

Agenda

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

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

**Date: Monday 11 December 2017
at 10.30 am**

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Business

1. **Minutes of the meeting held on 11 September 2017** (Pages 6 to 13)
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 Daniel Harry of Policy & Partnerships (*contact details below*) no later than midday on Wednesday 6 December 2017. 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. Library Service Reconfiguration – 6 month post implementation review** - Julie Blaisdale, Assistant Director, Library and Community Services, NYCC and Marie-Ann Jackson, Head of Stronger Communities Programme, NYCC
(Pages 14 to 25)
- 5. First 100 days of the Parish Portal** – Sarah Foley, Customer Service Centre Manager/ Customer Programme Manager, NYCC and Mike Roberts, Head of Highway Operations, Highways and Transportation, NYCC
(Pages 26 to 34)
- 6. Outcome of the workshop (14 November 2017) on the Parish and Customer portals** - Julie Blaisdale, Assistant Director, Library and Community Services, NYCC – verbal update
- 7. Stronger Communities Programme – Progress Report** – Marie-Ann Jackson, Head of Stronger Communities Programme, NYCC
(Pages 35 to 41)
- 8. Refresh of the County Council Plan 2017/21** – Neil Irving, Assistant Director - Policy and Partnerships, NYCC and Louise Rideout, Senior Strategy and Performance Officer, NYCC
Pages 42 to 45)
- 9. Committee Member visit to Wetherby YOI on 31 October** – Daniel Harry, Scrutiny Team Leader, NYCC
(Pages 46 to 47)
- 10. Work programme** – Daniel Harry, Scrutiny Team Leader, NYCC
(Pages 48 to 51)
- 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: 1 December 2017

NOTES:

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

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

(b) **Emergency Procedures For Meetings**

Fire

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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.

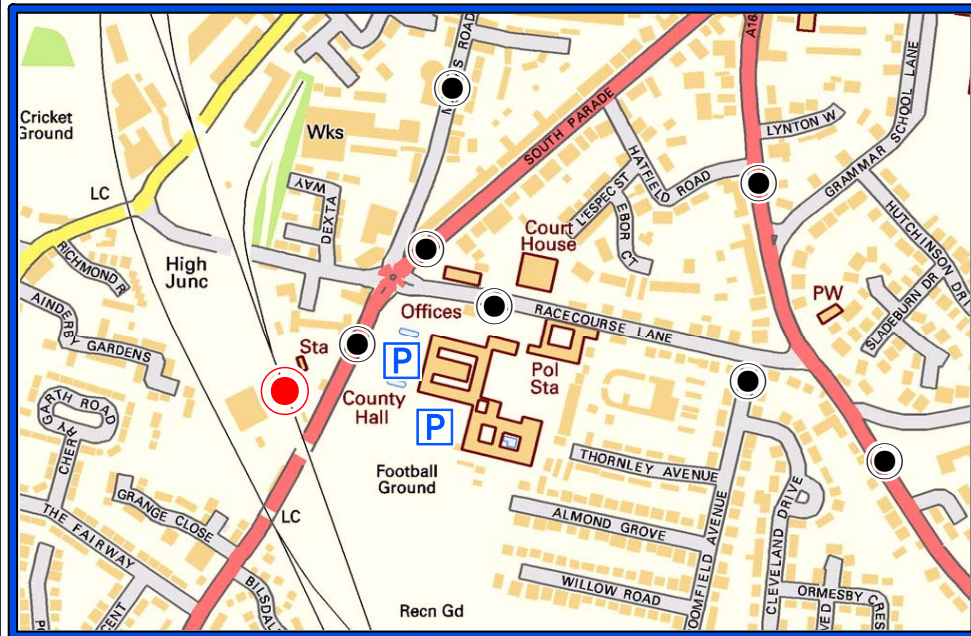
Corporate and Partnerships Overview and Scrutiny Committee

1. Membership

County Councillors (13)					
	<i>Councillors Name</i>	<i>Chairman/Vice Chairman</i>	<i>Political Group</i>	<i>Electoral Division</i>	
1	ARNOLD, Val		Conservative	Kirkbymoorside	
2	ATKINSON, Margaret		Conservative	Masham and Fountains	
3	BASTIMAN, Derek	Chairman	Conservative	Scalby and the Coast	
4	GOODRICK, Caroline		Conservative	Hovingham and Sheriff Hutton	
5	GRIFFITHS, Bryn	Vice-Chairman	Liberal Democrat	Stokesley	
6	HASLAM, Paul		Conservative	Harrogate Bilton and Nidd Gorge	
7	MUSGRAVE, Richard		Conservative	Escrick	
8	PARASKOS, Andy		Conservative	Ainsty	
9	PARSONS, Stuart		NY Independents	Richmond	
10	RANDERSON, Tony		Labour	Eastfield and Osgodby	
11	TROTTER, Cliff		Conservative	Pannal and Lower Wharfedale	
12	WILKINSON, Annabel		Conservative	Swale	
13	WILSON, Nicola		Conservative	Knaresborough	
Total Membership – (13)			Quorum – (4)		
Con	Lib Dem	NY Ind	Labour	Ind	Total
10	1	1	1	0	13

2. Substitute Members

Conservative		Liberal Democrat	
	<i>Councillors Names</i>		<i>Councillors Names</i>
1	CHAMBERS, Mike MBE	1	WEBBER, Geoff
2	ENNIS, John	2	
3	PATMORE, Caroline	3	
4	LUNN, Cliff	4	
5	JENKINSON, Andrew	5	
NY Independents		Labour	
	<i>Councillors Names</i>		<i>Councillors Names</i>
1		1	DUCKETT, Stephanie
2		2	
3		3	
4		4	
5		5	



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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 11 September 2017 at 10.30 am.

Present:-

County Councillor Derek Bastiman in the Chair.

County Councillors Margaret Atkinson, Caroline Goodrick, Paul Haslam, Richard Musgrave, Andy Paraskos, Cliff Trotter, Callam Walsh, Geoff Webber (substitute for Cllr Bryn Griffiths), Annabel Wilkinson

Also in Attendance

Odette Robson, Head of Safer Communities at North Yorkshire County Council, Dr Justin Ives, Chair of the North Yorkshire Community Safety Partnership, Deb Hugill, Senior Strategy and Performance Officer, Strategic Support Service, NYCC, Jonathan Spencer, Project Manager, North Yorkshire Refugee Resettlement, NYCC and Daniel Harry, Scrutiny Team Leader, NYCC

Apologies for absence were received from County Councillors Bryn Griffiths (Vice Chair) (substitute Cllr Geoff Webber), Tony Randerson (substitute Cllr Stephanie Duckett), Stephanie Duckett

Copies of all documents considered are in the Minute Book

18. Declarations of Interest

None.

19. Public Questions or Statements

There were no public questions or statements.

20. Minutes of the meeting of the committee held on 19 June 2017 and 31 July 2017

Accepted as a true record.

Daniel Harry drew attention to the following actions from the meeting of the committee on 19 June 2017, which were being progressed:

Digital self-service - a workshop is being setup to review the use of the Customer Portal and how issues raised by Councillors are recorded and acted upon.

HR Annual Plan – the year on year comparison of the total amount spent on employee pay, covering the past 5 years has been circulated to Chair, Vice Chair and Spokes. At the request of the Chair, this will now be circulated to the full committee.

Youth Justice Plan – a visit is being arranged for a sub-group of the committee to visit HMYOI Wetherby on 31 October 2017 to meet with young people from North Yorkshire who are currently in custody to better understand why they offended and what actions and interventions may have helped them to stop. The outcome of the visit will be fed

back to the full committee.

The committee Chair, Cllr Derek Bastiman, noted that the Police and Crime Commissioner for North Yorkshire, Julia Mulligan, had expressed concerns about the conduct of the committee meeting on 31 July 2017 at which the Local Business Case for proposed changes to the governance of the North Yorkshire Fire and Rescue Service was considered.

Cllr Bastiman made the committee aware of the specific issues raised and invited members to respond. In concluding, those members present who had been at the committee meeting on 31 July 2017 noted that the committee meeting had been well organised and run and had enabled members to consider the arguments being put forward by both the Police and Crime Commissioner and the Chair of the Fire and Rescue Authority in an open and fair way. As such, Cllr Derek Bastiman concluded that the issues raised by the Police and Crime Commissioner were groundless.

21. North Yorkshire Community Safety Partnership - update

Considered -

A presentation by Odette Robson, Head of Safer Communities at North Yorkshire County Council, and Dr Justin Ives, Chair of the North Yorkshire Community Safety Partnership, providing an update on the work of the partnership.

Dr Justin Ives introduced the presentation and stated that the Community Safety Partnership works with a broad range of agencies, organisations and groups to help promote community safety in the county. The 'responsible partners', as defined in the Crime and Disorder Act 1998 are the Police, Local Authorities, Fire and Rescue Services, Probation (National Probation Service, Community Rehabilitation Company) and Health (Public Health, Foundation Trusts, CCGs, Mental Health Services).

Odette Robson gave the presentation, highlighting the following:

- The priorities for 2017/18 are: the development of the partnership's connections with other groups and partnerships to enable effective joint working on cross cutting issues; development of Integrated Community Safety Hubs; protecting vulnerable people (Prevent and Domestic Abuse)
- The priorities are identified using the Joint Strategic Intelligence Assessment that is produced by North Yorkshire Police every year
- The statutory responsibilities for the partnership are: tackle crime and disorder (Serious and Organised Crime Board); tackle anti-social behaviour; tackle alcohol and substance misuse (North Yorkshire Drugs and Alcohol Partnership); tackle any behaviour which has a negative effect on the local environment (95 Alive); undertake Domestic Homicide Reviews
- Each District and City of York have integrated community safety hubs
- Domestic abuse work focuses upon prevention, early intervention, support for victims and rehabilitation of offenders
- Prevent is the one element of the UK Counter Terrorism Strategy. Its focus is upon identifying and working with people at risk of radicalisation. Locally, there is a strong focus upon extremist right wing groups
- A large part of the work of the partnership is around training and awareness raising. An example of this is the development and distribution of a graphic novel, aimed at young people and young adults, highlighting the risks associated with radicalisation.

Cllr Geoff Webber queried whether jihadist fighters returning from Syria and Iraq posed a risk to North Yorkshire.

In response, Odette Robson stated that this was potentially a risk and that such a risk

was monitored by the Channel Panel and Special Branch. The Channel Panel is a multi-agency group that identifies and provides support to individuals who are at risk of being drawn into terrorism. Intelligence is also gathered and analysed on an ongoing basis and used to inform the annual local profile for counter terrorism.

Cllr Cliff Trotter queried how community safety priorities are identified in the county and how various concerns that may be raised are weighted.

Odette Robson replied that the Joint Strategic Intelligence Assessment, which is produced by North Yorkshire Police every year, is the basis for identifying priorities. Many community safety issues, however, do not fall within the remit of the Police and demand interventions by a broad range of agencies and organisations.

Cllr Paul Haslam noted that the scope of the community safety remit was very broad and that such a broad remit must be difficult to manage.

Odette Robson acknowledged that there was a risk that efforts to promote community safety could be diluted where an all-encompassing approach was taken. As such, it is important to be focused and tackle a small number of the key priorities and enable partners to promote community safety and tackle locally identified issues.

Cllr Derek Bastiman queried how the North Yorkshire Community Safety Partnership compared to those in other similar local authority areas.

In response, Odette Robson stated that North Yorkshire compared favourably to other community safety partnerships in the North East. When compared to other partnerships, such as Safeguarding Boards, community safety partnerships were a number of years behind. That is why a priority for 2017/18 is to develop the partnership.

Cllr Andy Paraskos asked whether there was a particular hot spot in the county where young people and young adults were at greater risk of being radicalised.

Odette Robson replied that there is no particular hotspot. Instead, there was a range of individuals across the county that Special Branch are aware of. This then means that the Prevent programme has to raise awareness across the county as a whole.

Cllr Cliff Trotter raised concerns about speeding in villages across the county and the lack of effective enforcement of speed limits by the Police.

Cllr Andy Paraskos queried why 20mph speed limits did not appear to be being enforced by the Police.

A number of committee members also raised concerns that the Police mobile safety camera vans were not always sited at the point where there was greatest risk of an accident. Instead, it was suggested that they were often sited at a point where there would be the greatest number of people breaking the speed limit.

Odette noted the concerns of members about the enforcement of speed limits and offered to pass them onto the appropriate person in the community safety partnership.

Cllr Derek Bastiman thanked Odette Robson and Dr Justin Ives for attending the meeting and asked that a further update on the work of the North Yorkshire Community Safety Partnership be given in 12 months' time.

Resolved -

The committee resolved to:-

- Note the presentation

- Thank Odette Robson and Dr Justin Ives for attending the meeting
- Receive an update on the work of the North Yorkshire Community Safety Partnership in 12 months' time, with a particular focus upon rural issues.

22. Council Equality and Diversity objectives – overview of progress

Considered –

A report by Deb Hugill, Senior Strategy and Performance Officer, Strategic Support Service, NYCC that provided an overview of Council's Equality and Diversity objectives and what progress is being made towards achieving them.

Deb Hugill provided a summary of the key aspects of the report, highlighting the following:

- The objectives are seen as being enablers that will help support independence and greater economic activity
- Considerable progress has been made with the achievement of Objective 3, 'Improve the wellbeing and inclusion of lesbian, gay, bi-sexual and trans children and young people (LGBT)'. The Council has come second in the Stonewall Education Equality Index 2017, out of 39 Local Authorities who submitted, with a score of 98%. Also, the report by a Task and Finish group of Councillors from the Young People Overview & Scrutiny committee (October 2015) had led to positive changes in Council policy.
- Objective 7, 'Take opportunities, where it is proportionate to do so, to improve physical accessibility around towns', was being driven by local Disability forums across the county. These are highly motivated and several local forums have carried out their own street audits.
- An increasing amount of performance data, information and analysis is being used to inform the development of the objectives and measuring progress towards achieving them
- A key element of the work around equality and diversity is raising awareness
- An aim is to move towards more co-design, drawing upon people's experiences to enable more informed decisions to be made that promote accessibility and equality
- The quality of Equality Impact Assessments (EqIAs) is improving and EqIAs are being used at the early stages of any proposed change to policy or practice, rather than after the fact as a paper exercise.

Cllr Derek Bastiman noted that the work around promoting equality and diversity in the county and changing attitudes was critically important. Cllr Bastiman stated that he had met with some young people in Scarborough, as part of the Task and Finish group of Councillors from the Young People Overview & Scrutiny committee, and had been shocked to hear of the extent of bullying and intimidation that people had experienced as a result of their sexual identify. Cllr Bastiman expressed his pride that the Council had positively responded to the concerns raised by the Task and Finish Group and that the work around equality and diversity was having an impact, as noted in the Stonewall Education Equality Index 2017.

Deb Hugill stated that a key element of the work was to meet with people and understand their experiences. In the case of Highways, engagement with the local Disability forums had led to a doubling of investment in the highways accessibility fund.

Cllr Derek Bastiman highlighted the key role that County and District Councillors had to play as local representatives and community champions. They all had an opportunity to challenge discrimination and promote equality and diversity.

Cllr Derek Bastiman then queried who at the Council was held accountable for the progress that was made with the Council Equality and Diversity objectives.

In response, Deb Hugill stated that in legal terms accountability rested with the Council as a whole. In terms of the day to day oversight of the Equality and Diversity objectives, this was the remit of the Corporate Equality Group, which is made up of equality and diversity lead officers from each of the Council's departments. There is no full time team of officers working on equality and diversity. Instead, the expectation is that all officers of the Council promote equality and diversity through their day to day work.

Cllr Derek Bastiman queried whether there was sufficient funding to enable to work to be effectively delivered.

Deb Hugill acknowledged that additional funding would help more proactive work to be undertaken. The financial challenges facing local government have meant that any additional funding is highly unlikely. Instead, there has been a focus upon empowering and supporting local groups to do more for themselves and enable them to engage with those people in the Council who plan, design and deliver services.

Cllr Paul Haslam suggested that the document could be strengthened by having a clear statement up front of exactly what it is that the Council is seeking to achieve. Perhaps as previously suggested by Deb Hugill, to 'help support independence and greater economic activity'.

Cllr Geoff Webber raised concerns about the increasing number of children and young people who were being identified as having Special Educational Needs and Disabilities (SEND) and whether the services were in place to support them and their families.

Deb Hugill said that she was unaware of any recent increase in SEND but would follow up with the equality and diversity lead in the Council's Children and young people's service.

Cllr Geoff Webber also raised concerns about the apparent lack of community and in-patient mental health services in the county. He noted that the Harrogate and Rural District Clinical Commissioning Group (CCG) had recently called a halt to the development of a new mental health in-patient facility in Harrogate.

In response, Daniel Harry informed the committee that the North Yorkshire Scrutiny of Health Committee was looking into the provision of mental health services for people from North Yorkshire, both in the county and in neighbouring areas like Middlesbrough or Darlington. At the Scrutiny of Health Committee meeting at 10am on Friday 22 September 2017, the early findings of the outcome of a public consultation, by the Hambleton Richmondshire and Whitby CCG and the Tees Esk and Wear Valleys Foundation Trust, on the future of the 2 mental health in-patient wards at the Friarage in Northallerton would be discussed.

Daniel Harry stated that he would forward details of the meeting to members of the committee.

Cllr Caroline Goodrick queried why there was not one, named person who had responsibility for equality and diversity at the Council. She also noted that, as a member of the Council's Appeals Committee for Home to School Transport, it was often difficult to make decisions where SEND was noted as a key issue.

Deb Hugill suggested that she meet with Cllr Goodrick outside of the committee meeting to discuss her concerns further. Deb Hugill also stated that, whilst there was not a single person whose sole role was to promote equality and diversity in the Council, there was a single point of contact, as follows – equality@northyorks.gov.uk.

Resolved -

The committee resolved to:-

- Note the report
- Thank Deb Hugill for attending the meeting
- Receive an update on the progress against the Council's equality and diversity objectives in 12 months' time, at a meeting of the committee's Mid Cycle Briefing.

23. North Yorkshire Refugee Resettlement Programme - overview of progress

Considered -

The report of Jonathan Spencer, Project Manager, North Yorkshire Refugee Resettlement, NYCC providing an overview of the first 12 months of the resettlement programme.

Cllr Geoff Webber declared an interest in this item as a member of the Harrogate City of Sanctuary.

Cllr Derek Bastiman declared an interest in this item as a member of the Migration Yorkshire and Humber Strategic Migration Group.

Jonathan Spencer gave an overview of the key issues in the report, highlighting the following:

- The national target for the resettlement of Syrian refugees is 20,000
- Yorkshire and Humber is successfully implementing its resettlement programmes, being second only to Scotland for the number of refugees resettled
- North Yorkshire will be resettling in the region of 200 Syrian refugees over 2016/17 to 2018/19
- North Yorkshire has resettled 163 Syrian refugees (33 families) to date
- 40% of the families have included family members with complex needs
- Harrogate and Selby districts met their agreed allocations by April 2017
- Scarborough and Ryedale met their agreed allocations in June/July 2017
- Craven district will have met its agreed allocation in September 2017
- Hambleton and Richmondshire districts plan to start and finish their resettlement programmes in the first half of 2018
- A county-level Programme Board oversees the management of the overall resettlement programme
- Children have been able to secure a school place in their local catchment area
- Some difficulties securing places for secondary school aged-children particularly post-16 year olds
- Only a small number of adults are near to being job ready
- Access to English language provision is critical and a lack of appropriately trained interpreters has been an issue
- County Council's Minority Ethnic Achievement (MEA) Service has been very supportive
- The support from the Refugee Council and of Migration Yorkshire has been invaluable
- A number of welfare benefit issues have impacted adversely on the families
- There have been more than expected complex health needs, particularly around mental health, as it is not always clear what the needs are until a family arrives in the UK
- Support will be in place for 5 years, albeit less intensive as time goes on
- All of the refugees have leave to stay for 5 years, after which their immigration status will be reviewed by the Home Office.

Cllr Derek Bastiman thanked Jonathan Spencer for the high quality of the work that he had done as the Project Manager of the North Yorkshire Refugee Resettlement Programme. In particular, his ability to enable a broad range of different agencies and

organisations to work together as one to deliver the resettlement programme.

Jonathan Spencer noted that the programme was a success due to the collective efforts of a wide range of agencies and organisations.

Cllr Geoff Webber stated that the report was excellent and hoped that committee members would relate to his earlier comments about the pressures upon mental health services in the county. He then queried whether men and women received English language tuition separately or whether the classes were mixed.

Jonathan Spencer stated that all classes were mixed. Also, that the provision of English language teaching had started slowly, due to shortages in Adult Education tutors, but was improving. Jonathan Spencer noted that there were wide variations in the educational attainment of the refugees, with some being illiterate in Arabic.

Cllr Derek Bastiman queried whether all agencies and organisations worked together to support the resettlement programme.

In response, Jonathan Spencer stated that, in general, all those that needed to were fully engaged. It had been a slow start with some partners but this may have been because they did not fully understand what was required of them.

Cllr Andy Paraskos noted that it is often the case that adults moving to a new country who do not have English as a first language will learn enough to get by. Whereas their children will gain fluency relatively quickly.

Cllr Caroline Goodrick suggested that information and communication technology, such as Skype, may increase the availability and accessibility of interpreters.

Cllr Richard Musgrave thanked Jonathan Spencer for all of the work that he had done to make the programme a success and then queried whether the success would mean that North Yorkshire would be expected to take on the resettlement of additional Syrian refugees.

Jonathan Spencer replied that, once the total allocation had been resettled, there may be opportunities for the resettlement of additional Syrian refugees should the District Councils wish to. If they did, then it would be likely that those people considered for resettlement would be 'link families' or those that are related to families that have already been settled through the programme.

In concluding, Cllr Derek Bastiman noted that the scale and extent of the horrendous experiences that the families had endured when in Syria would probably never be known. Also, that the resettlement programme provided a real opportunity for people to rebuild their lives and gain independence once again.

Resolved -

The committee resolved to:-

- Note the report
- Thank Jonathan Spencer for attending the meeting
- Receive an update on the progress in 12 months' time.

24. Work programme

Considered -

The report of the Daniel Harry, Scrutiny Team Leader, NYCC, providing Members with a copy of the committee work programme for review and comment.

Daniel Harry introduced the report and requested that committee members forward any items for possible inclusion on the work programme to him.

Resolved -

The committee resolved to:-

- Note the report.

25. Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances.

No other business was raised.

The meeting concluded at 12:30

DH

Library Service Reconfiguration (694)

6 Month Post Implementation Review



Overview

- Interim 6 Month review to give early indication of progress.
- Information gathered from:
 - Library Community Volunteer Groups
 - Senior staff involved in the Project
 - Elected Members
 - Frontline Library and Stronger Communities staff
- Full review recommended in 2018-19

Background

- Building on 2012 model - innovative programme to transform the Library Service across the county.
- 33 Council run libraries transitioned to varying levels of community responsibility by April 2017.
- Concurrent staffing restructure.
- Aimed to achieve budgetary savings whilst maintaining provision of services to communities.
- National trailblazer- interest from other Local Authorities and Central Government due to the scale and complexity involved.

Progress to date

Initial assessments are positive and the programme delivered demonstrable success:

- Appears on track to achieve savings target (£1.4m)
- Hand-over happened as planned on 1st April 2017
- Library services continue to be available following the transfer (comparable opening hours; no significant fall in business etc)
- No central government challenge / intervention to date despite the high number of libraries involved.

Progress to date

Service Performance

- No real change in library use over last 8 years
- Active users have increased by 6.2% (compared with same period 2016-17)
- Book issues have fallen by 7.3% (compared with same period 2016-17). National average shows fall of 14%
- All libraries have access to performance data to track their own performance – competitive spirit developing!
- Grant funding use – computers, smartscreen TVs, refurbishments etc

Opening Hours

- Opening hours have only reduced by 2% (East Riding have reduced their hours by 28%)
- Only 1 library closed since 2011¹⁸



Progress to date

Summer Reading Challenge

- Completed in the first 6 months post April 17
- 9609 children took part (7823 completed the challenge – 29% of Y&H total)
- 103 volunteers (aged 11 – 24) provided 2028 hours of support to North Yorkshire Libraries (37% of Y&H total)
- 9 Community Libraries increased their number of children starting the challenge this year!
- 3 Community Libraries exceeded their total completers from last year!



Progress to date

- A strong theme is the huge amount of effort and hard work put in to keep the libraries open. All concerned have worked very hard to achieve this and continue to do so.
- Community groups valued jointly-held feedback sessions to identify and address common issues.
- Positive role of libraries staff (also undergoing restructure) - despite the uncertainty, staff remained professional, supportive and courteous and received universal praise from the management committees.

Risks and Issues

- Still very new and challenging – immediate priority is to keep the doors open and deliver the basics.
- Frontline and outreach support from Library and Stronger Communities staff still greatly valued and needed.
- Competition for volunteers across a wide range of charities and organisations remains.
- A number of practical issues remain – joint work is ongoing to achieve resolution:
 - Volunteer training
 - ICT
 - Lease agreements
 - Property

Conclusions and Recommendations

It is recommended that there is:

- Continued support from both Libraries staff and Stronger Communities to fully realise benefits, enable Libraries to become self-sufficient and address remaining issues.
- Continuation of regular communication, networking and knowledge-sharing events.
- A full post implementation review after April 2018 when more data will be available to fully evaluate success.

Future Vision & Next Steps

- Volunteer & Customer experience
- Longer-term Vision & Sustainability – use by partner agencies (CAB, Age UK, Police)
- Innovation – creative use of resources, cultural activities
- Stronger Community Hubs – social inclusion



Library Service Reconfiguration (694)

6 Month Post Implementation Review

30th October 2017

EXECUTIVE SUMMARY

1. PURPOSE

- 1.1 This document presents the findings and initial recommendations of an early, interim, 6-month review of the North Yorkshire library service following its reconfiguration in April 2017.

2. BACKGROUND

- 2.1 An innovative programme has been implemented to transform the Library Service across the county. Building on the 2012 model, this programme transitioned 33 Council run libraries to varying levels of community responsibility by April 2017.
- 2.2 This transformation ran in conjunction with a staffing restructure and aimed to achieve budgetary savings whilst maintaining provision of services to communities.
- 2.3 There has been interest in this programme from other Local Authorities and Central Government due to the scale and complexity involved in delivering the programme.

3. PROGRESS TO DATE

- 3.1 Initial assessments are positive and the programme delivered demonstrable success:
- Financially, the project appears on-track to achieve its savings targets (£1.4m).
 - Handover to community groups happened as planned on 1st April 2017.
 - Library services continue to be available following transition to community management (no significant fall in business).
 - There has been no Central Government challenge / intervention despite the high number of libraries involved (unlike other Local Authorities transitioning fewer / closing libraries).
 - Most community-run libraries have only been open for 6 months – joint work is on-going to further embed services and to resolve remaining issues.
- 3.2 A strong theme is the huge amount of effort and hard work put in to keep the libraries open. All concerned have worked very hard to achieve this and continue to do so.
- 3.3 Community groups reported that they valued jointly-held feedback sessions to identify and address common issues.
- 3.4 It is important to acknowledge the role of the library staff who were also undertaking a staffing restructure such that not all would have a position in the new delivery model. Despite the uncertainty, those staff remained professional, supportive and courteous and received universal

praise from the management committees. The staff restructure resulted in 45.5 FTE taking voluntary redundancy with 7.32 being made compulsorily redundant.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 It is recommended that there is:

- Continued support from both Libraries staff and Stronger Communities to fully realise benefits, enable Libraries to become self-sufficient and address remaining issues.
- Continuation of regular communication, networking and knowledge-sharing events.
- A full post implementation review after April 2018 when more data will be available to fully evaluate success.

North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
11 December 2017

PARISH PORTAL – 100 DAY REPORT

BACKGROUND

There are 731 Parish Councils in North Yorkshire, of which the total number of inactive councils is unknown. Engagement sessions were held with Parish Councils who actively assisted with the design of the Portal and the Portal went 'live' on 17 June 2017.

WHAT HAS GONE WELL

A total of 320 accounts have been registered and requests for accounts are being received on a daily basis (see Appendix 1 for parishes who have registered to use the portal – 251 total). The target is 355 (50%) by the end of January 2018 and we have a full year of communications planned to continue to encourage Parishes to register.

A total of 329 Service requests have been received since the launch. The launch was over the summer period when activity from Parishes is low. Volumes are expected to increase over the winter period. The target for activity is 11,000 service requests annually on-going.

The parish portal includes functionality which allows the parish portal to access updates added by Highway Officers rather than the system generated updates in the customer portal.

Positive feedback has been received from Parish Councils who are using it. Feedback has been encouraged through the design process. Post launch Parishes registering for the portal have been encouraged to provide on-going feedback to help the design team to continually improve the look, feel and functionality of the portal.

Presentations have been given to a variety of Parish Councils which have then resulted in an immediate increase in the numbers of requests for accounts. An example would be following a presentation to Ryedale Parish Councils, the next day 22 requests were received for accounts.

WHERE WE COULD IMPROVE

There is a need to clearly define the difference between the Customer Portal, and the Parish Portal. This is causing some confusion with queries being received from Parishes on why they did not get the 'real' updates from Highways but instead received a system generated update.

During the development the decision was taken to brand the Parish Portal differently to prevent confusion but this still seems to be happening and so requires further investigation/action. On-going engagement and familiarisation with the portal by parishes should see this reduce over time.

We could increase the list of services that can be requested via the Portal to make the portal more attractive to Parishes. Currently we have 5 highway services in the portal. As an organisation we need to work with Parishes to understand what other services they would like to see accessed in the portal and work with services area's to deliver these.

BENEFITS REALISED

The Parish Portal provides a better experience for the Parish, allowing for more self-reliance. Some of the feedback received includes:

- Very easy to use
- I was really surprised at how quickly my report was dealt with this has never happened before
- It's very simple to use and to be honest I don't think I was expecting that
- I was confused by the email I received telling me my request was resolved as I could not work out which case it related to, can the reference number not be included in the email
- I really like that we can see what has been reported on the map, this has saved me reporting things twice.

The initial estimate of Officer time savings (based on 50% take up) is 2,400 hours staff time per year. This equates to 1.4fte of staff time. This saving splits out across:

- Area Business Support Teams - 1,130 hours per year (0.66fte)
- Highway Customer Communication Officers (HCCO's) and Highway Officers across the areas – 1,244 hours per year (0.74 fte).

This is on the basis that Parishes will log 8,165 defects per year through the portal and that HCCOs will deal with 1,285 fewer parish emails per year.

	Per work day	Per week	Per year
Defects reported	31	157	8,165
Fewer parish emails	5	25	1,285
Hours of staff time saved	9	45	2,400

Every defect logged through the portal is expected to save 17 ½ minutes of staff time. If we get less or more than 50% of parishes actively using the system, then these figures reduce or increase on a pro-rata basis. What we have saved based on the volume we have received so far £2,500.

The Parish portal has been short listed for an innovation award internally and we have also received LGA funding to develop further the “user experience” testing that was used to involve Parishes in the design process.

NEXT STEPS

The following have been identified as the next steps:

- More engagement with Parishes
- Extend the number of services available through the Parish Portal based on Feedback from Parishes
- Review Parish feedback and continually refine the product
- Work with Member to understand how they can benefit from the information in the Parish Portal and the Customer Portal to understand reported and resolved issues in each member's area.
- Work with Members to increase the number of Parishes registered and the number of service requests received through the portal.

Sarah Foley

Customer Service Centre Manager/ Customer Programme Manager

North Yorkshire County Council

30 November 2017

Parishes who have registered to use the portal

Parish name

Baldersby & Baldersby St James Parish Council
Airton Parish Meeting
Aislaby Parish Council
Allerston and Wilton Parish Council
Allerton Mauleverer with Hopperton Parish Meeting
Amotherby Parish Council
Ampleforth Parish Council
Appleton Le Moors Parish Council
Appleton Roebuck and Acaster Selby PC.
Appleton Wiske Parish Council
Arkengarthdale PC
Austwick Parish Council
Azerley Parish Council
Bagby & Balk Parish Council
Balne Parish Council
Barkston Ash Parish Council
Barlow Parish Council
BEAL PARISH COUNCIL
Beamsley Parish Meeting
Bedale Town Council
Bellerby Parish Council
Beningbrough Parish Meeting
Bentham Town Council
Bewerley Parish Council
Bilbrough Parish Council
Bilsdale Midcable Parish Council
Bilton in Ainsty with Bickerton Parish Council
Birstwith Parish Council
Bishop Monkton Parish Council
Bishop Thornton and Warsill Parish Council
Boroughbridge Town Council
Bradley Parish Council
Brandsby cum Stearsby Parish Council
Brayton Parish Council
Brompton By Sawdon Parish Council
Brompton-on-Swale Parish Council
Brotherton Parish Council
Broughton Parish Meeting
Buckden Parish Council
Burn Parish Council
BURNISTON PARISH COUNCIL
Burton in Lonsdale Parish Council

Burton Salmon Parish Council
Burton-cum-Walden Parish Council
Camblesforth Parish Council
Carleton-in-Craven Parish Council
Carlton in Cleveland Parish Council
Carlton Parish Council
Carlton Town Parish Council
Catterick Parish Council
Church Fenton Parish Council
Clapham cum Newby Parish Council
Claxton & Sand Hutton Parish Council
Cliffe Parish Council
Cloughton Parish Council
Colburn Town Council
Cononley parish
Cowling Parish Council
Cracoe Parish Meeting
Crakehall with Langthorne Parish Council
Crayke Parish Council
Dacre Parish Council
Dalton on Tees Parish Council
Dalton Parish Council
Danby Group Parish Council
Danby Wiske with Lazenby Parish Council
Darley and Menwith Parish Council
Dishforth Parish Council
Draughton Parish Council
Dunsforths' Parish Meeting
East and West Layton and Carkin Parish Council
East Harlsey Parish Council
Eastfield Town Council
Ebberston with Yedingham Parish Council
Eggborough Parish Council
Embsay with Eastby Parish Council
Escrick Parish Council
Eskdaleside cum Ugglebarnby
Exelby, Leeming & Londonderry PC
Fairburn Parish Council
Farlington Parish Committee
Ferrensby Parish Meeting
Filey Town Council
Flaxton Parish Council
Folkton Parish Council
Foston & Thornton-le-Clay Parish Council
Fylingdales Parish Council
Gargrave Parish Council
Gateforth Parish Council

Goldsborough & Flaxby Parish Council
Grantley, Sawley, Skelding & Eavestone Parish Council
Grassington Parish Council
Great and Little Barugh Parish Council
Great Ayton Parish Council
Great Broughton Parish Council
Great Langton Parish Meeting
Grewelthorpe Parish council
Grinton & Ellerton Abbey Parish Council
Grosmont Parish Council
Hackness & Harwood Dale Group Parish Council
Harmby Parish Council
HAWES & HIGH ABBOTSID PARISH COUNCIL
Hawsker cum Stainsacre Parish Council
Hebden Parish Council
Helmsley Town Council
Hetton cum Bordley Parish Meeting
Hinderwell Parish Council
Hipswell Parish Council
Horton in Ribblesdale Parish Council
Hovingham with Scackleton Parish Council
Hudswell & District Parish Council
Hunsingore Walshford & Cattal
Hunsingore, Walshford and Cattal Parish Council
Hunton Parish Council
Hustwaite Parish Council
Ingleby Arncliffe Parish Council
INGLEBYGREENHOWPARISHCOUNCIL
INGLETON PARISH COUNCIL
Irton Parish Council
Kelfield Parish Council
KILLINGHALL PARISH COUNCIL
Kirby Hill and District Parish Council
Kirk Deighton Parish Council
Kirk Hammerton Parish Council
Kirk Smeaton Parish Council
Kirkby Fleetham with Fencotes Parish Council
Kirkby Malham Parish Council
Kirkby Malzeard, Laverton and Dallowgill
Kirkymoorside Town Council
Knaresborough Town Council
Knayton cum Brawith Parish Council
Langcliffe Parish Council
Langthorpe Parish Council
Lastingham parish
Lawkland Parish Meeting
Leavening Parish Council

Levisham Parish Meeting
Little Ouseburn Grouped PC
Littlethorpe Parish Council
Long Drax Parish Council
Long Marston Parish Council
Long Preston Parish Council
Lothersdale Parish Council
Lower Washburn Parish Council
Luttons Parish Council
Lythe Parish Council
Malton Town Council
Manfield with Cliffe Parish Council
Marske and New Forest Parish Council
Marton-cum-Grafton Parish Council
Martons Both Parish Meeting
Masham Parish Council
Melbecks Parish Council
Melmerby Parish Meeting
Melsonby Parish Council
Mickleby Group Parish Council
MID WHARFEDALE PARISH COUNCIL
Middleham Town Council
Middleton Tyas Parish Council
Morton-on-Swale Parish Council
Moulton Parish Meeting
Muker Parish Council
NAWTON PARISH COUNCIL
Nether Siltan, Over Siltan, Kepwick & Landmoth cum Catto Parish Council
Newby & Scalby Parish Council
Newholm-cum-Dunsley Parish Council
Newland Parish Council
North Cowton Parish Council
North Duffield Parish Council
North Stainley with Sleningford Parish Council
Northallerton Town Council
Nun Monkton Parish Council
Nunnington
Occaney Parish
Osgodby Parish Council
Osmotherley Area Parish council
Pannal and Burn Bridge Parish Council
Pateley Bridge Town Council
Pickering Town Council
Preston under Scar Parish Council
Rainton Parish Council
Raskelf Parish Council
Reeth Parish Council

Reighton and Speeton Parish Council
RICCALL PARISH COUNCIL
Ripley Parish Council
Roecliffe & Westwick Parish Council
Romanby Parish Council
Roxby Group PC
Rudby Parish Council
Ryther Parish Council
Sandhutton Parish Council
Scagglethorpe Parish Council
Scorton Parish Council
Scosthrop Parish Meeting
Scriven Parish Council
Seamer Parish Council
Selby Town Council
Settrington Parish Council
Sharow Parish Council
Sherburn in Elmet Parish Council
Sheriff Hutton Parish Council
Sinnington Parish Council
Skeeby Parish Council
Skelton cum Newby Parish Council
Skipton Town Council
Snape with Thorp Parish Council
South Kilvington Parish Council
South Milford Parish Council
Sowerby Parish Council
Spaunton Parish Meeting
Spennithorne Parish Meeting
Sproxton Meeting
STAINFORTH PARISH COUNCIL
Staintondale Parish Council
Staveley and Copgrove Parish Council
Stillington Parish Council
StirtonWithThorlby
Stonegrave Parish
Stutton cum Hazlewood Parish Council
Stutton Parish Council
Sutton in Craven Parish
Swinton Parish Council
Tadcaster Town Council
Tanfield Parish Council
Thirkleby High & Low with Osgodby Parish Council
Thirlby Parish Meeting
Tholthorpe Parish Meeting
Thornton in Craven Parish Council
Thornton in Lonsdale Parish Council

Thornton le Beans Parish Council
Thornton le Dale Parish Council
Thorpe Willoughby Parish Council
Threshfield Parish Council
Thruscross parish meeting
Tockwith with Wilstrop Parish Council
Topcliffe Parish Council
Upper Nidderdale Parish Council
Warlaby Parish Meeting
Washburn Parish Council
Wath and Norton Conyers Parish Council
Weaverthorpe Parish Council
Welburn Paris Council
Well Parish Council
West Ayton Parish Council
West Witton Parish Council
Westow Parish Council
Whixley Parish Council
Wighill Parish Council
Wistow parish council

**North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
11 December 2017**

Stronger Communities Programme – Progress Report

1.0 Purpose of Report

- 1.1 To provide an update on the work of the Stronger Communities Programme.

2.0 Background

- 2.1 Established in late 2014 and becoming fully operational in 2015/16, Stronger Communities is an ambitious programme to support communities to play a greater role in the delivery of services in North Yorkshire and achieve some key community objectives.
- 2.2 Faced with significant issues such as the size and rurality of North Yorkshire, an ageing population and reducing budgets, there are a range of services that the County Council has traditionally provided that are no longer available or need to be delivered in a different way.
- 2.3 North Yorkshire has a strong tradition of volunteering and communities supporting one another to add to the richness of local life and helping those in need. The Programme builds on this foundation by working in partnership with communities to help them continue to provide the range of services and activities that are important to them and upon which many people rely. In many places the ambitions of communities have surpassed those of traditional local authority service models, with communities better able to respond to local need.
- 2.4 With a dedicated Delivery Manager for each district the Programme provides a package of support and expert advice appropriate to need of the community and the project proposed. In order to manage change, and to allow concepts to be proven, the focus in the first three years has been on four priority service areas:
- Community libraries.
 - Community provision for children, young people and families.
 - Increased and more sustainable community transport.
 - Services for older people and adults with additional support needs.
- 2.5 In the first two years of operation the Programme has invested £1.9m on more than 250 community projects across 80 communities in North Yorkshire benefitting an estimated 20,000 individuals.
- 2.6 The latest summary report for 2016/17 can be found on the Council's website - [Annual Report Summary 2016/17](#).

3.0 Inspire, Achieve, Innovate

- 3.1 The LGA Peer Review in 2016 set the council a challenge by identifying the potential of the Council's Stronger Communities approach to "achieve even more". This initiated an internal review of how the programme was performing and whether any changes were required for it to extend its reach. On-going monitoring of projects demonstrated the types of projects that worked well and in particular those which could be replicated or up-scaled in a way that would be financially sustainable in the future. It was also evident that the programme was increasingly being perceived narrowly as a 'grants programme' rather than a development and change programme and this was being reflected in the size and types of organisations approaching the team. It was recognised that in order to deliver an effective, replicable and long term approach to the establishment and delivery of community led services that reflected the Council's ambitions and priorities (as detailed in 2.4) a new operating model was needed.
- 3.2 In late 2016 the Programme partnered with Sky Blue Research, an organisation which specialises in measuring impact and creating long term strategies and ambitions, to work on a Theory of Change project.
- 3.3 Theory of Change maps a path from an identification of need, to activities, outcomes and impact. The process starts by describing the change that you want to make before working back through the steps involved in making that change happen. The Theory of Change feeds into an Impact Measurement Framework which enables the programme to focus in on what works, target investment to areas of greatest impact and improve the way that any investment is evaluated.
- 3.4 Complementary to this work was a fundamental review of the investment strategy and internal processes to better align it to the new ambition and model. This project concluded in May 2017 and was signed off by the Programme Board on 27 June 2017. The new investment strategy includes three unique investment propositions that support and encourage local action, partnership working and innovation.
- 3.5 In July 2017 the Stronger Communities Programme launched its new investment plan "Inspire, Achieve, Innovate" to more than 500 people at a series of ten roadshows held throughout the county. A range of Voluntary & Community sector and other partner organisations were represented, and feedback about the new approach has been overwhelmingly positive (independent evaluation of the events returned 98% satisfied or highly satisfied), with attendees praising the emphasis placed on collaboration, greater choice for the sector, and the accessible and user friendly processes and information.
- 3.6 Published as a prospectus, 'Inspire, Achieve, Innovate' sets out the new offer available to communities from the Stronger Communities Programme, examples of best practice projects, and details the overall approach i.e. how

the programme works collaboratively with communities using principles of *co-design* and *co-production* to develop services and activities that help deliver both the communities' and the Council's priorities. The approach recognises that in order to extend the reach of the programme, and to enable as many communities as possible to benefit, it is essential that the investment is used to help create the conditions for 'social action' and enables people to come together to help improve their lives and solve problems that are important in their communities.

3.7 Members will be kept up to date with progress on Inspire and Achieve in their areas through regular reporting to Area Committees and details of any awards will be published on the Council's website and the 360 giving open data site. It is also envisaged that there will be on-going discussions with local Members about Achieve projects in their areas as happened with the library projects.

3.8 The [prospectus](#) provides detail on the three strands summarised as:

- **Inspire Fund** - designed to encourage people to get involved in their local community by offering small grants (up to £1000) which help establish new services, events or activities that help to increase social interaction, encourage neighbourliness and improve the well-being of individuals and communities.
- **Achieve Together** – our main investment programme; designed to build longer term strategic partnerships with communities, voluntary organisations and social enterprises who share the Council's priorities. Achieve will design with partners a range of social action projects and services that meet clearly evidenced need, are sustainable and where required, are capable of being delivered at scale.
- **Time to Innovate** – aimed at encouraging creative ideas to solve thorny service delivery issues and is particularly targeted at social enterprises.

3.9 The Inspire programme in particular is seen as being very much complementary to the Council's Locality budgets. Delivery Managers, who are involved in the evaluation of both, are well placed to ensure projects are receiving the most effective support for them and ensure that projects are not double funded.

3.10 Since the new programmes went live, 32 Inspire projects have been approved with a further 23 in the pipeline. Projects are from groups from across the county and it is particularly pleasing to see that the majority are from small or new groups who haven't previously received support from Stronger Communities. In addition, Delivery Managers are engaging with partners to work up proposals and detailed plans for the first Achieve projects. We expect the first Achieve projects to commence early in the New Year.

4.0 Strategic Projects in 2017

- 4.1 **North Yorkshire Connect** - this is the new community directory for North Yorkshire which officially launched at the Wider Partnerships Conference on 3rd November. It's a resource for people of all ages and the professionals working with them, helping to build self-reliance in communities and supporting customers to access services and information for community and voluntary organisations online. It has been developed in a partnership between the 2020 Customer Programme and Stronger Communities, and built in house by the development team within Technology and Change. It will contribute to key priorities of the County Council by helping to reduce social isolation, using technology to enhance the way we work, and encouraging more people to go online for help and support. The site can be found using this link: [North Yorkshire Connect](#).
- 4.2 **Physical Activity Services for Older People** - Stronger Communities was asked by Public Health to lead on the commissioning of a contract for a new community based physical activity service which provides age and physical ability appropriate activities across North Yorkshire for adults who are at risk of falls, increasing frailty, or loneliness and social isolation. The principle of the service is that people will be able to 'step-up' or 'step-down' dependent on their need between a universal session (such as a bowls group or walking club) and a targeted session (more intensive support appropriate to need).
- 4.3 The opportunity closed in early August 2017. North Yorkshire Sport (lead) and REACT were the successful bidders. Over quarter three (17/18) NYS and REACT have been engaging with health and care sector colleagues, mapping existing universal provision in the county, establishing the referral pathway and beginning to advertise and market the service (including naming and branding).
- 4.4 The intention is to launch at least two targeted sessions in the Harrogate District, one in Richmondshire and one in Hambleton during January 2018, with a further 11 being rolled out across the county in the first 12 months. The locations of these targeted sessions will not be fixed, there is an emphasis on flexibility to move sessions based on need and demand.
- 4.5 **Go Local** - Stronger Communities has led on a marketing and branding exercise aimed at increasing awareness of community transport. Colleagues in Integrated Passenger Transport, a specialist marketing agency and with community transport providers have worked together to create an overarching community transport brand and associated marketing materials aimed at increasing the public's awareness, perceptions and usage of community transport.
- 4.6 The Go Local brand and [video](#) were launched at the Stronger Communities summer roadshows where it received positive feedback. Since the launch, a formal community transport provider network group has been formed which is Chaired by a Community Transport Operator. The group has decided to further develop the website, run a volunteer recruitment campaign, establish social media presence, produce a joint promotional leaflet and develop a Go Local 'Quality Mark 'that all providers using the brand will sign up to. This will ensure

that all CT providers will work to a set of service standards thus improving the overall quality of their services.

4.7 **Approved Provider List** - identified as an area of need in the sector, the demand for which was not anticipated at Programme inception; the Programme has procured and updates a framework of expert external specialist consultancy organisations able to assist voluntary and community sector organisations across 12 specialist and technical areas from finance and training to marketing and risk management. Since its creation 24 call-off contracts have been awarded, are currently out for bids, or are in development with £75k of direct investment from the Programme to support the sector.

5.0 Future Activities

5.1 **Prevention Contracts** – recognising the need to align all the Council’s current prevention programmes, the Head of Stronger Communities has been asked by Health and Adult Services (HAS) to work alongside their commissioning team to provide the strategic lead for the re-commissioning of Well-being and Prevention contracts. HAS currently provides funding towards a small number of community-based wellbeing and prevention services throughout North Yorkshire which help people stay well and independent. These contracts are due to expire in September 2018. Engagement and consultation on the future shape of these contracts is currently underway.

5.2 **Volunteering** – volunteers are fundamental to the delivery of community led social action. The programme is currently working with partners on projects that will develop opportunities for young people to volunteer and for adults with additional support needs. Activity is also planned to further develop internal resources which support volunteers such as recruitment, retention and training. This will build on the work that has been delivered over the past two years as part of the library reconfiguration programme.

5.3 **Innovation** – with the new investment approach for Achieve and Inspire live, focus over the next quarter will be on the implementation of the final investment stream **Time to Innovate**. The final format for this investment is still under discussion. Options are being drawn up which include Member and Area Committee involvement in the award decision making process.

5.4 **Showcase events** –a programme is currently being prepared which will offer all Members the opportunity to see first-hand the range of projects supported. The schedule will include the opportunity to visit projects that have received funding and/or information, advice and guidance from the programme. Each visit will provide Members with the opportunity to meet with groups and volunteers and will allow them to showcase their work. The visits will take place between January and March 2018 and invitations will be sent out to all Members shortly.

5.5 **Programme Evaluation** – in early 2018 the Programme will commence a procurement exercise for a five year independent evaluation of the effectiveness of the Stronger Communities Programme and its new investment

approach. The emphasis will be on collaborative learning to help the Programme understand what is working, where to target resources and how it can enhance its offer. The evaluation will also help our voluntary and community sector partners to reflect on areas of learning, share their experiences widely and in new ways, and evidence their impact.

6.0 Challenges for the Future

- 6.1 Although initial take up for Inspire is encouraging, it is still very new and represents a significant shift from the Programme's previous investment approach. In order to build and keep momentum for this very local community action, it is recognised that further efforts will be needed to really target those smaller groups with whom there has been little or no contact.
- 6.2 Members have an important role as champions in their community, and we would encourage all Members to let local groups and voluntary organisations they are involved with know about the Inspire Fund. Further information is available on the Council's website: <https://www.northyorks.gov.uk/stronger-communities>
- 6.3 Stronger Communities has been in operation for nearly three years. During this time we have witnessed first-hand the ambition and capacity of communities to take a greater role in managing and delivering a range of services, most noticeably the role communities and volunteers now play in the delivery of the Library Service. However, it is important not to be complacent and to continue to support new and existing community groups in the months and years ahead.
- 6.4 One of the potential challenges for greater collaboration with communities is the recruitment and retention of volunteers, and the increasing demand that is placed on volunteers. This is an issue that cannot be considered in isolation and officers are currently looking at how volunteers – including the Council's own c5000 volunteers - are best supported.
- 6.5 In July the Department for Transport announced that they would be changing the issue and use of Section 19 and 22 permits for passenger transport in Great Britain. Consultation commenced in the autumn and any statutory changes are awaited. This may have significant implications for a number of community transport operators in North Yorkshire whose main activity is operating passenger transport services and does not fall into the exemptions¹.
- 6.6 The County Council has been in direct contact with those operators for whom it issues Section 19 and 22 permits and has contacted all providers to offer one consolidated legal position rather than each provider seeking their own legal advice. We will continue to monitor the situation and support the community transport sector wherever possible.

¹ Exclusively for non-commercial purposes or which have a main occupation other than that of a road passenger transport operator.

7.0 Recommendations

7.1 Members are asked to note the report.

Report Author

Marie-Ann Jackson
Head of Stronger Communities

27 November 2017

**North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
11 December 2017**

Council Plan Refresh

1.0 Purpose of the report

- 1.1 To update the Corporate and Partnerships Overview and Scrutiny Committee on what is being considered as part of the refresh of the 2017-2021 Council Plan.

2.0 Council Plan refresh

- 2.1 The Council Plan 2018 – 2022 will require approval by full Council on 21 February 2018 (alongside the Medium Term Financial Strategy), with prior consideration at Executive (on 30 January 2018).
- 2.2 It has been decided that a light refresh of the current plan will be undertaken rather than a full rewrite, as the ambitions, priorities, approach and values remain relevant and appropriate. The format will also remain the same.
- 2.4 The process of refreshing the plan has begun with discussions with senior managers, assistant directors, Management Board and members of the Executive.
- 2.5 Set out in appendix A is the draft changes made to the high level outcomes within the plan. Changes have been made to the outcomes sat under the “Best start to life” and “Modern Council” ambitions – as highlighted in the appendix.
- 2.6 The “Best start to life” outcomes have been changed to mirror those within the new Children and Young people’s plan – Young & Yorkshire 2, this ensures there is consistency between the two documents.
- 2.7 Under the Modern Council ambition there has been the addition of a new outcome – “Staff and Councillors are supported by professional services to work in an effective and efficient way as possible”. This outcome has been included to ensure that the work done within Central Services is better reflected, for example the new Strategy and Performance team.
- 2.8 Corporate and Partnerships Overview and Scrutiny Committee is asked to comment on the refreshed high level outcomes set out in Appendix A.
- 2.9 As in previous years, it is proposed to circulate by email the draft plan to members of the Corporate and Partnerships Overview and Scrutiny Committee by 22 December 2017, with a request for comments by 5 January 2018.

Neil Irving
Assistant Director - Policy and Partnerships
11^h December 2017

Appendix

A. Council plan Refresh – Ambitions and high level outcomes

Background documents

Council Plan 2017-21 - <https://www.northyorks.gov.uk/council-plan>

Appendix A:

Council plan Refresh – Ambitions and high level outcomes

Ambition	High level outcomes
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.	<ol style="list-style-type: none">1. A larger business base and increased number of good quality jobs in North Yorkshire.2. People across the county have equal access to economic opportunities.3. Increased overall average median wage

Ambition	High level outcomes
Every child and young person has the best possible start in life	<ol style="list-style-type: none">1. Education as our greatest liberator with high aspirations, opportunities and achievements.2. A happy family life in strong families and vibrant communities.3. A healthy start to life with safe and healthy lifestyles.

Ambition	High level outcomes
<p>Every adult has a longer, healthier and Independent life</p>	<ol style="list-style-type: none"> 1. People have control and choice in relation to their health, independence and social care support. 2. People can access good public health services and social care across our different communities. 3. Vulnerable people are safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse.

Ambition	High level outcomes
<p>We are a modern council which puts our customers at the heart of what we do</p>	<ol style="list-style-type: none"> 1. Customers easily and effectively access the County Council services they need. 2. More resilient, resourceful and confident communities co-producing with the County Council. 3. We have a motivated and agile workforce working in modern and efficient ways. 4. Staff and Councillors are supported by professional services to work in an effective and efficient way as possible

**North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
11 December 2017**

Committee Member visit to Wetherby YOI on 31 October 2017

Purpose of Report

To update the Committee on the visit that that Cllr Derek Bastiman and Cllr Tony Randerson undertook to HM YOI Wetherby on 31 October 2017, as part of the ongoing interest of the Committee in understanding what can be done to reduce reoffending rates amongst young offenders in the county.

Background

Julie Firth, Head of Prevention for Children and Families at the Council, attended the meeting of the Corporate and Partnerships Overview and Scrutiny Committee on 19 June 2017 to provide an overview of the work of the North Yorkshire Youth Justice Service and their Annual Plan. At the committee meeting, concerns had been raised about the relatively high reoffending rates amongst young offenders in the county and whether more could be done to reduce them.

The committee Chair felt that one way of better understanding the issue was to visit a local YOI, see what interventions are put in place for young people whilst in custody and speak to some young people from North Yorkshire in custody there. As such, arrangements were made for a visit.

Members will be aware that the Corporate and Partnerships Overview and Scrutiny Committee has a specific role as the County Crime and Disorder Committee, for the purposes of Part 3 of the Police and Justice Act 2006. It was in this capacity that the visit was undertaken.

Visit

Cllr Derek Bastiman and Cllr Tony Randerson attended the visit, accompanied by Lisa Atkinson of the NYCC Youth Justice Service and Daniel Harry the NYCC Scrutiny Team Leader. Lex Gray, Resettlement Officer at HM YOI Wetherby, provided an escorted tour of the prison and also made arrangements for an accompanied meeting with a young person from North Yorkshire who was in custody at the YOI.

Discussions and observations

The following is a bullet-pointed summary of the discussions and observations from the tour of the YOI and also the discussions with the young person from North Yorkshire.

- HM YOI is the main custody centre for young people from North Yorkshire. It is the largest in England and so has a wide catchment area.

- The numbers of young people entering custody have reduced over time as more investment has gone into prevention, early intervention and the use of diversionary disposals by the Police. As a result, Young people are typically serving longer sentences, ranging from 9 months to indeterminate.
- Kirklees Youth Justice Service was held up as an example of best practice, largely due to the enhanced level of resourcing that they have which has meant that they can develop and deliver tailored and individualised programmes of intervention.
- The age range for a young person in custody at HM YOI Wetherby is typically from 15 to 18 years.
- Often, a young person in custody will have lost one of their primary care givers, have a drug or alcohol problem, have left school early, and have been convicted of a serious violent offence.
- There is a dedicated facility for those young people who are classed as vulnerable but this is often over-subscribed.
- Over 30 hours of education is delivered each week in classrooms with 8 students. There are opportunities to gain both practical and academic qualifications.
- Sentence length can be a key factor in accessing the support and intervention in prison that can change behaviours. Longer sentences create more opportunities for work to be done.
- Maturity, personal confidence and self-awareness all have a key role to play in how effective rehabilitation interventions can be with young people in custody.
- There is a strong link between the local Youth Justice Service and the prison in terms of preparing for the arrival of a young person, ongoing assessment throughout their sentence and then in preparing for release.
- Offending behaviour, victim awareness and other courses are completed whilst in custody.
- There is access to mental health services, physical health services and drug and alcohol misuse services.
- The Army Cadets have been established in the prison, enabling young people to access the youth entry scheme that is available in the community. Some offences, however, such as drug dealing, can mean that they are not accepted by the military.

Recommendations

That the committee:

1. Send a letter of thanks to the Governor of HM YOI Wetherby for allowing the visit to take place and to note the time and effort put in by Lex Gray and the prison officers to make the visit successful
2. Send a letter of thanks to young person who was interviewed
3. Invite Julie Firth to attend the meeting of the committee on 12 March 2018 to provide an update on the 'Youth Justice Strategic Plan', the implementation of the new model of practice and the impact this has had upon reoffending rates.

Daniel Harry
Scrutiny Team Leader
North Yorkshire County Council
22 November 2017.

**North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
11 December 2017**

Work Programme

Purpose of Report

That Members review the Committee's work programme, taking into account the outcome of discussions on previous agenda items and any other developments taking place across the County.

Work Programme

The Work Programme is attached at **Appendix 1** and Members are asked to consider, amend and add to the Committee's Work Programme, as required.

Scheduled committee dates and mid-cycle briefing dates in 2017 and 2018

Forthcoming committee dates are:

- 10.30am on 12 March 2018
- 10.30am on 18 June 2018
- 10.30am on 3 September 2018
- 10.30am on 3 December 2018.

Forthcoming mid-cycle briefing dates are:

- 10.30am on 22 January 2018
- 10.30am on 23 April 2018
- 10.30am on 30 July 2018
- 10.30am on 29 October 2018.

Recommendation

Members are asked to consider, amend and add to the Committee's Work Programme.

Daniel Harry
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22 November 2017

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2016/17 & 2017/18

Scope

- The Council's corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality and diversity, performance management, communication and access to services.
- Partnership working, community development, community engagement, community strategies and community safety.
- This Committee is the Crime & Disorder Committee for the purposes of Part 3 of the Police and Justice Act 2006.

Meeting dates

Scheduled Committee Meetings	11 December 2017 10.30am	12 March 2018 10.30am	18 June 2018 10.30am	3 September 2018 10.30am	3 December 2018 10.30am	4 March 2019 10.30am
Scheduled Mid Cycle Briefings Attended by Group Spokespersons only	22 January 2018 10.30am	23 April 2018 10.30am	30 July 2018 10.30am	29 October 2018 10.30am	21 January 2019 10.30am	15 April 2019 10.30am

Agenda Briefings (Attended by Group Spokespersons only) - will be held at 9.30am on the day of the committee meeting.

*NOTE – this meeting was changed from a mid-cycle briefing to a full committee meeting.

**Corporate and Partnerships Overview and Scrutiny Committee
Work Programme Schedule 2016/17 & 2017/18**

Reports

11 December 2017 - Committee	
2020 Council – Community Libraries	Review of first 6 months of operation - Chrys Mellor, General Manager, Libraries
Stronger Communities	Stronger Communities Annual Report 2016/17 – Neil Irving, Marie-Ann Jackson
Community Safety - Youth Justice Strategic Plan	Committee Member visit to Wetherby YOI on 31 October 2017
Customer access	Outcome of the workshop (14 November 2017) on the Parish and Customer portals and first 6 months of the Parish Portal – Julie Blaisdale and Anne-Louise Arkle
County Council Plan 2017/21	Refresh – Neil Irving and Louise Rideout
22 January 2018 – Mid Cycle Briefing	
Community Safety - Reoffending	Transforming Rehabilitation - Changes to the Probation Service – Louise Johnson, National Probation Service, North Yorkshire and Martin Weblin, CRC
Customer	Johnston Press – current NYCC contract and value for money
12 March 2018 - Committee	
Community safety - PCC	Formal collaboration of Blue Light Services - review of progress made with the implementation of plans for collaboration between North Yorkshire Constabulary and North Yorkshire Fire and Rescue Service – Julia Mulligan, Police and Crime Commissioner
Community Safety – Youth Justice	Youth Justice Strategic Plan – implementation of the new model of practice and the impact this has had upon reoffending rates – Julie Firth
Customer access	Progress against the 2020 target of 70% of contact being managed by customers using digital self-service channels – update - Julie Blaisdale and Sarah Foley, Customer Programme Manager
23 April 2018 – Mid Cycle Briefing	
2020 Council – Partnerships and Traded services	Overview of partnership arrangements and traded services – how things are shaping up – Gary Fielding and Barry Khan

18 June 2018 - Committee	
Locality Budgets	Future delivery – Neil Irving
2020 Council – Partnerships and Traded services	Overview of partnership arrangements and traded services –Annual Report of the Brierley Group – Gary Fielding and Barry Khan
30 July 2018 – Mid Cycle Briefing	
Equality and Diversity	Overview of progress with achievement of the Council’s Equality and Diversity objectives – Deb Hugill
North Yorkshire Syrian Refugee Settlement Programme	Update on progress - follow up to presentation at 3 October 2016 committee meeting – Jonathan Spencer
3 September 2018 - Committee	
Community Safety - NYCSP	Update on the North Yorkshire Community Safety Partnership, including: implementation of Delivery Plan; partnership working; impact – Odette Robson and Dr Justin Ives.
29 October 2018 – Mid Cycle Briefing	
Community Safety - Prevent	Progress to date and future plans – Neil Irving and Odette Robson
3 December 2018 - Committee	

Areas of overview and scrutiny that do not yet have a confirmed date for committee:

- Rationalisation of NYCC property portfolio
- Devolution – proposals and progress to date
- Mobile post office coverage in North Yorkshire – Michael Renshaw, Post Office Field Advisor
- Bank branch closures and access to banking services
- Implementation of the Police and Crime Plan 2017 to 2020 – Julia Mulligan.

Daniel Harry
22 November 2017