

Agenda

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

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

Date: Monday 18 June 2018 at 10.30 am

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Business

- 1. Exclusion of the Public and Press – Exclusion of the public and press from the meeting during consideration of each of the items of business listed in Column 1 of the following table on the grounds that they each involve the likely disclosure of exempt information as defined in the paragraph(s) specified in column 2 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to information)(Variation) Order 2006:-**

Item number on the agenda	Paragraph Number
6 – Appendix 1	3

- 2. Minutes of the meeting held on 12 March 2018**

(Pages 6 to 12)

3. Declarations of interest

4. 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 Legal and Democratic Services (*contact details below*) no later than midday on Wednesday 13 June 2018. 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.

5. Chairman's Announcements - Any correspondence, communication or other business brought forward by the direction of the Chairman of the Committee. (FOR INFORMATION ONLY)

6. Overview of partnership arrangements and traded services – Annual Report of the Brierley Group – Richard Flinton - Chief Executive, Gary Fielding – Director Strategic Resources, Barry Khan – Assistant Chief Executive Legal and Democratic Services and Michael Leah – Assistant Director Strategic Resources, North Yorkshire County Council
(Pages 13 to 21)

7. Locality Budgets - Future delivery – Report - Marie-Ann Jackson, Stronger Communities, North Yorkshire County Council
(Pages 22 to 62)

8. Community Libraries - Review of first 12 months of operation – Julie Blaisdale – Assistant Director Library and Community Services, Marie-Ann Jackson – Stronger Communities and Chrys Mellor – General Manager Libraries, North Yorkshire County Council
(Pages 63 to 112)

9. Visit to HMP Kirklevington Grange on 16 April 2018 – Report - Daniel Harry, Democratic Services and Scrutiny Manager, North Yorkshire County Council
(Pages 113 to 115)

10. Work programme – Daniel Harry, Democratic Services and Scrutiny Manager, North Yorkshire County Council
(Pages 116 to 120)

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: 8 June 2018

NOTES:

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

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

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

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

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

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

Accident or Illness

First Aid treatment can be obtained by telephoning Extension 7575.

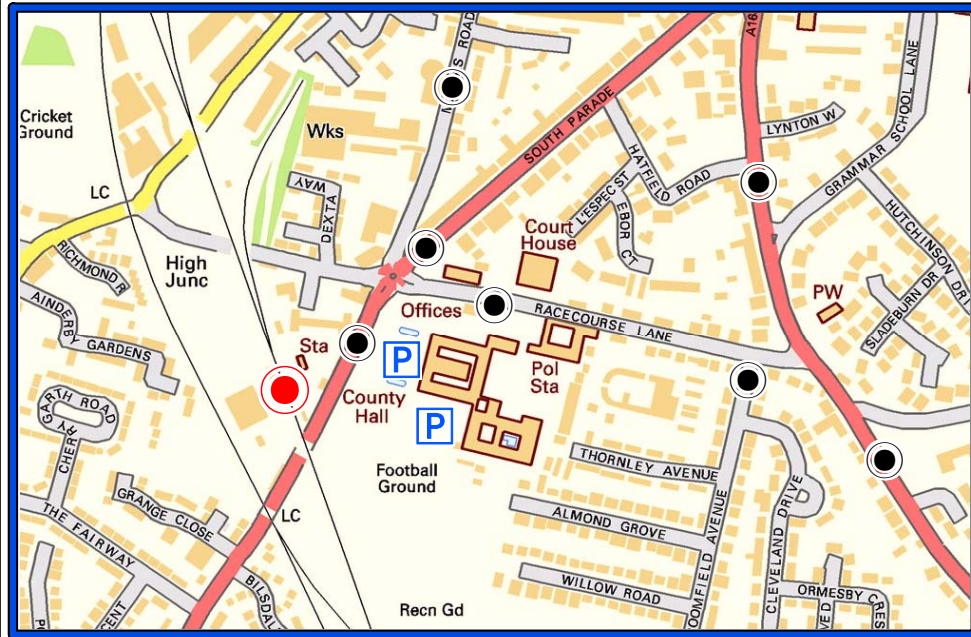
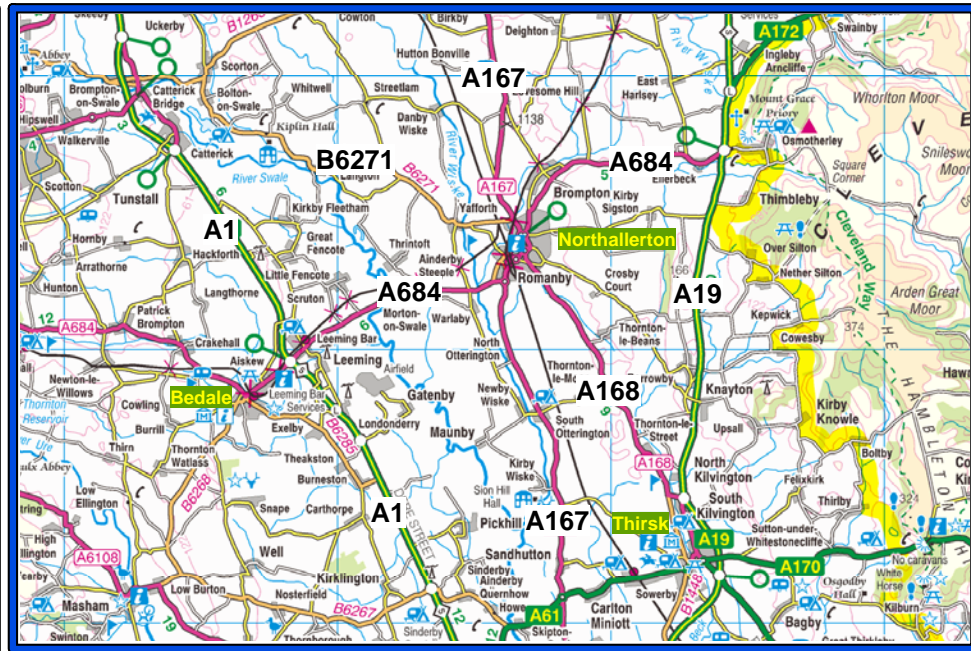
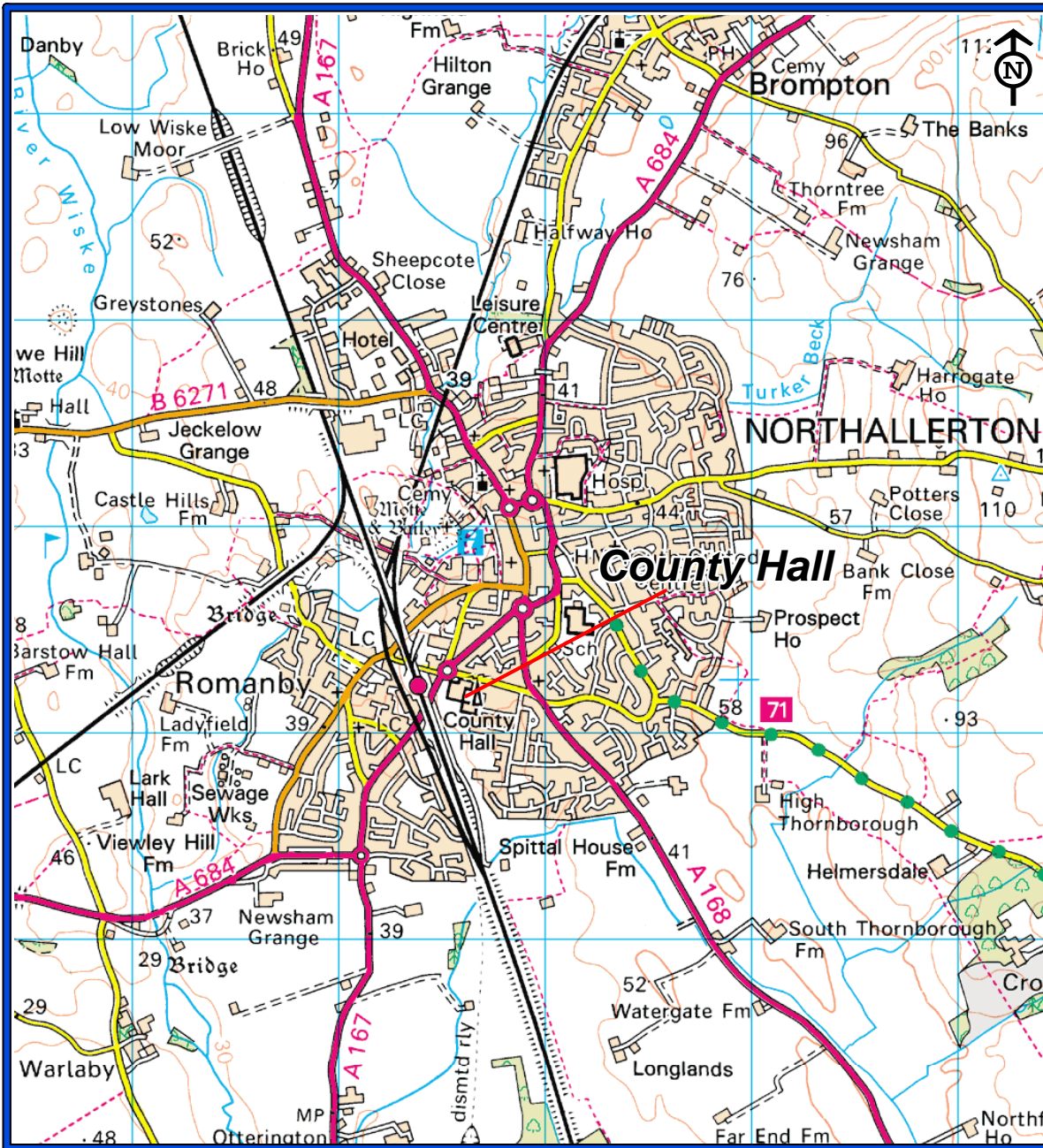
Corporate and Partnerships Overview and Scrutiny Committee

1. Membership

County Councillors (13)					
	<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	MUSGRAVE, Richard		Conservative	Escrick	
7	PARASKOS, Andy		Conservative	Ainsty	
8	PARSONS, Stuart		NY Independents	Richmond	
9	RANDERSON, Tony		Labour	Eastfield and Osgodby	
10	THOMPSON, Angus		Conservative	Richmondshire North	
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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County Hall

Northallerton
North Yorkshire
DL7 8AD



North
Yorkshire County Council

Tel : 0845 8 72 73 74

North Yorkshire County Council

Corporate and Partnership Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Northallerton on 12 March 2018 at 10.30 am.

Present:-

County Councillor Derek Bastiman in the Chair.

County Councillors, Val Arnold, Bryn Griffiths, Caroline Goodrick, Richard Musgrave, Andy Paraskos, Caroline Patmore (substitute for Margaret Atkinson), Stuart Parsons, Tony Randerson, Annabel Wilkinson, Nicola Wilson and Robert Windass (substitute for Cliff Trotter).

Also in Attendance

County Councillors Carl Les and Greg White (Executive Members).

Officers: Louise Johnson, National Probation Service, North Yorkshire and Martin Weblin, Community Rehabilitation Company; Julie Blaisdale, Assistant Director, Library and Community Services, NYCC and Sarah Foley, Customer Programme Manager, NYCC; Neil Irving, Assistant Director, Policy and Partnerships, NYCC; Jason Geldard-Phillips, Technology and Change, NYCC and Louise Jackson of Veritau; and Daniel Harry, Democratic Services and Scrutiny Manager, NYCC.

A member of the press.

Apologies for absence were received from County Councillors Margaret Atkinson, Paul Haslam and Cliff Trotter.

Copies of all documents considered are in the Minute Book

37. Minutes

Resolved –

That the Minutes of the meeting held on 11 December 2017, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

38. Declarations of Interest

There were no declarations of interest to note.

39. Public Questions or Statements

There were no public questions or statements.

40. Chairman's Announcements

The Chairman provided the Committee with an update relating to the following matters:-

At the Mid Cycle Briefing on 22 January 2018 there was a review of bank branch closures and the impact upon access to counter-based cash transactions in the county, particularly rural areas.

The following key issues were identified by those members present:

- Concerns about the future of Post Offices and the over reliance on them to fill the gaps made by branch closures
- The lack of any aerial view of the cumulative impact of branch bank closures (as each bank makes unilateral decisions based upon its commercial pressures)
- Concerns about the number of people that will be left behind without access to banking services as we move increasingly to a cash-less society and dependence upon on-line technologies
- A query about the role that bank's 'corporate social responsibility' had to play in decision making
- SMEs are key to the long term sustainability of rural areas. The closure of branch banks in rural areas poses a significant risk to their long term future.

At the Mid Cycle Briefing on 23 April 2018 there will be a review of Post Office closures (linked to Bank branch closures) as a follow-up to the review of access to counter-based banking services.

In response to this announcement by the Chairman, committee members made the following comments:

Cllr Bryn Griffiths stated that s.106 and SIL funding linked to housing developments could be used in some way to support access to counter-based banking services.

Cllr Stuart Parsons suggested that the Council could look into the feasibility of a scheme to support rural Post Offices.

Cllr Caroline Patmore noted that the matter was pressing and that Post Offices and bank branches were being closed on an ongoing basis.

Cllr Andy Paraskos suggested that there needed to be a focus upon ATMs.

Resolved –

- a. Daniel Harry to investigate whether s.106 and SIL funding linked to housing developments could be used to support counter-based banking in rural areas and market towns.

41. Reducing adult offending

Considered -

The report of Louise Johnson, National Probation Service, North Yorkshire and Martin Weblin, Community Rehabilitation Company providing an update on data relating to adult reoffending rates in the county.

Introducing the item, Cllr Derek Bastiman noted that Louise Johnson and Martin Weblin previously attended the committee at the meeting on 3 April 2017. At that time concerns were raised about the lack of data that would enable committee members to better understand the reoffending rates of adult offenders in the county and how they compared to similar areas.

In response, Louise Johnson and Martin Weblin stated that there remained real problems with accessing comprehensive data on adult reoffending in the county and comparative data for surrounding areas. This was because the data is not locally controlled and the issue was how the Ministry of Justice collated and disseminated the data. Both Louise and Martin stated that they had endeavoured to bring what information they could to assist the committee.

Louise Johnson then gave a presentation on the work of the Probation Service locally, the key points of which are summarised below:

- The quality of the work that the Probation Services does with offenders in the county is regularly monitored via the: NPS Effective Probation Practice Team; Divisional Performance team and new Quality and Development Officer roles; Quality Frameworks; and NPS NE Performance Dashboards
- There are 26 National Performance Measures with Probation that are routinely measured on along with 11 additional NPS NE Priority measures
- There is a system of accredited programmes for the rehabilitation of offenders, all of which have previously been piloted and independently assessed before being adopted
- More work being done with mental health services to enhance the treatment available to offenders with mental health problems

In concluding, Louise Johnson offered to show committee members some of the work that is done in the community with adult offenders.

Martin Weblin referred members to the 'Understanding Proven Reoffending: Quick Guide' on page 29 of the agenda pack. He stated that he understood the frustration of committee members, a frustration that he and others shared. Martin Weblin gave assurances about the quality of the work undertaken with adult offenders and reiterated that their work was regularly assessed and inspected.

Cllr Tony Randerson said that he could not understand why local and comparative data was not accessible.

Cllr Bryn Griffiths noted that the data was not a local issue but something that the committee should take up directly with the Ministry of Justice.

Cllr Caroline Goodrick queried how, in light of the paucity of local data to track reoffending rates, the effectiveness of work with offenders could be evaluated.

In response, Martin Weblin stated that there were a wide range of qualitative measures in place that helped ensure that the programmes and interventions adopted by the CRC and the Probation Services locally were effective.

Resolved –

- a. Thank Louise Johnson and Martin Weblin for attending
- b. Request that an update on the rehabilitation programmes and interventions delivered by the Probation Service and the CRC is provided to the committee meeting on 4 March 2019
- c. That the committee write to the Ministry of Justice to highlight the concerns about the data that is available and the resulting difficulties in scrutinising reoffending rates.

42. Progress against the 2020 target of 70% of contact being managed by customers using digital self-service channels

The presentation of Sarah Foley, Customer Service Central Manager/Customer Programme Manager and Julie Blaisdale, Assistant Director, Library and Community Services, NYCC providing an update on the use of digital self-service channels.

Daniel Harry noted that this presentation had not been published with the main committee papers and that it would be circulated to members and published on the Council website after the meeting.

Sara Foley gave a presentation providing an update on the work being done to move more of the Council's contacts from face to face and telephone to digital self-service. The key issues are as summarised below:

- By 2020 70% of transactions with the NYCC will be done on-line
- 12 services are now in the customer portal
- Customers can now upload documents to provide evidence for eligibility for services
- Customers can now book an appointment to register a birth or death online
- The Customer Service Centre is picking up more complex work with social care assessments by telephone. The volumes of contacts annually is approximately 455,000
- Telephony and face to face providing a safety net for on-line
- There have been significant improvements in speed and efficiency, particularly regarding blue badges and senior person bus passes
- During the recent poor weather we saw a 20% reduction in calls to the Council compared to similar events in previous years but a 300,000% increase in web hits on the school's closure page
- Future areas of work include: book and plan a wedding on-line; apply for or renew a blue badge on-line; report a fault on a public right of way; and report a lost or stolen bus pass and apply for a new one.

Julie Blaisdale noted that moving more social care queries and assessments on-line and through the Customer Service Centre has meant that greater capacity has been created within adult social care services.

Sarah Foley said that customers were involved from the outset in the development of any transfer of services from face-to-face to telephone or on-line.

Sarah Foley updated the committee on the visit that had been made to see the work being done by Cumbria County Council on customer contacts. This was undertaken at the request of the committee. In summary, it was shown that North Yorkshire was significantly ahead in its work.

Daniel Harry said that he would work with Julie Blaisdale and Sarah Foley to identify a series of updates for the committee on key aspects of this work, based upon the customer work programme and key milestones to be achieved.

Cllr Derek Bastiman thanked Julie Blaisdale and Sarah Foley for all that they had done to make this area of work so successful.

Resolved -

- a. Thank Julie Blaisdale and Sarah Foley for attending
- b. Request regular updates on the work being done and progress against the 2020 target.

43. Response to the consultation on the proposed closure of Northallerton Magistrates Court

Considered -

The report of Neil Irving outlining the Council's draft response to the Ministry of Justice consultation on the proposed closure of the Magistrates Court in Northallerton.

Neil Irving introduced the draft consultation response and identified the following issues:

- Many of the assumptions made in the consultation are flawed

- The consultation fails to meet the three standards or principles that it set out for itself
- There is sufficient demand for Northallerton to continue as a Magistrates Court
- Closing the court would result in excessive travel times and journeys for people who are often on low incomes and solely reliant on public transport
- Closing the court would impact upon access to justice for those people who are reliant on public transport
- There has been insufficient consideration of the impact of the proposed closure on BME (black and minority ethnic) groups.

Neil Irving noted that members had a role to play in highlighting the consultation to Parish Councils, all of whom could be encouraged to respond in their own right.

Cllr Derek Bastiman said that promises had previously been made that Northallerton Magistrates Court would be protected when Stokesley Magistrates Court was closed.

Cllr Val Arnold stated that, when compared to York, Northallerton Magistrates Court was well equipped and so should be protected. Any savings from the closure of the Northallerton Magistrates Court would soon be lost in funding the works needed to bring York Magistrates Court up to standard.

Cllr Stuart Parsons said that people are typically required to report to the Magistrates Court at 10am. If they do not do so, then they run the risk of being fined or having their case heard in their absence. He said that people would struggle to get to York or Harrogate or Skipton by public transport from the more rural areas of the county by 10am. This went against the administration of justice.

Cllr Caroline Patmore said that it made little sense to close Northallerton Magistrates Court when the Police HQ was in the town.

Cllr Derek Bastiman queried whether the Police and Crime Commissioner for North Yorkshire had a view and how she would be responding to the consultation.

Cllr Bryn Griffiths highlighted the importance of having magistrates who had local knowledge and who knew the area.

Neil Irving stated that the closing date for the consultation is 29 March 2018. The views of the committee will be included in the final draft of the response, which will then go to the Leader, Cllr Carl Les, for final sign-off ahead of submission.

In closing, Cllr Derek Bastiman noted the support of the committee for the draft consultation response.

Resolved -

- a. That the draft consultation response be supported.

44. General Data Protection Regulation (GDPR)

Considered -

The report of Jason Geldard-Phillips, Technology and Change, NYCC and Louise Jackson of Veritau, providing an overview of the GDPR, what work is being done to implement the regulation across the Council, what the risks are and what mitigating actions are being taken to reduce those risks.

Jason Geldard-Phillips introduced the item and stated that the GDPR was not a major change but a formalisation of good practice. It will be enacted in UK law in May 2018. A lot of work had already been done to introduce the requirements locally, with delivery

being led by the Data Governance Team in Technology and Change.

Jason Geldard-Phillips summarised the key elements as follows:

- More information and explanation must be included in the Privacy Notices which must be given to customers, clients and other individuals
- Privacy Notices must include the “legal basis” for processing
- The annual fees paid by organisations to the Information Commissioner for processing of personal information will increase from the current £500 to £2,900
- The annual fee for individual councillors will increase from £35 to £40
- There will be a greater focus on Data Protection Impact Assessments
- The Council will be obliged to notify the ICO of serious data security incidents within 72 hours
- The maximum possible fine for a data breach will increase from £500,000 to £17m
- The Corporate Information Governance Group is working to a plan based on the Information Commissioner Office’s 12 Step Plan
- There has to be full and complete compliance with the regulations by May 2019.

Jason Geldard-Phillips said that the large and complex nature of the Council meant that the scale of the task face was significant. He gave the example of needing to review how data is processed and held at over 100 council owned or operated buildings.

Cllr Stuart Parsons raised concerns that the significant increase in the fees payable to the Information Commissioner for processing personal information would have a disproportionate impact upon Parish Councils.

Jason Geldard-Phillips said that advice and guidance on the implementation of the GDPR was available and could be shared with Parish Councils. This included on-line presentations, training tools, template documents and FAQs.

Cllr Derek Bastiman asked that this information be circulated to all County Councillors so that they could share it with their respective Parish Councils.

Cllr Caroline Patmore noted that the Yorkshire Local Councils Association was also providing advice and guidance and that there was a need to make sure that there was one clear message being given.

Resolved -

- a. Thank Jason Geldard-Phillips and Louise Jackson for attending
- b. Keep the committee informed of progress with the implementation of the regulations, through Daniel Harry
- c. Circulate the resources mentioned to all County Councillors.

45. Work Programme

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

Cllr Tony Randerson emphasised the need to have an update from the Police and Crime Commissioner on the plans for closer working between emergency services at the 18 June 2018 meeting of the committee. Irrespective of the outcome of the Police and Crime Commissioner’s application to the Home Office to take on the governance of the Fire and Rescue Service, there needed to be more information on what was planned.

Cllr Stuart Parsons asked whether the update on Traded Services that was planned for

the Mid Cycle Briefing on 23 April 2018 was the same item that previously gone to the Members Seminar on 7 March 2018. If so, then this could be removed from the agenda.

Cllr Bryn Griffiths asked that an item on Post Offices and Branch Banking be included in the agenda for the committee meeting on 18 June 2018, so that there could be a fuller debate on what action the committee could take.

Cllr Derek Bastiman said that the item on Traded Services would be moved to another date and that the item on Post Offices and Branch Banking would be included in the agenda for the committee meeting on 18 June 2018.

Cllr Derek Bastiman reminded the committee that the Mid Cycle Briefings were private sessions that were for the Chair, Vice Chair and the political spokespersons. Committee members were welcome to attend but as observers.

Resolved -

a. To update the work programme accordingly.

46. 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 12:20.

DH



Brierley Group Annual Report 2017-18

Contents

1. Executive summary
2. 2017-18 performance and highlights
3. 2018-19 Brierley Group key issues & challenges

EXEMPT INFORMATION:

Appendix A – Brierley Group summary 2017-18 financial performance

Executive Summary

Brierley Group as an overall proposition is in an early phase of development with each individual company at a different stage of maturity. Whilst there is variety to the service offering across the Group there is a heavy reliance on the market of North Yorkshire. 2017-18 was a year of change with a number of notable developments:

- The creation of the Brierley Group as a set of companies working in a more collegiate fashion to achieve overall shareholder value. It is worth noting that as this is newly established there are no prior year comparatives at a Group level. In addition to this North Yorkshire County Council established the Shareholder Committee putting improved governance arrangements around its commercial activities in place.
- Appointment of Managing Directors at North Yorkshire Education Services, Stacey Burlet, and Yorwaste, Sandy Boyle; leading both organisations into new long term business plans.
- Completion of the Todd's acquisition by Yorwaste and successful integration and no noteworthy disruptions to either business, marking a step change in thinking for the company and Group.
- Completion of Solicitors Regulation Authority by First North Law and a subsequent successful launch of the business.
- By achieving planning consent at the Thorpe Willoughby pilot site, Brierley Homes reached a milestone in the company's development.

In terms of financial performance the whole Group attracted £99m revenue resulting in profit after tax of just under £1.9m¹, the indicative shareholder value created from this is in excess of £3m.

¹ Figures are quoted before final external audit opinion and are subject to change.

2017/18 Performance and Highlights

Brierley Group

Year Ended March-18 (£k)	Total NYCC (% share)²
Revenue	89,447
Costs	(87,233)
Operating Profit	2,214
Finance Income	-
Profit before Interest & Tax	2,214
Interest Paid	(315)
Tax (Expense)/Surplus	(137)
Profit after Tax	1,762
Target	1,811
Variance	(49)

NYCC's share of the Group generated profit after tax for the year ended March 2018 is £1.76m against a target of £1.81m³, this includes interest payments back to North Yorkshire County Council of over £300k. Overall this represents good performance against the backdrop of change noted above and is a solid platform as the Group expands outside of the county.

North Yorkshire Education Services

The year was a notable period of change for NYES including a rebrand from SmartSolutions; appointment of a new Managing Director, Stacey Burlet; and a step change in thinking by focusing efforts on out of county business development – historically the significant proportion of revenue was generated from schools in North Yorkshire.

Additionally, the County Council has built a series of challenging, incremental profit targets from NYES into its MTFs over the three year period from April 2017: £100k in 17/18, £500k in 18/19 and £1,000k in 19/20 (total of £1.6m recurring). Other key highlights affecting the financial performance include:

- Reduction in Dedicated Schools Grant (DSG) funding of approximately £700k in the year, directly impacting the profit of two services as they were unable to reflect this reduction in their prices in year. This has now been picked up in pricing for 2018/19.
- A number of fundamental changes to some services have either taken place or are planned shortly. For example the Catering Service is moving to a 'Fixed

² Figures quoted here represent North Yorkshire County Council's share of Brierley Group.

³ No Group level prior year comparative is available.

Meal Price' (FMP) basis for all schools, whilst this is in line with the rest of the market there has been some mixed feedback from existing schools.

- A significant challenge remains in respect of schools converting to academy status and the risk associated with NYES losing business.
- The priority for the company year is to embed the new operating model allowing new and existing staff scope to integrate and deliver the plan for out of county expansion. In addition to this is the development of a robust long term business plan for NYES which will help identify further opportunity areas and return on investment.

NYnet

NYnet delivered a strong performance in the year with profit in excess resulting mainly from impact of unbudgeted BT Deemed Consent service credit. Overall performance of the company also remains strong as uptake of the network has exceeded initial expectations and as a result Overage is outperforming BT's original projections. Other highlights for the year include:

- Award of the £15.1m Local Full Fibre Network (LFFN) wave 2 bid to NYnet, in conjunction with NYCC, which will improve the quality of broadband connections across North Yorkshire.
- Successful tender to the Health and Social Care Network (HSCN) and to the North & South Tees network. The value of these two awards is significant as it continues to demonstrate credibility in the Health sector where historically the focus has been on schools and corporate.

First North Law

The company marked a clear milestone when it completed its compliance with Solicitors Regulatory Authority (SRA) enabling the company to launch for new business. The financial performance is a reflection of that with only a small amount of income offsetting the start-up costs in the year ended March 2018.

Since launching the company has invested in sales and marketing receiving positive feedback from clients, other Local Authorities and others in the industry. This is a really healthy start for the company and already prospects are encouraging with sales in York and Lancashire during April 2018.

Now that the company is fully established it is developing its sales plan and the resources required to support that. This is a key action in early 2018-19 to make sure it capitalises on the positive start with its marketing.

Brierley Homes

Brierley Homes has made good progression on its pilot development site at Thorpe Willoughby through the year and was able to secure land title transfer on 19 April 2018. This has enabled the company to move ahead with the construction through 2018-19 and is planning to start marketing for sales in September. To date the project has performed well and working alongside Align Property Partners and consultants Spawforths has enabled the team to develop their understanding from the pilot. The figures to the year ending March 2018 reflect progress at that point in time, notably only the preliminary costs had been incurred with land transfer and construction costs to come through this year.

The second site to be developed has been agreed as Marton-Cum-Grafton and planning permission has been submitted for review. A further five sites have been identified to work up next. The challenge for the coming year is to balance focus on successful delivery of the two existing sites whilst progressing the next five.

Align Property Partners

Align Property Partners (APP) has delivered strong performance from the first full year of operations having migrated from the previous contract with Kier. The challenge for 2017-18 was to diversify its client base as it had a heavy reliance on North Yorkshire County Council. This has been achieved with the following notable successes:

- Winning a tender for Cumbria County Council's design framework contract
- Delivering design work to Hambleton District
- Working with Redcar & Cleveland
- Expanding in the Health sector through work on the NHS – North framework.

These business development successes mark a step change for the company, significantly the expansion into Cumbria, in growing its presence outside of North Yorkshire.

Additional to the above, APP has also started to diversify its offering by working with Brierley Homes and consultant partner Spawforths to develop skillset in housing. This presents a good opportunity for APP to build its client footprint within the geography of North Yorkshire.

The greatest challenge for 2018/19 will be to maintain current performance with its key client, NYCC, whilst impressing in those new areas. To aid this, the company is planning to identify a secondary base of operations near Penrith which will act as a platform to support and grow in Cumbria, whilst being a reasonable distance to support to and from North Yorkshire.

Yorwaste/SJB

The year started with the acquisition Todds Waste Management and subsequent integration, as a result the focus of effort was on ensuring stability of both businesses, including staff; retaining performance and customers but also reaping benefits of sharing best practice. Overall the integration has been a success predominantly with the best aspects of both companies being adopted.

Another milestone for both Yorwaste and NYCC was the go-live opening of Allerton Waste Recovery Park (AWRP) which raised the practical implications of hitting the optimum waste tonnage threshold ('T-Band 2') through the 'Teckal' model. After some initial issues with waste composition – notably oversized material, the company is forecasting to hit that sweet spot for 2018-19.

In April 2018, the company mobilised City of York Council's & North Yorkshire County Council's HWRCs having taken over operations from Kier. The first year of operation presented a learning curve for the company and some issues were experienced, including the unplanned closure of one site. However the team, working closely with the client, has improved performance overall.

In terms of financial performance for the year ended March 2018, the company delivered overall shareholder value however slightly underachieved against its target. One of the factors behind this is a result of the ongoing repair costs at the Seamer Carr materials recovery facility (MRF). The company is currently developing a longer term business plan and is considering the strategic importance of co-mingled recycle, pending a decision the company is working on a "make do" basis for Seamer Carr.

Veritau

The 'GDPR effect' has had a positive impact on revenue generated by Veritau through 2017-18 as customers were gearing up to the implementation date in May 2018. Coupled with this is winning additional work with a number of other Local Authorities: Sheffield City Council, Gloucestershire County Council, Leicestershire County Council and Cheshire East Council during the year. The value of this work has partly been offset by the costs associated with hiring additional staff to manage the increased volume.

The main challenge for Veritau continues to be recruiting and retaining skilled staff, this puts pressure on existing employees but also costs through needing temporary staff to cover. To address this, the company is developing talent from within through dedicated training packages.

2018-19 Brierley Group Key Issues & Challenges

Whilst progress has been made in respect of building working practice across the Brierley Group, this remains an areas of development for the coming year. A specific example is a more joined up approach to business planning whereby opportunities across the Group are flagged and taken.

Coupled with the above is the need to appropriately resource to support the aspirations of the Group to ensure North Yorkshire County Council generates the shareholder value needed over the long term. This includes, but is not limited to, shared working between companies and the Council where best practice can be shared and adopted.

North Yorkshire County Council**Corporate and Partnerships Overview and Scrutiny Committee****18 June 2018****Review of the third year of County Councillor Locality Budgets****1. Purpose of the report**

- 1.1. To review the third year of operation of County Councillor Locality Budgets (2017/18).

2. Background

- 2.1. Following a successful pilot in financial years 2015/16 and 2016/17, the County Council set aside £1.5m for Locality Budgets for the duration of the new County Council (2017/18 to 2020/21), based on £5,000 for each County Councillor in each financial year.
- 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 Locality Budgets 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. A summary of the scheme is attached as appendix 1.
- 2.5. Because the allocation of funding is an executive decision, decisions are made by the Executive Member with responsibility for Stronger Communities, taking into account the information received and the recommendation of the relevant County Councillor.
- 2.6. Transparency is a significant feature of the scheme:
 - County Councillors are required to declare all relevant interests when making a recommendation

- all decisions are circulated to all County Councillors and subject to normal call-in procedures, including five clear working days elapsing before implementation
 - all awards are published on the County Council website at <https://www.northyorks.gov.uk/county-councillor-locality-budgets>
 - many awards receive press coverage (the County Council's communications team will, if requested, support every County Councillor to publicise one award per year, but many recipients make their own arrangements for publicising awards)
- 2.7. Reviews of previous years have also been presented to this Committee:
- Financial year 2015/16 (presented on 20 June 2016)
<http://democracy.northyorks.gov.uk/FunctionsPage.aspx?dsid=77988&action=GetFileFromDB>
 - Financial year 2016/17 (presented on 19 June 2017)
<http://democracy.northyorks.gov.uk/FunctionsPage.aspx?dsid=81291&action=GetFileFromDB>.

3. Summary of approved recommendations in 2017/18

- 3.1. The third year of the scheme started on 1 May 2017 and the last date for the receipt of recommendations was 28 February 2018.
- 3.2. 400 recommendations were approved; an average of five recommendations per County Councillor. Every County Councillor made at least one recommendation and the largest number of recommendations made by a County Councillor was eleven.
- 3.3. The funding committed in 2017/18 was £356,305 (99% of budget). The average recommendation was £891, the lowest £300 (the minimum allowed) and the maximum was £5,000 (the maximum allowed).
- 3.4. A list of all approved recommendations is attached as appendix 2.
- 3.5. The majority (70%) of the funding was allocated for projects and activities managed by not for profit organisations (including charities and voluntary organisations), 22% by parish and town councils, 6% by schools, and 2% by NYCC directorates for additional services over and above mainstream budgets. A breakdown of committed funding by type of organisation is attached as appendix 3.
- 3.6. 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 village and community hall improvements (15%), non-school activities for children and young people (12%), support for vulnerable adults (11%), and environmental improvements (9%). A breakdown of committed funding by type of project or activity is attached as appendix 4.

4. Administration

- 4.1. A new online system was introduced at the start of 2017/18. This has worked well by enabling County Councillors submit recommendations, speeding up decision making, and providing a single management system for all documentation and decision making.

5. Impact

- 5.1. The aim of the scheme is to 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.
- 5.2. Measured against this aim, the scheme has had a positive impact. During 2017/18 every County Councillor made recommendations and the scheme supported 400 projects and activities that improve the social, economic or environmental wellbeing of local communities in North Yorkshire.
- 5.3. However, the very wide variety of projects and activities supported and the need to ensure that the costs of monitoring are not disproportionate, makes it impossible to meaningfully measure or compare the impact of individual projects and activities. Limiting the range of projects or activities that could be supported would enable a small number of measures to be specified, but this would significantly fetter the ability of County Councillors to respond to local needs.
- 5.4. County Councillors are provided with a copy of completed monitoring forms in respect of their recommendations so that they are aware of the impact of each project or activity and can take this into account when making future recommendations. Monitoring forms and appropriate supporting evidence are also reviewed by officers. Any concerns about potential fraud or financial irregularity are dealt with in accordance with standard Council procedures.

6. Equality

- 6.1. An equality impact assessment was undertaken before the scheme was introduced and reviewed in 2017. No adverse impacts were anticipated and none have any been identified since.
- 6.2. The scheme explicitly states that recommendations in respect of projects or activities that are contrary to the Council's equality and diversity policy will not be accepted. Organisations also have to agree to meet all relevant legislation including equality before receiving funding.

7. Arrangements for 2018/19

- 7.1. The fourth year of the scheme started on 14 May 2018 and the last date for the receipt of recommendations will be 28 February 2019. However, recommendations will not accepted or decisions during the pre-election period for any relevant county council, district council or parliamentary by-elections.

8. Recommendation

- 8.1. That the Committee considers and comments on the third year of operation of County Councillor Locality Budgets (2017/18).

Neil Irving
Assistant Director (Policy and Partnerships)
16 May 2018

Author: Neil Irving, Assistant Director (Policy and Partnerships)

Presenter: Marie-Ann Jackson, Head of Stronger Communities

Appendix 1 – Summary of the Locality Budgets scheme

Appendix 2 – Approved recommendations in 2017/18

Appendix 3 – Committed funding by type of organisation undertaking the project or activity in 2017/18

Appendix 4 – Committed funding by type of project or activity in 2017/18

Appendix 1 - Summary of the Locality Budgets scheme

- 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 County Councillors are encouraged to consider how their recommendations can best be used to lever in additional funding, volunteers and community engagement - multiplying the overall impact.
- 3 Each County Councillor has a 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 in a financial year is £5,000.
- 4 Recommendation forms should be completed by the County Councillor and include a declaration of all relevant pecuniary and personal interests including membership of relevant external organisations.
- 5 If the Monitoring Officer has any concerns about any recommendation, this will be raised with the relevant County Councillor.
- 6 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.
- 7 In the event that the Executive Member with responsibility for Stronger Communities has made a recommendation or has a relevant pecuniary or personal interest in a recommendation, they will not take that decision, but will refer the matter for determination by the Leader.
- 8 The Locality Budgets business support officer will notify the 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.

- 9 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.
- 10 No recommendations or decisions will be made in respect of a Division if any part of the Division is covered by a pre-election period linked to elections or by-elections to the county council, a district council or parliament (ie the period between the day the notice of election is published and the final election results; normally six weeks).
- 11 Funding will not be awarded for projects or activities that have already been completed or expenditure that has already been incurred. Expenditure must be completed within twelve months of the offer of funding being accepted.
- 12 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 is a parish or district council or a voluntary or community 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.
- 13 If an organisation does not sign to accept the offer of a grant within three calendar months of the offer being made, the offer will lapse and cannot be renewed without a new recommendation being made by a County Councillor.
- 14 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.
- 15 All projects and activities awarded funding will be sent a monitoring form which must be completed and returned with appropriate supporting evidence (for example copies of quotes and receipts for expenditure, photographs and project reports) to the Locality Budgets business support officer at County Hall within twelve months of the funding being awarded. A copy of each completed monitoring form will be provided to the relevant County Councillor by the Locality Budgets business support officer.
- 16 If a satisfactorily completed monitoring form and appropriate supporting evidence are not submitted within twelve months of the funding being issued, a request will be made for all the funding to be repaid within one month.
- 17 External organisations that have not returned satisfactorily completed monitoring forms and appropriate supporting evidence will not be eligible 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 – Approved recommendations in 2017/18

<i>Councillor</i>	<i>Amount</i>	<i>Description of grant / name of organisation</i>
ClIr Val Arnold	£306	Power wash the tarmac & apply new markings in the Basketball Zone / Helmsley Recreation Charity
ClIr Val Arnold	£300	Purchase a new piece of play equipment (Flying Saucer) for play area / Helmsley Recreation Charity
ClIr Val Arnold	£1,000	Fund the Moorsbus summer Sunday and Bank Holiday service for Kirkbymoorside area / Moorsbus CIC
ClIr Val Arnold	£300	Purchase bird and owl boxes for the appearance and environmental benefit of Helmsley Old Cemetery / Helmsley Recreation Charity
ClIr Val Arnold	£500	Purchase a community access defibrillator / Ryedale Folk Museum
ClIr Val Arnold	£700	Install an eco-friendly lamp with 'plug socket' near the village green / Rosedale Parish Council
ClIr Val Arnold	£300	Purchase 20 new chairs / Scawton Reading Room
ClIr Val Arnold	£400	Purchase a defibrillator / Cold Kirby Defibrillator fundraising team
ClIr Val Arnold	£350	Fund the digitisation of audio cassettes / Kirkbymoorside Voluntary Community
ClIr Val Arnold	£844	To repair/replace pieces of play equipment / Beckett Recreation Ground Nawton

Cllr Karl Arthur	£2,000	Purchase gymnastic equipment / Selby Swans Gymnastic Academy
Cllr Karl Arthur	£1,491.96	Purchase chairs, tables, washing machine & tumble dryer / SYPCO (Selby Young People's Co-operative)
Cllr Karl Arthur	£500	Fund the hire of coach transport for children from Barlby Bridge Primary School / Hagg Wood Trust
Cllr Karl Arthur	£1,008.04	Fund the activity family fun day / Selby Abbey Primary School
Cllr Margaret Atkinson	£495	Purchase a defibrillator for Baldersby / Baldersby & Baldersby St James Parish Council
Cllr Margaret Atkinson	£1,000	Provide a cycle track / Melmerby & Middleton Quernhow Parish Council
Cllr Margaret Atkinson	£800	Purchase a projector and screen / Rainton with Newby Village Hall Committee
Cllr Margaret Atkinson	£782.74	Provide a basket swing in the Studley Roger playground / Harrogate Borough Council
Cllr Margaret Atkinson	£300	Provision of a noticeboard / Mashamshire Tennis Club
Cllr Margaret Atkinson	£780	Undertake the groundworks to prevent fly-tipping at Copt Hewick common / Hewick & Hutton Parish Council
Cllr Margaret Atkinson	£842.26	Purchase a defibrillator for Kirkby Malzeard / Kirkby Malzeard Laverton & Dallowgill Parish Council
Cllr Andrew Backhouse	£2,700	Installation of Wi-Fi and purchase of 6 x bistro café tables and chairs / St Mark's Parish Church
Cllr Andrew Backhouse	£2,300	Extension to Library Services / Newby and Scalby Library and Information Centre
Cllr Don Bain-Mackay	£1,000	Purchase and install 5 defibrillators for Tadcaster / Tadcaster Flood Action Group

Cllr Don Bain-Mackay	£750	Provide a counselling service for students, parents and staff / St Michael's Hospice
Cllr Don Bain-Mackay	£650	Purchase illuminations and permanent lighting for Tadcaster Bridge and town / Tadcaster Town Council
Cllr Don Bain-Mackay	£400	Purchase sew-in labels and fabric for the craft group in Tadcaster / Tadcrafters CIC
Cllr Don Bain-Mackay	£2,200	Undertake the 1 st phase of improvements to the public right of way and a safe route to schools / Tadcaster Town Council
Cllr Robert Baker	£750	Provide the infrastructure & hiring of materials for the Thirsk & Sowerby Festival / Thirsk Town Council
Cllr Robert Baker	£2,000	Undertake the refurbishment of the flat roof / Dalton Village Hall Committee
Cllr Robert Baker	£1,500	Build a website, undertaking staff training and marketing tools / Thirsk and District Minibus Association
Cllr Robert Baker	£750	Purchase a Mobile Changing Place / Special Olympics North Yorkshire
Cllr Philip Barrett	£1,800	Undertake roof repairs to the Cross Hills and District OAP Association building / Cross Hills and District OAP Association
Cllr Philip Barrett	£400	Purchase of wooden shed for storage of equipment / Sutton Community Centre
Cllr Philip Barrett	£2,000	Purchase a coffee machine and Duplo Bricks / South Craven Community Library
Cllr Philip Barrett	£800	Upgrade the Parish Christmas Lights / Glusburn and Crosshills Parish Council
Cllr Derek Bastiman	£347	Purchase new footballs and Respect barriers / Scalby Football Club

Cllr Derek Bastiman	£1,000	Fund 8 places on the Atalya sail training ship at the Captain Cook Festival / Scarborough Borough Council
Cllr Derek Bastiman	£1,500	Purchase safety and training equipment for the junior members / Scarborough Rugby Union Football Club
Cllr Derek Bastiman	£1,500	Maintain a library service and fund ongoing costs / Newby and Scalby Library and Information Centre
Cllr Derek Bastiman	£325	Purchase wooden building blocks / Burniston and Cloughton Pre-School
Cllr Derek Bastiman	£328	Purchase materials for the repairing of the wet pour safety surface at the playground / Fylingdales Parish Council
Cllr John Blackie	£400	Staging the Beacon Bonfire event – celebrating 100 years Anniversary event from the End of World War One / Carperby Parish Council
Cllr John Blackie	£750	Maintaining of public toilet facilities in Askrigg during the Summer season / Askrigg Village Hall Committee
Cllr John Blackie	£500	Purchase of community assets and their on-going upkeep/improvement in Downholme (formerly MOD occupied homes) / Hudswell & District Parish Council
Cllr John Blackie	£300	Purchase a defibrillator for England's highest and remote pub - The Tan Hill Inn / Muker Parish Council
Cllr John Blackie	£300	Fund the transport costs / Wensleydale Tournament of Song
Cllr John Blackie	£500	Assisting in the delivery of affordable housing to rent / Arkengarthdale Parish Council
Cllr John Blackie	£1,250	Refurbish the play parks in Hawes and Gayle / Hawes & High Abbotside Parish Council

Cllr John Blackie	£1,000	Undertake improvements to the Community Fields in Hawes / The Upper Wensleydale Sport & Recreation Association
Cllr David Blades	£2,400	Remove existing flood light columns and replace with 4 new ones / Northallerton Town Football Club
Cllr David Blades	£2,600	Replacement of 35 Pink flowering Cherry Trees along A684 (Lees Lane to River Wiske Bridge) / Romanby Parish Council
Cllr Philip Broadbank	£300	Purchase fire signs and re-locate a noticeboard / Hookstone and Stonefall Action Group
Cllr Philip Broadbank	£856.34	Purchase tools for nature conservation work / Open Country
Cllr Philip Broadbank	£1,350	Purchase plants for the planted areas on the Starbeck High Street / Starbeck in Bloom
Cllr Philip Broadbank	£1,000	Fund materials and equipment for the Community Street Art Mural / St Andrews Sunday Club
Cllr Philip Broadbank	£1,493.66	Purchase a defibrillator for the west side of the Starbeck level crossing / Restart Yorkshire
Cllr Eric Broadbent	£4,950	Improve the IT suite / Yorkshire Coast Sight Support
Cllr Lindsay Burr	£800	Resurface the redundant tennis court / Amotherby Village Hall
Cllr Lindsay Burr	£2,000	Purchase summer planting for Malton in Bloom / Malton Town Council
Cllr Lindsay Burr	£500	Purchase a low impact 5 hole mini golf course / Swinton Parish Council

Cllr Lindsay Burr	£400	Resurface two muddy slippery well used footpaths - one with bark and one with gravel / Amotherby Parish Council
Cllr Lindsay Burr	£800	Purchase outdoor clothing, fire pits and outdoor equipment for the Forest Garden / Sinnington School
Cllr Lindsay Burr	£500	Create a woodland walk and clear woodland area of Lady Spring Wood / Norton and Malton Area Partnership
Cllr Mike Chambers	£300	Undertake the grass cutting on Ripon Bypass / Ripon Rotary Club
Cllr Mike Chambers	£500	Purchase a lockable trailer / Ripon Detachment Army Cadet Force Yorkshire
Cllr Mike Chambers	£500	Fund the venue hire/catering for the Ripon Community Fireworks event / Ripon Rotary Rowels
Cllr Mike Chambers	£1,000	Purchase new CCTV system / Ripon YMCA
Cllr Mike Chambers	£500	Fund the venue hire of the Ripon Christmas Spectacular event / Ripon Festival Committee
Cllr Mike Chambers	£500	Fund the development of the Walled Garden in Ripon / Ripon Community Link
Cllr Mike Chambers	£500	Fund the hiring of instructors and equipment for the School Holidays Activities Day / Ripon Cathedral Primary School
Cllr Mike Chambers	£500	Fund the travel for members of the Ripon North division of the Girl Guides International trip to Canada /Girl Guiding North Yorkshire West
Cllr Mike Chambers	£300	Purchase craft items for the Ripon Library's Children's promise and culture / Ripon Library Volunteers
Cllr Mike Chambers	£400	Undertake basic First Aid training / 886 (City of Ripon) Air Training Corps Squadron

Cllr David Chance	£1,000	Develop and consolidate all activities into one venue / Eskdale Festival of the Arts 2018
Cllr David Chance	£400	Purchase and installation of Christmas lights for the village of Staithes / Staithes Community Initiative
Cllr David Chance	£1,500	To relocate a bus stop outside the Old School on Porret Lane, Hinderwell / Hinderwell Parish Council
Cllr David Chance	£2,100	Fund 8 places on the Atalya sail training ship at the Captain Cook Festival / Scarborough Borough Council
Cllr Jim Clark	£1,000	Undertake the 10 year maintenance project of The Green Hut in Harrogate / Harlow Community Centre Association
Cllr Jim Clark	£640	Purchase a replacement bench / Rossett Local Nature Club
Cllr Jim Clark	£1,000	Installation of a new hot water system for existing and new members / Harlow Tennis Club
Cllr Jim Clark	£750	Restoration of the King Edward VI Memorial Gates at Harlow Moor Drive entrance to the Valley Gardens and a Peace Garden / Friends of Valley Gardens
Cllr Jim Clark	£1,610	Purchase of equipment and tools and contribution to the cost of the new van / Harrogate Easier Living Project (HELP)
Cllr Liz Colling	£472	Fund a carers course for people with relatives with Dementia / Alzheimer's Scarborough and District
Cllr Liz Colling	£500	Produce a presentation pack to raise awareness and support young carers / Carers Resource
Cllr Liz Colling	£1,500	Fund the materials for the weekly workshops / CREATE UK

CLlr Liz Colling	£2,528	Purchase IT equipment for the after school club / Butterfly Childcare
CLlr Richard Cooper	£1,890	Contribution towards the rental of Wesley House / Harrogate Homeless Project
CLlr Richard Cooper	£650	Purchase new computer equipment / Harrogate Easier Living Project
CLlr Richard Cooper	£990.75	Purchase of bowling equipment / Black Swan Bowling Club
CLlr Richard Cooper	£1,000	Fund the hire and installation costs of the unique art installation / Harrogate International Festivals
CLlr Gareth Dadd	£1,500	Provide the infrastructure and hiring of materials for the Thirsk & Sowerby Festival / Thirsk Town Council
CLlr Gareth Dadd	£1,828.80	Fund a defibrillator and cabinet on the Tourist Information site in the Market Place / Thirsk First Community Responders
CLlr Gareth Dadd	£1,147.20	Purchase replacement planters for trees in Long Street / Thirsk Town Council
CLlr Gareth Dadd	£524	Extend the Christmas lights on Finkle Street in Thirsk / Thirsk Christmas Lights Committee
CLlr Caroline Dickinson	£1,512	Purchase a 125cc scooter for the Wheels2Work scheme / Hambleton Community Action
CLlr Caroline Dickinson	£1,000	Fund the costs associated with hosting the Northallerton 880 community event / Northallerton & Villages Community Forum
CLlr Caroline Dickinson	£1,000	Purchase clothing and equipment / Northallerton Street Angels

Cllr Caroline Dickinson	£1,000	Fund the insurance and purchase of equipment for The Northallerton Town Team / Northallerton & Villages Community Forum
Cllr Caroline Dickinson	£488	Purchase and installation of a public access defibrillator / Sunbeck Neighbourhood Watch
Cllr Stephanie Duckett	£1,000	Fund the cost of a speciality disability and welfare rights advisor / Selby and District DIAL
Cllr Stephanie Duckett	£1,000	Fund two trips with coach travel for members / Flaxley Road TARA
Cllr Stephanie Duckett	£300	Provide a new play area with all-weather storage / Friends of Barlby Bridge School
Cllr Stephanie Duckett	£1,320	Purchase gymnastic equipment / Selby Swans Gymnastic Academy
Cllr Stephanie Duckett	£306.20	Purchase display exhibition boards / Barlby Library
Cllr Stephanie Duckett	£570	Purchase outdoor equipment and resources for the outdoor literacy area for Key Stage 1 pupils / Barwic Parade CP School
Cllr Stephanie Duckett	£503.80	Provide storage and stock for Selby Foodbank / Trussell Trust Selby Foodbank
Cllr Keane Duncan	£300	Fund the insurance, meal & entertainment at the 70th Anniversary of the Norton Senior Citizens' Party / Norton Town Council
Cllr Keane Duncan	£1,000	Replace the flooring in the ladies toilet / Settrington Village Hall Trust
Cllr Keane Duncan	£577.20	Installation of speed bumps in St Nicholas Street car park / Ryedale District Council
Cllr Keane Duncan	£400	Installation of 8 Edge-master posts in Commercial Street, Norton / Area 4 Highways
Cllr Keane Duncan	£1,704	Resurface a section of the Norton library car park / Norton Hive (Norton Community Library)

Cllr Keane Duncan	£500	Support the costs of two fortnightly social groups / Ryedale Special Families
Cllr Keane Duncan	£500	Fund the enrolment costs for all Year 7 students at the Book buzz event / Norton College
Cllr John Ennis	£750	Purchase Christmas lights for Harrogate town centre / Harrogate at Christmas
Cllr John Ennis	£750	Restoration of King Edward VII Memorial Gates at Harlow Moor Drive entrance to Valley Gardens and a Peace Garden / Friends of Valley Gardens
Cllr John Ennis	£808	Purchase outdoor play equipment to develop the children's maths skills / Oatlands Pre-School
Cllr John Ennis	£443.83	Purchase protective clothing and a cash register / Oatlands Community Café
Cllr John Ennis	£300	Provide cycle racks for Harrogate Stray cycle parking / Harrogate Borough Council
Cllr John Ennis	£900	Fund a three session course 'Riding the Storm' for parent/carers of teenagers / Relate Mid Yorkshire
Cllr John Ennis	£1,048.17	Fund the annual milk supply and an iPad for Springboard Day Service / Harrogate Homeless Project
Cllr Caroline Goodrick	£500	Undertake repairs and adjustment to entry and exit of village hall car park / Hovingham & Scackleton Parish Council
Cllr Caroline Goodrick	£300	Purchase of community laptop and printer/scanner for Parish Council records, website and community notices / Sand Hutton & Claxton Parish Council
Cllr Caroline Goodrick	£300	Purchase of replacement noticeboard / Bulmer Parish Council
Cllr Caroline Goodrick	£300	Refurbishment of village and school noticeboards / Warthill Parish Council

Cllr Caroline Goodrick	£1,000	Undertake the repair/replacement of village streetlights / Gilling East Parish Council
Cllr Caroline Goodrick	£500	Recruit new advisors for Hambleton, Richmond, Selby & Ryedale Citizens Advice Bureau / Citizens Advice Bureau
Cllr Caroline Goodrick	£800	Undertake car park improvements, purchase library equipment and develop raised community garden / Norton Library
Cllr Caroline Goodrick	£300	Support community defibrillator training and purchase a light for the cabinet / Welburn Community Defibrillator Group
Cllr Caroline Goodrick	£500	Purchase a community defibrillator / Barton le Willows Parish Council
Cllr Caroline Goodrick	£500	Purchase a community defibrillator for Crambeck Village / Welburn & Crambeck Parish Council
Cllr Helen Grant	£5,000	Fund Phase 2 of the Hunton Road footpath from Oaktree Avenue estate to the Mallard Road Estate in Scotton / NYCC Highways
Cllr Bryn Griffiths	£1,200	Purchase a microwave, desk chair, filing cabinet, laptop computer and cupboard for Dementia clients / Stokesley and District Community Care Association
Cllr Bryn Griffiths	£3,000	Purchase a digital projector system and screen / The Globe, Stokesley
Cllr Bryn Griffiths	£800	Purchase logoed polo shirts for volunteers / The Globe, Stokesley
Cllr Michael Harrison	£2,000	Undertake building and refurbishment project of Ripley Village Hall / Ripley Star Club
Cllr Michael Harrison	£2,000	Fund three events to support and raise awareness / Dementia Forward
Cllr Michael Harrison	£500	Provide new fencing, soft surfacing and a gate / Dacre Banks Pre-School Playgroup

Cllr Michael Harrison	£500	Purchase a Heritage Plaque for Hampsthwaite Plaque Scheme / Hampsthwaite Village Society
Cllr Paul Haslam	£980	Purchase laptop, bird boxes and field kit for Scouts and Guides to use / Bilton Conservation park
Cllr Paul Haslam	£800	Purchase a defibrillator for the Valley Gardens / Harrogate Junior Park Run
Cllr Paul Haslam	£1,000	Reproduction of leaflets/maps of Nidd Gorge – Greenway / Bilton Conservation Group
Cllr Paul Haslam	£612	Re-printing of the booklet Forest Farms and Families / Bilton Historical Society
Cllr Paul Haslam	£500	Provide security lighting in the grounds of St. John's Church / St John's Church Bilton
Cllr Robert Heseltine	£1,000	Purchase moveable steel goal sets / Skipton Juniors Football Club
Cllr Robert Heseltine	£2,000	Fund venue rental, tutors, transport & excursions for Life and Social skills project / Craven Open Door
Cllr Robert Heseltine	£2,000	Carry out roof repairs to the scout meeting hut as part of renovation project / 5th Skipton Scout Group
Cllr Mel Hobson	£1,000	Refurbish the kitchen and toilet facilities in the charity shop / Peter Pan Nursery
Cllr Mel Hobson	£1,000	Repair and replace the existing dance floor at Eversley Park Centre in Sherburn in Elmet / Eversley Park Centre
Cllr Mel Hobson	£500	Fund venue hire, the purchasing of advertising boards and materials / Elmet Arts Society
Cllr Mel Hobson	£1,000	Improve the access for everyone at South Milford Park / South Milford Memorial Playing Fields Association

Cllr Mel Hobson	£1,500	Provide new floor covering in the main hall and toilets / 1st All Saints Sherburn in Elmet Scout Group
Cllr David Hugill	£1,000	Fund the construction of a leaky dam in a watercourse / Brompton Flood Prevention Group
Cllr David Hugill	£300	Printing and postage of questionnaire for residents in Potto / Potto Parish Plan Steering Group
Cllr David Hugill	£2,500	Purchase solar panels and battery for the cricket pavilion / East Harlsey Cricket Club
Cllr David Hugill	£1,200	Purchase mats and paddles for the Taekwondo group in Brompton / Team Warrior TKD Northallerton
Cllr David Ireton	£1,500	Fund the insurance for the minibus / Age Concern Bentham
Cllr David Ireton	£300	Purchase supplies for the new coffee machine / Bentham Community Library
Cllr David Ireton	£650	Fund the lighting, insurance, First Aid & entertainment at the Ingleton Autumn Light Festival / Ingleton Autumn Events Committee
Cllr David Ireton	£1,000	Purchase benches, litter bins & trees / Burton Pals with Trowels
Cllr David Ireton	£800	Purchase archery equipment for junior members / Lonsdale Archers
Cllr David Ireton	£710	Purchase and installation of a noticeboard / Thornton in Lonsdale Parish Council
Cllr David Jeffels	£300	Provide activities at Wykeham Lakes for young people / NYCC CYPS
Cllr David Jeffels	£400	Purchase new camping equipment / Derwent Valley Scout Group
Cllr David Jeffels	£600	Purchase a new boiler / Brompton Village Hall Committee

Cllr David Jeffels	£600	Develop an outdoor classroom area / Brompton by Sawdon Primary School
Cllr David Jeffels	£300	Purchase new water heater and solar panels / Ayton Bowling Club
Cllr David Jeffels	£400	Purchase plants and hire equipment for Seamer roundabout project / Friends of Seamer Village
Cllr David Jeffels	£300	Purchase flowers and tubs for spring planting project / Irton Parish Council
Cllr David Jeffels	£400	Development and restoration of the nature reserve Dew Pond and Spinney project / Sawdon Parish Council
Cllr David Jeffels	£600	Purchase football training equipment / Ayton Juniors Football Club
Cllr David Jeffels	£300	Purchase mobile pitch covers / Wykeham Cricket Club
Cllr David Jeffels	£300	Purchase promotional material for the Winter Health Day / Derwent Valley Bridge Library & Community Hub
Cllr David Jeffels	£500	Develop an area to promote wood based activities / Snainton Primary School
Cllr Janet Jefferson	£300.00	Provide the pupils with a visit to Playdale Farm Park / Friarage Community Primary School
Cllr Janet Jefferson	£1,650	Provide a firework display on the South Bay Sands to celebrate the switch on of the Christmas lighting within the town / Scarborough Borough Council
Cllr Janet Jefferson	£423.40	Provide an illuminated Christmas Tree for the benefit of the Castle Ward Residents / Castle Ward Tenants & Residents Association
Cllr Janet Jefferson	£300	Provide an illuminated span of Christmas lights on Victoria Road, Scarborough / Castle Ward Tenants & Residents Association

Cllr Janet Jefferson	£2,000	Fund special entertainment events for the 20th Seafest Festival of the Sea / Seafest Steering Group
Cllr Janet Jefferson	£326.60	Fund the annual rent, events and materials / Castle Ward Tenants and Residents Association
Cllr Andrew Jenkinson	£1,500	Production of a presentation pack for use in schools for Young Carers / Carers Resource
Cllr Andrew Jenkinson	£1,000	Purchase craft materials, a cooker and fridge freezer for the café / Gallows Close community centre
Cllr Andrew Jenkinson	£1,000	Produce publicity material, hold community events, networking & project launch / Barrowcliff Big Local Partnership
Cllr Andrew Jenkinson	£1,500	Fund a project co-ordinator and special support worker for Barrowcliff Big Local / Barrowcliff School
Cllr Mike Jordan	£1,000	Purchase materials and equipment for the new Brownie group / Cliffe Brownies
Cllr Mike Jordan	£1,000	Provide a speciality disability and welfare rights advisor / Selby And District DIAL
Cllr Mike Jordan	£424.78	Purchase a bookcase and catering trolley / Carlton Over 60s Wednesday Club
Cllr Mike Jordan	£430.40	Purchase equipment to maintain the field / Cliffe Playing Field
Cllr Mike Jordan	£1,093	Purchase clothing and develop website / The Bruff Club, Hemingbrough
Cllr Mike Jordan	£1,029.30	Fund new lighting and tables for the Winter Wonderland Event / Hemingbrough Hagg Lane Green Conservation Group
Cllr Andrew Lee	£1,770	Purchase a coffee machine for community shop / Church Fenton Community Shop Ltd

Cllr Andrew Lee	£1,950	Purchase a Protea 630 Groomer / Church Fenton Bowling Club
Cllr Andrew Lee	£500	Fund the transport, meal and entertainment for the Senior Citizen's Christmas Party / Church Fenton Senior Citizen's Party fund group
Cllr Andrew Lee	£330	Purchase a replacement bench for the village / Wistow Parish Council
Cllr Andrew Lee	£450	Purchase a defibrillator for Saxton / Saxton Parish Council
Cllr Carl Les	£500	Renovation and refurbishment / Catterick Village social club
Cllr Carl Les	£300	Purchase a defibrillator for Catterick Village / Catterick Parish Council
Cllr Carl Les	£380	Fund the insurance and social events for community befriending scheme / Scorton Community Buddies
Cllr Carl Les	£300	Purchase new play equipment for the Molly Cail Park / Scorton Parish Council
Cllr Carl Les	£400	Purchase of Michael Heseltine Memorial Bench / Scorton Parish Council
Cllr Carl Les	£300	Resurface the floor / Tunstall Village Hall
Cllr Carl Les	£2,000	Installation of precast 35 metres of concrete kerbs at Church Bank, Hunton village / NYCC Highways
Cllr Carl Les	£820	Purchase 2 x laptops and games for the Before & After School Club / The Michael Syddall CE Primary School
Cllr Stanley Lumley	£1,000	Fund the Sunday and Bank Holiday bus service / Nidderdale Plus

Cllr Stanley Lumley	£500	Provide a new access gate with safety lock and outdoor safety surface / Dacre Banks Pre-School Playgroup
Cllr Stanley Lumley	£474	Replace the Maypole for Glasshouses Village and purchase new ribbons / Glasshouses Village Association
Cllr Stanley Lumley	£1,000	Recruit new volunteer drivers, promote the scheme & create new literature for the community car scheme / Nidderdale Plus
Cllr Stanley Lumley	£1,000	Installation of a new play surface on the village green / Bewerley Parish Council
Cllr Stanley Lumley	£500	Fund labour and materials for the cross bracing of decking extension at Darley Playing Fields Pavilion / Darley Playing Fields Association
Cllr Stanley Lumley	£500	Purchase furniture and equipment for Number 6 Studio Gallery / Nidderdale Visual Arts
Cllr Cliff Lunn	£607.24	Purchase the performance licence for a junior production / Thorpe Willoughby Players
Cllr Cliff Lunn	£1,210.88	Purchase safety fencing for the village green / Thorpe Willoughby Parish Council
Cllr Cliff Lunn	£550	Purchase of projector and audio equipment / 6 th Selby (Brayton) Scout Group
Cllr Cliff Lunn	£710	Purchase an iPad charger / Barlow Primary School
Cllr Cliff Lunn	£650	Baby Dinosaur project / Thorpe Willoughby Primary School
Cllr Cliff Lunn	£525	Provide a community noticeboard for the wider community groups / Barlow Parish Council
Cllr Cliff Lunn	£490	Purchase a storage trolley for chairs / Thorpe Willoughby Village Hall Committee
Cllr Don Mackenzie	£1,200	Replace emergency lighting / St. Peter's Church Harrogate

Cllr Don Mackenzie	£750	Restoration of the stone pillars at the Green Park entrance to the Valley Gardens / Friends of Valley Gardens
Cllr Don Mackenzie	£500	Provide 10 oxygen concentrator to assist patients / St Michael's Hospice
Cllr Don Mackenzie	£900	Carry out repairs to the 2 leaded windows in the church hall / St Wilfrid's Church, Harrogate
Cllr Don Mackenzie	£650	Purchase toys and additional seating for the weekly Mum and Toddlers Group / Jennyfield Evangelical Church, Harrogate
Cllr Don Mackenzie	£500	Purchase gardening tools and clothing for the gardening volunteers / Harrogate Easier Living project (HELP)
Cllr Don Mackenzie	£500	Repair the flagstones at the vehicular entrance to the church / St Peter's Church, Harrogate
Cllr John Mann	£750	Restoration of the stone pillars at the Green Park Entrance to Valley Gardens / Friends of Valley Gardens
Cllr John Mann	£750	Provision and installation of Christmas lights in Harrogate / Harrogate at Christmas
Cllr John Mann	£1,400	Purchase and installation of defibrillator / St Peter's Primary School
Cllr John Mann	£2,100	Purchase new and improved moving and handling equipment / Harrogate Hospital & Community Charity
Cllr Stuart Martin	£750	Purchase new flooring / Ripon Community House
Cllr Stuart Martin	£500	Salary cost of a part time psychotherapist / Harrogate Homeless Project
Cllr Stuart Martin	£1,000	Rebuild of Birk Crag Activity Centre / Girl guiding North Yorkshire West

Cllr Stuart Martin	£500	Provide fireworks for the annual community bonfire at Ripon Racecourse / Ripon Rowels Rotary Club
Cllr Stuart Martin	£500	Installation of CCTV / Ripon YMCA
Cllr Stuart Martin	£300	Fund the insurance, first aid cover and lunch stop for cyclists taking part in the Ripon Rotary Bike Ride 2018 / Ripon Rotary Club
Cllr Stuart Martin	£500	Fund the catering and venue hire at the Ripon Christmas Musical event / Ripon Festivals
Cllr Stuart Martin	£300	Fund the children's activities at Ripon Library / Ripon Library Action Group
Cllr Stuart Martin	£350	Purchase a projector and screen / 2nd Ripon Brownies
Cllr Stuart Martin	£300	Fund the room hire, promotional leaflets and a trophy for the free Karate Workshop / 2nd Ripon Brownies
Cllr John McCartney	£815.40	Purchase tables, a hot water boiler and crockery for Womersley Church Hall to create regular coffee mornings and village fetes / St Martins Parochial Parish Council
Cllr John McCartney	£2,011.59	Purchase folding tables, stacking chairs and a CD player for community activities / St Peter Parochial Parish Council
Cllr John McCartney	£600	Provide a defibrillator and cabinet for the community / Heck Parish Council
Cllr John McCartney	£972	Purchase a defibrillator for the community of Little Smeaton / Little Smeaton Parish Council
Cllr John McCartney	£300	Purchase a defibrillator / Eggborough Parish Council
Cllr John McCartney	£301.01	Purchase a cooker and kitchen equipment for the weekly coffee mornings / St Martins Parochial Parish Council

Cllr Zoe Metcalfe	£674.48	Purchase toys and equipment / Knaresborough Toy library
Cllr Zoe Metcalfe	£1,000	Purchase 10 x adjustable riding hats / Follifoot Disabled Riders Group
Cllr Zoe Metcalfe	£685.98	Purchase an iPad and stand for the Careers Department / King James School
Cllr Zoe Metcalfe	£422	Purchase freestanding netball and badminton posts / Knaresborough Community Centre
Cllr Zoe Metcalfe	£1,000	Refurbishment of the sound and lighting equipment / Frazer Theatre
Cllr Zoe Metcalfe	£853.36	Purchase toys, games and craft items for the author event / Knaresborough Library
Cllr Zoe Metcalfe	£350	Purchase of grit bins and refills for the residents of Manor Drive, Knaresborough / Highways Area 6
Cllr Heather Moorhouse	£2,500	Purchase a CCTV system and equipment / Great Ayton Discovery Centre
Cllr Heather Moorhouse	£2,500	Purchase 3 new village name signs / Kirkby-in-Cleveland Parish Council
Cllr Patrick Mulligan	£700	Purchase planters and spring planting bulbs / Lothersdale in Bloom
Cllr Patrick Mulligan	£600	Purchase a PA system / The Cononley Singers
Cllr Patrick Mulligan	£1,050	Purchase 2 new slate benches on stone bases for the Millenium corner / Thornton in Craven Parish Council
Cllr Patrick Mulligan	£580	Phase 2 - Undertake hedge laying along the pathway at Parsons Walk / Kildwick Parish Meeting
Cllr Patrick Mulligan	£500	Create a path in the recreation ground from the entrance of the woodland to the corner of the football pitch / Lothersdale Parish Council

Cllr Patrick Mulligan	£1,000	Purchase 5 x Haverland Heaters / Marton Booth Village Hall Committee
Cllr Patrick Mulligan	£570	Provide a replacement bench for Crosshills Road / Cononley Parish Council
Cllr Richard Musgrave	£2,500	Removal and replacement of existing hedge and fence / Appleton Roebuck Primary School
Cllr Richard Musgrave	£1,500	Provision of a new bus shelter in the centre of North Duffield / North Duffield Parish Council
Cllr Richard Musgrave	£1,000	Restoration of church bells / All Saints Church, Bolton Percy
Cllr Andy Paraskos	£500	Purchase a sail canopy & ID board for an outside classroom wildlife area / Kirk Hammerton Primary School
Cllr Andy Paraskos	£500	Repair of snooker table and purchase new locks and key safe for games room / Whixley Village Hall
Cllr Andy Paraskos	£1,000	Purchase a fence for the new recreational facility in the village of Follifoot / Friends of Follifoot Wildlife, Recreation & Play
Cllr Andy Paraskos	£500	Purchase replacement windows for Sports building / Tockwith Sports field Trust
Cllr Andy Paraskos	£500	Refurbishment of the playground with artificial grass / Great Ouseburn School
Cllr Andy Paraskos	£300	Purchase a Snooker table for the Youth Club / Tockwith Parish Church
Cllr Andy Paraskos	£300	Purchase storage trunk, chairs and tables for Toddlers and Babies Club / Whixley Village Hall
Cllr Andy Paraskos	£400	Installation of an outside electricity outlet for the village hall / Great Ouseburn Parish Council

Cllr Andy Paraskos	£1,000	Weekly riding sessions for children from Harrogate Hospital / Follifoot Disabled Riders Group
Cllr Stuart Parsons	£2,000	Studies into the Castle Hill residents parking scheme / Castle Hill Residents Association
Cllr Stuart Parsons	£500	Fund the tuition fees for the young people / Richmondshire Youth Theatre
Cllr Stuart Parsons	£2,500	Undertake building works to rectify damp issues / Richmond Operatic Society
Cllr Caroline Patmore	£500	Purchase sports equipment, musical instruments and craft materials / Shipton Chill Zone Youth Club
Cllr Caroline Patmore	£2,000	Fund the architect fees for the renovation and restoration of Kilburn Village Institute / Kilburn Institute Committee
Cllr Caroline Patmore	£1,600	Improve the kitchen/toilet facilities / Oulston Institute
Cllr Caroline Patmore	£900	Purchase new Roman Blinds for the windows / Stillington Village Hall
Cllr Chris Pearson	£640	Purchase replacement blinds for the main hall in Burton Salmon / Burton Salmon Village Hall Trust
Cllr Chris Pearson	£1,000	Purchase a war memorial for villagers who were killed in the Great War and the 2nd World War in Hambleton / Hambleton Parish Council
Cllr Chris Pearson	£1,200	Purchase a vehicle trailer for the village marquee / Burn Parish Council
Cllr Chris Pearson	£900	Upgrade the old toilets and provide a disabled one / Fairburn Church Hall Trustees
Cllr Chris Pearson	£460	Purchase a fridge and kitchen utensils / Hambleton Village Hall Management Committee

Cllr Chris Pearson	£800	Replace 2 outdated Parish owned streetlamps in Hillam / Hillam Parish Council
Cllr Clive Pearson	£800	Fund the training of the Midas and Passenger Assistants and First Aid Training for the Heather Hopper mini bus service / Esk Moor Active
Cllr Clive Pearson	£800	Provide 2 benches for use by residents and visitors outside the refurbished public conveniences in Eskdaleside / Eskdaleside cum Ugglebarnby Parish Council
Cllr Clive Pearson	£800	Replace the 'Back Boards' to the perimeter gully around the rinks / Castleton, Danby and District Bowling Club
Cllr Clive Pearson	£400	Fund 8 places on the Atalya sail training ship at the Captain Cook Festival / Scarborough Borough Council
Cllr Clive Pearson	£1,200	Fund the hiring of the lighting and sound equipment for the professional production / Esk Valley Theatre
Cllr Clive Pearson	£1,000	Provide an activity co-ordinator for the Memory Lane Lunches in the Upper Esk Valley / Revival North Yorkshire
Cllr Joe Plant	£800	Purchase items and fund the venue hire for the Dino Fossil Fun days at Eastside Community Centre / Whitby Community Connections
Cllr Joe Plant	£400	Purchase a street trading licence for the next two years of the Whitby Regatta festival / Whitby Regatta
Cllr Joe Plant	£300	Purchase of planting and catering equipment for the Whitby Youth Shack / NYCC Prevention Service
Cllr Joe Plant	£1,980	Provide fireworks at the Christmas Festival 17-19 November 2017 / Whitby Town Council

Cllr Joe Plant	£1,000	Purchase plants, gravel mulch, A4 playing cards & CCTV camera for the 'Alice' In Bloom project at Cliff Street, Whitby / Whitby in Bloom
Cllr Joe Plant	£500	Fund 8 places on the Atalya sail training ship at the Captain Cook Festival / Scarborough Borough Council
Cllr Gillian Quinn	£1,000	Install a new fire alarm system and emergency lighting / Conistone with Kilnsey Village Hall
Cllr Gillian Quinn	£1,000	Upgrade the toilet facilities / Malham Village Hall
Cllr Gillian Quinn	£500	Provide a Saturday night bus service for residents in Upper Wharfedale / Upper Wharfedale Community Interest Company
Cllr Gillian Quinn	£500	Upgrade the disabled access and make improvements to the ladies toilets / Kirkby Malham Parish Hall
Cllr Gillian Quinn	£500	Organisation and administration of volunteers to access rehearsals / Voice of Craven
Cllr Gillian Quinn	£500	To lay a running track around the school field area / Gargrave School PTA
Cllr Gillian Quinn	£500	Fund the venue hire and staffing for the Grassington Lunch Club / Grassington Hub
Cllr Gillian Quinn	£500	Purchase outdoor play equipment / The Dales Playgroup
Cllr Tony Randerson	£1,500	Start-up costs for community café in Eastfield / Eastfield Community Centre
Cllr Tony Randerson	£1,600	Purchase two new Parish noticeboards / Osgodby Parish Council
Cllr Tony Randerson	£1,000	Purchase football match kits and training equipment for the new Saturday Scarborough & District League Club / Eastfield Athletic Football Club

Cllr Tony Randerson	£900	Purchase electrical equipment to update sound for shows and activities / Eagulls Explorer Section
Cllr Janet Sanderson	£1,500	Provide new lighting through the churchyard / All Saints Church Thornton le Dale
Cllr Janet Sanderson	£1,055	Complete the wall and railing restoration around the beck in Thornton le Dale / The Thornton Beck Group
Cllr Janet Sanderson	£300	Fund the hiring of the village hall & publicity for the 2018 Lockton Artists Open Studios event / Lockton Arts Group
Cllr Janet Sanderson	£500	Purchase books to update the reading and audio stock / Foxholes Community Library
Cllr Janet Sanderson	£1,645	Purchase a 40ft container for the storage of Christmas lights / Thornton le Dale Christmas Lights
Cllr Karin Sedgwick	£1,000	Fund training for 2 members of the Scout group and purchase archery equipment / Wensleydale Scout Group
Cllr Karin Sedgwick	£300	Purchase materials for the Craft Ladies at Kirkwood Hall, Leyburn / Broadacres
Cllr Karin Sedgwick	£500	Purchase gardening tools and compost for the Gardening Together project at Kirkwood Hall / Broadacres
Cllr Karin Sedgwick	£300	Purchase a printer, ink and paper for the production of the Bellerby Parish Newsletter / Bellerby Parish Council
Cllr Karin Sedgwick	£500	Purchase a 6 man tent and equipment / Wensleydale Guides
Cllr Karin Sedgwick	£300	Purchase a shower for the self-catering log cabins / The Jonas Centre

Cllr Karin Sedgwick	£400	Support a one day workshop for 25 young people with a professional actor / Richmond Youth Theatre
Cllr Karin Sedgwick	£700	Fund the 2 day coach hire for a competition in Manchester / Dales Community Pop Choir
Cllr Karin Sedgwick	£300	Purchase clothing and equipment / Dales Youth Choir
Cllr Karin Sedgwick	£700	Purchase an unvented boiler and kit / Spennithorne Cricket Club
Cllr Andy Solloway	£500	Resurface 700 yards of canal towpath from Aireville Bridge to Sawley Street, Skipton / Canal and Rivers Trust
Cllr Andy Solloway	£1,000	Purchase 3 chairs and a table for new office in Skipton / Carers Resource
Cllr Andy Solloway	£1,248	Purchase a high quality dividing net for the all-weather pitch / Coulthurst Craven Sports Centre, Skipton
Cllr Andy Solloway	£1,000	Purchase a widescreen TV, stand and equipment / Broughton Road Community Centre
Cllr Andy Solloway	£1,000	Fund the transport costs for local schoolchildren from Skipton schools to attend a Badminton Tournament in Birmingham / Skipton Schools Cluster
Cllr Peter Sowray	£360	Purchase a defibrillator for Easingwold / Easingwold Defibrillator Project
Cllr Peter Sowray	£500	Provide afternoon tea for local residents with Easingwold Friendship Initiative / Easingwold Town Council
Cllr Peter Sowray	£500	Provide a new toilet block as part of refurbishment project / Easingwold Outdoor Centre
Cllr Peter Sowray	£600	Purchase of new guttering and reinstatement of existing at the village hall / Alne Village Hall Committee

Cllr Peter Sowray	£500	Purchase a new granite memorial plaque and restore the memorial of the Halifax Bomber War Memorial NA612 / Brafferton Parish Council
Cllr Peter Sowray	£400	Purchase 40 folding chairs with trolley / Myton on Swale Village Association
Cllr Peter Sowray	£1,640	Refurbish and organise the kitchen area / Easingwold Community Library Association
Cllr Peter Sowray	£500	Fund the new windows as part of the renovation project / Tholthorpe Village Hall Committee
Cllr Helen Swiers	£700	Fund the design of the new kitchen area and facilities / St. John's Community Hub
Cllr Helen Swiers	£1,500	Fund local entertainers for the Return of the Dragon festival of Filey 28-29 July 2018 / Festival of Filey
Cllr Helen Swiers	£840	Purchase Christmas lights for the Christmas Tree on The Coble Landing in Filey / Coble Landing
Cllr Helen Swiers	£1,500	Purchase a road trailer for 2 boats / Filey Sea Cadets
Cllr Helen Swiers	£460	Create a lending library and purchase books and equipment / Filey Childcare
Cllr Roberta Swiers	£300	Provide two new community noticeboards / Reighton and Speeton Parish Council
Cllr Roberta Swiers	£300	Provide safety netting for local playground / Folkton Parish Council
Cllr Roberta Swiers	£300	Purchase ten stacking tables / Hunmanby Garden and Produce Association
Cllr Roberta Swiers	£1,225	Fund purchase of fire doors as part of refurbishment project / Gristhorpe Village Hall Committee
Cllr Roberta Swiers	£500	Refurbishment of the multi-use games area / Hunmanby Juniors

Cllr Roberta Swiers	£300	Purchase bedding plants and compost / Muston in Bloom project
Cllr Roberta Swiers	£300	Undertake land drainage on the village green in Muston / Muston Parish Council
Cllr Roberta Swiers	£300	Purchase 2 self-watering tubs / Folkton in Bloom
Cllr Roberta Swiers	£1,000	Fund the archway leading to the Millennium Garden / Cayton in Bloom
Cllr Roberta Swiers	£475	Purchase a bench for Hunmanby / Hunmanby Parish Council
Cllr Angus Thompson	£850	Purchase furniture and shrubs/trees for the Gilling West Playground / Gilling West Parish Council
Cllr Angus Thompson	£429.96	Purchase a cooker, fridge, microwave & hot water dispenser / Dalton on Tees Village Hall
Cllr Angus Thompson	£750	Purchase bulbs for community planting for the in bloom project / Middleton Tyas Parish Council
Cllr Angus Thompson	£400	Purchase additional planters, tubs and flowers for the in bloom project / Eppleby Parish Council
Cllr Angus Thompson	£450	Purchase 40 metres of oil cloth table covering / Newsham Village Hall
Cllr Angus Thompson	£337.78	Provision of 2 new village noticeboards / Newsham Parish Council
Cllr Angus Thompson	£305.50	Provide 2 planters and shrubs for the Village Hall / Stapleton and Cleasby PC
Cllr Angus Thompson	£1,067.64	Provide training and recruitment equipment / Middleton Tyas Community First Responders
Cllr Cliff Trotter	£500	Provide Christmas lights around Harrogate / Harrogate at Christmas

Cllr Cliff Trotter	£500	Fund the hiring of pitches for winter junior training / Harrogate Rugby Union Football Club
Cllr Cliff Trotter	£2,000	Refurbish and replace the Christmas lights on Pannal Green and main road / Pannal and Burn Bridge Parish Council
Cllr Cliff Trotter	£1,000	Fund the hiring of the all-weather training pitches for the winter training for junior members / Pannal Ash Junior Football Club
Cllr Cliff Trotter	£500	To fund the installation of new play equipment / Spofforth Parish Council
Cllr Cliff Trotter	£500	Repair of stone gate post at the village entrance / Kirby Overblow Parish Council
Cllr Callam Walsh	£500	Provide short cycling breaks for members / Yorkshire Coast Sight Support
Cllr Callam Walsh	£4,250	Purchase a Mobile Changing Place / Special Olympics North Yorkshire
Cllr Geoff Webber	£919.38	Fund the replacement table and lay concrete base at Woodfield Millennium Green / Millennium Green Trust
Cllr Geoff Webber	£499.96	Purchase a replacement computer and monitor / Open Country
Cllr Geoff Webber	£549.50	Purchase 10 x pairs of binoculars for bird/animal watching / Open Country
Cllr Geoff Webber	£500	Purchase 2 x Silky Extendable Tree Pruners / Harrogate Easier Living Project
Cllr Geoff Webber	£1,125	Fund the hiring of Bilton Community Centre for 1 afternoon per week / Dancing for Well-Being
Cllr Geoff Webber	£648	Upgrade existing computers / Bilton & Woodfield Community Library
Cllr John Weighell	£500	Purchase portable goalposts for village green / Kirklington with Sutton Howgrave Parish Council

Cllr John Weighell	£550	Installation of a temporary ramp for the church hall / Well and Snape Parocial Church Council
Cllr John Weighell	£1,500	Installation of new heating system / Snape Institute Management Committee
Cllr John Weighell	£900	Purchase new furniture / Bedale Youth Venture
Cllr John Weighell	£550	Undertake the refurbishment of the drawing room / Bedale Hall
Cllr John Weighell	£1,000	Purchase a piece of play equipment for the new playground in Crakehall / Crakehall with Langthorne Parish Council
Cllr Richard Welch	£1,000	Christmas Market and Switch On Event / Settle Town Council
Cllr Richard Welch	£1,000	Provide 3 new items of outdoor play equipment for the playground at Station Road / Hellifield Parish Council
Cllr Richard Welch	£2,000	Purchase kitchen appliances for the new kitchen in the drill hall / 1st Castleberg Scout Group
Cllr Richard Welch	£1,000	Purchase a portable staging system for community events to celebrate 180th Anniversary of church / Settle Parish Church
Cllr Greg White	£500	Support the Moorsbus service including improvements to bus stops in Wrelton / Moorsbus CIC
Cllr Greg White	£1,319	Purchase tablet computers for Pickering Community School / Pickering Community Infant & Nursery School
Cllr Greg White	£3,181	Purchase additional pieces of play equipment at Manor Drive and Hawthorn Lane / Pickering Town Council

Cllr Annabel Wilkinson	£1,000	Purchase of land for an events field in Danby Wiske / Danby Wiske Village Hall Committee
Cllr Annabel Wilkinson	£1,500	Purchase building materials (buffers) / Leeming Bar Community Hub
Cllr Annabel Wilkinson	£1,000	Purchase outdoor area equipment / RAF Leeming Primary School
Cllr Annabel Wilkinson	£1,500	Purchase a swing for the playground / East Cowton Parish Council
Cllr Nicola Wilson	£2,120	Provide a counselling service and offer specialist support for students / King James school
Cllr Nicola Wilson	£2,880	Fund the annual venue hire / Dancing for wellbeing
Cllr Robert Windass	£1,500	Development of the former sports pavilion at Dishforth Airfield / 6th Regiment Royal Logistics Corps
Cllr Robert Windass	£400	Provide a parish council noticeboard / Arkendal Coneythorpe & Clareton Parish Council
Cllr Robert Windass	£750	Purchase and install a defibrillator / Marton le Moor Parish Council
Cllr Robert Windass	£1,000	Undertake the restoration of Percy Fields in Scotton by creating a play area and nature reserve / Friends of Percy Fields
Cllr Robert Windass	£1,350	Provide the traffic management & St John's Ambulance for the Freedom Parade for 6th Regiment Royal Logistics Corps / Boroughbridge Town Council

Appendix 3 – Committed funding by type of organisation undertaking the project or activity in 2017/18

Amounts are rounded to the nearest £. Percentages are rounded to the nearest natural number and may not add up to 100% due to rounding.

<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)	£248,432	70%	274	68%	£906
Parish and town councils and parish meetings	£75,608	21%	92	23%	£821
Schools	£21,576	6%	25	6%	£863
NYCC services for additional services over and above mainstream budgets	£8,350	2%	6	1%	£1,391
Other	£2,300	1%	3	1%	£766

Appendix 4 – Committed funding by type of project or activity in 2017/18

Amounts are rounded to the nearest £. Percentages are rounded to the nearest natural number and may not add up to 100% due to rounding.

<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>
Village / community hall improvements	£53,233	15%	54	13%	£986
Children / young people activities (non-school)	£44,383	12%	56	14%	£793
Support for vulnerable adults	£39,414	11%	36	9%	£1,095
Environmental improvements (including in bloom projects)	£30,988	9%	34	8%	£911
Public facilities (notice boards, toilets, shelters, lighting etc)	£24,988	7%	32	8%	£781
Events (including festivals)	£22,730	6%	26	6%	£874
Public playgrounds for children and young people	£17,292	5%	19	5%	£910
Community libraries	£16,952	5%	15	4%	£1,130
Defibrillators	£14,580	4%	21	5%	£694
Seasonal (Christmas lights, bonfires, etc)	£13,512	4%	16	4%	£845

Sporting activities for adults	£12,766	4%	14	4%	£912
Non-sporting activities for adults	£10,947	3%	15	4%	£730
Community transport	£9,012	3%	9	2%	£1,001
Schools – events and other activities	£8,528	2%	9	2%	£948
Footpath improvements	£8,100	2%	4	1%	£2,025
Community safety	£7,278	2%	6	1%	£1,213
Schools – playgrounds, gardens etc	£5,578	2%	9	2%	£620
Highways improvements	£5,327	1%	5	1%	£1,065
Schools – equipment / ICT	£4,035	1%	5	1%	£807
Historic monuments / museums / local history	£3,962	1%	6	2%	£660
Voluntary organisations – other (consultancy, websites, etc)	£1,600	1%	4	1%	£400
Economic development	£1,300	1%	2	1%	£650
Flood defences	£1,000	1%	1	1%	£1,000
Schools – subsidy to school trips	£800	1%	2	1%	£400

Library Service Reconfiguration (694)

12 Month Post Implementation Review



Overview

- Information used:
 - Performance data from the library service
 - Survey feedback
 - community management groups
 - councillors
 - staff
 - customers

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.

Findings

Overall the findings are positive and the project has delivered demonstrable success:

- The project has delivered its savings targets of £1.4m.
- All 33 libraries continue to be operational.
- 22 libraries have transitioned to community management with 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).

FINDINGS

Service Performance

Opening Hours

- 8 community libraries reduced their opening hours after the transition and 3 of them increased their hours, in addition 3 have increased their hours for 2018/19. As of June 2018, opening hours are at 2012 levels.
- Between 2016/17 and 2017/18 1 hybrid library increased its opening hours and 1 core library reduced its opening hours.

Active Users

- Since 1st April 2017 there has been an overall drop in active library user numbers, the reduction is less than the previous year and less than the national average of 14%.
- Since the transition 4 community libraries have increased the number of active users and the hybrid and core libraries have increased the number of active users in 7 libraries.

FINDINGS

Service Performance

Visit number summary

- There has been an overall drop in library visits of 7%, It should be noted that 2 of the community and 2 of the core libraries were closed for between 2 and 4 weeks during the year which will have impacted on overall visitor numbers.
- 4 community libraries have increased the number of visitors, with 2 of the libraries showing an increase of more than 50%.

Loan activity summary

- Overall hard copy loan activity has reduced by 7%, this continued reduction reflects the national trend.
- E-loans have increased by 16% since April 2017 and by 235% over the last 5 years.

FINDINGS

Service Performance

ICT activity summary

- There has been an overall drop in the use of public access PCs of 9% and an average drop of 17% for supported ICT sessions. This drop has been contributed to by the varying skill levels and abilities of the volunteers to support the IT activities.
- Since the transition 7 community libraries have increased the number of PC sessions, all the hybrid and core libraries numbers have reduced.

FINDINGS

Staff Re-structure

- 79 staff (6 with 2 posts), equivalent to 45.5 fte took voluntary redundancy and 12 staff (1 with 2 posts) equivalent to 7.65 fte had compulsory redundancy.
- Following the restructure staff turnover was high at approx. 30%, currently still higher than average at 10%.
- Feedback from library staff and management indicates that the staff competitive interview and appointment phase followed by learning new roles and training and supporting volunteers whilst continuing to provide a quality service was particularly challenging and stressful for staff, and especially for those who were working with colleagues who would no longer be in post after 1st April 2017.
- A strong, common theme is the huge amount of effort and hard work undertaken by library staff pre and post implementation, which is reflected in the feedback from elected members, community groups and customers.

FINDINGS

Volunteers

- The number of volunteer hours overall has increased by approx. 95000.
- Some volunteers recruited too early and spent long periods on the waiting list.
- Initial problems with recruitment and the training package were addressed to tailor it to the role.
- Survey feedback from volunteers has been very positive with 94% of community management groups rating the experience over the last 12 months as good or very good and 87% rating their libraries as successful or very successful.

FINDINGS

Library activities

- All libraries have continued to deliver traditional library loan services and have continued with established activities, including the summer reading challenge for children.
- An increasing number of the community libraries are expanding their offer with ambitions to expand as a community hub for areas such as children and young people, tourist information, arts and culture and joint services with other community and voluntary groups.

SURVEYS

Staff – 58 staff were sent the survey, 28 responded

Table 9 - Staff Survey	Poor	Fair	Good	Very Good
Please rate your overall experience with the transition period	6 (23%)	11 (42%)	9 (35%)	
Please rate your overall experience of the last 12 months	5 (18%)	9 (32%)	14 (50%)	
	Not Successful	Partially Successful	Successful	Very Successful
Please rate the current status of the library within the community		11 (38%)	15 (52%)	3 (10%)

SURVEYS

Councillors - 37 councillors were sent the survey, 7 responded

Table 10 – Councillor Survey	Poor	Fair	Good	Very Good
Please rate your overall perception of the transition period		2 (29%)	3 (43%)	2 (29%)
Please rate your overall perception of performance over the last 12 months		1 (14%)	3 (43%)	3 (43%)
	Not Successful	Partially Successful	Successful	Very Successful
Please rate your perception of the current status of the community library service.		1 (14%)	3 (43%)	3 (43%)

SURVEYS

Management Groups – 27 groups were sent the survey, 17 responded covering 18 libraries

Table 11 - Community Management Groups	Poor	Fair	Good	Very Good
Please rate your overall experience with the transition period		7 (41%)	6 (35%)	4 (24%)
Please rate your overall experience of the last 12 months		2 (12%)	11 (64%)	4 (24%)
	Not Successful	Partially Successful	Successful	Very Successful
Please rate the current status of the library within the community		2 (12%)	10 (59%)	5 (29%)

SURVEYS

Customer – 422 customers have responded from 24 libraries

Table 12 Customer Survey	YES	NO	Total 422		
Are you aware of any difference or changes in the services provided in your local library since April 2017?	330 (78%)	92 (22%)			
If you said yes please rate your overall perception of the difference or changes you are aware of.	Very Negative	Negative	Neither Negative or Positive	Positive	Very Positive
	5 (1%)	25 (8%)	42 (13%)	88 (27%)	170 (51%)

Lessons Learned

- Implementing staff restructure and reconfiguration on the same day was very challenging in terms of workload pressure and emotional resilience and contributed to issues with high staff turnover.
- Additional strain on HR and ESS resources were imposed by implementing a full service restructure at the start/end of the financial year due to additional workload around new contracts, new line management, pensions and redundancy payments having to be undertaken at the same time as normal year end routines.
- Competition for volunteers across a wide range of charities and organisations puts the focus on retaining high calibre volunteers.
- Additional dedicated resources in areas like property/legal/finance would have reduced delays in resolving related issues.
- The recruitment and training of volunteers was not always a positive experience and as a result changes have been implemented.

Conclusions and Recommendations

- The recruitment of volunteers has been successful because communities want to retain their library service and are willing to volunteer for the benefit of the community. This loyalty to their community should continue to be respected by NYCC in the ongoing partnership arrangements.
- NYCC should continue to provide Stronger Communities and Library staff resources to provide support and encourage the expansion of services and community activities. Involvement can be reduced as confidence and competence continues to increase.
- Regular communication between community-run libraries should be facilitated to allow networking, sharing of knowledge and ideas between the groups.
- Due to competition for volunteers across a wide range of charities and organisations it is crucial that the libraries retain as many trained and skilled volunteers as possible.
- The login process for the mandatory online training on the learning zone has been changed to allow direct access. This has meant the library service can no longer verify if the training has been done through the learning zone and an alternative way to monitor this is now required.

Future Vision & Next Steps

- 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)

12 Month Post Implementation Review

MAY 2018

Document Version Control			
Version Number	Reason for Change	Author	Date
1.0	Original Document	Hazel Etherington	11 May 2018

Project Overview			
Project Name:	Library Service – Reconfiguration		
Project Reference:	694	Document Author:	Hazel Etherington
Project Sponsor:	Julie Blaisdale	Project Manager:	Juliet Pudney
Programme (this project is part of):	LC & CS	Programme Manager:	Gemma Dickinson
Service Lead:	Chrys Mellor	Type of Project:	
Date Approved:		Approved By:	

1. DOCUMENT OVERVIEW

- 1.1 This document is a 12 month post implementation review to evaluate whether the programme objectives and intended benefits are being achieved. Taken from the original business case the programme objectives and benefits were:
- Achieve requested budget savings of £1.4m through reconfiguration of service
 - Retain current service provision through partnership working with communities and other agencies
 - Minimise impact on communities, particularly older and young people
- 1.2 The report includes performance data from the library service and feedback from the community management groups, councillors, library staff, stronger community staff and customers.
- 1.3 Additional supporting information is provided in the appendices:
- Appendix 1a to 1h – Library performance data
 - Appendix 2 – Volunteer Journey Map report
 - Appendix 3 – Surveys

2. PROJECT BACKGROUND

- 2.1 The programme transitioned 33 council run libraries to varying levels of community responsibility on 1st April 2017. This built on the model introduced in 2012 when 9 libraries successfully transferred to community management.
- 2.2 This transformation ran in conjunction with a staffing restructure which aimed to achieve budget savings whilst still providing communities access to libraries and associated services.
- 2.3 There has been continued interest from other Local Authorities and Central Government due to the scale and complexity involved in delivering the programme.

3. THE NEW MODEL

- 3.1 All libraries now require the support of volunteers to remain open and continue to deliver services. Core libraries have 60% paid and 40% volunteer staff, hybrid libraries have 40% paid and 60% volunteers and community libraries have between 7 and 15 hours of paid staff time depending on business levels.
- 3.2 NYCC will continue to provide equipment, books, software, public access PCs, network and wifi as well as professional staff time and delivery services to all libraries.
- 3.3 Core libraries provide additional support for the community libraries if required and there is a telephone helpline for stock/IT support.
- 3.4 Community libraries are given a lease or licence to operate depending on whether the property is an NYCC owned or leased building. The Community libraries have the responsibility for the buildings if leased and ownership stays with NYCC. In others, a licence to operate retains the tenant as NYCC but gives the community library responsibility within the parameters agreed with the owner. In all cases this includes responsibility for operational costs such as utilities, rates and insurance. Subsidies apply on the following basis 100% rent (where payable) + 70% utilities – income = subsidy.
- 3.5 A variation to the core/community library model is in Richmondshire where the library service work in partnership with a trust (CRCCL) to operate Richmond, Catterick and Colburn libraries as a single entity in terms of management, volunteers and paid staff in

order to ensure that all 3 libraries maintain volunteer support and sustainability into the future.

4. FINDINGS

4.1 Financial

4.1.1 The library service has achieved the required £1.4million savings.

4.1.2 A breakdown showing the pre and post April 2017 figures is shown in table 1.

Table 1	2013 - 14	2017 - 18	savings
staff costs	3,775,174	2,514,100	1,261,074
premises	904,960	519,960	385,000
community library subsidy		135,000	- 135,000
stock fund	1,100,000	850,000	250,000
ICT costs, Soprano etc	200,100	140,100	60,000
HQ (vans etc)	188,000	132,000	56,000
income	- 821,150	- 306,400	- 514,750
other (equipment, events, travel etc)	480,466	442,726	37,740
budget	5,827,550	4,427,486	1,400,064

4.2 **Performance** (the data in the tables below is for the 33 libraries that were part of the April 2017 reconfiguration. Appendix 1a to 1h gives the performance data for all of the libraries, including those that were transferred to community management in 2012)

4.2.1 Opening hour summary

- 8 community libraries reduced their opening hours after the transition and 3 of them increased their hours, in addition 3 have increased their hours for 2018/19
- Between 2016/17 and 2017/18 1 hybrid library increased its opening hours and 1 core library reduced its opening hours
- See table 2 for an overall summary of the changes, a detailed breakdown of the opening hours for all libraries is detailed in appendix 1a.

OPENING HOURS					
TABLE X	2016/17	2017/18	2018/19	% difference between 16/17 & 17/18	% difference between 17/18 & 18/19
Community Libraries	589	561	573	-5	2
Hybrid Libraries	179	180	180	1	0
Core Libraries	272	261	261	-4	0

4.2.2 Active user summary

- Since 1st April 2017 there has been an overall drop in active library user numbers, however the reduction is less than the previous year (see table 3) and less than the national average of 14%
- Since the transition 4 community libraries have increased the number of active users and the hybrid and core libraries have increased the number of active users in 7 libraries
- A breakdown of active users for all libraries is detailed in appendix 1b

NUMBER OF ACTIVE USERS									
TABLE 3	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	46437	35780	41035	35373	33201	-23%	15%	-16%	-6%
Hybrid Libraries	30433	21927	24846	21507	20838	-28%	13%	-13%	-3%
Core Libraries	62853	44060	52653	46111	44536	-30%	20%	-12%	-3%

4.2.3 Visit number summary

- Since 1st April 2017 there has been an overall drop in library visits of 7%, see table 4 for year on year reduction. It should be noted that 2 of the community and 2 of the core libraries were closed for between 2 and 4 weeks during the year which will have impacted on overall visitor numbers.
- Since the transition 4 community libraries have increased the number of visitors, with 2 of the libraries showing an increase of more than 50%
- A breakdown of visitor numbers for all libraries is detailed in appendix 1c

VISITOR NUMBERS									
TABLE 4	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	771660	736450	704894	707270	619287	-5%	-4%	0%	-12%
Hybrid Libraries	512167	503897	469348	455244	443212	-2%	-7%	-3%	-3%
Core Libraries	998674	924222	841510	826136	769787	-7%	-9%	-2%	-7%

4.2.4 Loan activity summary

- Since 1st April 2017 overall hard copy loan activity has reduced by 7%, see table 5 for year on year reductions, this continued reduction reflects the national trend.
- E-loans have increased by 16% since April 2017 and by 235% over the last 5 years. See appendix 1d for full details.

LOAN ACTIVITY									
TABLE 5	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	852043	828638	786490	770299	672916	-3%	-5%	-2%	-13%
Hybrid Libraries	504467	479499	452723	437845	423859	-5%	-6%	-3%	-3%
Core Libraries	989132	949771	887445	875067	830547	-4%	-7%	-1%	-5%

4.2.5 ICT activity summary

- Since April 2017 there has been an overall drop in the use of public access PCs of 9% and an average drop of 17% for supported ICT sessions, see table 6 and 7 for year on year figures. This drop has been contributed to by the varying skill levels and abilities of the volunteers to support the IT activities.

- Since the transition 7 community libraries have increased the number of PC sessions, all the hybrid and core libraries numbers have reduced.
- Since the transition the average number of supported ICT sessions for the community libraries is down by 64% and the average for the hybrid and core libraries is down by 38%. However, 8 community libraries and 6 hybrid / core libraries have increased the number of supported ICT sessions.
- A breakdown of PC sessions and supported ICT sessions for all libraries is detailed in appendix 1e and 1f.

PC SESSIONS									
TABLE 6	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	87194	85927	78025	70269	61095	-1%	-9%	-10%	-13%
Hybrid Libraries	71921	67989	61432	57441	52360	-5%	-10%	-6%	-9%
Core Libraries	195365	194671	171147	160913	150000	-0%	-12%	-6%	-7%
SUPPORTED ICT SESSIONS									
TABLE 7	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	2556	2831	3693	4042	2656	11%	30%	9%	-34%
Hybrid Libraries	1794	2397	2655	1639	1484	34%	11%	-38%	-9%
Core Libraries	3659	4095	4798	4735	4322	12%	17%	-1%	-9%

4.3 Staff re-structure

- 4.3.1** The staff restructure was implemented on 1st April 2017 in tandem with the transition of the libraries to the new management status.
- 4.3.2** 79 staff (6 with 2 posts), equivalent to 45.5 fte took voluntary redundancy and 12 staff (1 with 2 posts) equivalent to 7.65 fte had compulsory redundancy.
- 4.3.3** Following the restructure staff turnover was high at approx. 30%, and is currently higher than anticipated at approx. 10%.
- 4.3.4** Following the restructure the number of relief staff has increased by approx. 30%.
- 4.3.5** Feedback from library staff and management indicates that the staff competitive interview and appointment phase followed by learning new roles and training and supporting volunteers whilst continuing to provide a quality service was particularly challenging and stressful for staff, and especially for those who were working with colleagues who would no longer be in post after 1st April 2017.
- 4.3.6** A strong, common theme is the huge amount of effort and hard work undertaken by library staff pre and post implementation, which is reflected in the feedback from elected members, community groups and customers.

4.4 Volunteers

- 4.4.1** The Stronger Communities team focused on working with both the community and

hybrid libraries to establish volunteer management groups with the skills and capacity required to deliver the new service, once in place they have been supported in the recruitment and retainment of frontline volunteer staff.

- 4.4.2** The number of volunteer hours overall has increased by approx. 95000, see table 8 for year on year numbers.
- 4.4.3** The initial recruitment drive for frontline volunteers focussed on increasing numbers to keep the libraries open for the communities, as a result some libraries have experienced a quantity versus quality issue ie: volunteers working very short hours with little opportunity for skills development.
- 4.4.4** Feedback indicates there were issues with the timing of the recruitment process with some volunteers taken on several months before the implementation and the application and training process being overly onerous and not tailored to the role which led to some volunteers pulling out before or just after transition.
- 4.4.5** The training issues due to the complexity of the log in process to the NYCC learning zone have been addressed by replacing it with direct access using a web address. However this means the library service are unable to verify training has been undertaken as per para 4f in the SLA.
- 4.4.6** Please refer to appendix 2 which is a report on the volunteer customer journey into the library service for further details on the process, lessons learned and recommendations pertaining to volunteer recruitment, training and retention.

VOLUNTEER HOURS									
TABLE 8	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	14142	15067	16400	19752	74167	7%	9%	20%	275%
Hybrid Libraries	4142	5072	5365	6706	27451	22%	6%	25%	309%
Core Libraries	9944	10775	12325	12871	32339	8%	14%	4%	151%

4.5 Library Activities

- 4.5.1** All libraries have continued to deliver traditional library loan services and have continued with established activities, including the summer reading challenge for children. A breakdown of the numbers participating in the summer reading challenge is detailed in appendix 1g.
- 4.5.2** An increasing number of the community libraries are expanding their offer with ambitions to expand as a community hub for areas such as children and young people, tourist information, arts and culture and joint services with other community and voluntary groups. This has been and will continue to be supported by the Stronger Community Service. A summary of the current activities is given in appendix 1h.

4.6 Property and Legal

- 4.6.1** The community and hybrid library management groups were provided with a toolkit to support them with all aspects of establishing, managing and running a community library.

- 4.6.2** The SLA process for some of the community libraries took longer than anticipated due to protracted negotiations and the anxiety of some groups about areas such as data protection and training requirements. This in turn had an impact on finalising the leases as these could not be done until the SLAs were in place.
- 4.6.3** Problems with the login process for volunteers to the NYCC learning zone for mandatory training has meant volunteers have been given direct access using a web address. As a result the library service are unable to verify if training has been undertaken as per para 4f in the SLA.
- 4.6.3** With regard to leases for the community libraries 3 are not applicable and 9 are complete.
- 4.6.4** The remaining 10 leases have been agreed and are with legal, an Energy Performance Certificate (EPC) has been requested for 7 of them as a rating of E or above is now required as per a change in legislation from 1st April 2018.
- 4.6.5** The public access PCs and self-serve terminals are provided by NYCC, the current contracts end in March 2019 and the library service has started the procurement process.

4.7 Staff survey summary see appendix 3 for the full comments made

Table 9 - Staff Survey	Poor	Fair	Good	Very Good
Please rate your overall experience with the transition period	6 (23%)	11 (42%)	9 (35%)	
Please rate your overall experience of the last 12 months	5 (18%)	9 (32%)	14 (50%)	
	Not Successful	Partially Successful	Successful	Very Successful
Please rate the current status of the library within the community		11 (38%)	15 (52%)	3 (10%)

- 58 library and stronger community staff were sent the survey, 28 responded, 2 were recruited after the transition so did not respond to question 1. One member of staff gave 2 ratings to cover 2 libraries for question 3. See table 9 for details.
- The staff who rated the transition as a poor experience cited reasons that included staff shortages; the magnitude of the change, the loss of friends and colleagues , poor management, workload stress
- Staff who rated the transition as good cited reasons that include training, supportive managers, staff and volunteers, more community involvement, good relationships with volunteers, service maintained
- The reasons given for a poor experience over the last 12 months include poor staff morale, staff shortages, lack of support, high staff turnover
- Staff who rated the last 12 months as good cited reasons that include good learning experience, job satisfaction from rewarding outcomes, raised community spirit
- The reasons given by the 62% of staff who rated the libraries successful or very successful include positive attitudes, motivated volunteers, everyone working as a team, increased partnerships and sense of community ownership, more activities and events, being part of the community

4.8 Councillor survey summary see appendix 3 for the full comments made

Table 10 – Councillor Survey	Poor	Fair	Good	Very Good
Please rate your overall perception of the transition period		2 (29%)	3 (43%)	2 (29%)
Please rate your overall perception of performance over the last 12 months		1 (14%)	3 (43%)	3 (43%)
	Not Successful	Partially Successful	Successful	Very Successful
Please rate your perception of the current status of the community library service.		1 (14%)	3 (43%)	3 (43%)

- 37 councillors were sent the survey, 7 responded. See table 10 for details.
- Comments included acknowledgement of some transitional problems and communication issues as well as praise for the library staff, management and community groups.

4.9 Community Management Groups see appendix 3 for the full comments made

Table 11 - Community Management Groups	Poor	Fair	Good	Very Good
Please rate your overall experience with the transition period		7 (41%)	6 (35%)	4 (24%)
Please rate your overall experience of the last 12 months		2 (12%)	11 (64%)	4 (24%)
	Not Successful	Partially Successful	Successful	Very Successful
Please rate the current status of the library within the community		2 (12%)	10 (59%)	5 (29%)

- The 27 community/hybrid community management groups were sent the survey, 17 responded covering 18 libraries. See table 11 for details.
- The groups who rated the transition as a fair experience cited reasons that included lack of support from some areas of NYCC, poor training experience for volunteers, lack of training on key systems, practical building issues
- The groups who rated the transition as good or very good cited reasons that include great support from NYCC staff, working as a team,
- The reasons given for a good or very good experience over the last 12 months include working with other community groups, positive experiences for volunteers, objectives achieved
- The reasons given by the 88% of groups who rated the libraries successful or very successful include increased visitors and business, seamless transition for customers, high status in the community, greater appreciation in the community, increase in activities and events, good customer satisfaction

4.10 Customers survey summary see appendix 3 for the full comments made

Table 12 Customer Survey	YES	NO	Total 422		
Are you aware of any difference or changes in the services provided in your local library since April 2017?	330 (78%)	92 (22%)			
If you said yes please rate your overall perception of the difference or changes you are aware of.	Very Negative	Negative	Neither Negative or Positive	Positive	Very Positive
	5 (1%)	25 (8%)	42 (13%)	88 (27%)	170 (51%)

- The survey was made available online and hard copies were sent to all 33 libraries. 344 responses have been submitted from 24 libraries.
- 78% of customers who were aware of any difference in services within their library rated the changes positive or very positive.

5. LESSONS LEARNED

- 5.1** Having the full staff restructure and library reconfiguration implemented on the same day was very challenging for staff in terms of workload pressure and emotional resilience. This contributed to the high staff turnover experienced in the initial transition period and beyond. Despite this the majority of feedback from the community management groups and volunteers has been supportive and complimentary regarding staff professionalism and work ethics.
- 5.2** Additional strain on HR and ESS resources were imposed by implementing a full service restructure at the start/end of the financial year, with the resulting additional workload around new contracts, new line management, pensions and redundancy payments having to be undertaken at the same time as normal year end routines.
- 5.3** With the Stronger Communities team the programme took into account feedback from the original nine community libraries established in 2012 to have a dedicated team that could resolve issues and liaise with other council departments on their behalf. There was also a community libraries tool-kit to support the management groups in setting up and running a community library.
- 5.4** The programme lacked dedicated resources from property, finance, IT and legal as part of the project team. Delays in resolving issues in these areas could have been prevented or reduced with direct access to timely expert advice for the community groups.
- 5.5** Overall the recruitment of volunteers has been very successful and the benefits are clear from both sides. However, some aspects of the recruitment process could have been done better:
- For some libraries recruitment started too early which meant some volunteers waited several week/months before any follow up actions and for some this was a less than positive experience of the volunteering process.
 - For some initial training was done too early and learning was not retained.
 - A fear of not having 'enough' meant all applicants regardless of skill set or availability were accepted in some of the libraries which has resulted in an imbalance of volunteers between those who want to provide basic help for a few hours a week/month and those who are flexible and willing to train and enhance their skills.

- The training packages initially provided were not tailored or entirely relevant for the role, these have been revised to be more robust and be undertaken 'on the job'.
- The login process for the mandatory online training on the learning zone was too complicated and has been changed to allow direct access. This has meant the library service cannot verify if the training has been done through the learning zone.

6. CONCLUSION

- 6.1** It is important to acknowledge the role of the library staff throughout the reconfiguration process who were also subject to a staffing restructure and were aware they would not all have a position with the service after the implementation. Despite the uncertainty staff remained professional, supportive and courteous and have received universal praise from the management committees.
- 6.2** There has been demonstrable project success;
- The project has delivered its savings targets of £1.4m.
 - All 33 libraries continue to be operational.
 - 22 libraries have transitioned to community management with some but not a significant fall in business.
 - There has been no Central Government challenge
- 6.3** At the 6-month point, the volunteers' main priority was to keep the library doors open, get the basics right and keep continuity for the community. Current feedback indicates an increase in confidence and skills and an appetite to expand activities and develop the community offer.
- 6.4** Customer feedback indicates that communities are showing continued support for their library under the new management with 80% of respondents rating the change as positive or very positive.
- 6.5** There have been a number of practical and project issues regarding volunteer training, ICT, lease agreements and property. Work is ongoing to resolve any remaining issues.
- 6.6** The recruitment of volunteers has been successful because communities want to retain their library service and are willing to volunteer for the benefit of the community. This loyalty to their community should continue to be respected by NYCC in the ongoing partnership arrangements.

7. RECOMMENDATIONS

- 7.1** NYCC should continue to provide Stronger Communities and Library staff resources to provide support and encourage the expansion of services and community activities. Involvement can be reduced as confidence and competence continues to increase.
- 7.2** Regular communication between community-run libraries should be facilitated to allow networking, sharing of knowledge and ideas between the groups. This platform or forum should also allow the volunteer groups to help each other with addressing common issues.
- 7.3** There is a great deal of competition for volunteers across a wide range of charities and organisations. It is crucial that the libraries retain as many trained and skilled volunteers as possible by providing the supportive and welcoming workplace environment the feedback from volunteers indicates they value.
- 7.4** The login process for the mandatory online training on the learning zone was too complicated and has been changed to allow direct access. This has meant the library

service can no longer verify if the training has been done through the learning zone and an alternative way to monitor this is now required.

8. APPENDICES

- Appendix 1a to 1h – Library performance data
- Appendix 2 – Volunteer Journey Map report
- Appendix 3 – Surveys

APPENDIX 1a - Opening Hours

COMMUNITY LIB	2016/17	2017/18	2018/19	% difference between 16/17 & 17/18	% difference between 17/18 & 18/19
Bedale	20	20	24	0	20
Bentham	15.5	15.5	15.5	0	0
Boroughbridge	22	21	22	-5	5
Catterick	25	25	25	0	0
Colburn	20	20	20	0	0
Crosshills	18	18	18	0	0
Easingwold	25	25	25	0	0
Eastfield	38	37	37	-3	0
Helmsley	16.5	16.5	16.5	0	0
Ingleton	43	43	43	0	0
Kirkbymoorside	30.5	33.5	33.5	10	0
Leyburn	40	19	19	-53	0
Norton	10	22	22	120	0
Pateley Bridge	16	38	38	138	0
Richmond	35	35	35	0	0
Scalby	39	34	34	-13	0
Settle	20	20	20	0	0
Sherburn	30	29	29	-3	0
Starbeck	42	18	18	-57	0
Stokesley	30	19	26.5	-37	39
Tadcaster	23	22	22	-4	0
Thirsk	30	30	30	0	0
Total	589	561	573	-5	2
HYBRID					
Filey	30	30	30	0	0
Knarborough	40	40	40	0	0
Pickering	34	35	35	3	0
Ripon	40	40	40	0	0
Whitby	35	35	35	0	0
Total	179	180	180	1	0
CORE					
Harrogate	55	55	55	0	0
Malton	46	35	35	-24	0
Northallerton	40	40	40	0	0
Scarborough	51	51	51	0	0
Selby	40	40	40	0	0
Skipton	40	40	40	0	0
Total	272	261	261	-4	0
2012 COMMUNITY LIBRARIES					
Barlby	13	13	13	0	0
Bilton & Woodfield	32	32	32	0	0
Derwent valley	26	26	26	0	0
Embsay & Eastby	11.5	9.5	9.5	-17	0
Gargrave	12	11	11	-8	0
Grassington	36	44	44	22	0
Great Ayton DC	32.5	32.5	32.5	0	0
Hawes	36	46	46	28	0
Mashamshire	31	29	29	-6	0
Total	230	243	243	6	0

APPENDIX 1b - Active users

Community Libraries	2013/14	2014/15	2015/16	2016/17	2017/Mar 18	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
Bedale	1696	1510	1555	1328	1144	-11	3	-17	-14
Bentham	575	491	538	463	455	-15	10	-16	-2
Boroughbridge	1486	1104	1220	1075	1157	-26	11	-13	8
Catterick	3441	2373	2829	2467	2585	-31	19	-15	5
Colburn	1744	1243	1586	1369	1564	-29	28	-16	14
Crosshills	1605	1367	1442	1303	1178	-15	5	-11	-10
Easingwold	2424	2068	2286	1932	1687	-15	11	-18	-13
Eastfield	3439	2596	3184	2540	2507	-25	23	-25	-1
Helmsley	1377	1027	1045	915	728	-25	2	-14	-20
Ingleton	817	622	698	621	589	-24	12	-12	-5
Kirkbymoorside	1796	1291	1657	1316	1125	-28	28	-26	-15
Leyburn	1366	1152	1291	1100	942	-16	12	-17	-14
Norton	1420	1064	1108	887	833	-25	4	-25	-6
Pateley Bridge	650	588	760	839	757	-10	29	9	-10
Richmond	4165	2667	2998	2601	2764	-36	12	-15	6
Scalby	4156	3410	3767	3205	2707	-18	10	-18	-16
Settle	1385	1235	1632	1407	1311	-11	32	-16	-7
Sherburn	3263	2708	2980	2604	2098	-17	10	-14	-19
Starbeck	1874	1521	1678	1566	1408	-19	10	-7	-10
Stokesley	3134	2139	2455	2165	2098	-32	15	-13	-3
Tadcaster	1445	1354	1425	1106	1060	-6	5	-29	-4
Thirsk	3179	2250	2901	2564	2504	-29	29	-13	-2
Total	46437	35780	41035	35373	33201	-23	15	-16	-6
Average	2111	1626	1865	1608	1509	-21	15	-16	-6
Hybrid Libraries	2013/14	2014/15	2015/16	2016/17	2017/Mar ch 18	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
Filey	4397	3143	3591	3214	3291	-29	14	-10	2
Knarborough	7121	5365	5908	5196	4576	-25	10	-12	-12
Pickering	5442	3981	4400	3707	3374	-27	11	-16	-9
Ripon	8059	5724	6708	5762	5556	-29	17	-14	-4
Whitby	5414	3714	4239	3628	4041	-31	14	-14	11
Total	30433	21927	24846	21507	20838	-28	13	-13	-3
Average	6087	4385	4969	4301	4168	-28	13	-13	-2
Core Libraries	2013/14	2014/15	2015/16	2016/17	2017/Mar ch 18	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
Harrogate	18962	13621	15552	13980	14485	-28	14	-10	4
Malton	5431	4138	4532	3813	3634	-24	10	-16	-5
Northallerton	7112	4895	5547	4906	757	-31	13	-12	-85
Scarborough	17248	11379	14495	12480	14073	-34	27	-14	13
Selby	7363	5076	6600	5657	6128	-31	30	-14	8
Skipton	6737	4951	5927	5275	5459	-27	20	-11	3
Total	62853	44060	52653	46111	44536	-30	20	-12	-3
Average	10476	7343	8776	7685	7423	-26	15	-14	-10
2012 Community Libraries	2013/14	2014/15	2015/16	2016/17	2017/Mar ch 18	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18

Barlby	401	453	395	299	<u>449</u>	13	-13	-24	50
Bilton & Woodfield	1382	1279	1180	927	<u>1106</u>	-7	-8	-21	19
Derwent Valley	688	592	561	577	<u>550</u>	-14	-5	3	-5
Embsay & Eastby	271	266	168	185	<u>205</u>	-2	-37	10	11
Gargrave	258	268	249	261	<u>220</u>	4	-7	5	-16
Grassington	540	459	444	366	<u>422</u>	-15	-3	-18	15
Great Ayton DC	1027	1013	898	752	<u>1062</u>	-1	-11	-16	41
Hawes	866	550	727	690	<u>733</u>	-36	32	-5	6
Mashamshire	205	156	117	114	<u>140</u>	-24	-25	-3	23
Total	5638	5036	4739	4171	<u>4887</u>	-11	-6	-12	17
Average	626	560	527	463	543	-20	-14	-20	33

APPENDIX 1c - Visit numbers

Community Library	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
Bedale	33468	35662	31886	33300	31179	7	-11	4	-6
Bentham	24262	20430	17255	14958	15325	-16	-16	-13	2
Boroughbridge	40049	38299	37544	41922	45976	-4	-2	12	10
Catterick Garrison	35657	31356	31491	33651	29248	-12	0	7	-13
Colburn	53645	51166	45581	46812	41003	-5	-11	3	-12
Crosshills	14518	14520	14013	14891	14206	0	-3	6	-5
Easingwold	36777	38769	37024	35610	32162	5	-5	-4	-10
Eastfield	47764	40283	36242	36657	28101	-16	-10	1	-23
Helmsley	29545	29171	25368	26354	24915	-1	-13	4	-5
Ingleton	29277	32392	27298	26095	26089	11	-16	-4	-0
Kirkbymoorside	43575	36718	36928	36947	26847	-16	1	0	-27
Leyburn	53066	48561	46700	47467	35052	-8	-4	2	-26
Norton	12486	12773	14910	13359	21443	2	17	-10	61
Pateley Bridge	20806	19181	12002	9949	15358	-8	-37	-17	54
Richmond	53181	46586	48440	44611	39542	-12	4	-8	-11
Scalby	43020	41356	38331	35374	28647	-4	-7	-8	-19
Settle	35363	43260	53317	53662	26659	22	23	1	-50
Sherburn	40463	38595	36391	35923	32445	-5	-6	-1	-10
Starbeck	23078	22034	20949	23221	19692	-5	-5	11	-15
Stokesley	40445	37919	34192	34480	29916	-6	-10	1	-13
Tadcaster	27327	27996	25394	23284	19555	2	-9	-8	-16
Thirsk	33890	29428	33643	38743	35927	-13	14	15	-7
Total	771660	736450	704894	707270	619287	-5	-4	0	-12
Average	35075	33475	32041	32149	28149	-4	-5	-0	-7
Hybrid									
Filey	63561	61041	58527	58912	54625	-4	-4	1	-7
Knaresborough	154176	157027	140448	135600	141678	2	-11	-3	4
Pickering	105053	106503	102225	100238	88703	1	-4	-2	-12
Ripon	112219	102987	97343	91056	92364	-8	-5	-6	1
Whitby	77158	76339	70806	69438	65842	-1	-7	-2	-5
Total	512167	503897	469348	455244	443212	-2	-7	-3	-3
Average	102433	100779	93870	91049	88642	-2	-6	-3	-4
Core									
Harrogate	272769	257748	245382	249591	240383	-6	-5	2	-4
Malton	126213	95252	69830	65984	63899	-25	-27	-6	-3
Northallerton	76406	72885	68814	65118	61690	-5	-6	-5	-5
Scarborough	304639	283249	257043	257049	222943	-7	-9	0	-13
Selby	102281	95222	87062	73681	64073	-7	-9	-15	-13
Skipton	116366	119868	113380	114713	116799	3	-5	1	2
Total	998674	924222	841510	826136	769787	-7	-9	-2	-7
Average	166446	154037	140252	137689	128298	-8	-10	-4	-6
2012 Community Lib									
Barlby	13101	15350	13526	13232	13362	17	-12	-2	1
Bilton and Woodfield	15828	17778	24274	18905	23719	12	37	-22	25
Derwent Valley Bridg	16006	18548	18336	19449	19315	16	-1	6	-1
Embsay with Eastby	3730	3665	3000	2922	3257	-2	-18	-3	11
Gargrave	21652	22107	19532	18477	17599	2	-12	-5	-5
Grassington	24479	24159	23373	25604	12938	-1	-3	10	-49
Great Ayton	50892	49069	48269	47218	39950	-4	-2	-2	-15
Hawes	49023	105415	127862	126552	140133	115	21	-1	11
Mashamshire	4181	3755	3396	3422	3648	-10	-10	1	7
Total	198890	259845	281567	275781	273921	31	8	-2	-1
Average	22099	28872	31285	30642	30436	16	0	-2	-2

APPENDIX 1d - Loan activity

	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
COMMUNITY LIB									
Bedale	39921	43595	39711	40092	34002	9	-9	1	-15
Bentham	14316	14688	11796	11723	11218	3	-20	-1	-4
Boroughbridge	22172	22085	21716	20678	23110	-0	-2	-5	12
Catterick	29984	28964	28917	30049	28579	-3	-0	4	-5
Colburn	30832	29240	29030	25526	23944	-5	-1	-12	-6
Crosshills	35355	35909	32115	33481	28662	2	-11	4	-14
Easingwold	63123	62421	61144	61651	51633	-1	-2	1	-16
Eastfield	39991	36772	34264	29407	23828	-8	-7	-14	-19
Helmsley	19752	18423	16802	16729	12903	-7	-9	-0	-23
Ingleton	17888	18604	16050	14769	15210	4	-14	-8	3
Kirkbymoorside	25399	25464	24882	25324	25531	0	-2	2	1
Leyburn	32702	32730	25948	27731	24309	-13	-8	7	-12
Norton	17258	17798	15612	14708	16166	3	-12	-6	10
Pateley Bridge	19160	18005	17607	20144	18182	-6	-2	14	-10
Richmond	67654	58000	55149	54081	47136	-14	-5	-2	-13
Scalby	84430	84918	78375	76524	62105	1	-8	-2	-19
Settle	29090	29971	38797	37228	32425	3	29	-4	-13
Sherburn	73701	74871	67175	63469	49270	2	-10	-6	-22
Starbeck	30649	32736	29525	29518	24131	7	-10	-0	-18
Stokesley	59869	56077	50364	51584	39934	-6	-10	2	-23
Tadcaster	39187	34115	31660	30416	27112	-13	-7	-4	-11
Thirsk	59610	57682	59851	55467	53526	-3	4	-7	-3
Total	852043	828638	786490	770299	672916	-3	-5	-2	-13
Average	38729	37665	35750	35014	30587	-2	-5	-2	-10
HYBRID									
Filey	82932	75200	68059	64806	62316	-9	-9	-5	-4
Knarsborough	108597	104868	102454	100371	99796	-3	-2	-2	-1
Pickering	89474	87724	82187	81639	81069	-2	-6	-1	-1
Ripon	134435	124514	116670	112770	107597	-7	-6	-3	-5
Whitby	89029	87193	83353	78259	73081	-2	-4	-6	-7
Total	504467	479499	452723	437845	423859	-5	-6	-3	-3
Average	100893	95900	90545	87569	84772	-5	-6	-3	-3
CORE									
Harrogate	345325	325399	301217	300318	289963	-6	-7	-0	-3
Malton	88159	78603	74491	72467	73424	-11	-5	-3	1
Northallerton	117403	117019	111005	108332	105585	-0	-5	-2	-3
Scarborough	198730	184572	166078	160354	146604	-7	-10	-3	-9
Selby	120962	118408	112708	109671	100217	-2	-5	-3	-9
Skipton	118553	125770	121946	123925	114754	6	-3	2	-7
Total	989132	949771	887445	875067	830547	-4	-7	-1	-5
Average	164855	158295	147908	145845	138425	-3	-6	-2	-5
2012 COMMUNITY LIB									
Barlby	6883	7437	6820	6275	6634	8	-8	-8	6
Bilton & Woodfield	34605	31124	27289	21902	25811	-10	-12	-20	18
DVB	20115	23074	21506	23212	20848	15	-7	8	-10
Embsay & Eastby	6739	6399	5198	4683	5143	-5	-19	-10	10
Gargrave	8132	7677	7126	7037	7643	-6	-7	-1	9
Grassington	7377	8744	7790	7749	11565	19	-11	-1	49
Great Ayton DC	28603	26160	24634	22325	22298	-9	-6	-9	-0
Hawes	10860	10375	10144	9945	8902	-4	-2	-2	-10
Mashamshire	5075	5122	5058	4720	4672	1	-1	-7	-1
Total	128389	126112	115565	107848	113516	-2	-8	-7	5
Average	14265	14012	12841	11983	12613	1	-8	-5	8

APPENDIX 1e - PC sessions

	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
COMMUNITY LIB									
Bedale	1536	2139	1867	1727	1347	39	-13	-7	-22
Bentham	1152	1011	971	646	645	-12	-4	-33	-0
Boroughbridge	2228	2238	1817	2045	1501	0	-19	13	-27
Catterick	5514	4796	4131	3957	3995	-13	-14	-4	1
Colburn	4810	4838	4527	4641	3796	1	-6	3	-18
Crosshills	2081	2019	2143	2185	1921	-3	6	2	-12
Easingwold	2827	3481	2868	2815	2087	23	-18	-2	-26
Eastfield	8693	8330	8724	7118	5334	-4	5	-18	-25
Helmsley	1598	1464	1165	1245	1145	-8	-20	7	-8
Ingleton	2617	2495	1946	1824	1840	-5	-22	-6	1
Kirkbymoorside	4085	3463	2994	2588	3097	-15	-14	-14	20
Leyburn	2719	3119	3050	2977	1843	15	-2	-2	-38
Norton	1970	2376	2183	2096	2846	21	-8	-4	36
Pateley Bridge	738	709	901	1545	1729	-4	27	71	12
Richmond	10327	9316	8419	7746	6232	-10	-10	-8	-20
Scalby	7847	7820	6628	6042	4527	-0	-15	-9	-25
Settle	2255	2224	2753	2481	2117	-1	24	-10	-15
Sherburn	6051	5346	4305	4037	3477	-12	-19	-6	-14
Starbeck	2922	3111	2759	1305	2043	6	-11	-53	57
Stokesley	7773	7687	6546	4911	3365	-1	-15	-25	-31
Tadcaster	2520	2542	2323	1770	1979	1	-9	-24	12
Thirsk	4931	5403	5005	4568	4229	10	-7	-9	-7
Total	87194	85927	78025	70269	61095	-1	-9	-10	-13
HYBRID									
Filey	10088	10149	8868	8308	7738	1	-13	-6	-7
Knaresborough	14204	13788	11130	10769	9290	-3	-19	-3	-14
Pickering	13234	12413	11900	10322	8992	-6	-4	-13	-13
Ripon	19249	17727	16210	14907	14082	-8	-9	-8	-6
Whitby	15146	13912	13324	13135	12258	-8	-4	-1	-7
Total	71921	67989	61432	57441	52360	-5	-10	-6	-9
CORE									
Harrogate	50092	49608	45057	44956	42519	-1	-9	-0	-5
Malton	16187	12349	9845	9001	8479	-24	-20	-9	-6
Northallerton	14783	14967	13520	12695	12096	1	-10	-6	-5
Scarborough	76331	81054	72504	67084	62919	6	-11	-7	-6
Selby	24395	22958	17397	15193	13456	-6	-24	-13	-11
Skipton	13577	13735	12824	11984	10531	1	-7	-7	-12
Total	195365	194671	171147	160913	150000	-0	-12	-6	-7
2012 COMMUNITY LIB									
Barlby				406	591				46
Bilton & Woodfield				1695	1769				4
DVB				864	916				6
Embsay & Eastby									
Gargrave				452	389				-14
Grassington				585	558				-5
Great Ayton DC				3624	3015				-17
Hawes	1416	1479	1803	1749	1391	4	22	-3	-20
Mashamshire									
Total	1416	1479	1803	9375	8629	4	22	420	-8

APPENDIX 1f - ICT supported sessions

	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
COMMUNITY LIB									
Bedale	88	87	79	89	36	-1	-10	13	-60
Bentham	42	32	82	62	21	-24	156	-24	-66
Boroughbridge	39	45	69.5	137	174	16	54	97	27
Catterick	92	83	69	88	79	-10	-17	28	-10
Colburn	155	38	31	25	47	-76	-20	-18	88
Crosshills	100	196	143	186	81	97	-27	30	-56
Easingwold	106	66	139	109	10	-38	111	-22	-91
Eastfield	238	328	259	265	153	38	-21	2	-42
Helmsley	68	86	102	137	26	26	19	34	-81
Ingleton	45	30	312	599	109	-34	958	92	-82
Kirkbymoorside	48	53	110	70	48	10	108	-36	-32
Leyburn	89	70	45	79	225	-21	-36	78	185
Norton	121	104	442	364	53	-14	325	-18	-86
Pateley Bridge	15	27	5	248	44	80	-81	4860	-82
Richmond	245	21	93	37	261	-92	351	-60	605
Scalby	435	453	440	550	34	4	-3	25	-94
Settle	39	44	257	158	107	13	490	-38	-32
Sherburn	203	546	463	522	895	169	-15	13	71
Starbeck	47	98	34	11	13	110	-66	-69	24
Stokesley	151	201	184	36	82	33	-8	-80	128
Tadcaster	62	135	65	51	92	118	-52	-22	80
Thirsk	130	92	273	219	67	-29	197	-20	-69
Total	2556	2831	3693	4042	2656	11	30	9	-34
HYBRID									
Filey	381	418	458	277	467	10	10	-39	69
Knaresborough	283	547	379	334	201	94	-31	-12	-40
Pickering	447	503	291	141	346	13	-42	-51	145
Ripon	359	471	897	197	89	31	90	-78	-55
Whitby	325	458	631	690	381	41	38	9	-45
Total	1794	2397	2655	1639	1484	34	11	-38	-9
CORE									
Harrogate	718	740	1700	643	501	3	130	-62	-22
Malton	592	632	426	410	558	7	-33	-4	36
Northallerton	383	410	12	0	331	7	-97	-100	0
Scarborough	1176	1597	1923	2747	1931	36	20	43	-30
Selby	318	299	308	386	431	-6	3	26	12
Skipton	472	418	430	549	570	-12	3	28	4
Total	3659	4095	4798	4735	4322	12	17	-1	-9
2012 COMMUNITY LIB									
Barby					9				
Bilton & Woodfield					39				
DVB					8				
Embsay & Eastby					4				
Gargrave					23				
Grassington					5				
Great Ayton DC					0				
Hawes	147				0	-100			
Mashamshire					130				
Total	147				218				

APPENDIX 1g - Summer Reading activity

	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
COMMUNITY LIB									
Bedale	188	194	178	177	130	3	-8	-1	-27
Bentham	107	92	82	53	54	-14	-11	-35	2
Boroughbridge	143	141	139	136	153	-1	-1	-2	13
Catterick	171	171	203	255	235	0	19	26	-8
Colburn	122	99	120	104	91	-19	21	-13	-13
Crosshills	174	173	170	176	109	-1	-2	4	-38
Easingwold	335	344	322	345	283	3	-6	7	-18
Eastfield	259	278	272	252	209	7	-2	-7	-17
Helmsley	93	97	91	95	77	4	-6	4	-19
Ingleton	95	79	95	86	85	-17	20	-9	-1
Kirkbymoorside	133	116	127	120	119	-13	9	-6	-1
Leyburn	63	62	65	58	52	-2	5	-11	-10
Norton	137	132	130	108	124	-4	-2	-17	15
Pateley Bridge	66	106	91	114	117	61	-14	25	3
Richmond	193	141	224	199	226	-27	59	-11	14
Scalby	321	310	307	308	309	-3	-1	0	0
Settle	142	146	189	164	121	3	29	-13	-26
Sherburn	449	452	458	438	377	1	1	-4	-14
Starbeck	123	146	156	156	153	19	7	0	-2
Stokesley	217	221	196	227	178	2	-11	16	-22
Tadcaster	171	170	194	168	139	-1	14	-13	-17
Thirsk	289	259	278	280	277	-10	7	1	-1
Total	3991	3929	4087	4019	3618	-2	4	-2	-10
Average									
HYBRID									
Filey	218	204	224	183	192	-6	10	-18	5
Knarborough	451	434	398	397	400	-4	-8	-0	1
Pickering	406	420	391	369	381	3	-7	-6	3
Ripon	535	524	503	522	442	-2	-4	4	-15
Whitby	380	394	347	330	303	4	-12	-5	-8
Total	1990	1976	1863	1801	1718	-1	-6	-3	-5
Average									
CORE									
Harrogate	945	949	925	952	952	0	-3	3	0
Malton	450	419	357	379	322	-7	-15	6	-15
Northallerton	445	434	444	440	449	-2	2	-1	2
Scarborough	709	624	712	704	646	-12	14	-1	-8
Selby	625	600	648	649	600	-4	8	0	-8
Skipton	607	563	600	622	523	-7	7	4	-16
Total	3781	3589	3686	3746	3492	-5	3	2	-7
Average									
2012 COMMUNITY									
Barlby	93	105	80	91	84	13	-24	14	-8
Bilton & Woodfield	285	236	231	214	226	-17	-2	-7	6
DVB	90	93	61	98	77	3	-34	61	-21
Embsay & Eastby	32	34	36	21	24	6	6	-42	14
Gargrave	50	78	80	66	90	56	3	-18	36
Grassington	35	56	27	32	22	60	-52	19	-31
Great Ayton DC	114	113	128	98	93	-1	13	-23	-5
Hawes	59	62	74	69	66	5	19	-7	-4
Mashamshire	20	30	17	22	48	50	-43	29	118
Total	778	807	734	711	730	4	-9	-3	3
Average									

APPENDIX 1h - Community activities

COMMUNITY LIB	Community activities
Bedale	Developing their arts and cultural offer and integrated with other services in Bedale Hall Community Centre.
Bentham	Part of the wider Pioneer Project ambition to create a community hub.
Boroughbridge	Co-located with Community Care Association. They are offering assisted digital and expanding their offer to children, young people and local schools.
Catterick	ALSS co-located, targeting family learning.
Colburn	Targeting children and young people activity with link to Colburn hub and café
Crosshills	Looking to collaborate with other voluntary and community sector organisations. Visioning event planned.
Easingwold	Targeting children and young people activity - Community Care Association no longer plan to co-locate.
Eastfield	Targeting health and wellbeing and working with the medical centre. Focus on physical activity and digital.
Helmsley	Tourist information point. Part of Helmsley in Business. Ambition to target health and wellbeing.
Ingleton	Part of the community centre and the community hub.
Kirkbymoorside	Local enterprise hub supporting local businesses.
Leyburn	Targeting children and young people. Supporting face to face tourism facilities.
Norton	Health and wellbeing hub with Sight Support as a tenant. Community garden.
Pateley Bridge	Established community hub, ambition to provide wider support for volunteering and community transport.
Richmond	Targeting culture and heritage, co-located with tourist information centre.
Scalby	Increased community activities.
Settle	Currently consolidating and building capacity.
Sherburn	Clear vision on becoming a whole community hub in partnership with the old school. Targeting youth activities.
Starbeck	Currently consolidating with wider activities around health and wellbeing, social isolation and digital.
Stokesley	Business and enterprise hub. Expanding its offer for young people. Potential to relocate with building society with interests in becoming a resource for local businesses eg: touch down spaces.
Tadcaster	Networked into the Selby Better Together hubs.
Thirsk	Health and wellbeing hub, liaising with Community Care Association and The Clock around prevention, also in discussions with the Childrens Centre.



Library Service – Customer Journey Map report

Library Volunteer Engagement

Giles Carr - Business Change Officer - January 2018

January 2018

Version 0.3

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Background

An innovative programme was implemented to transform the Library Service across the county. Building on the 2012 model, this programme transitioned a total of 36 Council run libraries to varying levels of community responsibility and came into effect by April 2017.

This transformation ran in conjunction with a staffing restructure and aimed to achieve budgetary savings whilst maintaining provision of services to communities.

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).

Participation

Library Managers were consulted in three differing settings, a NYCC Library, a Community Library and a Hybrid Library to establish a base position – an understanding of the process from NYCC's point of view, on how Volunteers are attracted and inducted into the Library Service.

This was followed by three workshops, one in each Library type, to canvass the views of the in situ Volunteers to try and surface what the experience of becoming a volunteer was like for them from their point of view.

Workshops were conducted with about 20 participants, representing a total of some 250 Volunteers spread across the three library Locations. These were Harrogate Library, Knaresborough Hybrid library and Sherburn in Elmet Community Library.

Constraints

It should be noted that time, and practical issues meant that only three library sites were consulted and a relatively small number of Volunteers were directly consulted, however, it is believed that this represents a reasonable cross section of views and locations.

Executive Summary

Volunteers have a positive experience in becoming a Volunteer, enjoy being a Volunteer and value the opportunity to maintain what they view as a highly valuable community asset.

The profile of Volunteers is fairly constant. They tend to be retired professionals, degree educated and a high proportion are from an IT or teaching background. A small number are looking at volunteering as a way into employment and a few are younger people and are involved in reading sessions after school. All live locally to the Library they volunteer at.

The way in which each Library attracts and then processes a Volunteer through the recruitment process is broadly similar and, with some notable exceptions, (shown below) work well and meet the needs of the Volunteer. The Library Service has a process in place in line with other council departments, some of the community groups utilised this, others developed their own.

The Volunteer journey is not always smooth. All the Volunteers raised questions around:

- Having to volunteer in the first place. They view the Library Service as one that should be provided by the County Council and object to the need to provide a volunteer service.
- The mandatory training online E Learning has been a uniformly poor experience for the Volunteers, many have simply given up and have not completed the training.

Some of the Volunteers raised questions around:

- The amount of effort required to complete a Volunteer application form.
- The amount of detail that a referee was expected to provide.
- Some poor communication about how, when and in what order, training modules could be consumed.
- The varying level of personal development and engagement when in role.

However, for each concern, the Volunteers have articulated how an individual difficulty could be addressed and it should be noted their view of being a Volunteer is **overwhelmingly positive**.

A Customer Journey Map has been produced, which is a visual representation of both the journey a potential Volunteer goes through to from become aware of Volunteer opportunities to actually being in post and how they feel along the way.

Findings

Step 1 - All Volunteers felt to some extent, and in some cases very strongly, that the County Council should be delivering Library Services and not relying on the good will of Volunteers.

Volunteers all, to a varying degree, reported feelings of resentment and anger at the potential loss of a valuable community service. However, they all recognised that in becoming a Volunteer it was an opportunity to retain this service and help their local community.

Recommendation

- That communication on why Library's have to adopt a Volunteer model be generally improved with a focus on the positive aspect of becoming a Volunteer

Steps 2 & 3 – All Volunteers who attended the Library to enquire about Volunteering met with either Staff or Steering Groups

This first face to face contact proved to be a critical point. It is an excellence opportunity for Library Staff and Steering Group members to shape the expectation, duties and commitment needed for the role. It also presents a 'first look' opportunity for volunteers too. However, the experience at this point was varied. Some reported that Steering Groups were excellent and provided comprehensive information on which decisions could be made, and others felt that Volunteer roles were never described in detail.

Recommendation

- Make use of best practice to design a uniform method of 'first contact' and the information provided to potential volunteers.

Step 4 – Completing an application form.

Volunteers reported that due to the format of the application form they were given (appeared to be a NYCC standard form) that a great deal of formal effort went into completing the application, similar to applying for a full time NYCC job. Once in role, it was evident that this was wasted time and effort.

Recommendation

- Follow the Knaresborough Steering Group approach of Registration of Interest Form (ROI) which was described as fit for purpose and concise.

Step 6 References

Several Volunteers, in a process in common to the application form, felt that too much detail was required from potential referees and that they were asked to invest far too much time and effort in completing the form they were supplied with. Another common point, was that all the Volunteers stated that there was no official welcome, or 'you have passed' stage. The transition from enquiry to a potential Volunteer happens by presumption.

Although Volunteers were delighted to be sent a list of training dates, confirmation of being in role would be welcome.

Recommendations

- A much shorter and simplified form would suffice.
- Some formal notification that a person is officially a Volunteer.

Steps 7-11 Training

How the Volunteers felt about the training fell into two distinct areas. The training by NYCC was very well received. Volunteers found the course content to be interesting, informative and in most cases easy to access. They felt a little nervous and excited about the amount of content they felt they had to learn, and in some cases the time between completing the training and being in post was a little too far apart, nevertheless, this was a pleasant experience that they felt would equip them with the knowledge and confidence to at least start in post.

The Online Mandatory E learning was, across the board, a less positive experience. All the Volunteers reported feeling frustrated, irritated and generally vexed by the technical difficulties in accessing the Online Learning. Further, many felt that the content was far too complicated, in depth and was clearly designed for NYCC full time employees rather than a Volunteer. Several reported that they had simply abandoned trying to complete the modules.

Recommendations

- Wherever possible, training takes place at the Library a Volunteer is to work at.
- Where possible, ensure that the time gap between finishing training and starting Volunteering is as short as possible.
- The access and content of the Mandatory Learning is reviewed.

Steps 12-13 Recruiting and placing Volunteers in Role.

Volunteers are highly motivated and wish to make a positive contribution to the Library they volunteer at. The main driver for volunteering is a very strong desire to maintain what they view as a crucial community resource. A secondary, and also powerful driver is that many volunteers also want social interaction, to be stimulated and to learn or do an interesting thing in their free time. Many of the Volunteers reported, that although relatively new in role, they could see themselves staying in position for a long time, or until their life circumstances change. They see themselves as providing an important service to the community and enjoy doing so. They feel very fulfilled by volunteering and enjoy working in the Library, have flexibility surrounding what they do, what level of responsibility they wish to take up and the amount of time they can contribute.

However, this picture does vary from Library to Library. All of the Volunteers stated that when in post, they want support and engagement from Library Staff. Some of the Volunteers thought that their Personal Development Plans were unstructured and that in their view, paid staff did not have the time to mentor Volunteers. Some Volunteers

mentioned that particularly when new in post, they feel anxious about making a positive contribution and if they are not interacted with to any great extent on a daily basis, they quickly feel isolated and not part of the team.

Consideration should be given to formalising a Personal Development Plan for Volunteers when they are in role. Currently, this process seems to be an ad hoc one and is dependent on the focus and resource available to the Steering Group or Managers in a location and vary fairly substantially. Volunteers are a valuable resource, and if not managed correctly, Libraries will be at risk of suffering high turn over of positions.

Recommendations

- Formalise and standardise a Personal Development Plan structure to ensure continuing support and development for Volunteers.

Conclusion

In order to deliver the required number of volunteers by the April 17 deadline, a huge number of people had to be attracted, trained and in position to provide a Library service to North Yorkshire citizens. This, in the main, has been very efficiently achieved. Further, the Volunteers who have been attracted have enjoyed the process of becoming a volunteer, are well informed and adequately trained in doing so. They enjoy being in post and have met their varied personal, social and community goals in becoming a Volunteer. Most think that they get so much from volunteering that they are likely to stay for the long term, likely to be measured in years.

The involvement of volunteers in the Library Service is both vital and desirable. Although, as stated earlier, many of the Volunteers have reservations of why they should have to volunteer in the first place, they find volunteering rewarding, fulfilling and interesting on a personal basis, they also find a great deal of personal satisfaction in providing a valued community service in their locality that would otherwise either be compromised or disappear completely.

NYCC must nurture this valuable community asset and must give consideration to developing supporting the volunteers when they are in post in the long term. NYCC should look at how Volunteers are to consume NYCC online mandatory training modules with a consideration on both making the modules easier to access and the content more appropriate to a Volunteer.

Library Service Reconfiguration 12 Month Post Implementation Review survey results

Staff Results

58 library and stronger community staff were sent the survey, 27 responded. 2 staff did not answer Q1 and Q2 as they are new recruits and 1 staff member rated 2 libraries differently on Q3.

Staff Survey	Poor	Fair	Good	Very Good
Please rate your overall experience with the transition period	6 (23%)	11 (42%)	9 (35%)	
Please rate your overall experience of the last 12 months	5 (18%)	9 (32%)	14 (50%)	
	Not Successful	Partially Successful	Successful	Very Successful
Please rate the current status of the library within the community		11 (38%)	15 (52%)	3 (10%)

Comments were shared between pragmatism, apprehension and excitement as the move to the new model of service delivery progressed and became reality. The challenge of maintaining services throughout the process of consultation, decisions, and implementation were highlighted as was working with colleagues who were leaving the service. As the end of the first year was reached comments continue to acknowledge the challenge of working to a different model and the skills required alongside recognition that all libraries are still open and the difference that volunteers have made in bringing closer links to communities.

Question 1 – Transition period

“Challenging but the significant changes in the service delivery model required was unlikely to be anything but.”

“Even though we’d spent two years leading up to the change, when it happened felt intense.”

Question 2 – Last 12 months

“Although hard, we have now have a great team of staff and volunteers”

“It has been a steep learning curve but the library is running well and we have had a lot of successes, which has been very cheering!”

“Ongoing training can be daunting especially for those only committing to a few hours a week and continuity of service can be affected Things change rapidly and some find it hard to keep up.”

Question 3 - Current status

“Great innovative and positive thinking team and some amazing volunteers.”

“There is still plenty of work for staff to do and I look forward to the next year as the volunteers have grown in confidence and we are beginning to offer more activities and events to serve the community.”

“More volunteers are coming forward which is a good sign that the library can be sustained”

“I am finding that the public and community groups appreciate that the library is still open and find the service as a whole very good.”

Councillor Results

37 councillors were sent the survey, 7 responded.

Councillor Survey	Poor	Fair	Good	Very Good
Please rate your overall perception of the transition period		2 (29%)	3 (43%)	2 (29%)
Please rate your overall perception of performance over the last 12 months		1 (14%)	3 (43%)	3 (43%)
	Not Successful	Partially Successful	Successful	Very Successful
Please rate your perception of the current status of the community library service.		1 (14%)	3 (43%)	3 (43%)

Comments were again around the challenges of finding and establishing management groups to oversee the community managed model. Acknowledgement was given to the support provided by the Library and Stronger Communities teams. There was recognition of the work being undertaken by the groups/volunteers and some pride exhibited in achievements. At the end of the first year comments reflect an ongoing concern about sustainability of volunteer recruitment.

Question 1 - Transition period

"Wasn't free of problems but got there in the end"

"Difficult to engage and co-opt people to set up the CIO, Needed a significant hard push to co-opt volunteers. Good support from Stronger Communities helped to make it happen."

"Issues were dealt with sympathetically, and professionally and solutions were found"

Question 2 - Last 12 months

"Not without transitional problems"

"Our Summer Reading Challenge numbers were well up on previous years. The £4000 to spend on our library, invested mainly in the Children's Area was welcome, as was the way we were left in control of how we spent it."

"Having a library manager on the Town Council books and managing the volunteers, helped make the library operate."

Question 3 - Current status

"I worry that the initial enthusiasm of volunteers may be on the decline and where will the next generation come from"

"Significantly increased the operating hours from 1st April 2018 has shown the success of XXXX"

Management Group Results

The 27 community/hybrid community management groups were sent the survey, 16 responded covering 18 libraries

Table 11 - Community Management Groups	Poor	Fair	Good	Very Good
Please rate your overall experience with the transition period		7 (41%)	6 (35%)	4 (24%)
Please rate your overall experience of the last 12 months		2 (12%)	11 (64%)	4 (24%)
	Not Successful	Partially Successful	Successful	Very Successful
Please rate the current status of the library within the community		2 (12%)	10 (59%)	5 (29%)

Comments again reflect the challenge of the move to community management and increased dependence on volunteers. Recognition was given to the professionalism of library staff during the run up to implementation. The support from Library and Stronger Communities teams is acknowledged, as are the issues of adapting council procedures/policies to a volunteer model – specifically around training and IT protocols. There were a number of comments on the amount of time/workload for management groups and some concerns around future recruitment both for committee members and volunteers. At the end of the first year a considerable (and justified) pride is shown in what has been achieved. A number of comments related to the future development of the service both county-wide and locally.

Question 1 - Transition period

“Challenging but all worked as a team to achieve our goals”

“The training provided for the volunteers was felt to be very onerous but following feedback this has been changed and the new idea of shadowing existing staff/volunteers works exceptionally well as they learn hands on before going in to the theory training so it makes more sense”

“Supportive input from Stronger Communities, and Libraries staff, particularly staff whose own jobs were at risk were all very professional and supportive. We were offered support with developing a Business Plan, undertaking a Skills Audit and developing our Vision.”

“Thanks to the efforts of the existing library staff most volunteers had already been recruited, undergone partial, or full, training and been welcomed as volunteers at the library by the staff before the official handover.”

Question 2 - Last 12 months

“Staff have continued to be helpful, friendly and supportive. We have trained all volunteers and have managed to staff the library successfully. We have done well on fund raising. However, IT infrastructure has been unreliable and the Soprano software could be more fool-proof.”

“It has been learning time for all the volunteers, we have all had to learn new skills and put new procedures in place. It had reminded us the we cannot just sit still we must always have an open mind and be prepared to learn and take on new challenges”

“The volunteers have welded as a team and shown great commitment. The library users have been very patient, understanding and supportive as we have tried to maintain and build on the standards set by the librarians.”

"The workload for trustees has been far greater than expected, and is not sustainable going forward. Funding is being sought for administrative support."

"The Supervisor has got to know volunteers and has a good insight into the skills and preferences of many of the volunteers. Our volunteers have been brilliant, people have taken on additional tasks and have covered all shifts, including in inclement weather. A smaller group have worked tirelessly behind the scenes on fundraising, admin, coordination etc and a group have done the cleaning every week."

"The response of the Community, particularly the number of keen volunteers coming forward, has been excellent. The team spirit among the volunteers has grown and a number have put themselves forward for other tasks, such as the "Events" group."

"The small band of volunteers we have got have been amazing. Now NYCC staff with who we have direct face to face contact have settled into their roles has helped to settle things in a positive way."

Question 3 - Current status

"We need to market our services more - increase number of books loaned and members"

"We feel the library is operating successfully and the relationships between ourselves and NYCC support staff are excellent."

"There is a real buzz about the library around our local area as it is felt to be a real community asset with all it provides."

"We believe that the library has a very positive image in the community at present. That is not to say that the Steering Group is wholly delighted at the changes that have taken place. The unanimous preference of the Group would have been for the library to continue to have been staffed by a team of permanent library staff."

"The Summer Reading Challenge was a great success, with volunteers helping to achieve completion figures well above the national average."

"We have 30 volunteers but need 6 more to be able to comfortably cover all the sessions. We have not been able to let the meeting rooms out as often as we hoped."

"Footfall at the library has held up well and in most cases customers appear to appreciate the efforts of volunteers to maintain a library..... Development of the hub has been slow, but in the next year it is hoped that this will be resolved and the library will become an even important location for the community."

"Feedback from customer's remains supportive and efforts of Volunteers, Trustees and supporting 'Friends' seem to be appreciated. Still need to engage with other customers and wider community."

"Attracting sufficient volunteers to comfortably cover library operations will always be a challenge. Recruiting and retaining trustees is also difficult."

"Due to enormous effort put in by dedicated volunteers and staff"

"We are developing a plan aimed at increasing public awareness of and use of the library and this is our number one priority"

"The trustees are very positive about the changes to Libraries in terms of the work, attitude and commitment of the volunteers who now run the Library. We do have an excellent support worker, unfortunately entitled supervisor. The volunteers work hard to encourage our community to use the Library. We are extremely pleased with comments and the views of both visitors and community. Unfortunately, NYCC needs to work on the speed of their response to the needs of the community Libraries, the appropriateness of their training and their ability to listen to what the libraries are saying."

Customer Results

The survey was made available online and hard copies were sent to all 33 libraries. 344 responses have been submitted from 24 libraries.

Table 12 Customer Survey	YES	NO	Total 422		
Are you aware of any difference or changes in the services provided in your local library since April 2017?	330 (78%)	92 (22%)			
If you said yes please rate your overall perception of the difference or changes you are aware of.	Very Negative	Negative	Neither Negative or Positive	Positive	Very Positive
	5 (1%)	25 (8%)	42 (13%)	88 (27%)	170 (51%)

Comments from Customers show that they were aware of the change moving to volunteer/community managed libraries however the majority see this as a positive change primarily as their local library remains open. The majority of respondents did not appear to differentiate between staff and volunteers referred to staff/volunteers in their comments with no differentiation. 89% (306) of submitted comments stated that the service was good/excellent with 16% (56) specifically stating they were grateful to the volunteers for 'saving' their library. 8% (29) stated that the change was an improvement with a more community centred facility and more activities. 11% (38) were grateful to the volunteers, however they were still angry that this change had been necessary. 7% (26) expressed dissatisfaction either for reduction in opening hours or a particular aspect of 'poor' service which was not directly attributable to the changes.

"Very relieved to still have a local library"

"I feel that the team at XXXX give excellent service but wish to voice my objection that library services are not thought important enough to be provided for by NYCC."

"Better opening hours and slightly better availability of books. Too busy sometime with scrabble/jigsaw players taking up space and unable to sit and read papers."

"The volunteers are doing an excellent job, but it is a shame that so many library staff were made redundant"

"All staff are very helpful."

"The introduction of voluntary staff has had minimal effect on the efficient operation of the library. Without their efforts the facility would no doubt cease to operate."

"It appears to be business as usual"

"The warmth and welcome of the volunteers is outstanding. The library is starting to feel like a real community centre. The fact that so many people are prepared to give time and effort to maintain and develop the service is excellent."

"I hadn't realised it was run by volunteers until the lady in the library mentioned it. A fantastic service and as a mum with a young child a lovely place to come and choose new books."

"Library seems to be busier (used more). Volunteer staff are generally pleasant and helpful. There had been no deterioration in service, neatness, filing or returned books, perhaps a slight improvement."

"The Library was due to close. However, it has been taken over by a well led volunteer group and has been saved. It's been able to respond to public demand and increase its opening hours."

"For my usage of the library the service is of the same high quality."

"I was sceptical before the changes were implemented that there would not be enough volunteers and that the library's services would reduce but I've been pleasantly surprised. I have two young children and there is lots on offer for them, including story and singing times, competitions, craft sessions, etc. It's great and thank you! The volunteers are keen and mostly friendly and welcoming."

"As a volunteer I have learnt many new skills and appreciated the complexity of the job that the professional staff do and the breadth of their knowledge. Every week I learn two or three new aspects of the job from them. As a customer I am even more aware of the importance of the library as a vital hub in"

"I would have preferred to continue with fully trained professional library staff . There is no reason why our librarians should have lost their jobs....I feel libraries have been targeted disproportionately."

"Having volunteers involved in so many aspects of running the library seems to have improved the feeling of community. Has also possibly made people more aware of what they would have lost if the library had been closed and that there are possibly other activities that could take place there."

"A change to volunteers appears to have worked but proper staff still very much needed."

"The library has become a friendly hub for meeting people - particular the knit and natter group. It's also good to be able to chat over a coffee whilst crafting for charities instead of at home alone."

"Volunteers usually very helpful and if they can't help they can explain how you get to where you want to be."

"I came over to the library 3 weeks ago and was greeted by 3 lovely staff 'volunteers' they were very inspirational to me as I have recently been diagnosed with Vesicular Dementia"

"There seem to be far more diverse services on offer than previously in this invaluable community service."

"The library is run very well but the reduced hours since becoming community managed have given a negative perception of the change."

"Really happy we still have a library - kids love it. Thank you."

"The volunteers do a fantastic job, but I still think it should be a paid job."

"Well informed 'volunteer' staff. Helpful, friendly, informative. Sometimes had longer 'wait' than previously for books from 'other' library sources, due no doubts to lack of funding for 'transport' and not the 'fault' of volunteer staff!"

"Run by extremely enthusiastic friendly helpful and ever smiling volunteers who are willing to go the extra mile to provide excellent service to users! Deeply appreciated!"

"Increase in volunteers who are doing an excellent job with support from established salaried staff. Here's hoping that this doesn't lead to more cuts of salaried staff of whom are still needed."

"Haven't noticed any changes which I hope is good if there has been."

North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
18 June 2018
Visit to HMP Kirklevington Grange on 16 April 2018

Purpose of Report

To update the Committee on the visit to HMP Kirklevington Grange on 16 April 2018 that members of the committee undertook, as part of the committees ongoing scrutiny of re-offending rates in the county and what is being done to reduce them. It also suggests some lines of enquiry for the committee to pursue.

Background

Over the past 12 months, the committee has scrutinised the work of the local Probation Service and the Community Rehabilitation Company, with a particular focus on adult re-offending rates in the county and how these compare to similar and neighbouring areas in the region.

Committee members have raised concerns about the levels of adult re-offending in the county and also the lack of meaningful data to support a more in-depth understanding of what interventions work and where improvements in practice could be made.

The committee members felt that a way to better understand the situation would be to speak to adult offenders from North Yorkshire who are currently in custody but near to their release date. As such, a visit was arranged to HMP Kirklevington Grange on 16 April 2018.

HMP Kirklevington Grange is a Category D (Open) prison near Yarm, which is designed to prepare prisoners who have served longer sentences for release. As such, the focus is upon skills, training and work. Details are available via the following link - <http://www.justice.gov.uk/contacts/prison-finder/kirklevington-grange>

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, Cllr Andy Paraskos, Cllr Val Arnold, Cllr Bryn Griffiths, Cllr Caroline Goodrick and Daniel Harry, Democratic Services and Scrutiny Manager visited the prison. They were accompanied by Sue Barron and Lance Wilson from the prison.

A question and answer session was arranged with serving prisoners and 20 prisoners volunteered to take part. The session lasted for an hour and a half and was facilitated by Sue Barron and Lance Wilson. The prisoners engaged throughout and offered a variety of perspectives and experiences.

The large number of prisoners who volunteered to take part and their level of engagement throughout the session was taken as being indicative of a need to raise a number of issues that they felt had yet to be addressed within the Criminal Justice System.

Discussions and observations

The following is a bullet-pointed summary of the discussions:

HMP Kirklevington Grange

- The prisoners that we talked to were positive about the education and training that they had received at HMP Kirklevington Grange
- HMP Kirklevington Grange is focussed upon preparing prisoners for release. The prisoners have typically served long sentences and will have moved around the prison system (in the North East and North West). For many there is limited time at the prison to achieve some of the more in-depth qualifications that they need to secure employment upon release
- The focus is upon practical skills and training, typically construction (HGV, digger, forklift, carpentry, electrician), as for many this is most likely to be a sector in which they can secure employment upon release. There is a need to achieve industry recognised certification in many of these trades and occupations and there are times when these lapse before someone is due for release.

Prisoners serving life sentences

- There are a small number of prisoners serving life sentences, all of whom are subject to parole and so do not have a set release date. This can make it more difficult to access the training that they need as the qualifications can lapse before they are released
- Prisoners serving a life sentence often find it harder for them to assert themselves as their behaviour is regularly monitored as part of their ongoing assessment for parole and this can mean that they worry about how they are perceived and how they will be judged.

Closed conditions

- A number of concerns were raised about the difficulties experienced in doing education and training beyond Level 2 in the closed conditions (Category A to C). There are many more opportunities to undertake education and training beyond level 2 in open conditions but funding remains an issue. Also, for some of the longer courses, there is often not enough time to register for and then complete a course before release.

Suggestions for change

- Better use could be made of the skills that prisoners themselves have to help train and support other prisoners
- Mentor schemes work well and help increase the capacity of education and training within the prison
- Queries as to whether public and private sector companies could do more to actively employ ex-offenders, particularly people due to be released from prison.

Release

- There was a sense that there was very limited support upon release. Probation was seen to be often uninvolved and unsupportive, particularly when a prisoner is judged to be low risk
- In terms of reducing reoffending rates, there was a consensus that housing and work need to be in place upon release
- Older prisoners (60+) can find it difficult to get work upon release
- The release money of £47 was not seen as enough to enable people to re-establish themselves upon release, particularly if they have no relatives or friends in the area or have been banned from their home town or area (because of their original offence).

General

- There was a general sense that things take time to happen in the prison system due to the pressures upon resource, particularly in closed conditions.

Conclusion

In conclusion, there was a sense that there was not enough money in the prison system to enable prisoners to engage with education and training and achieve the qualifications that they would need to secure a job upon release. This problem was seen as being particularly acute in closed conditions where the focus is more upon containment and the assessment and management of prisoners rather than preparation for release.

It was recognised that the staff at HMP Kirklevington Grange worked hard to make what money they had go further and also to secure additional funding from outside the Criminal Justice System. However, it was increasingly difficult to enable all prisoners to access the level of education and training and professional qualifications that would increase their chances of getting a job.

The view was that without a stable job and a safe place to live, the risk of reoffending increased dramatically.

Next steps

The committee may wish to pursue a number of lines of enquiry that have arisen from the discussions with serving prisoners at HMP Kirklevington Grange, as below:

1. What support services are in place for prisoners upon release from custody and who coordinates them?
2. What role do the County Council and District Councils have to play in the provision of education and training and housing to people released from prison?
3. What additional education and training funding could be identified and/or released to prisons that hold people from North Yorkshire?
4. What more can be done in North Yorkshire to support the employment of prisoners released from custody, particularly those who have served long sentences?

Recommendations

That the committee reviews the suggested lines of enquiry and identifies areas for further investigation at a future meeting of the committee.

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5 June 2018

North Yorkshire County Council
Corporate and Partnerships Overview and Scrutiny Committee
18 June 2018
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.

Remit of the committee

The Corporate and Partnerships overview and scrutiny committee scrutinises the Council's corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality and diversity, performance management, communications, partnership working, community development and engagement and community safety (as the designated Crime and Disorder Committee).

The Corporate and Partnerships overview and scrutiny committee has a specific legal duty, under the Police and Justice Act 2006, to act as the crime and disorder overview and scrutiny committee. This means that the committee has the power to:

- Review or scrutinise decisions made, or action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions
- Make reports or recommendations to the local authority with respect to the discharge of those functions.

Scheduled committee dates and mid-cycle briefing dates in 2018

Forthcoming committee dates are:

- 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 30 July 2018
- 10.30am on 29 October 2018.

Recommendation

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

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5 June 2018

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme

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	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	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

Reports

22 January 2018 – Mid Cycle Briefing	
Access to services	Branch bank closures and access to face to face banking and ATMs, particularly in rural areas
12 March 2018 - Committee	
Community Safety – Adult Reoffending	Changes to the Probation Service – Louise Johnson, National Probation Service, North Yorkshire and Martin Weblin, CRC
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
Community Safety - Justice	Response to the consultation on the proposed closure of Northallerton Magistrates Court
2020 Council – data protection	General Data Protection Regulation (GDPR) – Jason Geldard-Phillips, NYCC
23 April 2018 – Mid Cycle Briefing	
Stronger Communities	Recruitment and retention of volunteers through the Stronger Programme and across the Council as a whole – Marie-Ann Jackson
Access to Services	Post Office closures – exploratory discussion to determine lines of enquiry for scrutiny – linked to Bank branch closures – Mark Gibson, External Affairs Manager, Post Office
18 June 2018 - Committee	
Access to services	Branch bank and Post Office closures and access to face to face over the counter banking and ATMs, particularly in rural areas
Locality Budgets	Future delivery – Neil Irving
2020 Council – Community Libraries	Review of first 12 months of operation – Julie Blaisdale, Marie-Ann Jackson and Chrys Mellor

2020 Council – Partnerships and Traded services	Overview of partnership arrangements and traded services – Annual Report of the Brierley Group – Gary Fielding and Barry Khan
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
Community safety	Follow up to visit adult C-category prison
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 - 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 - NYCSP	Update on the North Yorkshire Community Safety Partnership, including: implementation of Delivery Plan; partnership working; impact – Odette Robson and Dr Justin Ives.
Customer access	Update on the operation of the Parish and Customer portals and Parish Council engagement - Julie Blaisdale, Sarah Foley and Mike Roberts
29 October 2018 – Mid Cycle Briefing	
Community Safety - Prevent	Progress to date and future plans – Neil Irving and Odette Robson
3 December 2018 - Committee	
County Council Plan 2017/21	Progress with the first year of implementation - Neil Irving and Louise Rideout
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
21 January 2019 – Mid Cycle Briefing	

4 March 2019 - Committee	
Community Safety – Adult Reoffending	Update on how effective rehabilitation interventions and work programmes are in changing adult offenders’ offending behaviour in the county – Louise Johnson, National Probation Service, North Yorkshire and Martin Weblin, CRC

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
- NYCC budget setting process

Daniel Harry
5 June 2018