Harrogate Spa Tennis Centre
Cllr David Simister	£600	Harrogate Easier Living Project - Support Worker Additional Hours / Harrogate Easier Living Project - Help at Home
Cllr David Simister	£397	Bachelor Field Improvement Works / Friends of Bachelor Fields
Cllr Andy Solloway	£2,500	Refurbishment of Ginnel Steps, Skipton / NYCC Highways
Cllr Andy Solloway	£1,000	Resurfacing Tennis Courts / Skipton Tennis Centre
Cllr Andy Solloway	£1,200	Coulthurst Craven Sports Centre Facilities Refurbishment Project / Coulthurst Craven Sports Centre

Cllr Andy Solloway	£300	Craven Energy Triathlon Club Development Project (new equipment) / Craven Energy Triathlon Club
Cllr Peter Sowray	£500	Easingwold Over 50s Forum materials, room hire and administration / Easingwold Over 50s Forum
Cllr Peter Sowray	£720	Easingwold Friendliness Initiative (monthly afternoon tea events) / Easingwold Town Council
Cllr Peter Sowray	£600	New chairs for Tholthorpe Village Hall / Tholthorpe Village Hall
Cllr Peter Sowray	£500	EDCCA website / Easingwold and District Community Care Association
Cllr Peter Sowray	£656	New equipment (goal nets and replacement swing seats and chains) / Tollerton Sports and Recreation Club
Cllr Peter Sowray	£300	Coffee machine for Helperby Coffee Shop (within Village Hall) / Helperby Coffee Shop Volunteers
Cllr Peter Sowray	£400	Five folding tables for village social events / Myton on Swale Village Association
Cllr Peter Sowray	£400	New fire door for Alne Village Hall / Alne Village Hall
Cllr Peter Sowray	£324	New swings for the Raskelf Children's Play Area / Raskelf Parish Council
Cllr Peter Sowray	£300	Easingwold Green Space Project / Easingwold Green Space Community Group
Cllr Peter Sowray	£300	Village Community Gazebo / Thormanby Parish Meeting and Thormanby Community Group
Cllr Tim Swales	£1,000	Proposal to introduce young people to brass band music / Osmotherley Silver Jubilee Band
Cllr Tim Swales	£4,000	North Hambleton CCTV Group Project / Osmotherley Parish Council
Cllr Helen Swiers	£300	Cleaning equipment and storage for public toilets / Egton Bridge Parish Council

Cllr Helen Swiers	£1,000	Horse riding lessons for WHISH members / WHISH
Cllr Helen Swiers	£925	'Educating Rita' performances / Esk Valley Theatre
Cllr Helen Swiers	£925	Aqua-fit aerobics class and transport / The Heather Hopper
Cllr Helen Swiers	£925	Installation of stair lift at Sleights Village Hall / Sleights Village Hall Trustees
Cllr Helen Swiers	£925	Goathland Village Hall Refurbishment Project (disable toilet facilities) / Goathland Village Hall Trustees
Cllr Cliff Trotter	£1,000	Replacement fencing in Sicklinghall Parish / Sicklinghall Parish Council
Cllr Cliff Trotter	£500	Play area updates at Woman's Refuge Harrogate / SI (Soroptimist International) Harrogate and District
Cllr Cliff Trotter	£500	Defibrillator / Huby and Weeton Parish Council
Cllr Cliff Trotter	£500	New Plants / Spofforth in Bloom
Cllr Cliff Trotter	£610	Additional and repair of existing Christmas Lights / Pannal Village Society
Cllr Cliff Trotter	£1,000	Demolition of old Club house and removal of soil / Pannal Ash Junior Football Club
Cllr Cliff Trotter	£850	ICT equipment for Outreach Advice for Craven and Harrogate CAB / Craven and Harrogate Citizens Advice Bureau
Cllr John Weighell	£400	Village Green Enhancement Project / Sutton Howgrave Gardening Group
Cllr John Weighell	£2,600	Bedale Hall Conference Room Project / Bedale Hall Trust
Cllr John Weighell	£1,000	Outdoor provision enhancement (play equipment) for St Nicholas Primary School / St Nicholas Primary School West Tanfield

Cllr John Weighell	£1,000	Arboreal work to the Avenue, Snape / Snape with Thorpe Parish Council
Cllr Richard Welch	£2,000	Refurbishment of the Settle Cenotaph / Settle Town Council
Cllr Richard Welch	£1,250	Promotion of tourism for settle with exhibition on Castleberg Crag / Settle Town Council
Cllr Robert Windass	£520	Printing costs of Yore Vision: Lower Ure News publications / Lower Ure News
Cllr Robert Windass	£300	Annual rent (and supplies) for Sharow Monthly Lunch Club / Sharow Parochial Church Council
Cllr Robert Windass	£450	Purchase of a defibrillator / Skelton on Ure Parish Council
Cllr Robert Windass	£3,000	Repairs to windows and doors for changeover to community run library / Boroughbridge Area Community Library Association (BACLA)
Cllr Robert Windass	£300	Painting and decorating of Skelton on Ure Village Hall / Skelton on Ure Parish Council
Cllr Robert Windass	£430	Legal and planning fees for Lease of Land for the community / Sharow Parish Council
Cllr Clare Wood	£750	Purchase & Installation of Defibrillator in Terrington Village / Terrington Parish Council
Cllr Clare Wood	£2,000	Implementation of "Wig-wag" flashing amber lights / NYCC Highways
Cllr Clare Wood	£500	Consultant fee to write a £350,000 bid to the Big Lottery Fund / Ryedale's Citizen's Advice Bureau
Cllr Clare Wood	£1,000	Buttercrambe traffic calming scheme / NYCC Highways
Cllr Clare Wood	£750	Village gateway enhancements comprising new '30' mph carriageway roundels / NYCC Highways

Appendix 3 – Committed funding by County Councillor

All amounts are rounded to the nearest £.

<i>County Councillor</i>	<i>Committed funding (£) (maximum £5,000)</i>
Cllr Val Arnold	5,000
Cllr Margaret Atkinson	5,000
Cllr Andrew Backhouse	3,250
Cllr Robert Baker	3,820
Cllr Arthur Barker	5,000
Cllr Philip Barrett	5,000
Cllr Derek Bastiman	5,000
Cllr Bernard Bateman	4,600
Cllr David Billing	4,000
Cllr John Blackburn	4,999
Cllr John Blackie	5,000
Cllr David Blades	5,000
Cllr Eric Broadbent	5,000
Cllr Lindsay Burr	5,000
Cllr Jean Butterfield	5,000
Cllr Elizabeth Casling	4,813
Cllr David Chance	5,000
Cllr Jim Clark	5,000
Cllr John Clark	5,000
Cllr Richard Cooper	5,000
Cllr Sam Cross	5,000
Cllr Gareth Dadd	5,000
Cllr Margaret-Ann de Courcey-Bayley	5,000

Cllr John Ennis	4,955
Cllr John Fort	5,000
Cllr Andrew Goss	4,999
Cllr Helen Grant	5,000
Cllr Bryn Griffiths	5,000
Cllr Tony Hall	5,000
Cllr Michael Harrison	5,000
Cllr Roger Harrison-Topham	5,000
Cllr Michael Heseltine	5,000
Cllr Robert Heseltine	5,000
Cllr Peter Horton	5,000
Cllr Bill Houlton	5,000
Cllr David Ireton	5,000
Cllr David Jeffels	3,950
Cllr Janet Jefferson	5,000
Cllr Anne Jones	5,000
Cllr Mike Jordan	4,552
Cllr Andrew Lee	5,000
Cllr Carl Les	5,000
Cllr Cliff Lunn	5,000
Cllr Don Mackenzie	5,000
Cllr Penny Marsden	5,000
Cllr Brian Marshall	5,000
Cllr Shelagh Marshall	5,000
Cllr John McCartney	5,000
Cllr Chris Metcalfe	4,969
Cllr Heather Moorhouse	5,000
Cllr Patrick Mulligan	5,000
Cllr Robert Packham	5,000
Cllr Stuart Parsons	5,000

Cllr Caroline Patmore	5,000
Cllr Chris Pearson	3,500
Cllr Joe Plant	5,000
Cllr Tony Randerson	5,000
Cllr John Ritchie	4,392
Cllr Janet Sanderson	5,000
Cllr John Savage	4,990
Cllr Steven Shaw-Wright	5,000
Cllr Elizabeth Shields	5,000
Cllr David Simister	4,997
Cllr Andy Solloway	5,000
Cllr Peter Sowray	5,000
Cllr Tim Swales	5,000
Cllr Helen Swiers	5,000
Cllr Cliff Trotter	4,960
Cllr John Weighell	5,000
Cllr Richard Welch	3,250
Cllr Robert Windass	5,000
Cllr Clare Wood	5,000

Appendix 4 – Committed funding by type of organisation undertaking the project or activity

All amounts are rounded to the nearest £. All percentages are rounded to the nearest whole number.

<i>Type of organisation</i>	<i>£ allocated</i>	<i>% of total £ allocated</i>	<i>Number of approved recommendations</i>	<i>% of approved recommendations</i>	<i>£ average funding per recommendation</i>
Not for profit organisations (including charities and voluntary organisations)	205,270	59	240	64	855
Parish and town councils and parish meetings	79,947	23	80	21	999
Schools	30,570	9	34	9	899
NYCC services for additional services over and above mainstream budgets	25,210	7	13	4	1,939
Other	9,000	3	9	2	1,000

Appendix 5 – Committed funding by type of project or activity

All amounts are rounded to the nearest £. All percentages are rounded to the nearest whole number.

<i>Type of organisation</i>	<i>£ allocated</i>	<i>% of total £ allocated</i>	<i>Number of approved recommendations</i>	<i>% of approved recommendations</i>	<i>£ average funding per recommendation</i>
Environmental improvements	38,265	11	46	12	832
Village / community hall improvements	32,323	9	43	11	752
Children / young people activities (non-school)	27,110	8	38	10	713
Support for vulnerable adults	26,945	8	25	7	1,078
Public facilities (notice boards, toilets, bus shelters, street lighting, benches, street signs)	21,190	6	26	7	815
Sporting activities for adults	20,056	6	24	6	836
Historic monuments / museums / local history	19,290	6	12	3	1,608
Capacity building for voluntary organisations (consultancy, websites, IT equipment)	15,275	4	15	4	1,018
Non-sporting activities for adults	14,928	4	20	5	746
Highways improvements	14,710	4	10	3	1,471
Defibrillators	14,430	4	18	5	802

Footpath improvements	13,215	4	8	2	1,652
Seasonal (Christmas lights, bonfires, etc)	12,785	4	20	5	639
Schools – playgrounds, gardens etc	12,392	4	13	4	953
Economic development	12,075	4	10	3	1,208
Community libraries	11,866	3	4	1	2,967
Public playgrounds for children and young people	6,978	2	8	2	872
Other public events including festivals	6,286	2	8	2	786
Schools – events and other activities	6,090	2	10	3	609
Flood defences	6,000	2	3	1	2,000
Schools – equipment / ICT	5,787	2	6	2	965
Community safety	5,000	1	2	1	2,500
Community transport	3,700	1	3	1	1,233
Schools – subsidy to school trips	3,300	1	4	1	825

**North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
20 June 2016**

Equality objectives 2016 - 2020

1.0 Purpose of report

- 1.1 The purpose of the report is to consult Corporate and Partnerships Overview and Scrutiny Committee on proposed equality objectives for the County Council for the period 2016 – 2020.

2.0 Background

- 2.1 The public sector equality duty under the Equality Act 2010 requires us to:
- Prepare and publish one or more equality objectives at least every four years
 - Ensure that the objectives are specific and measurable.
 - Publish the objectives in a way that is accessible to the public.
- 2.2 Our equality objectives should help demonstrate that we are meeting the general equality duty, the three aims of which are to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act
 2. Advance equality of opportunity between people who share a protected characteristic¹ and those who don't.
 3. Foster good relations between those who share a protected characteristic and those who don't.
- 2.3 Equality objectives help focus attention on the priority equality issues within an organisation in order to deliver improvements in policy making, service delivery and employment, including resource allocation.
- 2.4 Equality and Human Rights Commission guidance advises that equality objectives should address the biggest and most pressing issues facing the protected groups for whom the organisation provides services, and who are employed by an organisation, and be seen as part of the organisation's business plan, supporting delivery of it and an integral part of its performance. It states that objectives which aim to increase participation, improve experiences, which are ambitious, outcome-focused and realistically achievable are more likely to demonstrate to the public that the Council is serious about using the equality duty as a tool to reduce inequality and to foster good relations.
- 2.5 In addition to its Equality and Diversity Policy Statement, North Yorkshire County Council has a number of strategies which aim to tackle the issues affecting particular groups, for example we are developing strategies in relation to dementia, learning disabilities and supporting carers. Equality issues are also referenced in other strategic documents. We have received national acclaim for initiatives such as our Children and Families Prevention Services, the Scarborough Pledge (which is dedicated to having a positive impact on the life chances for children and young

¹ The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership is covered by the first aim i.e. to eliminate discrimination.

people in the area, and empowering them to achieve the best for their futures), investment in the Living Well and Stronger Communities programmes and our public health focus on the wider determinants of health inequality. However, setting specific equality objectives and reporting on performance of these at a corporate level demonstrates ownership at the highest level and provides the opportunity to address more structural cross-cutting inequalities.

- 2.6 Our current equality objectives were drawn from existing service plans under the Council plan priorities which were in place in 2012. Although tied into our corporate plan they were not necessarily targeted to the most pressing issues or gaps, nor owned at a corporate level, and political sign up for the objectives was not sought. A different approach has been agreed for the refreshed objectives.

Current equality objectives (2012 – 2016) and progress towards achievement are published on the County Council's website at <http://www.northyorks.gov.uk/article/26151/Equal-opportunities-information>
Latest progress with our current objectives is also attached at Appendix 1.

3.0 Approach to setting equality objectives 2016 – 2020

- 3.1 The Equality and Human Rights Commission guidance – in addition to the general advice referenced at 2.4 - suggests the following selection criteria:

- Does information at a local or national level highlight this as an important equality issue?
- Are these priorities for staff and service users themselves?
- Would this objective stretch the organisation to perform better on equality issues in key areas?
- How would achieving this objective improve the experience for people with a relevant protected characteristic?
- How does this objective contribute to the aims of the general equality duty?
- What are the views of your stakeholders?
- How many people with relevant protected characteristics are affected by the issue, and what is the severity of the effect? (Note: having due regard does not necessarily mean that the issue is less important when the number of people affected is small. For example, you may only employ a small number of transsexual staff, but any discrimination or harassment could have a significant effect on those staff.)

- 3.2 Management Board has agreed that a small number of well-chosen objectives with clear actions associated with them will be set and that the following criteria, based on the EHRC guidance, will be used to select these objectives. Objectives must:

- a) Relate directly to the approach and ambitions of the Council Plan

It is clearly vital that any new objectives align with the Council Plan 2016 – 2020 ensuring that our approach and ambitions are relevant to, and reflect the needs of, people with protected characteristics. The structure of the plan supports this. Many of the ambitions as stated in the plan are framed with equality of access and opportunity in mind – for example 'Children and young people lead healthy lives, no matter what their age or where they live'. There are also ambitions which reference the first and third aims as stated above – for example 'Vulnerable people are safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse'

Our approach also seeks to empower communities and individuals to self-serve whilst protecting the most vulnerable people in the county and, where possible, the services they rely on. Some people with protected characteristics may need extra help to access services and this is acknowledged in our draft corporate Customer Strategy.

Our equality objectives also need to reflect the objectives of other key strategic documents such as 'Young and Yorkshire' and the 'Joint Health and Wellbeing Strategy'.

b) Be evidenced by data/engagement

Objectives must be based on clear and robust evidence of need. This may be found through interrogation of data, for example relative educational attainment statistics, or through engagement with groups representing specific protected characteristics.

c) Be achievable and measurable

Objectives are set for four years. Objectives which are too high level and strategic, however laudable, may not reflect progress being made by the organisation in this timescale. Equally, however, setting objectives which do not stretch the organisation is unlikely to address the biggest and most pressing issues facing groups sharing protected characteristics. SMART targets should be developed for all objectives.

d) Not require a large increase in costs or resources

Clearly, given the financial situation, the council is not in a position to commit itself to objectives which have disproportionate funding implications. It may also not be minded to set objectives which might inhibit the growth agenda. However, by working to ensure that none of the protected characteristic groups are excluded from our ambitions for the county and that everyone has the opportunity to contribute, we will not only comply with the law but make the maximum use of our communities' assets and potential. The key is proportionality.

4.0 Recommended objectives

- 4.1 Possible objectives have been assessed by the Corporate Equalities Group and Management Board, and the following objectives are recommended for adoption by the County Council for the next four years.
- 4.2 Sign off of agreed objectives will be an executive decision by the relevant Executive Member, Councillor David Chance.

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
1	Ensure that people can maintain access to essential services	2	<p>Ambition - To ensure cost effective and efficient delivery, or commissioning from those who are best placed to deliver, of:</p> <ul style="list-style-type: none"> - services to the most vulnerable people; and - high priority services that enable a thriving county. <p>LTP4 objective – access to services</p>	Age (older people), disability (also people in rural areas – NY characteristic)	<p>20.6% of the county's adult population is over the age of 65.¹ This is higher than the national percentage (14.4%) and every year the population of older people increases, and with it the demand for the care and support which the council provides. By 2020 25% of our total population will be aged 65+ and 4% aged 85+.</p> <p>North Yorkshire has the same proportion of people with a disability or long term limiting illness (17.5%) as the national average.²</p> <p>Rurality - The population in North Yorkshire is generally sparser than the national average (0.74 people per hectare as opposed to 4.07 nationally). In some parts of the county this is lower still (Ryedale 0.34, Richmondshire 0.39)⁶. Distance travelled to access services is further than the national average. The Lower Super Output Area (LSOA) which covers the Dales ward in Ryedale is the most deprived in England for Geographical Barriers to Services.³</p>	<p>This issue has been raised by the NY Disability Forum and citizen panel indicators suggesting a 7% drop in satisfaction with access to essential services between 2012 and 2015</p>	<ul style="list-style-type: none"> • Community transport • Continue to encourage community provision of local services through Stronger Communities • Continue broadband rollout 	<ul style="list-style-type: none"> • Satisfaction indicators • Qualitative feedback from Forums
2	Working with	2	Approach - To	Age (older	Age and disability - see objective 1	Raised as a repeated	• Use NHS England	• Monitor use of

² 2011 Census

³ Index of Multiple Deprivation, Indices of Deprivation 2015

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
	customers, ensure that the council's digital by default strategy is inclusive of the widest range of customers as possible, taking into account different access requirements and the needs of those who experience digital exclusion.		enable individuals, families and communities to do the best for themselves: - providing self service facilities and ready access to relevant information – enabling customers to access information, check eligibility, carry out a self-assessment, make appointments, make online payments, and request simple services themselves. Ambition - We will be a modern council which puts our customers at the heart of what we do Draft customer strategy	people), disability, race	above. North Yorkshire has a much lower proportion (2.65%) of Black or Minority Ethnic (BME) citizens than the national average (14.57%) ⁴ according to the 2011 census.	concern through NY Disability Forum, NY Forum for Older People +, NY Learning Disability partnership board and other groups, and in response to major consultations. Section 20 (6) of the Equality Act 2010 puts a duty on the local authority to make reasonable adjustments including providing relevant information in an accessible format.	accessible information standard • Develop Customer pathways • Co-design of digital solutions • Assisted digital solutions	assisted digital solutions • Feedback through Forums • Monitor responses to consultations • Monitor compliance with NHS England accessible information standard
3	Improve the wellbeing and	1, 3	Ambition - Vulnerable people	Age (children and young	North Yorkshire has a lower proportion of young people than the	Growing Up in North Yorkshire survey	Recommendations of Overview and Scrutiny	• Growing up in North

⁴ 2011 census

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
	inclusion of LGBT children and young people.		<p>are safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse.</p> <p>'Young and Yorkshire' priorities</p>	<p>people), sexual orientation, gender reassignment</p>	<p>national average - 28.4% under 25 compared to 32% nationally.⁵</p> <p>The government estimates that 5 – 7% of the population are gay, lesbian or bisexual. We have no evidence to suggest that this is not the case in North Yorkshire.</p> <p>The Gender Identity Research and Education Society suggests that across the UK: 1% of employees and service users may be experiencing some degree of gender variance. At some point, about 0.2% may undergo transition (i.e. gender reassignment). Around 0.025% have so far sought medical help and about 0.015% have probably undergone transition. In any year 0.003% may start transition.</p>	<p>2014 shows that North Yorkshire has a significant number of young people in the LGBT community (6% of the Year 10 pupils self- identified as LGBT) and more who are questioning their sexuality (9% of Year 10 pupils) This survey of Year 10 pupils showed a significant difference to the responses given by the average North Yorkshire Year 10 pupil. For all but one of the indicators the LGBT young people were statistically significantly different. This covered their experience of bullying, emotional health and wellbeing and engagement in risky behaviours. Within the social identity groups LGBT pupils were most likely to have been bullied at or near school in the last</p>	<p>committee report</p> <p>Work to promote inclusion in schools</p>	<p>Yorkshire survey</p>

⁵ 2011 Census

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
						year, had the lowest 'high resilience' score and worried most about being different. This mirrors national research by Stonewall (Stonewall school report 2012)		
4	Improve rates of progress for vulnerable groups of children and young people (as reflected in Young and Yorkshire) and including Gypsy, Roma and Traveller children, looked after children, care leavers, asylum seekers and children and young people with disability.	2	<p>Ambition -Children and young people lead healthy lives, no matter what their age or where they live.</p> <p>Ambition - Children and young people live safely and happily with their natural or extended family, and where that is not possible, they grow up in stable and secure arrangements and are well supported to leave the care system</p> <p>Ambition -Children and young people have a great education in schools that are good or outstanding and that they go on to make good</p>	Age (children and young people), race, disability	<p>Age and disability - see objectives 1 and 3 above.</p> <p>The Census included 'Gypsy or Irish Traveler' as a specific ethnic group for the first time in 2011. In North Yorkshire 588 people were identified in this ethnic group, with the largest numbers in the districts of Selby (158 people), Hambleton (132 people) and Harrogate (107 people) and with smaller communities across the other districts of the county. Figures from the Department for Communities and Local Government (DCLG) count of Gypsy and Traveler caravans have shown an increase in caravan numbers in North Yorkshire from around 230 at the time of the Census in 2011 to around 250 in July 2015. Those identified as being among the Gypsy or Irish Traveler ethnic group in the 2011 Census tend to be younger than the overall population of the county. While the Census found that the 0-15 age group represented around 17% of the</p>	Outcomes for targeted groups significantly worse than the average North Yorkshire child or young person.	Targeted work to support vulnerable groups.	<ul style="list-style-type: none"> • Health data for targeted groups • Qualitative intelligence from engagement with targeted groups • Attainment data for targeted groups

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
			career choices and access relevant skills or higher education programmes. 'Young and Yorkshire' priorities		overall population of North Yorkshire this age group represented almost 32% of the Gypsy or Irish Traveler ethnic group.			
5	Improve access to employment opportunities for NEETs and those with a disability	2	Ambition - North Yorkshire is a place with a strong economy and a commitment to sustainable growth that enables our citizens to fulfil their ambitions and aspirations. 'Young and Yorkshire' priorities LEP strategic economic plan Developing 'North Yorkshire Employment Strategy' (in co-production with people with learning disabilities)	Age (young people), disability	Age and disability - see objectives 1 and 3 above.	In 2013 4.3% of 16 – 18 year olds in NY were identified as NEET (Not in Employment, Education or Training). The percentage of all young people in the UK who were NEET was 11.7% ⁶ . Nationally the unemployment rate for 16-24 year olds is high. The unemployment rate for people aged 16 and over for the UK was 5.3%, for the period July to September 2015. ² 16-64 year old economic activity rate for EqAct core disabled group NY 61.9% (national	Enhance existing LEP work with young people/rural population. Further develop existing LEP work programmes to support disabled people	<ul style="list-style-type: none"> • Percentage of NEETS • Employment figures for young people • Employment figures for disabled people • Qualitative intelligence about quality and sustainable nature of employment

⁶ Office of National Statistics July – Sept 2015

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
						<p>52.9%) compared with rate for non EA core disabled group NY 87.0% (national 83.3%)</p> <p>Employment rate aged 16-64 - EA core disabled group NY 59.6% (national 47.3%) compared with rate for non EA core group NY 85.6% (national 79.5%)</p> <p>% economically inactive aged 16-64 EA core disabled NY 38.1% (national 47.1%) compared with rate for non EA core group NY 13.0% (national 16.7%)</p>		
6	Take opportunities where they arise, and where it is proportionate to do so, to improve accessibility of public transport	2	<p>Ambition - North Yorkshire is a place with a strong economy and a commitment to sustainable growth that enables our citizens to fulfil their ambitions and aspirations.</p> <ul style="list-style-type: none"> • Critical to achieving this 	Age, disability	Age and disability - see objectives 1 and 3 above.	<p>This issue has been regularly raised by the NY Disability Forum, NY Forum for Older People+ and in formal consultations.</p> <p>It is also an issue for young people.</p>	Particular emphasis on community transport replacing reduced commercial or subsidised operations. Work with community groups to ensure that equality objectives are met, including understanding of reasons, benefits and legal requirements.	<ul style="list-style-type: none"> • Percentage of vehicles which are accessible for those with a disability • Equality training • Qualitative feedback from Forums

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
			<p>ambition is delivering the right housing and transport infrastructure, alongside high speed broadband and mobile phone connectivity, whilst protecting the outstanding environment and heritage</p> <p>Ambition - To enable individuals, families and communities to do the best for themselves: - supporting empowered communities to provide a range of services for local people that fully utilise all local assets, prevent loneliness and support troubled families, and contribute to healthier lifestyles</p> <p>LTP4 objective – access to services</p>					

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
7	Take opportunities where they arise, and where it is proportionate to do so, to improve physical accessibility around towns	2	<p>Ambition - Vulnerable people are safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse</p> <p>Ambition - To enable individuals, families and communities to do the best for themselves: - supporting empowered communities to provide a range of services for local people that fully utilise all local assets, prevent loneliness and support troubled families, and contribute to healthier lifestyles</p>	Age, disability	Age and disability - see objectives 1 and 3 above.	This issue has been regularly raised by the NY Disability Forum and NY Learning Disability partnership board.	<p>Enhance work with older people and disability groups to understand customer needs better around physical accessibility issues such as dropped kerbs and potential footway obstructions.</p> <p>Develop guidance to inform customer focused future practice.</p>	<ul style="list-style-type: none"> • Monitor compliance with guidance • Data in relation to enforcement where relevant • Qualitative feedback from Forums
8	Foster good relations between staff who share a	3	Values - Valuing our staff – supporting and enabling them to	All (also people in rural areas and with low incomes – NY	Age, disability, sexual orientation, gender reassignment, and rurality - See previous objectives 1 - 4 above.	This objective relates to the public sector equality duty we can probably evidence	<ul style="list-style-type: none"> • Enable staff with protected characteristics to make contact and 	<ul style="list-style-type: none"> • Measure progress against disclosure

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
	protected characteristic and staff who do not		perform at their best. Care and respect – treating people as individuals and with courtesy, seeking to understand how others see things, and valuing their contribution.	characteristics)	<p>Gender - At county level the proportion of females is slightly higher (50.7%) than that of males (49.3%)⁷. This pattern is reflected across all districts, with the exception of Richmondshire where the large number of predominantly male military personnel have the effect of reversing the proportions.</p> <p>Marriage or civil partnership - A higher percentage of North Yorkshire's population is married or in a civil partnership (53.7%) than the national average (46.8%).⁸ (2011 census)</p> <p>Religion or belief – North Yorkshire has higher levels of Christians (69%) than the national average (59%), and lower levels of all other religions than the national average. Percentages of those with no religion or not stating their religion are broadly similar to the national average. (2011 census)</p> <p>Pregnancy and maternity - 2013 statistics for North Yorkshire There were 5521 live births. Conception rate per 1000 for 15 – 17 year olds was 13.8 at Quarter 3 2013. This is below the rate for</p>	<p>least.</p> <p>Whilst focussed on relations between staff it is likely to have an indirect (positive) impact on relations between staff and service users/public. It has also been raised by staff formally and informally eg a black member of staff who felt isolated/ conspicuous, a gay member of staff who overheard homophobic insults.</p> <p>We don't currently report on all protected characteristics due to staff choosing not to disclose – this should build confidence to allow full disclosure.</p> <p>The numbers of staff who state they have a disability has reduced in the last 3 years, although we suspect that there is under-reporting.</p>	<p>share experiences eg via staff forums, seeking volunteer ambassadors</p> <ul style="list-style-type: none"> • Use the intranet, news stories, case studies etc to raise awareness and profile of different protected characteristics; • Commit to the Disability Confident scheme to access case studies etc to support this awareness raising; • Specifically links to public health initiatives to raise understanding and tackle stigma associated with mental ill health; 	<p>rates of all protected characteristics.</p> <ul style="list-style-type: none"> • Staff survey • Qualitative feedback from forum, volunteer ambassadors etc

⁷ Office of National Statistics Mid-2014 population estimates

⁸ 2011 census

	Objective	Equality duty aim	Link to Council Plan and other strategic documents	Protected characteristics particularly impacted	North Yorkshire equality information relating to protected characteristics	Evidence of need	What could we do?	How might we measure it?
					<p>England (22.2) and Yorkshire and Humberside (24.2). 4866 live births (88.1%) were to mothers born in the UK. 655 live births (11.9%) were to mothers born outside the UK. In 2013 58 live births (1.1%) were to mothers under 18.</p> <p>Low income - At local authority level North Yorkshire is among the least deprived in England⁷. Long term unemployment in NY (1.1%) is slightly lower than the national average (1.7%)⁶. However, NY has a number of lower super output areas within the 20% most deprived in England (23 in 2015, rising from 18 in 2010) and three LSOAs in Scarborough town are within the most deprived 1% in England.⁷</p>	<p>In the past when awareness raising information and stories have been featured on the intranet and newsletters, the response from staff with protected characteristics has been very positive in terms of feeling recognised and valued.</p>		

5.0 Development of equality objectives

- 5.1 Agreed objectives will be further worked up to develop baselines, SMART targets and performance indicators

6.0 Performance reporting

In order to ensure that progress on achievement of the equality objectives is an integral part of the performance of the organisation, performance reporting against the agreed equality objectives will be included in the Q report on an annual basis. Reports will also be brought to the Corporate and Partnerships Overview and Scrutiny Committee on the same timescale. Progress will be published on the website on an annual basis, as is currently the case.

7.0 Recommendations

- 7.1 Members are recommended to consider the proposed objectives at 4.1.

Neil Irving

Assistant Director, Policy and Partnerships
on behalf of Corporate Equalities Group.

9 June 2016

Appendix 1 – North Yorkshire County Council equality objectives 2012 – 2016 – progress
April 2016

North Yorkshire County Council: Equality Objectives 2012 – 2016

Update May 2016

Council Plan Priority: Protecting and supporting vulnerable people	
Objective, actions and measures	
<p>Reduce levels of doorstep crime</p> <p><i>Reducing doorstep crime from the levels established as a baseline in 2011/12 by 10% by 31/03/15 (1st year of three year target).</i></p> <p><i>Increase the levels of doorstep crime reporting from the baseline established in 2011/12 (28%) by 20% by 31/03/15.</i></p> <p>Create No Cold Call Zones in accordance with the revised criteria.</p> <p>Carry out safeguarding assessments of all doorstep crime victims with a view to target hardening, re-empowerment and prevention of re-victimisation of victims within 12 months of original incident.</p> <p>Carry out enforcement projects, target hardening and education projects in areas affected by incidents of doorstep crime, with a view to preventing victimisation and ensuring safeguarding of vulnerable consumers. Identify trends in offending patterns and undertake appropriate projects to tackle such patterns.</p>	<p>2011/12 – 278 complaints, 84 crimes committed 2012/13 – 337 complaints, 58 crimes committed 2013/14 – 471 complaints, 55 crimes committed 2014/15 – 497 complaints, 69 crimes committed (14%)</p> <p>79% increase in complaints received between 2011/12 and 2014/15. 18% decrease in crimes committed from 2011/12 to 2014/15.</p> <p>2015/16 to date – 217 complaints, 85 crimes committed. (39%)</p> <p>By engaging further with our communities we have increased community involvement in the development of new No Cold Calling Zones (NCCZs). 60 new NCCZs created in 2012/13 52 new zones in 2013/14 16 new zones in 2014/15 23 new zones in 2015/16 to date. There are currently 593 No Cold Calling Zones in North Yorkshire.</p> <p>In 2015/16, the Doorstep Crime team evolved to become the Multi Agency Safeguarding Team. The functions of the team are not recorded under the headings set out above. The Prevent work consists of presentations to vulnerable groups and visits to vulnerable residents susceptible to 'scam mail'. In the 11 months since April 2015 the team has undertaken the following activity:</p> <ul style="list-style-type: none"> • 680 visits to victims of scam mail • 9 occasions providing information stands for the public • 4 occasions where we have been present at banks giving info to public on scams etc • 16 talks/presentations to community groups • 12 training sessions given to police/volunteers • 4 multi-agency days working with police, fire & community safety in a specified location • 34 Truecall call blocking devices installed
<p>Maintain and improve road safety by aiming to reduce road traffic accidents on the county's roads</p> <p><i>People killed or seriously injured in road traffic accidents</i></p>	<p>The number of Killed or Seriously Injured (KSI) road casualties reduced slightly in 2014 from 473 in 2013 to 431 in 2014. This reduction is welcome as an improvement on the plateau phase we have seen since 2011. There has been a reduction in fatal casualties</p>

<p><i>Children killed or seriously injured in road traffic accidents</i></p>	<p>from 51 in 2013 to 40 in 2014 and 32 in 2015.</p> <p>The following Road Safety education initiatives were undertaken during 2014/15:</p> <ul style="list-style-type: none"> • Young and newly qualified drivers -67 have completed the Enhanced Pass Plus course to date, 16 new driver discussion groups have been conducted around the county. • Regional Be Bright Be Seen Radio Campaign aimed at children and young people, older people, pedestrians & cyclists. High visibility items distributed during engagement events around busy commuter times and areas. • Older Driver Road shows - 10 engagement events, run by the local road safety officers with groups such as the university of the 3rd age, and Probus. • Older driver refresher scheme aimed at drivers that can drive, and want to keep driving safely. 148 drivers have completed a refresher drive this year with some more booked. <p>There was an increase in Child KSIs from 21 in 2013 to 27 in 2014; however, this is still relatively low when the trend over time is looked at. This will be further investigated as part of our detailed analysis.</p> <p>The following Road Safety education initiatives were undertaken during 2014/15:</p> <ul style="list-style-type: none"> • Road Safety in the primary curriculum (Key Stage 1&2) updates for packs sent to schools. • Road Safety in the secondary curriculum (Key Stage 3&4) updates for packs sent out to schools. • Bikeability (Key Stage 2/3) - 4,020 students completed the Bikeability cyclist training course. • Drive Alive (Key Stage 4) -7 secondary school events run throughout the year. • The WalkWise pre-school education programme has been devised and piloted for North Yorkshire during 2015, targeted at areas of deprivation in Selby, Harrogate and Scarborough districts. Jointly funded by Public Health, 95 Alive Road Safety Partnership (PCC funding) and NYCC core Road Safety funding. <p>The Road Safety team now works in partnership with Public Health, delivering an agreed programme of interventions that focus on agreed groups, areas and road users who have been identified as being at higher risk of death or injury on the roads in the county.</p>
<p>Reduce levels of underage drinking & sales of age restricted products. Tackling alcohol abuse including underage sales. The partnership approach to tackle this issue has an objective to ensure that alcohol is sold responsibly in order to reduce the effects of alcohol on a young person's health and/or any associated anti-social behaviour. This is the 2nd year of a 3</p>	<p>Six partners are involved in the ARC initiative. Three campaigns were delivered in 2012/13. ARCs targeted major 'hot spots' of underage drinking and have now achieved a high level of compliance at licensed premises. The ARCs have evolved into targeted multi-operational visits to problem premises. Targeting, based on reports of underage sales received, has a greater impact when working within a much reduced budget.</p> <p>Complaints about the sale of alcohol to minors fell to 50 in 2012/13 (from a baseline of 139</p>

<p>year community based project to tackle hot spots of underage drinking.</p> <p>Seek to continue to build on the Alcohol Respect Campaigns (ARC) approach, working in conjunction with traders and other partners, but build in extra resilience by involving community volunteers to supplement official staffing levels in neighbourhoods which are experiencing problems associated with underage drinking.</p> <p><i>Action 100% of complaints or intelligence reports relating to underage sale of alcohol.</i></p>	<p>in 2007/8). All these complaints were investigated. Contact was made with the trader involved with a view to improving proof of age checks, introducing a 'Challenge 21' programme together with an offer to assist in staff training. Premises subject to complaint are included in future test purchase programmes and monitored for future compliance.</p> <p>In 2014, this service began working with the Public Health team to implement the Alcohol and Tobacco Control Strategies. We continue to action 100% of all underage sales complaints. During 2014/15, 71 complaints of under-age sales of alcohol and tobacco were received and 100% actioned. From 1/4/15-1/1/16, 49 complaints were received and 100% actioned. The support and guidance principles from the Alcohol Respect Campaigns remain however the approach is more targeted towards complaint and intelligence hotspots. We work closely with our licensing counterparts at District level to ensure resources are apportioned effectively and efficiently.</p>
<p>Develop a corporate council approach to Gypsy, Roma, Travellers and Showpeoples' (GRTS) issues.</p> <p>Produce a single policy document for NYCC response to unauthorised encampments.</p> <p>Work with District Councils to ensure co-ordinated assessment of GRTS needs when responding to unauthorised encampments.</p> <p>Robust system in place for identifying urgent safeguarding issues when council staff interact with GRTS community.</p> <p>Ensure consistent approach to needs assessment for unauthorised encampments.</p> <p><i>Increased numbers of GRTS community accessing services / provided with the opportunity to access services.</i></p>	<p>Policy Document drafted and used at the launch of the new GRTS service. District/Borough Councils adapting this for their own areas and working in conjunction with Horton Housing Support Ltd to undertake unauthorised encampments.</p> <p>Horton Housing Support work using the NYCC Safeguarding policies as part of their working practice.</p>
<p>Continue and embed development work with Gypsy, Roma, Traveller and Showpeople communities (GRTS)</p>	<p>During 2014/15, the GRTS support service was re-procured and awarded to the current provider, Horton Housing Support Ltd (G@TEWAY service). The procurement involved a range of partners, including Public Health, NYCC Property Management and District/Borough Council Housing, to develop a revised specification to provide an accommodation and health promotion support service which includes carrying out welfare assessments when required for unauthorised encampments across the County, and the development of liaison with settled communities. The new contract based on the revised specification came into place from April 2015, with an emphasis on making every contact count to improve the health of outcomes for this community. A formal launch took place at</p>

	<p>Easingwold involving current and past customers on 30th June, 2015.</p> <p>Local Liaison Groups set up in Hambleton and Selby, well supported by other agencies, with Horton Housing progressing groups across the other 5 District/Borough areas in line with the Contract Implementation Plan. Links with Public Health and CCGs.</p> <p>GaTEWAY staff have provided training and briefings to a range of partners, including social care teams. Drop in sessions, supported by partners, have been held by GaTEWAY at off-site venues in Ryedale, Craven and Selby to increase access to support by GRTS people not living on sites.</p> <p>Accommodation: during 2013/ 2014 funding for more pitches on four sites was obtained and provision of new pitches to address shortfall was included as an investment priority for North Yorkshire & City of York LIPs. All 8 authorities have carried out Gypsy and Traveller Accommodation Assessments to identify local need & site options. Community Consultations (Local Plan) were held in York, Craven, Hambleton, Harrogate, Richmondshire, Ryedale and Selby to gain a better understanding of the needs of GRTS through appropriate research and community consultation.</p> <p>The strategic housing partnership website information for GRTS has been updated, and links made between all the partner local authorities: http://www.northyorkshirestrategichousingpartnership.co.uk/index.php/gypsies-and-travellers</p> <p>During 2015/16, the priority for the housing steering group will be to continue to try to identify land suitable for development to deliver pitches.</p> <p>CYPS Community Cohesion Team represented on multi-agency Seamer Horsefair planning group. GRTS rep (“GaTEWAY”) sitting on Scarborough area E & D Forum. Links made between CC Team and “GaTEWAY” to attempt to identify hidden GRTS communities. Plans for Prevention Service, Gateway & CC Team to engage with children/young people from GRTS community travelling to Seamer Horse Fair & while at Fair.</p>
<p>Continue to work in partnership across North Yorkshire to enhance service and support for victims of hate crime.</p>	<p>North Yorkshire Safe Places project: led by North Yorkshire Learning Disability Partnership Board in partnership with North Yorkshire Police, this is a countywide scheme being developed in Phase 1 with the voluntary sector, train providers, pharmacies, District Councils and others. The scheme will be for anyone in North Yorkshire who may need a little bit more help and support when they are out and about in their local communities. People can still access other schemes outside of the county as similar schemes exist across the country. A Keep Safe card has been developed alongside an optional wristband.</p>

	<p>The project group includes representatives from the North Yorkshire Disability Forum, self-advocates, dementia friendly communities, North Yorkshire Pharmacies and specialists in travel training, hearing impairment and visual impairment. It is hoped to launch Phase 1 of the scheme in May 2016. Phase 2 will be developed to include commercial organisations. It had been hoped to include a 'safe travel' element to the scheme; this is currently on hold but will be revisited at a later date.</p> <p>In 2015, following consultation with the LDPB led by North Yorkshire Police into the new legislation on anti-social behaviour orders and ways of making information about this accessible to people with a learning disability, a new booklet has been prepared and will have an official launch in 2016.</p> <p>A 'Know You Are Safe' easy read booklet was written by the Community Safety Task Group members and shared across North Yorkshire. This booklet was written by a group including self-advocates in partnership with the Locality Team.</p> <p>A self-advocate and an officer sit on the Yorkshire and Humberside Hate Crime Scrutiny Panel, looking at hate crime reports to identify barriers to prosecution. This information is then fed to the Crown Prosecution Service. An officer sits on the North Yorkshire Police Hate Crime working group that is currently looking at developing the IAG's (Independent Advisory Groups) across North Yorkshire.</p> <p>Community Cohesion Team represented on NY Police's strategic hate crime working party. NY Police review of 3rd party reporting centres done in partnership with CC Team in Scarborough. Training plan & course for 3rd party reporting centre refresher training in Scarborough created by CC Worker in partnership with NYP/Community Impact Team. Local Scarborough community-led Hate Crime Working Party established under Equality & Diversity Forum. Community survey developed and on-going in Scarborough. Multi-agency awareness-raising event held in Scarborough to mark national Hate Crime Awareness Week.</p>
<p>Narrow the attainment gap between children who are eligible for free school meals and those who are not <i>% of pupils reaching Level 4 in both English and Maths at Key Stage 2: narrow the gap from 24.1% (2010 baseline) to 21% % of pupils achieving 5 GCSEs at grades A*-C including English & Maths at Key Stage 4: narrow the gap from 37.5% (2010 baseline) to 27%</i></p>	<p><u>Key stage 2: NB: dates amended to reflect academic years)</u> 2012/13 – 26.0% (7% wider than national) 2013/14 – 21.8% (3% wider than national) 2014/15 – 20.0% (3% wider than national)</p> <p>At key stage 2, the gap has reduced to 20% in 2016 which shows improvement over three years. 81% of not-FSM pupils attained reading, writing and mathematics at level 4 or above, in comparison with 61% of FSM pupils.</p>

	<p><u>Key stage 4: NB: dates amended to reflect academic years)</u></p> <p>2013/14 – 33.9%* (7% wider than national) 2014/15 – 34.7%* (7% wider than national)</p> <p>At key stage 4, *the methodology changed in 2014, and figures cannot be compared with previous years. Outcomes for all pupils in North Yorkshire place the County in the top 25% of authorities. In 2016 outcomes for disadvantaged pupils are in line with national at over 36% attaining 5 GCSEs A*-C including English and mathematics, which represents an important improvement.</p>
<p>Narrow the attainment gap between children who have Special Educational Needs and those who do not <i>% of pupils reaching Level 4+ in both English and Maths at Key Stage 2: narrow the gap to 56% by 2013/14</i> KS4 GCSE <i>% of pupils achieving 5 GCSEs at grades A*-C including English and Maths at Key Stage 4: narrow the gap to 46%(2013/14)</i></p>	<p><u>Key stage 2: NB: dates amended to reflect academic years)</u></p> <p>2012/13 – 58.1% 2013/14 – 60.1% 2014/15 – 58.1% (narrowed by 2%)</p> <p><u>Key stage 4: NB: dates amended to reflect academic years)</u></p> <p>2013/14 – 41.6%* 2014/15 – 44.7% *(widened by 3%**).</p> <p>*At key stage 4, *the methodology changed in 2014, and figures cannot be compared with previous years. Outcomes for all pupils in North Yorkshire place the County in the top 25% of authorities.</p> <p>**Apparent widening of the gap was in large part due to change in SEN code of practice, which effectively reduced size of KS4 SEN cohort by 25%, removing those with less extreme need for support.</p>
<p>Improve the attainment of Looked After Children (LAC) <i>20% of LAC achieve 5 GCSE grades A*-C including English & Maths (2011/12, 2012/13, 13/14)</i></p>	<p>2013/14 - 4% 2014/15 – 16.2% 2015/16 – 9.7%</p> <p>Target does not take cohort into account. For example for 2015/16 this % represents 4/41 and only 8 achieved L4 at KS2 so would only expect a maximum of 8/41 to achieve this outcome. Also does not take into account how many have an EHCP</p>
<p>Improve health outcomes for Looked After Children <i>Increase the % of LAC who receive an annual health check from 78% to 80%</i></p>	<p>Performance exceeds target:</p> <p>2013/14 – 77.1% 2014/15 – 82.9%</p>

	2015/16 Quarter 3 86.3%
Improve health outcomes for Looked After Children Increase the % of LAC who receive an annual dental check from 72% to 90%	Performance exceeds target: 2013/14 – 78.2% 2014/15 – 86.8% 2015/16 – 87.9%
Secure & safe accommodation for care leavers <i>90% of care leavers in suitable housing (2011/12, 12/13, 13/14)</i>	Performance exceeds target: 93.3 % of care leavers we support are living in suitable accommodation. 5.3% are in unsuitable accommodation (3.85% in Custody with the remainder choosing too or awaiting a suitable alternative) 1.4% have living arrangements that are not known by the Leaving Care Team. <i>Data 21st December 2012</i>
Council Plan Priority: Supporting economic growth and employment	
Objective, actions and measures	
Develop a workforce that is representative of the community that we serve Implement effective, fair and robust recruitment practice Analysis of equality monitoring information and responsiveness to under-representation of particular groups Implement and sustain policies and procedures to meet the needs of a diverse workforce Provide appropriate learning and development solutions Educate and support staff to deliver services in accordance with equality and diversity principles that are embedded within the organisation.	HR Portfolio groups and SMT regularly review policies and procedures to ensure effective, fair and robust employment policies from recruitment through to redeployment. All staff at North Yorkshire County Council complete mandatory e-learning in equality and diversity. An additional e-learning package is being developed for staff who are responsible for completing equality impact assessments. Staff and members can access the equality e-learning and other equality training and learning materials on the Learning Zone. 2 separate online learning packages - recruitment and selection and safer recruitment - have been updated, revised and combined into a single online course. The recruitment process has been 're-engineered' according to lean principles to ensure information and guidance is easily accessible for managers. There is a more corporate approach to schools' recruitment to help to ensure an equal, fair and robust recruitment process. When staff need to consider redeployment, because their post is redundant or due to ill health, there is 1:1 support to ensure a suitable alternative post is found if possible, with due regard to any protected characteristic. In conjunction with public health there is a focus on workplace health which aims to support all staff to look after themselves. Specifically this includes supporting staff affected by mental health in order to break down the stigma associated with mental ill health so staff can better support each other and managers are better equipped to support staff affected. The latest Equal Pay Audit in 2015 focussed on gender pay progression, as an indicator of

	<p>fair recruitment and selection, with some pleasing progress. The council is preparing to publish its Gender Pay findings from 2017.</p>
<p>Address existing demographics in our ageing workforce and look to offset disproportionate representation Actively encourage more young people to work for NYCC.</p> <p>Provide sustainable apprenticeships</p> <p>Enhance links with educational establishments</p> <p>Become an 'Employer of Choice'</p>	<p>Employing young people and providing work experience opportunities has continued to be a corporate priority despite the increasingly challenging environment of a shrinking workforce. Between April 2015 and March 2016 12 apprentices were appointed. Whilst this total is lower than in previous years, the variety of posts and services employing apprentices is broader than in previous years. The pay rate for apprentices was increased from the 1st October 2015 to the equivalent of £3.30 per hour for the first six months and remained at £4.69 per hour for the 7-12 months. The Council is preparing for the implementation of the Apprenticeship Levy in April 2017 which will bring about significant changes to the young person's agenda and NYCC's approach moving forward.</p> <p>Work experience opportunities have continued to be in demand, with 86 requests received in 2015-16. Typically these requests are from students looking for work experience as part of their studies or having finished education, people trying to get back into employment or changing direction. Attendance at school career events has also been a regular fixture, typically once per month. With an increased focus on Career Guidance within schools these requests are increasing.</p> <p>Graduate recruitment has been lower in 2015-16 due to a pause in further recruitment to the 2 intakes to the In House Graduate Scheme. Workforce Development have been working with services to identify workforce needs and succession planning, to align future graduates' recruitment where most appropriate. 5 graduates have been recruited to vacancies outside formal graduate programme.</p> <p>Supported internships has been researched including a suggested approach with colleagues from Health and Adult Services / CYPS. This involved supporting young people with a range of disabilities into employment as part of their Personal Development Plan through a non-paid internship. Services were not in a position to implement this last year however this is now back on the agenda for the coming year.</p>
<p>Collect and analyse sensitive workforce data in order to advance equality and good relations within the workforce Consult with our staff & listen to their responses.</p> <p>Regularly inform our workforce of our findings</p> <p>Create a culture of trust by being open about why & how data is collected, & how it will influence the shaping of policies whilst protecting privacy & confidentiality.</p>	<p>The Council 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. 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 information is collected on the following protected characteristics: age, gender, ethnicity and disability.</p> <p>An annual report is collated and published on the NYCC website. The Council does not collate or publish information on the workforce relating to sexual orientation, religion or</p>

	<p>belief or gender reassignment. Staff are asked to identify their sexual orientation, and religion or belief at recruitment and appointment stage, and again at intervals throughout their employment, but the collection of this sensitive and personal information is voluntary and the take up is not yet considered to be sufficiently high to give an accurate picture. 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.</p> <p>We continue to 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 positive 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. The Executive receives information on the age profile of the workforce as part of the workforce performance section of the quarterly performance monitoring report.</p>
<p>Ensure the principle of equality of opportunity in employment is maintained.</p> <p>Ensure that procedures to determine the pay and conditions of employment of all our employees do not discriminate unlawfully and are free from bias.</p>	<p>A review of pay at North Yorkshire County Council for equal pay purposes has been completed in 2015 jointly with Unison. The audit ensures pay practices align with the Council's priorities. The Council 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, and JE schemes are applied consistently. The pay and reward package associated with the NJC agreement have been separately negotiated to incorporate Soulbury and JNC staff to ensure transparent and consistent application of pay policy.</p> <p>There is much to be positive about in the latest equal pay audit including:</p> <ul style="list-style-type: none"> • 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 and 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. <p>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</p>

	<p>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. 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.</p>
<p>Improve education and employment outcomes for care leavers <i>70% , 75%, 80% of care leavers engaged in education, training and employment (2011/12, 12/13, 13/14)</i></p>	<p>Performance meets targets: 2013/14 – 70% 2014/15 - 81% 2015/16 - not available</p>
<p>Improve participation rates in ETE for young offenders / ensure all young offenders are offered & receive 25 hours education provision, including appropriate literacy intervention <i>% of young offenders engaged in ETE 64% by 2013/14</i></p>	<p>The figure for 2014/15 is 44 out of 98 young offenders of SSA were in full time ETE at the end of their Order, equating to 44.9%</p>
<p>Mitigate the long term effects of neglect / support parents with a history of worklessness or disadvantage <i>Reduce % of children living in poverty to 11.5% by 2013/14</i> <i>Reduce % of children eligible for Free School Meals to 8.5% by 2013/14</i> <i>Reduce no. households with annual incomes of £15K or less to 6200 by 2013/14</i> <i>Reduce% of lone parent households with dependent children to 3.7% by 2013/14</i></p>	<p>The only data we have for children living in poverty is the Child Health Profile (2015) from Public Health England – 11%. This is significantly lower than the UK figure of 19.2%.</p>
<p>Support disabled people to gain paid employment <i>Working with the provider market, 20% of disabled people accessing day services to be in some form of paid work in next two years</i></p> <p><i>Support a person-centred employment pathway for disabled people, via investment in NYCC Supported Employment service</i></p>	<p>The NYCC Supported Employment service has achieved considerable outcomes in its aims to support people into paid work, to retain employment or to make progress on an employment pathway enhancing the lives and prospects of many of our customers.</p> <p>Work and occupation are seen as a fundamental right of all and the involvement of the Supported Employment team supports the Living Well and Prevention strategies. We have supported individuals to gain employment, apprenticeships and placements in inclusive community workplaces. (ASCOF figures show that in North Yorkshire 2014 to 2015 10.7% adults with a Learning disability were in paid employment compared to a national average of 6. Figures for people with Mental Health issues show 13.9% against a national average of 6.8%).</p> <p>Since 1 April 2015, 39 people have been successfully supported into employment; 9 people with a physical or sensory impairment, 15 with a learning disability and 14 people with</p>

	<p>Autism. We have also provided support to some individuals to enable them to develop self-employment goals. The team have achieved Autism Accreditation status through the National Autism Society for the support they give to adults with Autism.</p> <p>Objectives for 2016 The team are working closely with CYPs particularly to support the personalised learning pathways and improving the employment outcomes of people on these pathways. The preparation for adult model will start from April 2016 and will embed a joint approach to support young people in transition.</p> <p>The team are working on an individual basis with people to explore self-employment options where appropriate.</p> <p>On an individual basis the team will work with families and people seeking work to understand any impact on their welfare benefits</p> <p>All staff members have specific targets to achieve in terms of finding people paid employment.</p> <p>Longer term objectives 2016 Through coproduction with people with learning disabilities, family carers and partners, a North Yorkshire Employment Strategy is being developed. The team are working to develop a partnership approach for Supported Internships.</p> <p>Providers continue to become more outcome focussed with the support they provide. A number of providers are working closely with the SE team to support people into paid employment.</p>
<p>Provide volunteering opportunities to improve quality of life, gain new skills and increase employability</p>	<p>The fourth round of Innovation Fund funding is due to commence in March/April 2016. During the 3rd round of the Innovation Fund six projects had specifically identified volunteering opportunities as being part of their project. The below information notes to what extent volunteering objectives were realised by the end of their contracts in 2015:</p> <p>Rainbow Centre – Aimed to support 50 individuals who are on the periphery of society, including those with a history of substance abuse, to gain access to volunteering opportunities through a furniture generation project to help homeless or low income families within the Scarborough area. In total, 44 participants successfully completed the programme. Each participant completed a volunteering opportunity at the Rainbow Centre over a number of weeks in one of the following departments; furniture collection and restoration project, administration team, the community café or the food donation project.</p>

Orb Community Enterprise – the project aimed to support individuals who are at risk of poor mental health, or are experiencing isolation and loneliness, through the form of creative arts and music sessions within Knaresborough. In total, Orb worked with 51 participants. 30 of these individuals were also provided with volunteering training and of 23 of these individuals then went on to do actual volunteering within the Orb organisation. These volunteering opportunities included helping set spaces up for events, cleaning, providing mentoring support for the less able, catering for events and leaflet distribution. 6 individuals have also committed to longer term volunteering involvement and are helping Orb with tasks as varied as writing promotional material and helping to manage their IT network.

Selby District Vision – aimed to create a partnership between social leader volunteers and service users to reduce isolation, loneliness and empower individuals to feel more in control of their lives. In total, Selby District Vision worked with 61 individuals during their project. 8 of these individuals were trained as volunteers, and with this training they supported the other 53 participants within the community who were experiencing a range of issues due to visual impairment.

Yorkshire Yoga – project aims were to use a programme of yoga techniques to address the physical and psychological needs of those in the Harrogate District who are at increased risk of falling due to age or long term illness. Yorkshire Yoga worked with 62 individuals in total during their project. 9 of these people attended two specific volunteering training classes where they learned how to support older people attending the exercise classes. They then gained a valuable volunteering opportunity by supporting other members of the project during the classes.

HARCVS – aimed to empower 20 ‘at risk’ people to benefit from taking up a long-term volunteer placement, thus reducing isolation and loneliness. In total, 21 participants accessed weekly course sessions focused on volunteering. 18 out of the 21 individuals continued to volunteer their time after the course had finished and all stated that they planned to continue volunteering in the future.

Whitby DAG – aimed to create, develop and pilot a peer-supported befriending service for disabled and elderly people in Whitby and District, supporting them to live independently and to improve their physical, social and emotional wellbeing. In total Whitby DAG worked with 19 participants during their project. In addition, 12 peer-support volunteers were recruited and trained to support the participants with the befriending service.

	Libraries – A number of role profile information sheets have been developed to support volunteering in a wide range of roles within libraries. Baseline 2015/16 volunteer hours – 56674
Council Plan Priority: Improving accessibility for all our communities and supporting active communities	
Objective, actions and measures	
<p>Maintain and where possible improve access to key services (education, employment, health and food shopping) Manage, maintain & improve the highway & public rights of way network <i>LTP3 Indicator – No 5 - Ease of access to key services (Measured by Tri-annual accessibility consultation – Citizens Panel)</i></p> <p>Support non-commercial local bus services and community transport</p> <p>Access to services and facilities by public transport, walking and cycling- To increase the overall patronage of community transport journeys</p> <p><i>Local bus passenger journeys in the authority area Patronage on key corridors</i></p>	<p>The 2012 Citizens Panel Survey results showed that 82% of customers are satisfied overall with their level of access to essential services. The equivalent figure from the 2015 survey was that 75% of respondents were satisfied overall.</p> <p>In light of the significant reduction in funding – a 10-year savings requirement of approximately £167million from 2011- 2020, equating to 34% reduction in the Council's spending power - the Council has had to reduce support for non-commercial local bus services. The aim has been to expand the commercial sector - and this has been achieved in a number of areas - and to provide community transport services to mitigate the effects of withdrawn services where they cannot be provided by the commercial sector.</p> <p>This action is now focussed to meet more individual transport needs, particularly access to health using volunteer car schemes. 89,500 journeys were provided in 2014/15 (up from 79,400 in 2013/14).</p> <p>15.5 million Passenger journeys were made in 2014/15. This comprises 13.3 million made on commercial bus services and 2.2 million on services contracted to the County Council. Passenger journeys overall have dropped by about 2% compared with 2013/14. However within that, commercial journeys grew by 5.5%, and passenger journeys made on contracted services dropped by over 30% on the previous year.</p>
<p>Provision of next generation broadband (key theme in Council Plan 2011-14)</p> <p>Developing high speed broadband</p> <p><i>100% coverage by 2017</i></p>	<ul style="list-style-type: none"> • 86% coverage of superfast broadband achieved by April 2015 under Phase 1 • 89% coverage by superfast broadband by December 2016 under committed roll out of Phase 2 • 95% coverage of superfast broadband by 2019 under proposed Phase 3 funded by North Yorkshire County Council, Broadband Delivery UK and European Regional Development Fund. • Option for Phase 4 for Final 5% retained for inclusion once Phase 3 planning completed in 2016.
Promote use of the virtual library	Three digital catalogues are available, as well as a number of online resources which can

<p><i>Increase use by 10% in 2012/13</i></p>	<p>be viewed from any library computer or from home using library cards.</p> <p>Baseline 2015/16 - Number of issues for the virtual library 62,535</p> <p>Baseline 2015/16 - Number of visits to the virtual library 21,0897</p>
<p>Ensure that there is ongoing engagement with BME communities and other 'seldom heard' groups in order to share information on social care services / identify need / identify barriers to access</p> <p>Continue to build / maintain relationships with established groups and ensure that this takes place on a local level (CSMs)</p> <p>Establish relationships with new groups and networks and ensure that this is sustained at a local level</p> <p>Continue joint working with partners / explore new opportunities</p> <p>Develop system for mapping and feeding back information from groups to commissioners, policy and operational colleagues</p>	<p>During 2016, the Quality and Engagement Team will develop a new engagement framework to provide shape and focus for the Directorate's involvement and participation activities. This will include plans to increase the involvement of seldom-heard communities, particularly BME communities.</p> <p>Partnership working on engagement with Clinical Commissioning Groups has increased during 2015 and the intention is to continue to grow this.</p> <p>See also the update for the objective 'Improve diversity of representation on Partnership Boards, Forums and reference groups' below.</p>
<p>Improve diversity of representation on Partnership Boards, Forums and reference groups (older people, people with learning disability, people with physical and sensory impairment, people with mental health issues and carers)</p> <p>Work with each Partnership Board to set targets and identify actions to improve the diversity of representatives on Boards</p> <p>(Partnership Boards are a way of involving people and finding out what is important to different groups. It's important that the boards have diverse membership in order to be better able to represent their diverse communities.)</p>	<p>In June 2015, the North Yorkshire Physical and Sensory Impairment Partnership Board voted to rename itself the North Yorkshire Disability Forum to reflect its increased focus on voice of people with lived experience. The user-led aspect of local forums is growing, with two local forums aiming to become constituted groups. Each local forum is working on increasing membership and wider networks. Working with Stronger Communities, we are also investigating opportunities to develop a local forum in Craven.</p> <p>North Yorkshire Forum for Older People + (NYFOP plus statutory agencies) has met four times in 2015 and has a schedule of quarterly meetings set for 2016. Feedback from older people involved with NYFOP+ is very positive; they feel more actively engaged with the County Council, better informed, and that their participation is valued. By working with NYFOP, the County Council is able to reach a much higher number of older people than the previous arrangement.</p> <p>A review of the Carers Forum is underway, with family carers, to look at ways of strengthening carers' voice and involvement. A commissioning review of involvement of people with mental health conditions is also taking place, looking at the current forums and partnership working with providers. Proposals for both will be progressed in 2016.</p>

	<p>Management of the North Yorkshire Learning Disability Partnership Board is now part of the Quality and Engagement Team, which provides improved opportunities for joint working and sharing of good practice between the forums. The Board, local area groups and self-advocate groups continue to meet regularly. The self-advocacy support service has continued to widen involvement of self-advocates and recruit new self-advocates. This contract was re-procured in early 2016, and self-advocates were involved in the commissioning process.</p>
<p>Ensure that our (Health and Adult Services) customer information and systems are accessible Review our customer pathway to ensure that it is accessible to all our customers</p> <p>Implement local solutions for production of individuals' information (eg support plans) in accessible formats</p> <p>Co-produce easy read guide and standards with North Yorkshire Learning Disability Partnership Board, in order to improve quality and consistency</p>	<p>In partnership with Business Support, a new service has been implemented to support colleagues to produce information in accessible formats. The service can reformat source documents into audio, Braille and large print; produce simple easy read documents; liaise with community interpreters for translations into community languages via the Talk to us service. This new service makes it much quicker and easier for people to obtain information in accessible formats.</p> <p>The easy read guide and e-learning, developed in 2014/15, continues to be rolled out to colleagues to improve the easy-read offer for people who benefit from this form of written communication.</p> <p>Members of our forums have helped to develop the new carers' leaflet and website information, and new carers' emergency card offer, leaflet/card and on-line request form. Customers will be involved in developing other elements of the assessment pathway as this project progresses.</p>
<p>Providing individuals and communities with access to assistive technologies to aid communication</p>	<p>Communicate: In Print software installed in libraries. Libraries offer introductory sessions on use of mobile devices such as e-readers.</p>

<p>Developing community capacity to support library use</p>	<p>The Stronger Communities team has been established to work with local residents, community groups and other partners from the public and private sectors across North Yorkshire to identify opportunities. Community groups are being encouraged to work together where appropriate, maximising the use of buildings, assets and volunteers in order to create a focal point or local network of support. A team of Delivery Managers, one for each of the district areas in North Yorkshire, are helping local groups who are interested in taking on a greater role in the delivery of services to access the full range of support being offered by the Council including the possibility of transfer of assets and buildings into community ownership, some start-up grants, ICT equipment and services, training; and on-going specialist advice, support and development. Community libraries are a priority for this team.</p> <p>Baseline 2015/16 - Number of volunteers in libraries 1368</p> <p>Baseline 2015/16 - Number of volunteer groups in libraries - 10 in NYCC managed libraries plus 9 community management groups. Others are being formed as part of transition to community libraries where relevant.</p>
<p>Extend and enhance the Home Library and Information Service (HLIS) through use of volunteers and community libraries or outlets</p>	<p>The home library service offers free access to books, audiobooks, music CDs, DVDs, large print books, children's books and information for people who find it difficult to get to their local library. Teams of volunteers deliver the books once a fortnight.</p> <p>Baseline 2015/16 - Number of users of the HLIS 2141</p>

NORTH YORKSHIRE COUNTY COUNCIL**CORPORATE AND PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE****20th June 2016****LGA CORPORATE PEER CHALLENGE****Purpose of Report**

1. To brief the Corporate and Partnerships Overview and Scrutiny Committee on the finding of the LGA Corporate Peer Challenge

(The full LGA report is attached in Annex A)

2. LGA Corporate Peer Challenge

When we approached the LGA to conduct a corporate peer challenge we set the scope to be around our preparedness to meet the demands of the year 2020, we were also assessed against the five LGA themes: Understanding of Local Place & Priority Setting; Leadership of Place; Organisational Leadership & Governance; Financial Planning & Viability and Capacity to Deliver. As this type of review is part of the LGA's 'sector-led' improvement offer, the peer team was made up of people with a wealth of local government experience:

- Pete Rentell – LGA representative
- Gill Steward – Interim CEO, West Sussex County Council (now CEO London Borough of Bexley)
- Robert Flinter – Deputy Director of People and Head of Transformation, Staffordshire County Council
- Rob Ayliffe – Head of Policy & Performance, Gloucestershire County Council
- Cllr Colin Noble – Leader Suffolk County Council

3. Peer Review Findings

“North Yorkshire County Council (NYCC) is a very good council – its services are highly regarded and the peer review team witnessed areas of excellence.” This is the conclusion reached by the LGA during their peer review which took place between 8th to 11th March.

In addition to the headline statement above, the key messages from the review are:

- The voice of the service user comes through loud and clear and there are many examples of good and excellent delivery of outcomes for users and residents.
- The County Council has a clear understanding of the challenges and the opportunities that they and the County face.
- NYCC has a very sound financial position and has a tremendous grip of its budget.

- There are well thought through delivery and improvement plans, as well as evidence of a very strong record of delivery.
- NYCC has strong and well-regarded political and managerial leadership recognised across the organisation and amongst most stakeholders and partners.
- The NYCC staff is extremely committed and willing to go the extra mile (not only in times of emergency, but also on a day-to-day basis); they are engaged and proud to work for the Council.
- There is good enabling ICT infrastructure being implemented and great use of business intelligence and self-service options.
- The County Council understands the opportunities devolution and economic growth hold for the County and wider region.

4. Areas for Consideration

Responding to the original scope question being asked (meeting the demands of the year 2020), as noted above, the peer team concluded NYCC was in a good position compared to other local authorities. However they were keen to explore what the future for North Yorkshire looked like *beyond* 2020 by asking the following questions:

- What kind of Council are you going to be?
- How are you going to be different?
- How are you going to maintain excellent service delivery?

They also urged us to maintain a focus on growth & devolution, in addition to the commercial agenda and generating a trading profit into the Council. The recommendation was that these offer a solution to preserving financial resilience for the County in the longer term, whilst not reducing the quality or breadth of service delivery.

5. Discussion for the Committee

- How should the Council form a view on the three questions posed by the LGA?
- In which ways can a Corporate Performance function ensure NYCC are achieving the priorities laid out in the Council Plan (see Annex B)?
- Are there any additional mechanisms Corporate and Partnerships Overview and Scrutiny Committee would like to see put in place with regards to how performance is managed and improved corporately?

Recommendations

6. Note the findings of the LGA Corporate Peer Challenge.
7. Offer advice on how to take forward the areas for consideration presented by the LGA. This advice will be used as part of the a review of the Performance Management Framework.

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Presenter of Report: Michael Leah

24th May 2016

Background Documents: None

Annex A: LGA Corporate Peer Challenge Report (embedded)



North Yorkshire CC
CPC Final report 03C

Annex B: NYCC Council Plan (linked) & Priorities

http://www.northyorks.gov.uk/media/27528/Council-plan/pdf/Council_plan_2016-20.pdf

Children and young people

- Children and young people have a great education in schools that are good or outstanding and that they go on to make good career choices and access relevant skills or higher education programmes.
- Children and young people live safely and happily with their natural or extended family, and where that is not possible, they grow up in stable and secure arrangements and are well supported to leave the care system.
- Children and young people lead healthy lives, no matter what their age or where they live.

Health and wellbeing

- People in North Yorkshire live longer, healthier, independent lives.
- Support is centred on the needs of people and their carers, enabling them to take control of their health and independence - we want people to have more choice and control over the support to meet their social care needs.
- Good public health services and social care are available across our different communities.
- Vulnerable people are safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse.

Growth

- North Yorkshire is a place with a strong economy and a commitment to sustainable growth that enables our citizens to fulfil their ambitions and aspirations.
- Critical to achieving this ambition is delivering the right housing and transport infrastructure, alongside high speed broadband and mobile phone connectivity, whilst protecting the outstanding environment and heritage.

Modern council

- We will be a modern council which puts our customers at the heart of what we do.

- We will increase efficiency and productivity and reduce our carbon footprint by modernising the way we work so that we use technology smartly and reduce our office space requirements.



Corporate Peer Challenge

North Yorkshire County Council

8th to 11th March 2016

Feedback Report

1. Executive Summary

North Yorkshire County Council (NYCC) is a very good council – its services are highly regarded and the peer review team witnessed areas of excellence. The peer review team found many examples of good and excellent delivery of outcomes for users and residents, underpinned by well thought through and evidenced improvement and delivery plans. The County Council has a clear understanding of the challenges and the opportunities that the County Council and the County face. The County Council has developed a Corporate Plan, Medium Term Financial Strategy (MTFS) and corporate change programme - 2020 North Yorkshire – that set out an effective and pragmatic road map to tackle these challenges and opportunities.

North Yorkshire County Council has a very strong record of delivery. The culture of the organisation is focused, 'can do' and strives for continuous improvement. There is clear expectation and ambition for the Council and the place demonstrated by the senior political and officer leadership. This ambition and commitment to delivering "the best" is shared by staff from across the organisation and by politicians from across all parties. Of service areas the peer team explored we found highly regarded service delivery in Highways, Health and Adult Services with Children's Services being an excellent example of the focus on and culture of improvement. Children's Services are outstanding and provide a beacon for other authorities grappling with the challenges of delivering excellent outcomes for families and children while operating within the context of a constrained budget. The review of the Library provision in North Yorkshire and the transfer to community leadership of significant parts of the service is an excellent example of working with the Community effectively to deliver a good outcome at reduced cost.

The Council has strong and well regarded political and managerial leadership recognised across the organisation and amongst most stakeholders and partners. The relationship between officers and members was positive and the peer review team were impressed with the longer term political vision and willingness to adapt demonstrated by the Leader and the Cabinet. The Council has good but still developing organisational culture. The Council is warm and welcoming and has a loyal and committed workforce. There is good enabling ICT infrastructure being implemented and great use of business intelligence and self-service options.

Going forward collaboration and partnership both internally and externally will become increasingly important. Building on the existing good work already in place the focus on continuing to develop a strong collaborative culture and way of working across the Council should be maintained as a priority for the Chief Executive and the Corporate Leadership Team. The changing nature of local government and the increased focus on growth and commerciality will also require different competencies, skills and behaviours. Succession planning and leadership development therefore, is a key area of consideration for the Council.

NYCC has a very sound financial position and has a tremendous grip of its budget. The Council has an excellent track record of delivering savings early and on occasion over delivering on savings. Consequently, the Council has a reasonable level of unallocated reserves. These provide the Council with strong financial flexibility to invest or mitigate financial demands. The senior politicians and officers lead this agenda for the Council in a collaborative and inclusive way. They are open to innovation and to taking calculated risk. The peer review team saw evidence of an awareness of and willingness to invest to save and invest to generate income.

The peer review team were confident in the developing plans of the Council to deliver the £14 million savings gap. These plans however, are challenging and will require investment to deliver. It is important therefore, that the initial plans and associated business cases for investment are of a good quality though we acknowledge you are aware of this and are working on it. The Council has made progress in this area but has identified that it needs to do more. The governance of the 2020 plan could be more agile. This is recognised and changes are being made to improve the transformation governance and reporting.

The Council has a maturing commercial strategy and culture. The development of SmartSolutions, Yorwaste and NYnet shows the Council's forward thinking on this issue. As RSG funding disappears the reliance on commercial income will increase. It was clear at the time of the review that commercial income could deliver savings within the 2020 programme and into the future as all three bodies have the potential to grow. The Council may also have other opportunities with a strong service delivery brand to commercialise other parts of its operation. The appointment of NYCC as a partner in practice for Children's Social Care is one example of this opportunity. The Council has brought some additional skills to take the commercial agenda forward and has put in place a positive commercial development programme with staff. Going forward the Council will face the challenge of how it commercialises and increases trading while maintaining the focus and capacity of good service delivery.

The peer review team was impressed with the Councils understanding of the systems - small and large - that the Council operates in. The peer review team saw many examples of the Council demonstrating appropriate system leadership. One example of this is the delegation to and support of the Local Enterprise Partnership (LEP) in leading the development of the economy agenda for the County. There is no doubt that NYCC is a good partner and that generally partnerships are strong. Partners reported that for the majority of time the Council understands when to lead and when to step back, describing a peer to peer relationship. Occasionally however, partners reported that the Council can revert to a more traditional County Council model and it can feel like a more unequal relationship. There is no doubt that the challenging relationships the Council faces with some of its district and health partners are complex. In some cases the willingness of certain District Councils to do business with the County Council are limited and rather negative despite the obvious willingness of NYCC to meet and talk to them in a professional and constructive manner. The challenges and necessity of delivering growth however, are key to NYCC future financial viability. The Better Together programme with Selby District Council is an excellent example of the benefits of partnering and collaboration. The appointment to the joint post of Chief Executive of Selby and Assistant Chief Executive of NYCC provides an opportunity to develop the next stage of Better Together, developing the approach to delivering housing and economic growth. It could consider prototyping this in Selby.

The Council has good developing plans on the transformation of the health and care system across North Yorkshire. The investment in extra care and the developing commissioning approach with providers will provide some longer term solutions to the demands and complexity being faced by the County Council. Delivery of these plans is essential to the long term financial viability of the Council. This will be important for the development of the Councils 2020+ strategy. This is an area of risk for the Council as the relationship with some parts of the health system are challenged. Continued focus on this area will be essential and further review or reflection on the challenges in this area may be beneficial.

The voice of the service user comes through loud and clear in the plans and outcomes delivered by the Council. Community engagement has strong foundations and is developing well, the peer review team endorsed the stronger communities and living well programmes. They are early in the development and the scope and scale of both programmes requires further development to deliver the outcomes identified by the Council.

The County Council understands the opportunities devolution and economic growth hold for the County and wider region. The County Council has a unique and essential role in delivering both of these agendas for North Yorkshire. The strength of the LEP and the role the County Council play on the Transport for the North board will be essential for the County. With this greater regional collaboration and developing devolution governance it is important that the Council builds on its success and its role in the region and county and as complexity increases has a clear narrative about how it will deliver the right outcomes for North Yorkshire.

With regard to the key questions set by the Council for the peer team to address we believe you do have a clear set of objectives with robust delivery plans in place to achieve your priorities up to 2020. This is underpinned by a sound financial strategy and a confidence to respond to emerging issues and challenges. The key caveat from the peer team is looking beyond 2020 under a future operating model which incorporates opportunities from devolution and a future view of public services. The Council understands the need to be a smaller and more agile organisation with a stronger focus on economic growth, enabling stronger communities and pursuing appropriate commercial initiatives and have a good understanding of the building blocks required to be a vibrant and modern Council post 2020.

2. Key Considerations

Consideration 1: North Yorkshire County Council is a very good authority. It delivers some outstanding services and was able to provide evidence of tackling difficult issues and dealing with change effectively. The Council is always striving to improve no matter how good the service – this is to be commended. It is however, important to take time to celebrate this success with staff and the wider community and to use these examples to promote and develop the “brand” of the Council as a trusted organisation that delivers.

Consideration 2: The Council has strong and well regarded political and managerial leadership, great staff and a good but developing organisational culture. Building on the existing good work already in place the focus on continuing to develop a strong collaborative culture, focusing on leadership development and succession planning should be maintained as a key priority for the current leadership of the Council.

Consideration 3: The Council has a strong record of delivering savings through efficiencies and service transformation. It is likely that the large proportion of the £14 million gap in the MTFs can be mitigated by this approach. It is essential therefore, that the Council maintains its focus on these savings. A key element of this is the focus on the quality of the initial plans and business cases for investment. Going forward, the transformational governance will also need to be more agile.

Consideration 4: In order to be able to respond to the challenges of 2020+ the Council should take the opportunity now to consider the opportunities and challenges of further commercialisation. It should look to other models from across the local government family on how to manage a portfolio of trading companies and take time to develop a business development or commercial strategy for the Council being clear about the opportunities and the markets and geography it may wish to trade in.

Consideration 5: In order to be able to respond to the challenges of 2020 and 2020+ the success of the Councils partnering and collaboration will be key. The Council must continue with its current approach of regularly taking stock of changing relationships within the health and social care sector in order to further develop partnerships to deliver growth and transformation in the sector.

Consideration 6: In order to be able to respond to the challenges of 2020 and 2020+ the Council should continue to build on the existing good work already in place and maintain the focus on and extend the living well and stronger communities programmes.

Consideration 7: The County Council has a unique and essential role to play in delivering growth and devolution in the region. This is, however, a changing role. In order to be able to respond to the challenges of 2020 and 2020+ the Council should ensure there is clarity alongside partners about the role it will play in any future operating model and the outcomes it seeks to achieve.

Consideration 8: The County Council has an opportunity to benefit from the dividends of growth both directly and indirectly. There are many different models and approaches that the Council could take. In conjunction with consideration of the Councils developing commercial strategy, the Council may wish to commission a further review or piece of work to consider in more depth which model and approach to take. This will be important for both the 2020 and 2020+ programme.

Consideration 9: The Council has well developed plans to 2020. It may wish to consider extending these plans to 2020+ considering three key questions; What kind of Council does NYCC want to be; how does NYCC need to be different post 2020 and how are you going to continue to maintain excellent service delivery whilst becoming more commercial and focusing on growth?

3. Summary of the peer challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and their participation was agreed with you. The peers who delivered the peer challenge at North Yorkshire County Council were:

- Gill Steward – Chief Operating Officer, West Sussex County Council
- Colin Noble (Conservative) – Leader of the Council, Suffolk County Council
- Robert Flinter - Deputy Director of Health & Care and Head of Transformation, Staffordshire County Council
- Rob Ayliffe - Head of Performance & Need, Gloucestershire County Council
- Peter Rentell – Programme Manager, Local Government Association (LGA)

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges. These are the areas we believe are critical to Councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

Specifically the Council requested the peer challenge team to review the following areas:

- Do we have a clear set of objectives communicated effectively throughout the Council and with partners to and beyond 2020?
- Confidence of our delivery plans in place up to 2020 and how they fit with strategic objectives?
- Confidence in our ability to respond to challenges and emerging issues such that the Council is fit for purpose in 2020?
- Confidence in realism of the long term financial plan for 2020 and the extent to which it underpins objectives and priorities?

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement-focussed and tailored to meet individual Councils' needs. They are designed to complement and add value to a Council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at North Yorkshire County Council during which they:

- Spoke to more than 140 people including a range of Council staff together with Councillors and external partners and stakeholders;
- Gathered information and views from more than 50 meetings, visits to key sites across the County and additional research and reading; and
- Collectively spent more than 200 hours to determine their findings – the equivalent of one person spending more than five working weeks in North Yorkshire County Council.

This report provides a summary of the peer team's findings. It builds on the initial feedback presentation provided by the peer team at the end of their on-site visit (8th to 11th March 2016). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things the Council is already addressing and progressing.

4. Findings and feedback

4.1 Understanding of the local place and priority setting: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?

Members and officers of the Council clearly understand the opportunities and challenges both of North Yorkshire as a whole and its constituent parts. There is a strong sense of community identity and pride, demonstrated by officers and members alike, which provides a sense of purpose and consensus around the local priorities and important issues (as evidenced by this year's budget). Councillors act as community leaders.

The Council's ambitions reflect well the priorities and challenges of the local community, and are clearly articulated in the Council Plan. The 2020 ambition clearly sets out an effective road map to tackle future challenges and opportunities with good plans in place to fully deliver. However, given the clarity and importance of these priorities, the peer team believe more could be done to ensure that these are embedded and reinforced across all corporate communications and documentation.

There is a shared understanding of local needs, and awareness of the inequalities between different parts of the County. The need to tackle health inequalities is championed by the Lead Cabinet Member for public health, the public health team and others, and clear efforts have been made through the Joint Strategic Needs Assessment to provide a district- and CCG patch-based view of need. Health and Adult Services (HAS) are developing a care pathway designed to maximise independence, community resilience and wellbeing. The Health and Wellbeing Board (HWBB) have a clear understanding of their role, the complexity of the health and social care system and how they contribute towards system improvements. We saw good systems leadership across the organisation, both small and large.

The Council is addressing the growing demand resulting from an ageing population and is very clear about the role it needs communities to take in helping to address that challenge. The Council is putting *"its money where its mouth is"* by investing in initiatives such as Stronger Communities and Living Well. The future vision for adult social care relies heavily on Stronger Communities and Living Well programmes and any failure to maximise the benefits will impact on elements of the HAS programme including demand management.

NYCC are one of the first 9 local authorities selected by the Department for Education (DfE) as "Partners in Practice" to share learning and practice across the sector. This reflects strong evidence that the Council are seen as one of the best performing authorities for children's services in the country. The looked after children (LAC) performance is particularly strong with significantly reduced numbers of LAC and evidence of better outcomes for children and young people.

Resident engagement and consultation is strong and is overseen by a corporate engagement group. Examples covered a wide range of areas including transportation, libraries, adult social care including learning disability. Officers spoke highly with regard to the "No wrong door" project designed to ensure young people can access the right services at the right time in the right place. A dedicated team provides the service including residential and edge of care workers, a clinical psychologist, a speech and language therapist and a police liaison officer. The project won the innovation category of the LGC awards in March 2016 and the Council are commended for this achievement.

The Council is acutely aware of the challenges of its geography and the complexity of the partnership landscape, but there are also significant strengths and opportunities arising from the attractiveness of North Yorkshire as a place to live and its excellent transport connections

to London and the South East, not to mention the Council's own reputation and track record. The Council may be underestimating the extent and potential of these assets to underpin a clearly articulated devolution/growth vision for the place. We saw evidence of emerging local partnerships to drive the growth agenda.

Whilst relationships with a number of the District Councils within the County are strong, the work with Selby being the strongest, there are clearly significant challenges in working relationships with other Districts. At present the Council manage these issues so that they do not adversely impact on current performance and service delivery and even though tensions exist, the Districts believe relationships are mature enough to work things through and make relationships stronger. Moving forward on any agreed devolution deal will require courageous, firm and influential political and managerial leadership from NYCC. The shared arrangements working successfully with Selby District Council could be a transferable model as a starting point.

4.2 Leadership of place: Does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

The political structures within North Yorkshire's geography makes the partnership landscape complex and place-based partnership working difficult. Nevertheless, the Council articulates a strong sense of place, and is active in promoting North Yorkshire, for example through the recent Tour de France. While the boundaries are complicated, and the quality of relationships with District Councils varies, the Council takes a pragmatic approach, taking opportunities where they arise, such as in the shared arrangements with Selby District Council.

There appears to be a good connection between NYCC and its communities and a clear commitment to working at the local level, for example, through Area Committees. However, more could be done to equip these committees with local information about NYCC services and there is potential for them to take on a stronger place-shaping role.

We found good and positive officer and member working relationships and evidence of effective leadership across the organisation despite austerity measures and significant reductions in staff numbers over recent years. In particular, the Chief Executive and Leader of the Council are both clearly demonstrating 'leadership of place' and are widely respected across the organisation and with external partners. We also evidenced a clear passion for the place and mutual respect between officers and members and between members of the different political parties. Staff are highly motivated to deliver good quality services and there is a 'family feel' to the organisation, providing a very supportive environment during challenging times with a 'can do' attitude.

The Council is not afraid to take difficult decisions or to buck national trends. Tough choices have been made about changes to service delivery, but there appears to be a calm and measured approach, underpinned by a rigorous and disciplined approach to implementation. Going forward, as the choices get tougher, it may be that there needs to be more 'grit' and challenge in the decision-making process.

We found good evidence from partners that in the majority of cases the Council understands when it needs to lead and when to tactically take a step back. However, occasionally they reported that the Council can revert to a more traditional County Council model with a more inequitable working relationship. It is noted that the Council has challenging relationships with some of its District Councils and health partners with complex issues which impact on their willingness to do business with NYCC. However, health staff did comment that the senior Council leadership do take a pragmatic approach when dealing with the complexities of the

Clinical Commissioning Group (CCG) geography. CCG's would welcome more flexible place shaping work involving them.

Effective partnership working across all sectors, has enabled the Council to drive significant improvements over recent years, and to position itself well in the current economic climate. Excellent relationships exist with health, police and the LEP that are built on strong mutual trust and respect. Some of the difficult decisions that the health community is seeking to make about local facilities could test the extent of that solidarity. Health partners will be looking for the Council to stand alongside them, so partners will need to have a clear shared vision for the future of health and care in North Yorkshire and to be committed to its implications.

The Council has invested in an excellent relationship with the local voluntary sector, and as a result has a reputation being open to ideas arising from the centre. While it is acknowledged that tensions arise from time to time, there is an open dialogue and a genuine mutual respect that withstands these and the sector knows that the Council listens and learns from its mistakes.

Against this backdrop of positive partnership working, however, some partners expressed a wish to be engaged and involved earlier in the Council's decision-making, and believed that this would open up additional opportunities for the Council that might otherwise be missed.

Those local residents that the team met, for example, through the citizen's panel, were proud of their community and positive on the whole about their relationship with the Council. This commitment could be strengthened further by providing more feedback to the citizen's panel in order to increase their sense of being part of the Council's decision making and to set their involvement into context.

The Council's Stronger Communities approach has a good developing reputation with local partners and it demonstrates the Council's commitment to building and empowering its communities. The team appears to be extremely well connected (both within the Council and the wider community) but also benefits from the openness of Council staff to work collaboratively with them. It is early days for the Council's Living Well programme, but this too has huge potential to harness the energies and commitment of local communities.

There is an evolving understanding that the Council needs to continue to expand its role to beyond that of service delivery. Enabling and influencing others, working more collaboratively and taking on a stronger and integrated commissioning role will need to become consistent features of how the Council operates. Given such a strong service delivery brand the Council should actively pursue other opportunities to commercialise other parts of its operation. This will require the political leadership and senior management team to be courageous and focused.

This style of working will need a new form of debate and relationship with partners and the local community. The aim needs to be the co-creation of a longer term shared vision and ambition for the sustainability and economic viability of the County. The vision and the narratives supporting it will need to be compelling and inspiring. When progressing this, the Council should be confident about using its democratic mandate and the legitimacy this provides to proactively convene stakeholders and harness the capacity they can offer, particularly to push forward on addressing key priorities and challenges, such as investment, housing and growth.

The relationship with local communities will also need to develop even further to support successful place leadership. It needs to go far beyond statutory consultations and feature more engagement and participation. The role of Councillors in community engagement is vital

as community representatives and even more importantly as strategic leaders and Council advocates.

NYCC understands the opportunities devolution and economic growth hold for the County and the wider region. The Council has a unique and essential role in delivering both of these agendas for North Yorkshire. The strength of the LEP and the role the County Council play on the Transport for the North Board will be essential for the County. With this greater regional collaboration and developing devolution governance it is important that the Council builds on its success and its role in the region and county and determines explicitly what it wants to achieve from devolution. It will be essential to have clarity on the narrative about how it will deliver the right outcomes for North Yorkshire.

4.3 Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

There is strong political and managerial leadership, based on a culture of mutual respect and clarity of roles. On the whole, decisions appear to be reached through respectful debate which places the interests of local people at its heart. This consensual approach results in decisions that stick and have shared ownership across the organisation and recognised by partners and stakeholders. Generally we found that excellent working relationships exist between both officers and members and member to member and governance arrangements that were fit for purpose and deliver with a very low number of “call ins” over the previous three years. However, the peer team believe there could be stronger clarity around the purpose of Scrutiny and their engagement to provide enhanced internal challenge.

The peer team were impressed with the clear and longer term political vision along with the willingness to adapt as demonstrated by the Council Leader and the Cabinet. The Council has good, though still developing, organisational culture with staff at all levels reflecting new behaviours and values. However, the changing nature of local government and the increased focus on growth and commercialism will require different skills and competencies going forward so leadership development programmes and succession management will be a critical area of consideration with a skill gap analysis required once a 2020+ operating model for the Council is determined.

While decision-making at the senior level is extremely strong, we did hear from a few sources (external and internal) that occasionally it can be difficult to get decisions made at lower levels. This appears to be an issue where different approaches may be needed in different parts of the County. Middle and front-line managers could be more empowered to take decisions and drive change. Governance arrangements will need to be reviewed and adapted to reflect the changing organisational context.

Nevertheless, the Council has an enviable track record and a solid base on which to build in terms of service delivery, but is also capable of innovating and experimenting with alternative models of delivery. The outcomes that are being achieved for vulnerable children and young people are genuinely inspiring, and are deservedly raising the profile of the Council, but we saw examples of excellence across all service areas against a backdrop of solid, consistent performance. Given this, it is surprising that North Yorkshire doesn't feature more prominently on the national 'radar'.

The Council is self-aware and the peer team felt that the Position Statement prepared for the peer challenge, identifying strengths and areas of challenge, represented an accurate picture of where the Council is on its improvement journey.

The peer team were confident in the developing plans of the Council to deliver the £14m savings gap. We believe that the plans for efficiencies and service transformation alone are likely to meet this shortfall, however, plans are challenging and will require investment in order to deliver. In considering the position for 2020+ the Council will need to further strengthen business cases for investment and ensure they are of good quality.

Increasingly, front line staff and managers at all levels of the organisation will be working within systems rather than just working for the Council. Operating in a system requires different skills. It also sometimes means not taking the lead role. It will be important to empower and support staff to work in this way.

4.4 Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

The Council is financially resilient and has good and well-developed medium term financial plans in place. It is delivering its savings early, through a mixture of service reviews, service redesign, commerciality and income generation. Crucially, the Children's Services budget is under control, and plans are in place to mitigate the impact of growing demand for adult social care together with the development of a plan to address the adult social care MTFS saving gap in the medium term. The early delivery of savings and this strong financial management has earned the Council some financial 'headroom' to think about the longer term, and to invest to save. Overall the Council has a tremendous grip on its financial position.

There are a reasonable level of reserves that are managed in a planned way with no planned use of reserves to support the revenue budget. The Council has underspent its budget in recent years by a relatively small amount at the operational service level. The Council has a clear track record of delivering savings with a strong position on revenue reserves and broadly delivers its capital programme each year. The capital plan is heavily dependent on funding from grants and contributions and the Council do not embark on related projects until it is confident it has secured the grant funding. The programme uses a very limited amount of capital receipts or its funding and the approach of holding a sum unallocated across the programme is prudent. Capital investment funded by revenue savings is an option the Council has available to stimulate appropriate and sustainable growth.

The next iteration of the Council's financial strategy is likely to demand a further step-change in its capacity and the skills of its employees, and it is crucial that the Council begins to think now about how it can develop and enhance those skills, particularly in areas such as commerciality (both in terms of understanding the true unit costs of delivering services, but also as an effective commissioner) and stimulating economic growth.

The working age population across the County has a low dependency on benefits which is likely to be positive for the Council. However, the business rate base is not buoyant and compares poorly with other Councils. This lack of buoyancy might be a risk going forward as the opportunities to grow business rate income may be limited. There are also a high number of property assets compared to other County Councils and this is a clear opportunity in terms of articulating a clear strategy to use these buildings for delivery of services or income generation, or to dispose. The peer team suggest that you need to sweat these considerable assets for your commercial benefit.

The Council has already created significant capacity to drive and manage transformation, and as delivery of the savings programme becomes more challenging, this is likely to be tested. The main areas of risk to savings have been identified and the current work to enhance the tracking of benefits (particularly in relation to the Adults Assessment Pathway) will help to reduce the risk of slippage or under-delivery. Going forward, the project management

arrangements will need to be more agile and 'fleet of foot' in order to make sure that change governance arrangements, including business cases remain relevant and up to date with changing circumstances. Currently the Council appear to be risk aware and are managing risk in an effective manner, however, as circumstances change going forward, with an increase in more speculative decision-making, a different appetite for risk will be needed.

That said, the Council clearly understands the crucial role that culture and leadership play in driving transformation, and in both respects, is displaying the behaviours needed.

We found a real desire to take advantage of new opportunities and this needs to align to where the Council's future income streams are; for example to exploit opportunities around business rates as well as to effectively manage risk around this income stream.

The Council is managing budget pressures in Health and Adult Services (HAS) by using demographic growth contingencies within its budget but it must ensure budgets continuously reflect and respond to changing demand patterns in order to address demographic growth going forward, particularly given the level of savings planned in its MTFS for HAS. Transformation of the health and care system is essential for longer term financial viability.

4.5 Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

Staff are noticeably loyal, passionate and committed to delivering their best for NYCC through a strong 'public service ethos'. That came across very strongly during our time in North Yorkshire and this is a real asset for the Council. We were also struck by the positive pragmatism, adaptability and flexibility of officers, and their willingness to take on new responsibilities and roles. Staff told us it was a very warm and friendly place to work, Corporate Directors all had a regular 'open door' policy and walked the floor regularly to talk with staff informally. This are very low sickness levels and this underpins a strong resilient workforce. In addition, the recent staff survey had an extremely positive and high response that staff are clear about what they are expected to achieve in their roles and that they understand how their work contributes to the overall success for the Council.

Good member engagement, including cross-party engagement, acts as a key building block to capacity and the Council has been innovative in its excellent use of volunteers to run services such as Libraries. Significant learning can be gained from the thought processes that went into the libraries review as a model to assist with the Council's requirement to have stronger and more self-sufficient individuals and communities.

There are a comprehensive range of self-service solutions established around expenses, leave, bookings with a purchase to pay module coming on stream in the near future. The Council are utilising the Oracle finance system well in terms of self-service and real time management data/information with workflow systems in place. This increases productivity, utilises real time data to inform decision making and engenders empowerment amongst staff and is the right corporate approach in a large rural County like North Yorkshire.

To support the continuation of this agile deployment of staff, the Council has recognised the growing importance of staff development. This needs to continue and be enhanced to support the further development of new management skills that will be required in the future, including change and programme management, commissioning and contract management. However, the Council will need to ensure the correct balance between developing staff and implementing new systems and processes. One area that the peer team picked up from a variety of sources was the Council's position on succession planning. Given that the Council has a very high retention rate for its staff and has delivered so well over recent years there is a concern that succession has not been a key priority, however, looking at the age profile of current senior

managers this must be given a higher priority and could be aligned with the Middle Managers development programme.

The peer team were very impressed with the Innovations and Awards winners with excellent examples of the work they have undertaken including carers emergency cards, deflecting demand from the children's services system and improving services for the visually impaired. Winners the peer team met and on-line videos demonstrated the clear passion of the individuals involved to make a difference and there was very positive feedback from service users. The Council should be commended on this work.

We found robust transformational delivery plans in place ably supported by good and developing IT solutions and systems. As part of an emerging commercialisation strategy further opportunities exist to sell traded services and IT systems to generate income. Smart Solutions income is projected to rise from £46m to £60m in 2019/20 though it wasn't clear from our analysis what the profit element of this work would be. The Council would benefit from establishing a methodology to apply a consistent approach to determining trading profit and to developing commercial skills across the workforce as part of workforce planning.

Existing transformation governance arrangements are currently acceptable as there is not a "burning platform" so speed can be traded off against costs and quality. The Operations Group would benefit from a review in order to determine its role and how it can best add value to the overall transformation governance arrangements, particularly as NYCC move into the next phase of their change programme. As part of this the Council must continue to develop commissioning arrangements and consider alternative service delivery models through robust options appraisal processes. There is an excellent open and transparent working relationship with Trade Unions around the overall change programme, which enables satisfactory compromises to be agreed.

As highlighted above, the Council has made calculated investments in order to build and develop capacity, both internal and external. It benefits from an enormous amount of goodwill from staff, partners, communities and citizens, and demonstrates that it understands the value of good relationships, particularly with voluntary and community groups, for example, the bi-annual meetings between the Council and the voluntary sector leaders.

Staff are extremely committed and willing to go the extra mile (not only in times of emergency, but also on a day-to-day basis). They are engaged, committed and proud to work for the Council, and initiatives such as the Innovation Awards means that the transformation programme is 'bottom-up' as well as 'top-down'.

The mixed relationship with districts also means that the Council's influence is more limited in some parts of the County. The Council should be doing all it can to learn from and build upon the Selby work in order to improve relationships with its more reluctant district partners.

The Council clearly recognises the advantages of its scale and has used this to establish its credibility as a provider of services. The Council has invested in corporate capacity in priority areas, stronger communities and project and programme management in particular, but may also need to consider building further corporate capacity in areas such as business intelligence and performance in order to ensure there is sufficient challenge in the system to drive out the next round of savings. This will require the Council to maintain financial flexibility in order to invest and innovate as appropriate.

5. Next steps

Immediate next steps

We appreciate you will want to reflect on these findings and suggestions with your senior managerial and political leadership in order to determine how the Council wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mark Edgell, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: mark.edgell@local.gov.uk Tel. No: 07747 636910.

In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge. We will endeavour to provide additional information and signposting about the issues we have raised in this report to help inform your ongoing consideration. Signposting with regard to certain areas detailed in this report are included in Appendix 1 to this letter.

Follow up visit

The LGA peer challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and the progress it has made against the areas of improvement and development identified by the peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 12-18 months.

Appendix 1 – LGA Signposting Links

Available LGA support:

Economic Growth Adviser programme - £7000 grant funding and access to the LGA's pool of local growth advisers to provide between 12-14 day's support to a project designed by the Council focused on the implementation of local growth priorities.

<http://www.local.gov.uk/economic-growth-advisor>

Productivity Expert programme - £6000 grant funding and access to the LGA's pool of productivity experts to provide 10 days support to any project that will lead to ambitious efficiency savings or significant income generation.

http://www.local.gov.uk/web/quest/productivity/-/journal_content/56/10180/3510632/ARTICLE

For more information on the above programme contact joanne.straw@local.gov.uk

Care and Health Improvement Programme efficiency project:

The LGA have launched an efficiency project that aims to help develop innovative, efficient and sustainable approaches in care and health services. This project, which will run to March 2017, will help Councils develop their approaches to improving efficiency in care and health, creating experience and learning that the rest of the sector can draw on. The project focuses on areas identified by the sector as posing a systematic challenge that have the potential to yield efficiency savings, whilst not duplicating other support programmes already in place. These are: commissioning and market shaping; integration; and managing demand for care and health services.

For further information please contact Amanda.Whittaker-Brown@local.gov.uk

LGA signposting:

North Yorkshire may also want to use digital as an enabler for some of the recommendations we have made. Although there aren't any open opportunities to bid for funding, the Council may be interested in some of the lessons learnt from other Councils:

http://www.local.gov.uk/web/quest/productivity/-/journal_content/56/10180/6357119/ARTICLE

Commissioning Academy for Elected Members is a fully subsidised and highly popular two day residential course supporting Councillors to explore ways to improve the commissioning activity of their Councils through political leadership. New dates will be announced in the near future:

http://www.local.gov.uk/productivity/-/journal_content/56/10180/3865378?_56_INSTANCE_0000_templateId=ARTICLE

Health and social care integration is a significant area of opportunity for North Yorkshire. Amanda Whittaker-Brown is leading on a piece of work in this area. The interim findings on savings potential and best practice are available via: http://www.local.gov.uk/productivity/-/journal_content/56/10180/3371097?_56_INSTANCE_0000_templateId=ARTICLE. The final report will be published in due course.

The National Social Care Category Strategy and its supporting resources may also be of interest: <http://www.local.gov.uk/web/lq-procurement/health-and-social-care>

This is all support available through the LGA's Productivity team and there will be more opportunities through the Leadership team and Centre for Public Scrutiny.

CORPORATE AND PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE

20 June 2016

CORPORATE RISK REGISTER

Report of the Corporate Director – Strategic Resources

1.0 PURPOSE OF THE REPORT

1.1 To receive details of the updated Corporate Risk Register.

2.0 BACKGROUND

2.1 Following a recommendation by The Audit Committee, the Leader of the County Council and the Executive Member for Central Services formally approved a revised Corporate Risk Management Policy on 3 March 2015 with a provision that it will be reviewed and updated every three years.

2.2 The Terms of Reference of the Audit Committee say that its role in risk management is to:

- (i) assess the effectiveness of the authority's risk management arrangements and
- (ii) review progress on the implementation of risk management throughout the authority.

2.3 Regular reports are presented to the Audit Committee to cover the implementation of the Policy and associated Strategy as well as other related risk management matters in order to fulfill this role. There will be a report going to Audit Committee on the 23 June 2016 which will include details of the recently updated Corporate Risk Register

2.4 The purpose of this report today is to provide details of the latest Corporate Risk Register to this Committee.

3.0 CORPORATE RISK REGISTER

3.1 The Corporate Risk Register (CRR) is fully reviewed every year and updated by the Chief Executive and Management Board in September/October. A six monthly review is then carried out in March/May.

3.2 A 6 monthly update of the Corporate Risk Register was carried out in April/May this year – see attached at **Appendix A**. This involved reviewing the risks, risk controls and risk reductions that had been identified for each of the risks and making amendments to the Register where necessary.

3.3 The significant amendments that were made to the register are as follows:

- Funding Challenges – actions have been updated to represent the present position
- The Partnership and Integration with the NHS risk is a joint risk between Health and Adult Services and Children and Young People’s Service. The emphasis of this risk has moved further towards Health and Adult Services and so the description has slightly changed to reflect this. Other minor changes relate to the actions.
- Information Governance – further work continues to minimise data breaches such as the review of information asset registers and the secure transfer of data
- Educational Outcomes – this risk has had an action added to reflect the changing landscape for schools and academies and the educational system
- Major Emergencies in the Community – an action has been added relating to developing and implementing an NYCC action plan based on the debrief report recommendations and all multi agency learning, following the flooding incident last Christmas
- Actions on risks have also been completed including:
 - 2020 North Yorkshire Change Programme – implementation of the revised financial systems, review and update of the Behaviour and Skills Framework, the LGA corporate peer review and the review of governance and areas of future focus for the 2020 Programme Board
 - Health and Safety – revision of managers’ on line H&S training, 2nd stage review of the H&S function within NYCC and agreement of the new H&S structure with City of York Council for the shared service

3.4 To assist Members interpret **Appendix A**

- Risks are identified by Management Board during a prep meeting and workshop
- Each risk has then to be ranked based on the following:
 - existing risk controls in place
 - probability of the risk occurring (based on existing controls)
 - impact of the risk occurring (based on existing controls)
 - further risk controls which may reduce current probability or impact
- The prioritisation system follows a fairly traditional risk evaluation approach in that the **probability** and **severity** of risks is measured using High, Medium and Low categories
- However, to facilitate the assessment of the severity of each risk this is done in relation to 4 distinct **impact areas**:-
 - failure to meet key **service** objectives and standards – reflecting current service plans
 - **financial** impact
 - **service** delivery
 - loss of image or **reputation**

As each risk is ranked with reference to current controls and then future controls, the risk prioritisation system can compute a “score” in the range of 1 to 5

- 1 and 2 being a 'red' risk
- 3 and 4 being an 'amber' risk and
- 5 being a 'green' risk

One of the key things to look for in the Register is the movement of the score (described as Classification on the summary in **Appendix A**) as between the 'Pre' (i.e. present stage) and 'Post' (i.e. after risk mitigations are in place). For certain risks, however, this does not change as the risk mitigations cannot prevent the event (e.g. severe flood) but can address/reduce its impact.

6.0 RECOMMENDATIONS

That the Committee:

- (i) notes the updated Corporate Risk Register (**Appendix A**).

GARY FIELDING
Corporate Director – Strategic Resources

County Hall, Northallerton

June 2016

Author of report: Fiona Sowerby, Corporate Risk and Insurance Manager
Tel 01609 532400

Background papers: None

Corporate Risk Register

Risk Register: month 6 (April 2016) – summary
Report Date: 27th May 2016 (fs)

Identity			Person		Classification												Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
◀▶	20/1 - Funding Challenges	Inadequate funding available to the County Council to discharge its statutory responsibilities and to meet public expectation for the remainder of the decade resulting in legal challenge, unbalanced budget and public dissatisfaction	Chief Exec	CD SR	H	H	H	H	H	1	7	31/07/2016	M	H	H	M	M	2	Y	All Mgt Board
◀▶	20/194 - Major Failure due to Quality and/or Economic Issues in the Care Market	Major failure of provider/key providers results in the Directorate being unable to meet service user needs. This could be caused by economic performance or resource capabilities including recruitment and retention. The impact could include loss of trust in the Care Market, increased budgetary implications and issues of service user safety.	CD HAS	HAS AD Q&E	H	M	M	M	H	1	11	31/12/2015	H	M	M	M	M	2	Y	HAS AD Q&E
◀▶	20/187 - Information Governance	Ineffective information governance arrangements lead to unacceptable levels of unauthorised disclosure of personal and sensitive data, poor quality or delayed responses to FoI requests, and inability to locate key data upon which the Council relies resulting in loss of reputation, poor decision making, fine, etc	Chief Exec	CD SR	H	M	M	M	H	1	4	30/06/2016	M	L	M	L	M	4	Y	CD SR
▼	20/47 - Partnership and Integration with the NHS	Failure to achieve at least the minimum level of protection for Health and Social Care resulting in impeding the development and implementation of new models of care and full integration plans by 2017. Also this could delay the transformation of services, give rise to increased costs and impact on effective relationships with NHS Partners and the outcome for all people including children and communities.	Chief Exec	CD HAS	M	M	H	M	M	2	25	30/06/2015	M	M	H	M	M	2	Y	CD HAS

Corporate Risk Register

Risk Register: month 6 (April 2016) – summary
Report Date: 27th May 2016 (fs)

Identity			Person		Classification												Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre					RR		Post					FBPlan	Action Manager		
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv			Rep	Cat
◀▶	20/207 - 2020 North Yorkshire Change Programme	Failure to successfully implement the Programme and Modern Council ways of working resulting in inability to meet financial savings requirements, sub-optimal decision making and poorer quality of services.	Chief Exec	CSD SR AD T&C	M	H	H	H	H	2	16	31/10/2015	L	H	H	H	H	3	Y	All Mgt Board
▲	20/49 - Organisational Performance Management	Failure to align the performance management framework with the Council strategy and/or use the correct metrics to measure performance results in reduction in service performance, efficiency and effectiveness; reduction in value for money; loss of reputation and suboptimal financial savings	Chief Exec	CD SR	M	M	M	H	M	2	4	31/12/2015	L	H	M	M	M	3	Y	CD SR
◀▶	20/189 - Safeguarding Arrangements	Failure to have a robust Safeguarding service in place results in risk to vulnerable children, adults and families and not protecting them from harm.	Chief Exec	CD HAS CD CYPS	M	H	H	M	H	2	18	31/10/2015	L	H	H	M	H	3	Y	CD CYPS CD HAS
◀▶	20/188 - Educational Outcomes	Failure to ensure positive educational outcomes for children and young people together with appropriate support for schools to be good or outstanding results in lower achievement levels for pupils, and NY children's life chances being determined by geography or family circumstances rather than being in their own hands.	Chief Exec	CD CYPS	M	M	H	L	H	2	8	31/07/2016	L	M	H	L	H	3	Y	CD CYPS
▼	20/334 - Opportunities for Devolution in North Yorkshire and Consideration of a Combined Authority	Failure to take advantage of Devolution opportunities in North Yorkshire resulting in reduced investment and impact on the growth and jobs across the whole of North Yorkshire.	Chief Exec	BES AD EPU	M	L	H	L	M	2	5	31/10/2016	L	L	M	L	L	5	N	
◀▶	20/389 - Health and Safety	Major Corporate Health and Safety failure resulting in injuries, claims, reputational and service delivery impact and possible prosecution	Chief Exec	CD SR	L	M	M	M	H	3	9	31/03/2016	L	M	M	M	H	3	Y	CSD SR HoHSRM

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Identity			Person		Classification												Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
◀▶	20/8 - Major Emergencies in the Community	Failure to plan, respond and recover effectively to major emergencies in the community resulting in risk to life and limb, impact on statutory responsibilities, impact on financial stability and reputation	Chief Exec	Chief Exec	L	L	H	L	H	3	3	30/06/2016	L	L	H	L	M	3	Y	Chief Exec

Key	
▲	Risk Ranking has worsened since last review.
▼	Risk Ranking has improved since last review
◀▶	Risk Ranking is same as last review
- new -	New or significantly altered risk

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Phase 1 - Identification											
Risk Number	20/1	Risk Title	20/1 - Funding Challenges				Risk Owner	Chief Exec		Manager	CD SR
Description	Inadequate funding available to the County Council to discharge its statutory responsibilities and to meet public expectation for the remainder of the decade resulting in legal challenge, unbalanced budget and public dissatisfaction					Risk Group	Resources		Risk Type		
Phase 2 - Current Assessment											
Current Control Measures			Existing MTFs; Members Budget seminars; modelling carried out on implications of CSR and other funds; agreed Budget 2; 2020 North Yorkshire Programme & constituent elements including service reviews; review of 2020NY in Member Seminars, Cabinet, and Overview and Scrutiny Committees where Directorate based; 2020NY Programme Management Office; 2020NY Programme Governance; modelling on implications of external funding levels (eg Spending Review Settlement);						Effectiveness		
Probability	H	Objectives	H	Financial	H	Services	H	Reputation	H	Category	1
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	20/42 - Carry out base budget reviews of specific services					CD SR	Sun-31-Jul-16				
Reduction	20/43 - Carry out modelling on implications of external funding levels (eg Spending Review Settlement)					CD SR	Wed-31-Aug-16	Mon-29-Feb-16			
Reduction	20/46 - Ensure effective consultation/communication with staff, public and Members about ongoing savings requirements					All Mgt Board	Wed-31-Aug-16				
Reduction	20/251 - Identify other savings to feed into the supplementary budget report					All Mgt Board	Sun-31-Jul-16				
Reduction	20/261 - SmartSolutions- attempt to increase contributions/surplus through planned development with a targeted approach					CD SR	Tue-28-Feb-17				
Reduction	20/491 - Identify further savings to feed into the February 2017 budget report					All Mgt Board	Tue-28-Feb-17				
Reduction	20/972 - Carry out intensive discussions with CCGs through the Health and Well Being Board in order to secure Better Care Fund for supporting Adult Social Care					CD HAS	Sun-31-Jul-16				
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	H	Financial	H	Services	M	Reputation	M	Category	2
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	20/504 - Further fundamental review in order to discharge statutory responsibilities								All Mgt Board		

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Phase 1 - Identification											
Risk Number	20/194	Risk Title	20/194 - Major Failure due to Quality and/or Economic Issues in the Care Market				Risk Owner	CD HAS		Manager	HAS AD Q&E
Description	Major failure of provider/key providers results in the Directorate being unable to meet service user needs. This could be caused by economic performance or resource capabilities including recruitment and retention. The impact could include loss of trust in the Care Market, increased budgetary implications and issues of service user safety.					Risk Group	Legislative		Risk Type	HAS Q&E 2/159	
Phase 2 - Current Assessment											
Current Control Measures			Regular review and monitoring contracts; standard contract terms; approvals process; regular meetings to share best practice; experienced staff; regular communication with providers; bulletins; customer feedback; Engagement Group; legal services; CQC; Financial Services & insurance consultation; market analysis; capacity planning; alerts system including brokerage; Service Unit & provider BCPs; QA Framework developed; guidance and ongoing training for purchasing staff; engage with AD ASS; reg meetings with Q&M, Health Commissioner and police; robust comms with CCGs; quality monitoring embedded in Dir perf monitoring; market position statement; reviewed the actual cost of care exercise to incorporate the impact of the national living wage;						Effectiveness		
Probability	H	Objectives	M	Financial	M	Services	M	Reputation	H	Category	I
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	20/467 - Carry out Phase II of the domiciliary care procurement and ensure the national living wage issues are addressed						HAS AD Q&E	Fri-30-Jun-17			
Reduction	20/468 - Continue to produce a market position statement						HAS AD Com	Wed-31-Aug-16			
Reduction	20/469 - Jointly with Health continue to monitor baseline assessments QA framework and risk profiles of providers; targets are reviewed at quarterly officer meetings						HAS AD Q&E	Wed-31-Aug-16			
Reduction	20/470 - Ongoing quarterly Partnership and Partner Liaison meetings (market development board), market analysis and mapping and information sharing						HAS AD Q&E	Thu-30-Jun-16			
Reduction	20/471 - Continue with regular engagement meetings with CQC locally and engage with CQCs national programme of identifying providers where there is significant risk of failure						HAS AD Q&E	Wed-31-Aug-16			
Reduction	20/472 - Undertake review of the actual cost of care exercise to incorporate the impact of the national living wage						HAS AD Q&E	Thu-31-Dec-15	Thu-5-Nov-15		
Reduction	20/473 - Continue to engage in ADASS work to manage major problems occurring, such as financial issues in the care provider market and ensure robust contingency planning and to learn lessons from serious case reviews at a national level						HAS AD Q&E	Wed-31-Aug-16			
Reduction	20/474 - Work with Veritau on audits of individual suppliers						HAS AD Q&E	Thu-30-Jun-16			
Reduction	20/484 - Consider and implement the recommendations from the actual cost of care exercise						HAS AD Q&E	Tue-31-May-16			
Reduction	20/485 - Complete heat map action plan						HAS HoHR	Thu-30-Jun-16			
Reduction	20/486 - Develop joint approach with NHS to make steps towards resolving care workforce issues						HAS LT	Thu-30-			

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								Jun-16		
Phase 4 - Post Risk Reduction Assessment										
Probability	H	Objectives	M	Financial	M	Services	M	Reputation	M	
									Category 2	
Phase 5 - Fallback Plan										
									Action Manager	
Fallback Plan	20/548 - Make client safe, crisis meeting, implement relevant steps, consultation with senior staff and relevant organisations (e.g. Police CQC). Effective communication to relevant parties, utilise contingency plan(s).								HAS AD Q&E	



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Phase 1 - Identification													
Risk Number	20/187	Risk Title	20/187 - Information Governance				Risk Owner	Chief Exec	Manager	CD SR			
Description	Ineffective information governance arrangements lead to unacceptable levels of unauthorised disclosure of personal and sensitive data, poor quality or delayed responses to FoI requests, and inability to locate key data upon which the Council relies resulting in loss of reputation, poor decision making, fine, etc					Risk Group	Legislative	Risk Type	CS 15/161				
Phase 2 - Current Assessment													
Current Control Measures			Information Governance Strategy including the associated Policy and Procedure Framework; CIGG Action Plan; data breach process; messages from senior management; on-line training; staff induction; Information Asset Owners identified; information asset registers; DIGCs; posters; intranet information; regular monitoring of electronic communication by ICT; series of unannounced security compliance visits by internal audit; application of all the features of the Information Security Management System (ISMS); FoI – controls include central monitoring of receipt and progress, regular review by Veritau and review of outstanding cases by the Chief Exec on a monthly basis; proactive monitoring of all data; terms of reference reviewed; Directorate virtual group; internal audit support investigation of significant data breaches; CIGG consider reasons for data breaches and cascade lessons learned; secure physical storage and internal info transfer issues resolved; Non NYCC Network Access Policy produced; e learning training packages refreshed; Data Sharing Protocol in place					Effectiveness					
Probability	H	Objectives	M	Financial	M	Services	M	Reputation	H	Category	1		
Phase 3 - Risk Reduction Actions													
Reduction	15/423 - Continue to emphasise personal responsibility of staff for all information in this area and consider disciplinary action in cases of data breaches					Action Manager	CD SRCSD ACE BS	Action by	Thu-30-Jun-16	Completed			
Reduction	15/424 - Carry out a review of the information asset registers in line with revised guidelines					Action Manager	Ho Int Audit	Action by	Wed-31-Aug-16	Completed			
Reduction	15/425 - Periodic internal review of achievement of the Information Governance Strategy Objectives - ongoing					Action Manager	Ho Int Audit	Action by	Sun-31-Jul-16	Completed			
Reduction	15/426 - Ensure all relevant Partners sign up to agreed Multi-#Agency Data Sharing Protocol and individual agreements completed for each data sharing activity - (ongoing)					Action Manager	Ho Int Audit	Action by	Fri-31-Mar-17	Completed			
Phase 4 - Post Risk Reduction Assessment													
Probability	M	Objectives	L	Financial	M	Services	L	Reputation	M	Category	4		
Phase 5 - Fallback Plan													
Fallback Plan	15/514 - Review Action Plan and new technology and continue to raise awareness. Invite ICO to carry out an audit of NYCC IG systems								Action Manager		CD SR		

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Phase 1 - Identification											
Risk Number	20/47	Risk Title	20/47 - Partnership and Integration with the NHS				Risk Owner	Chief Exec	Manager	CD HAS	
Description	Failure to achieve at least the minimum level of protection for Health and Social Care resulting in impeding the development and implementation of new models of care and full integration plans by 2017. Also this could delay the transformation of services, give rise to increased costs and impact on effective relationships with NHS Partners and the outcome for all people including children and communities.					Risk Group	Partnerships	Risk Type	CYPS 24/221 HAS 3/180		
Phase 2 - Current Assessment											
Current Control Measures		HAS: Effective HWB partnership with clear governance providing strategic leadership. HASLT locality delivery model in place and active membership of local transformation boards strengthening local partnerships and shaping integration. Joint programmes with CCGs inc Vanguard and Pioneer designing new service models; Better Care Fund Schemes implemented and other new models of care programmes inc Vanguard in development; CHC scope agreed; effective reporting arrangements to HWB for JHWS and BCF; new Health and Well-being Strategy developed; CYPS: Effective H&W Board; Children's Trust Board; Public Health team; CYPLT; Dir of partnership Commissioning; joint post of Commissioning Manager; joint post of Public Health analyst; CYPS Plan; Health and Well-being Strategy refreshed with children's health as a priority and aligned with the CYPS Plan; JSNA; CYPLT fully briefed and up to date with the changing commissioning landscape and the different roles involved; appropriate engagement secured with CCGs and PCU for commissioning affecting children and young people and their families; services recommissioned for 5 - 19 Healthy Child Programme to ensure close alignment with Preventative Services; children's health performance reviewed at the Children's Trust Board to monitor the impact of changes on children's health outcomes in North Yorkshire; Work with Public Health to embed PH outcomes into the work of CYPS; Director of PH annual report focussing on children's health; scope of Health care review agreed; arrangements for services for children with speech, language and communication needs in place; specifications for 0-5 healthy child service in place;					Effectiveness				
Probability	M	Objectives	M	Financial	H	Services	M	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	20/45 - Ensure 2016/17 Better Care Fund plan signed and agreed with CCGs and Government, subject to securing protection of Adult Social Care					HAS AD Integration	Thu-30-Jun-16				
Reduction	20/60 - Ensure BCF S75 agreement signed by CCGs for at least 2016/17 (ongoing)					AD SR (HAS) & Proc	Thu-30-Jun-16				
Reduction	20/245 - Complete the scope of the CHC review					HAS AD C&S	Mon-30-Nov-15	Mon-30-Nov-15			
Reduction	20/246 - Complete the initial CHC review					HAS AD C&S	Tue-31-May-16				
Reduction	20/362 - Ensure NHS partners are fully aware of the democratic and political environment they are operating within (ongoing)					CD HAS	Wed-31-Aug-16				
Reduction	20/363 - Actively monitor relationships, priorities and communications and ensure that HAS managers are fully engaged at appropriate level and review at HAS WLT on a regular basis (ongoing)					CD HAS	Wed-31-Aug-16				
Reduction	20/386 - Establish effective reporting and evaluation arrangements to HWB for JHWS and BCF					HAS AD Integration	Sun-31-	Sun-31-Jan-16			

Corporate Risk Register

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			Jan-16	
Reduction	20/399 - Develop and implement integration plans with CCGs and HASLT for 2017/18	HAS AD Integration	Fri-30-Jun-17	
Reduction	20/400 - Implement board development programme for HWB (ongoing)	HAS AD Integration	Wed-31-Aug-16	
Reduction	20/450 - Ensure effective monitoring arrangements for the 0-5 contract are in place	CYPS S&C CMH	Fri-31-Mar-17	
Reduction	20/451 - Agree and implement new models of care in preparation of 2017 Integration plans in all CCG localities incl. Vanguard (HaRD) Ambitions for Health	CD HAS	Thu-30-Jun-16	
Reduction	20/452 - Engage wider HASLT in development of locality operating models	HAS AD Integration	Fri-31-Mar-17	
Reduction	20/453 - Fully engage locality delivery teams in STPs (Sustainability and Transformation Plans) to ensure inclusion of NYCC 2020 plans	HAS AD Integration	Thu-30-Jun-16	
Reduction	20/457 - Put in place affordable DToC (Delayed Transfer of Care) plans that minimise financial penalties	HAS AD C&SHAS AD Integration	Thu-30-Jun-16	
Reduction	20/458 - Consider the viability of a local Risk Share Agreement with NHS Partners	AD SR (HAS) & ProCHAS AD Integration	Thu-30-Jun-16	
Reduction	20/459 - Review delivery arrangements for Health and Wellbeing Board to support implementation of reporting and performance arrangements	HAS AD Integration	Thu-30-Jun-16	
Reduction	20/465 - Develop specifications for a recommissioned 0-5 healthy child service aligned to the 5-19 structure	CYPS S&C CMH	Sat-30-Apr-16	Mon-29-Feb-16
Reduction	20/477 - Ensure effective monitoring of the 5-19 contracts and the in-house healthy lifestyle service	CYPS S&C CMH	Sat-31-Dec-16	
Reduction	20/478 - Ensure the arrangements for the joint commissioning of services for children with speech, language and communication needs are developed and in place	CD CYPSCYPS Incl HoIE	Sun-31-Jan-16	Sun-31-Jan-16
Reduction	20/479 - Refresh CCG led CAMHS Local Transformation Plans to align with existing NY children's emotional and mental health strategy	CYPS S&C CMH	Mon-31-Oct-16	
Reduction	20/480 - Ensure that when the Health and Well-being Strategy is refreshed, children's health is a priority	CD CYPS	Tue-30-Jun-15	Tue-30-Jun-15
Reduction	20/481 - Continue to contribute to the delivery of the workplan for the Health and Well-being Board in relation to children's health priorities and ensure strategic decision making in Health is influenced through alignment with the JSNA and the Children and Young People's Plan	CD CYPS	Fri-30-Sep-16	
Reduction	20/482 - Carry out a review of the Partnership Commissioning Unit	CD CYPSCYPS Incl HoIE	Fri-30-Sep-16	
Reduction	20/483 - Review delivery arrangements for Health and Wellbeing Board to support implementation of reporting and performance arrangements (joint with HAS)	CD CYPS	Thu-30-Jun-16	
Reduction	20/909 - Carry out tender process for future contracts	CYPS S&C CMH	Wed-31-Aug-16	

Phase 4 - Post Risk Reduction Assessment

Probability	M	Objectives	M	Financial	H	Services	M	Reputation	M	Category	2
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Phase 5 - Fallback Plan		Action Manager
Fallback Plan	20/210 - Escalation to CMB and Executive Members, further engagement with senior tiers in NHS locally, regionally and nationally.	CD HAS



Phase 1 - Identification											
Risk Number	20/207	Risk Title	20/207 - 2020 North Yorkshire Change Programme				Risk Owner	Chief Exec	Manager	CSD SR AD T&C	
Description	Failure to successfully implement the Programme and Modern Council ways of working resulting in inability to meet financial savings requirements, sub-optimal decision making and poorer quality of services.					Risk Group	Strategic	Risk Type	CS 15/11		
Phase 2 - Current Assessment											
Current Control Measures		Initial service reviews largely completed; 2020 North Yorkshire Programme Plan in place and regularly reviewed/updated; Members workshops & political group sessions completed; briefings of Cabinet; regular Mgt Board discussions; Mgt Board to sit as Programme Board; AD Tech & Change appointed to programme manage 2020 North Yorkshire; staff messages; opportunities to involve staff further; middle manager sessions with Chief Exec; Stronger Communities programme; Blueprint produced; recruitment of support required for Programme; governance arrangements agreed; standard approaches to project management and business change employed (eg Lean workshops); Stronger Communities programme developed to mitigate against budget cuts and promote resilience; resource requirements agreed; financial systems (Oracle, BI and PBCS) revised; Reviewed Behaviour and Skills framework and other relevant key documents as part of OD workstream; LGA corporate peer review; review carried out of governance and areas of future focus for Programme Board;					Effectiveness				
Probability	M	Objectives	H	Financial	H	Services	H	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
Reduction	15/54 - Regularly review the ICT strategy in light of changes in the organisation both before and after 2020 (ongoing)					Action Manager	CSD SR AD T&C	Action by	Wed-31-Aug-16	Completed	
Reduction	15/55 - Implement the revised financial systems (Oracle, BI and PBCS)					Action Manager	CD SR	Action by	Thu-31-Dec-15	Completed	Mon-29-Feb-16
Reduction	15/56 - Review of Behaviour and Skills framework and other relevant key documents as part of OD workstream					Action Manager	CSD ACE BS	Action by	Wed-31-Aug-16	Completed	Sat-30-Apr-16
Reduction	15/208 - Set out initial delivery plan for rationalisation of property in line with new ways of working to Programme Board					Action Manager	CD SR	Action by	Sat-31-Oct-15	Completed	Sat-31-Oct-15
Reduction	15/393 - Conduct an LGA corporate peer review					Action Manager	AD SR (BES/CS) & PerfCSD SR AD T&C	Action by	Thu-31-Mar-16	Completed	Thu-31-Mar-16
Reduction	15/394 - Review and implement action plan following peer review					Action Manager	CSD SR AD T&C	Action by	Fri-31-Mar-17	Completed	
Reduction	15/406 - Continue to embed cultural change and new ways of working (transformational rather than as a savings programme)					Action Manager	CSD SR AD T&C	Action by	Tue-31-Mar-20	Completed	
Reduction	15/429 - Continually review capacity and capability within services and the impact upon the workforce of the future					Action Manager	CSD SR AD T&C	Action by	Wed-31-Aug-16	Completed	
Reduction	15/831 - Continue to monitor delay of Programmes and the effect on benefits					Action Manager	CSD SR AD T&C	Action by	Wed-31-Aug-16	Completed	
Reduction	15/837 - Continue to implement the Stronger Communities programme to mitigate against proposed budget cuts, support communities to take over local services, and promote community and individual resilience (ongoing)					Action Manager	CSD AD PP	Action by	Wed-31-Aug-16	Completed	

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Reduction	20/250 - Develop (by Feb 2015) and implement an outline delivery plan for rationalisation of property in line with new ways of working (ongoing)	CD SR	Wed-31-Aug-16								
Reduction	20/403 - Carry out monthly monitoring of communications and engagement plan including key messages and themes (ongoing)	CSD HoC	Wed-31-Aug-16								
Reduction	20/405 - Continue with the implementation plan for Customer Theme in line with new ways of working	CSD ACE Selby	Wed-31-Aug-16								
Reduction	20/461 - Ensure joined up approach is taken between 'Living Well', CYPs Prevention team and Stronger Communities team	Chief Exec	Wed-31-Aug-16								
Reduction	20/462 - Carry out review of governance and areas of future focus for Programme Board	CSD SR AD T&C	Thu-31-Dec-15	Thu-31-Mar-16							
Reduction	20/463 - Revisit the 2020 Vision and Strategy and produce a draft which replaces the previous version and the Council Plan	Chief Exec	Fri-30-Sep-16								
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	H	Services	H	Reputation	H	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	20/529 - Reprioritisation of savings, further consideration of structures and ways of working									All Mgt Board	

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Phase 1 - Identification											
Risk Number	20/49	Risk Title	20/49 - Organisational Performance Management				Risk Owner	Chief Exec	Manager	CD SR	
Description	Failure to align the performance management framework with the Council strategy and/or use the correct metrics to measure performance results in reduction in service performance, efficiency and effectiveness; reduction in value for money; loss of reputation and suboptimal financial savings					Risk Group	Performance	Risk Type	CS 15/166		
Phase 2 - Current Assessment											
Current Control Measures		Corporate Performance Management Framework including service planning, quarterly reports to Exec, benchmarking exercises, Corporate Performance Management Group, review of Q performance reports, self-assessment (initial findings 24/11/15) conducted in advance of corporate peer review and collate an action plan, LGA corporate peer review,					Effectiveness				
Probability	M	Objectives	M	Financial	M	Services	H	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	15/393 - Conduct an LGA corporate peer review					AD SR (BES/CS) & Perf CSD SR AD T&C	Thu-31-Mar-16	Thu-31-Mar-16			
Reduction	15/430 - Carry out strategic support review which includes: - Review of governance arrangements for performance management - Develop a plan aligning strategy with performance to enable effective measurement					AD SR (BES/CS) & Perf	Sun-31-Jul-16				
Reduction	20/464 - Conduct self-assessment (initial findings 24/11/15) in advance of corporate peer review and collate an action plan					AD SR (BES/CS) & Perf	Thu-31-Dec-15	Sun-31-Jan-16			
Reduction	20/466 - Issue guidance for service plans for 2016/17					AD SR (BES/CS) & Perf	Tue-31-May-16				
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	M	Services	M	Reputation	M	Category	3
Phase 5 - Fallback Plan											
Fallback Plan	20/533 - Fundamental review of approach							Action Manager			
								CD SR			

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Phase 1 - Identification											
Risk Number	20/189	Risk Title	20/189 - Safeguarding Arrangements				Risk Owner	Chief Exec		Manager	CD HAS CD CYPS
Description	Failure to have a robust Safeguarding service in place results in risk to vulnerable children, adults and families and not protecting them from harm.					Risk Group	Safeguarding		Risk Type	CYPS 24/250 HAS 3/27	
Phase 2 - Current Assessment											
Current Control Measures			CYPS – Safeguarding website; regularly reviewed procedures; monthly performance data for monitoring; audit regime; manager authorisation of all assessments; ICS; family intervention team; training strategy; clear supervision process which is audited on a regular basis; customer contact screening team; OFSTED 'good' categorisation; delivery and implementation of the Child Sexual Exploitation (CSE) strategy with the LSCB; HAS - Detailed action plan; Safeguarding review for the County; revised Safeguarding Boards and sub groups linked to new Care Act provisions; Safeguarding general manager and team; strengthening of Safeguarding policy team; case file audit and review; training plan; best interest assessors in post; better understanding & embedding of Mental Capacity Act; independent chair to Safeguarding Board in place; risk enablement panel developed; countywide safeguarding general manager in place; testing of initial performance metrics for Safeguarding Board has taken place; safeguarding procedures reviewed linked to consultation in light of the Care Act; safeguarding board performance framework; protocol for the relationship between Adults Social Care (and Children's Trust) and the Health and Wellbeing Board agreed and implemented; risk assessment tool launched;						Effectiveness		
Probability	M	Objectives	H	Financial	H	Services	M	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	20/374 - Ensure compliance with Safeguarding Board and Children and Families' procedures [CYPS]						CYPS AD C&F	Sun-31-Jul-16			
Reduction	20/375 - Contribute to the delivery and implementation of the Child Sexual Exploitation (CSE) strategy with the LSCB [CYPS]						CYPS C&F HoS&LAC	Sat-31-Oct-15	Sat-31-Oct-15		
Reduction	20/376 - Continue to raise awareness of the escalation procedures relating to children missing and at risk of CSE [CYPS]						CYPS C&F HoS&LAC	Sun-31-Jul-16			
Reduction	20/377 - Ensure all cases of children at risk of CSE are flagged on LCS [CYPS]						CYPS C&F HoS&LAC	Sun-31-Jul-16			
Reduction	20/378 - Ongoing Mgt file audit of case files against established assessment standards and staff supervision files [CYPS]						CYPS C&F SMT	Sun-31-Jul-16			
Reduction	20/379 - Monitoring and management of performance against agreed targets in the SMT action plan [CYPS]						CYPS C&F SMT	Sun-31-Jul-16			
Reduction	20/381 - Agree partnership strategy for Child Sexual Exploitation (CSE) through the LSCB (CYPS)						CYPS C&F HoS&LAC	Thu-30-Jun-16			
Reduction	20/382 - Review of EDT arrangements on a partnership basis (adults, children, Y&NY) (CYPS)						CYPS AD C&F	Thu-30-Jun-16			
Reduction	20/384 - Review of planning structure for Local Safeguarding Board (CYPS)						CYPS C&F SUM	Sat-31-Dec-16			
Reduction	20/385 - Develop an information framework for serious incident data, eg drug death etc [HAS]						HAS AD C&S	Thu-30-Jun-16			

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Reduction	20/454 - Agree and implement a protocol for the relationship between Adults Social Care (and Children's Trust) and the Health and Wellbeing Board [HAS]	HAS AD Integration	Wed-31-Aug-16	Mon-30-Nov-15							
Reduction	20/455 - Implementation of new policies and procedures reflecting new Care Act duties; training to complete [HAS]	HAS AD Q&E	Sat-31-Dec-16								
Reduction	20/456 - Continued vigilance to ensure our supervisory body role adheres to good practice and national guidance, evidenced by regular reports to HASLT and members [HAS]	HAS AD Q&E	Thu-30-Jun-16								
Reduction	20/487 - Continue to work with Quality and Engagement team to improve quality assurance; including work with CQC, policies, Health and Healthwatch [HAS]	HAS AD C&S	Wed-31-Aug-16								
Reduction	20/488 - Continue to work with Quality and Engagement team to improve quality assurance; risk assessment tool to be launched [HAS]	HAS AD C&SHAS AD Q&E	Wed-31-Aug-16								
Reduction	20/489 - Ongoing joint work with CYPS to carry out review of approach to domestic abuse and Prevent [HAS]	AD SR (HAS) & ProCHAS AD Q&E	Thu-30-Jun-16								
Reduction	20/490 - Complete training on, and implementation of, new safeguarding procedures (links with action 2/85) above) (HAS)	HAS AD C&S	Thu-30-Jun-16								
Reduction	20/1176 - Ongoing work to implement the concordat following Winterbourne View [HAS]	HAS AD C&S	Tue-31-May-16								
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	H	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
Fallback Plan	20/545 - Carry out necessary review of approach, target underperforming areas and take on lessons learned from any serious case reviews									Action Manager	
										CD CYPS CD HAS	

Risk Register: month 6 (April 2016) – detailed
Report Date: 27th May 2016 (fs)

Phase 1 - Identification											
Risk Number	20/188	Risk Title	20/188 - Educational Outcomes				Risk Owner	Chief Exec	Manager	CD CYPS	
Description	Failure to ensure positive educational outcomes for children and young people together with appropriate support for schools to be good or outstanding results in lower achievement levels for pupils, and NY children's life chances being determined by geography or family circumstances rather than being in their own hands.					Risk Group	Performance	Risk Type	CYPS 24/249		
Phase 2 - Current Assessment											
Current Control Measures			Cross-directorate "Strategic Priority Schools" approach; work with Schools Forum; detailed analysis of data; joint annual performance review and target settings with schools; effective targeted intervention; 'Closing the Gap' strategy; School Improvement strategy including monitoring groups for vulnerable children; Achievement for All Programme; alternative models of school leadership including mergers, federations and informal partnerships promoted; the North Yorkshire Education Partnership established;					Effectiveness			
Probability	M	Objectives	M	Financial	H	Services	L	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	20/402 - Develop and implement the "Scarborough Education Summit" which collaboratively challenges underachievement					CD CYPS	Fri-30-Sep-16				
Reduction	20/492 - Work closely with the education community to ensure changes proposed in the White Paper neither distract from current improvement activity or result in a deterioration in educational outcomes (ongoing)					CD CYPS	Thu-31-Aug-17				
Reduction	20/1161 - Ensure leadership and release of commissioning capacity in the context of the Commission for School Improvement and School Improvement restructure					CYPS AD E&S	Wed-31-Aug-16				
Reduction	20/1166 - Ensure effective implementation of the local 'Closing the Gap' innovation programme and monitoring of the impact of the projects funded through this programme					CYPS AD E&S	Tue-28-Feb-17				
Reduction	20/1188 - Implement plans to further improve Children in Care educational outcomes					CYPS Ho ELAC	Fri-30-Sep-16				
Reduction	20/1189 - Develop a skills strategy and assessment of needs beginning with Scarborough then roll out to remaining districts in preparation for area review					CYPS AD E&S	Fri-30-Sep-16				
Reduction	20/1190 - Establish stronger links with businesses and employers re apprenticeships, internships and traineeships and use NYCC as a role model itself in this area					CYPS AD E&S	Sun-31-Jul-16				
Reduction	20/1197 - Establish stronger links with Further and Higher Education establishments					CYPS AD E&S	Sun-31-Jul-16				
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	H	Services	L	Reputation	H	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	20/542 - Continually review via internal mechanisms and the new NY Education Partnership and challenge Programmes and Strategies in order to ensure better educational outcomes								CD CYPS		

Phase 1 - Identification

Risk Register: month 6 (April 2016) – detailed

Report Date: 27th May 2016 (fs)

Risk Number	20/334	Risk Title	20/334 - Opportunities for Devolution in North Yorkshire and Consideration of a Combined Authority				Risk Owner	Chief Exec		Manager	BES AD EPU	
Description	Failure to take advantage of Devolution opportunities in North Yorkshire resulting in reduced investment and impact on the growth and jobs across the whole of North Yorkshire.					Risk Group	Strategic		Risk Type			
Phase 2 - Current Assessment												
Current Control Measures		Devolution proposals submitted to Govt., LEP strategic economic plan in place; NYCC retains the Infrastructure Delivery Steering Group; NYCC wide co-ordination of development needs linked to District plans; local authorities are moving towards a joint committee & considering a combined authority; LA Director group in place; plan detailing powers and funding developed;							Effectiveness			
Probability	M	Objectives	L	Financial		H	Services	L	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions												
							Action Manager	Action by	Completed			
Reduction	20/364 - Gain political support both locally and nationally (ongoing)						Chief Exec	Mon-31-Oct-16				
Reduction	20/398 - Directors of Development Group to support the Devolution deal						CD BES	Mon-31-Oct-16				
Reduction	20/916 - Establish the geography on which to secure Devolution						Chief Exec	Mon-31-Oct-16				
Reduction	20/917 - Develop detailed business cases for all requirements						Chief Exec	Mon-31-Oct-16				
Reduction	20/1397 - Negotiate the economic barriers and opportunities which Devolution can take advantage of with Government						CD BES	Mon-31-Oct-16				
Phase 4 - Post Risk Reduction Assessment												
Probability	L	Objectives	L	Financial		M	Services	L	Reputation	L	Category	5
Phase 5 - Fallback Plan												
Fallback Plan										Action Manager		

Risk Register: month 6 (April 2016) – detailed
Report Date: 27th May 2016 (fs)

Phase 1 - Identification											
Risk Number	20/389	Risk Title	20/389 - Health and Safety				Risk Owner	Chief Exec		Manager	CD SR
Description	Major Corporate Health and Safety failure resulting in injuries, claims, reputational and service delivery impact and possible prosecution					Risk Group	Legislative		Risk Type	CS 15/183	
Phase 2 - Current Assessment											
Current Control Measures			HSRM Service Plan feeding into Directorate Action Plans; H&S team; Corporate H&S Policy; Corporate and Directorate H&S procedures; intranet and cyps.info sites; Directorate RM groups; RM Working groups; H&S Champions and lead officers; reporting on a regular basis; on-going H&S risk assessment, training, monitoring and audit; corporate H&S training; managers' online H&S training and other modules revised; health and safety function within NYCC (2nd stage) reviewed; Work with City of York Council to agree the new structure for the shared service;						Effectiveness		
Probability	L	Objectives	M	Financial	M	Services	M	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	15/248 - Continue delivery of the programme of H&S monitoring (ongoing)						AD SR (CYPS) & Prop	Sun-31-Jul-16			
Reduction	15/249 - Implement the revised directorate H&S action plans in line with the top 10 risks agreed at CRMG and report performance						AD SR (CYPS) & Prop	Sun-31-Jul-16			
Reduction	15/254 - Revise the managers' online H&S training and other modules.						CSD SR HoHSRM	Thu-31-Mar-16	Thu-31-Mar-16		
Reduction	15/255 - Ensure appropriate operating standards of H&S risk assessments exist and are being implemented locally						AD SR (CYPS) & Prop	Sun-31-Jul-16			
Reduction	15/256 - Carry out review of health and safety function within NYCC - 2nd stage						AD SR (CYPS) & Prop	Thu-31-Mar-16	Mon-9-May-16		
Reduction	15/257 - Review and revise the corporate H&S procedures						CSD SR HoHSRM	Sun-31-Jul-16			
Reduction	15/407 - Work with City of York Council to agree the new structure for the shared service						AD SR (CYPS) & Prop	Thu-31-Mar-16	Mon-9-May-16		
Reduction	15/408 - Implement arrangements for H&S function following the agreement of the structure for shared services with City of York Council						AD SR (CYPS) & Prop	Thu-30-Jun-16			
Reduction	15/417 - Carry out review of the health and safety function – 3rd stage						AD SR (CYPS) & Prop	Fri-31-Mar-17			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	M	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
									Action Manager		
Fallback Plan	20/628 - Liaise with HSE, media management, implement fatal/serious injury response guide								CSD SR HoHSRM		

Risk Register: month 6 (April 2016) – detailed

Report Date: 27th May 2016 (fs)

Phase 1 - Identification											
Risk Number	20/8	Risk Title	20/8 - Major Emergencies in the Community					Risk Owner	Chief Exec	Manager	Chief Exec
Description	Failure to plan, respond and recover effectively to major emergencies in the community resulting in risk to life and limb, impact on statutory responsibilities, impact on financial stability and reputation						Risk Group	Performance	Risk Type		
Phase 2 - Current Assessment											
Current Control Measures			NYLRF and RMCI; experience and resources of partners; existing plans incl public health (training and exercises); EPU; partnership working with District Councils; community resilience; silver response in the County Council major incident plan tested; approach to BCP refreshed to strengthen service resilience; Resilience Direct portal; regional multi agency pandemic exercise held; effectiveness and robustness of resilience plans relating to the public health and social care of the NY population tested;						Effectiveness		
Probability	L	Objectives	L	Financial	H	Services	L	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	20/460 - Develop and implement an NYCC action plan based on the debrief report recommendations and all multi agency learning (including the flood reporting tool and simplification of information flow) following the Christmas 2015 flooding incident						CSD EPM	Sat-31-Dec-16			
Reduction	20/970 - Continue to ensure effective co-ordination and communication with County and District/Borough Council services & NYLRF in light of reduction in resources						Chief Exec	Mon-31-Oct-16			
Reduction	20/971 - Continue to ensure effective and efficient processes are embedded amongst all partners to prioritise workstreams (incl. plans, training and exercises)						Chief Exec	Mon-31-Oct-16			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	H	Services	L	Reputation	M	Category	3
Phase 5 - Fallback Plan											
									Action Manager		
Fallback Plan	20/207 - Review and prioritise resources dependent on nature and impact of event (inc effective media management)								Chief Exec		

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

20 June 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

2.1 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:

- 14 November 2016, 10:30am (**ADDITIONAL MEETING**)
- 3 October 2016, 10:30am
- 16 January 2017, 10:30am
- 3 April 2017, 10:30am

3.2 Forthcoming mid-cycle briefing dates are:

- 23 May 2016, 10:30am
- 5 September 2016, 10:30am
- 5 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.

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Scrutiny Team Leader

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9 June 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	3 October 2016 10:30am	14 November 2016 10.30am Additional meeting	16 January 2017 10:30am	3 April 2017 10:30am
Scheduled Mid Cycle Briefings Attended by Group Spokespersons only	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 2016/17

Reports

Provisional Agenda Items	Aims/Terms of Reference/Notes
All meetings	
Executive Member Update	Overview and update from the Executive Member
Work Programme Report	Regular report where the Committee reviews its work programme
3 October 2016	
New ways of working	Roll out of Modern Council including new IT Kit for Elected Members, paperless office etc.
NY Syrian Refugee Settlement Programme	Update on progress.
14 November 2016 (Additional meeting)	
Libraries Reconfiguration	For the committee to feed its views into the Executive on 6 December 2016
16 January 2017	
Annual Report on Health & Safety Insurance	Progress of the new online H&S management training launched in June 2016 which is timed to coincide with the launch of the revised H&S Policy. Overview of the outcome of the insurance tender in 2016, together with an analysis of the claims experience.
3 April 2017	
Items to be confirmed	

Please note that this is a working document, therefore topics and timeframes may change over the course of the year.

Additional Notes:

1. An annual report on progress of achievement of Equality and Diversity objectives will be submitted to the committee during each September cycle of meetings.
2. Items which are part of the work programme but as yet have no confirmed committee date:

Topic	Notes
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.
Sharing Information on Serious Incidents	Referred to this committee from Scrutiny Board 23 February 2016