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1.0 Introduction by Wallace Sampson, Chair of the Public Services Leadership Board

Welcome to the annual report for 2016-17 from the Public Services Leadership Board. On behalf of our public and voluntary sector partners I hope that you find a summary of our activities during the course of last year interesting to read. Our partnership is established on the principle of ‘one public service’ and hopefully you will recognise this principle embedded through the joined up activities that we have undertaken during the year.

Our partnership continues to get stronger and the collaboration between staff within our organisations is leading to genuine improvements in services. We are particularly pleased with the work that is developing around health and social care transformation, the establishment of the community safety hub, the launch of the Community Information Directory, and the continued development of the credit union.

Looking ahead we still face the challenge of diminishing resources and thus there is a need for the public pound to be used in the most efficient and effective manner. Developing sustainable public services will become even more pertinent over the next few years, which is why there will a strong focus in 2017-18 on supporting the health transformation agenda and exploring collaboration opportunities across our estates to reduce costs and introduce more efficient ways of working.

It has been a genuine pleasure to chair the Public Services Leadership Board over the past 12 months and I look forward to working with my colleagues from partner organisations to deliver ‘one public service’ across the Harrogate district during the next year.

Wallace Sampson, Chief Executive, Harrogate Borough Council
2.0 What is the Public Services Leadership Board?

The Harrogate District Public Services Leadership Board (HDPSLB) was established in 2014 in recognition that public service partners across the district needed a new way of working to deliver more for less. A public and voluntary and community sector partnership across the Harrogate district is working together as ‘one public service’, to seamlessly deliver more cohesive, joined up and unified local services. Its vision is that partners will lead and support the design and delivery of quality services that are efficient, innovative and reflect the specific needs and priorities of our local communities; ensuring better outcomes and improving the lives of local people.

The Board has a ‘plan on a page’ with three priority areas for 2015/16:

- employment and skills
- financial inclusion and welfare reforms and
- health and wellbeing
- sustainable public service provision across the Harrogate district.

A supporting work plan sits underneath, with key actions to be taken forward collaboratively.

Progress against these actions can be found in Appendix 1.
3.0 Who is on the Public Services Leadership Board?

The Harrogate District Public Services Leadership Board (PSLB) is the driving force behind the commitment to partnership working.

The Board Members are:

- **Chair** - Wallace Sampson, Harrogate Borough Council
- **Vice chair** - Amanda Bloor, Harrogate and Rural District Clinical Commissioning Group
- Richard Webb, North Yorkshire County Council
- Neil Irving, North Yorkshire County Council
- Dr Ros Tolcher, Harrogate and District NHS Foundation Trust
- Adele Coulthard, Tees Esk and Wear Valley NHS Mental Health Trust
- Karen Weaver, Harrogate and Ripon Centres for Voluntary Service representing the voluntary and community sector
- Maria Earles, Office of Police and Crime Commissioner North Yorkshire
- Mychelle Taylor, Department for Work and Pensions
- Debra Forsythe-Conroy, Harrogate College
- Paula Booth, North Yorkshire Police
- Phil Whild, North Yorkshire Fire and Rescue Service
4.0 Key achievements 2016-17

4.1 Systems Leadership Local Vision Programme

The Board successfully applied to the national Systems Leadership: Local Vision Programme (supported by the King’s Fund) in 2014 for strategic support to tackle a health and social care issue identified by the board. This has enabled the board to focus on and make improvements to a system-wide ‘wicked issue’. Harrogate’s wicked issue is an increasing older population and prevalence of dementia. The aim of the system work is to ‘make Harrogate and Rural District dementia friendly’. At the heart of this work is achieving the same level of regards for emotional and mental health issues as for physical health.

Following on from the ‘Let’s Talk Dementia’ event in October 2015 the Systems Leadership group continued to meet and agreed that their common purpose was to continue ‘connecting people with dementia’; to strengthen and influence what was already there and to share the learning of working together. The group presented their findings and learning from the project to Debbie Sorkin, National Director of Systems Leadership at the Leadership Centre who were keen to see how we could replicate the learning model on another cross cutting thematic issue.

Across the district too there has been a ripple effect following attendance at the event. The following table details a few of the actions taken by other individuals and organisations inspired to become more dementia friendly;
• Mavis’ prototype box - to help explain dementia to educate young people - flagged at the community event as a key area of awareness. This has now been made into an educational tool.
• Harrogate Town FC becoming dementia friendly, linking to a sporting memories project. All their Board have received Dementia friends training.
• Our local findings were fed into the NY Dementia strategy and other key pieces of work.
• More Dementia Friends awareness sessions requested, more dementia champions, changing perceptions and attitudes.
• NY Sport Dementia Friendly swimming pools initiative.
• GPs – pilot project around diagnosis.

Case Study 1
The ‘Let’s Live Well with Dementia’ in Knaresborough event was held on 14th July 2016 and had brilliant feedback. It featured two Dementia Friends’ sessions and a Dementia Action Alliance briefing. During the event, attended by 74 people, 13 became dementia friends, including three Police Community Support Officers. Furthermore, two churches have arranged to start the process to become dementia friendly. The organisations involved found it invaluable for networking and the local NHS Memory Service took a particular interest in a ‘sensory tent’ that used touch-sensitive lights to stimulate the brains of people with dementia. The event also raised awareness of dementia through social media and was added to the agenda of the local town council. The Dementia Action Alliance had five people attend and the lead took away many actions. As well as making lots of local links and raising awareness of dementia there was also the offer to run a fundraising event by a clothes store.

Following the events, Services Manager Alison Wrigglesworth, (Alzheimer’s Society) commented: “At one time we struggled to get people to engage in dementia-friendly initiatives – now they are knocking on our door!”
4.2 Harrogate district Community Information Directory- ‘Where To Turn’

The purpose of this project was to ensure that people in the Harrogate District have easy access to information on community organisations, activities and services which support good health and wellbeing.

**Funding provided by:**
HaRD CCG (New Care Models programme) and Harrogate Borough Council and NY Police and Crime Commissioner (via the PSLB Joint Commissioning Group budget).

**What we set out to do:**
Develop the long established HARCVS Where To Turn directory into a more comprehensive and fully searchable online database of community organisations, activities, services, community events and volunteering opportunities in Harrogate District. The directory is for both individuals in the community and professionals supporting them to lead safe, healthy, active and fulfilling lives.

Signposting to support and activities helps to reduce social isolation and loneliness, promotes active citizenship, and can reduce demand for more expensive health services.
What we did:

Consultation: HARCVS carried out a consultation to find out what professionals and people in the community wanted from a community directory. We received over 100 responses to our survey from voluntary sector colleagues, the public, healthcare professionals and referrers and we also conducted 16 more in depth interviews and went along to patients’ and carers’ groups to listen to their views.

We used our findings to guide the specification for the directory including key word and geographic searches, searches by day and time of day, disabled access and whether activities are free or charged for. Key findings included that Where To Turn needed to state when the information was last up-dated and search results needed to be easily printed off.

CRM system, website update and re-branding: behind the scenes these were key elements of the Directory project. We identified a staff development opportunity to gain project management experience and lead on these areas of work, including selecting and appointing the CRM provider, working with the website designer and implementing the re-branding of HARCVS to give a fresh new look to all the information we publish.
Case Study 2:
The Directory: Where To Turn was launched at the HARCVS AGM in October 2016. It gives free, quick and clear access to over 630 community organisations, activities and services, from health charities to art classes. Search results can be easily printed off to produce an up to date bespoke ‘directory’ or listing for an individual or a group in a particular locality or with similar interests and needs. An integral part of the project is the Volunteering Directory which contains over 300 local volunteering opportunities at any time, from supporting Saint Michael’s Hospice to helping local conservation groups. The Volunteering Directory helps people to find their ideal role, searching by, for example, interests, activity, location, availability, age, and wheelchair access. HARCVS continues to produce some themed booklets of opportunities to promote volunteering and about in the community. The HARCVS website also lists over 60 upcoming charity and community events at any one time, providing more opportunities for community connections.

Signposting to the Directory and local support: HARCVS has supplied posters and thousands of postcards promoting the Where To Turn and Volunteering Directories to libraries and other community venues, GP surgeries, Harrogate Hospital, health and social care colleagues, schools and local charities. We have had stands at events from Nidderdale Show and Ripon Library to the Hospital Open Day and shared information by giving presentations to Care Navigators and other members of GP surgery teams, Patient Advocates, Harrogate Hospital teams, library teams and attendees at community network events. There has been a feature in the local press and national charity networks and extensive coverage on social media.

The new website receives over 37k hits and over 40 volunteering enquiries made directly through the site in a month. We are aiming for organisations to update their entries every 6 months and encouraging them to add more details to make the site easier for everyone to use, including photos of venues and activities, social media links and how best to get in touch. During the year we will use feedback and information from analytics to help develop and promote the directory to meet local needs.

“, “Your website is proving to be an invaluable resource. I’ve just received more volunteer enquiries through” local volunteer manager “Finding people who are interested in the same things as you can give you a real boost. Health and social care workers realise that it is important not to be isolated and to be able to have access to activities and support which enhance your wellbeing. We also list services like community transport, as it is not just about where to go for support and company, it is how to access it.

If you are feeling lonely or isolated or if you are new to the area, volunteering is a great way of meeting people. One of the things we have looked at is making it easier for people in more rural localities to find opportunities and if you are under eighteen or you are a wheelchair user, it can sometimes be harder to find accessible volunteering opportunities. One of our aims with the directory is to increase accessibility”.

Angela Jones, HARCVS Information and Comms Officer

“Where To Turn is a great resource for carers” local charity

“Excellent again. I am so grateful for all your help with signposting” local charity
4.3 ‘My Neighbourhood’- Neighbourhood Management Project

The aim of ‘My Neighbourhood’ is to raise the economic, social and environmental wellbeing of residents living in priority areas through focused partnership working. The project has had wide support from residents, elected members, and key service providers (private, voluntary and public). Over the last five years, the project’s reach and activity has steadily grown in the Harrogate district. It now focuses on four priority areas which were identified through data analysis, local intelligence and assessment of need. The project now involves over 100 partners across the district.

Following last year’s commendation from the Municipal Journal awards we are pleased to say that ‘My Neighbourhood’ was short listed as one of five projects for an apse 2017 service award. This is a huge achievement and is down to the dedication of all partners working in the project areas.
Case Study 3

Whether it has been helping individual residents to access advice and services or engaging several hundred residents all at once to get a key message across, the groups have been working tirelessly on projects which benefit their communities. A vast range of projects and initiatives have been rolled out in the four areas of Fairfax, Woodfield, Ripon Minster and Pateley Bridge wards over the last year, including:

- **Ripon ‘Sights and Sounds’ event**: was the sixth consecutive annual ‘My Neighbourhood’ event in Ripon and it was bigger and better than ever with over 30 attractions in 10 different locations across the city to celebrate everything that makes the City of Ripon special. Held in March 2017 this fun and informative event involved 25 ‘My Neighbourhood’ partners and welcomed over 800 visitors (over 80% were residents of the city). ‘It is great to see such enthusiasm in Ripon’.

- **Tackling Graffiti**: when local residents from the Woodfield ward reported a graffiti problem on a number of walls and garages in the area. ‘My Neighbourhood’ funded equipment to remove the graffiti from the area. Partners from the Police and Fire service were assisted by local residents in the removal of the graffiti tags.

- **‘My Neighbourhood’ supported the Bilton & Woodfield Community Library fun day**: in July 2016 to raise funds for the library. The fun day, featured activities and information stalls as well as demonstrations from blue light services. The event followed on from the success of last year’s event.
• **Community learnings**: between August 2016 and January 2017 and across the 4 ‘My Neighbourhood’ areas 142 free adult learning hours were provided to local residents. Courses such as creative crafts and how to use your Ipad were provided. A key success was “cooking with a slow cooker” held in Pateley Bridge/Nidderdale area and attended by local residents and service users from the British Red Cross Connect Service (aimed at alleviating loneliness and isolation). This ‘My Neighbourhood’ partnership project provided simple to follow slow cooker recipes using locally sourced ingredients and upon completion of the course the participants were given a slow cooker to take away with them. The course was thoroughly enjoyed by all and provided the students with new ideas and the confidence to cook for themselves. An additional bonus was that new friendships were formed and the learner group intend to stay in touch. Quote ‘I have helped my mum cook a meal for the first time ever’

• **Wellbeing in Museums**: was a Dementia Friendly ‘My Neighbourhood’ partnership project involving Ripon Museum Trust, Harrogate Borough Council Museums and Dementia Forward. The aim was to improve the health and wellbeing of people living with dementia, volunteers and carers. 15 volunteers attended the training becoming dementia friends, a 6 week programme of activities followed deigned to give a variety of experiences and activities open to all abilities. “This is how I see the brain of a person with dementia – jagged and disconnected but with memories hung here and there”.

• **Community drop in sessions in Ripon**: Library provide an opportunity in a relaxed environment to report incidents and to chat to a variety of partners. The drop-ins have frequently included Police, Fire, councillors, Age UK, Dementia Forward, Credit Union, benefits advice and the drug and alcohol misuse service. One-off drop-in sessions for Christmas and also a specific volunteer drop-in session were a particular success. Publicity for the drop-ins, as with all activities in the ‘My Neighbourhood’ areas, is provided by probation’s community payback service.
4.4 Harrogate District Credit Union

In 2015 the Public Services Leadership Board agreed to support the promotion of the White Rose Credit Union (WRCU) across the Harrogate district. This involved enabling staff to save through organisational pay roll deductions, encouraging residents to sign up as members and promoting the credit union as a safe lender.

To date a total of £294,267.37 has been granted in loans from the WRCYU (up to August 2017). A doorstep lender would of generated interest of £282,318.02 from this loan amount which means the credit union has saved the customer £221,802.35. In comparison a high street lender would have charged £617,373.35 in interest on the same amount.
4.5 Health Transformation

The PSLB’s work enabled the local health and social care economy to apply to become one of NHS England’s Vanguard sites. In March 2015, Harrogate’s New Care Models (NCM) programme was successfully awarded Vanguard status.

The Vanguard application further demonstrates a collective commitment to replicating best practice as identified in NHS England’s Five Year Forward View. The main objective of the programme is to develop and deliver a comprehensive ‘out of hospital’ model where:

- prevention, self-care and independence are promoted
- when people need care, their needs take precedence over organisational boundaries, and people are cared for as close to home as possible
- the local health and social care system is clinically and financially sustainable for future demands.
Case study 4:
From February 2016 to March 2017, six partner organisations: Harrogate and Rural District Clinical Commissioning Group, Harrogate and District Foundation Trust, North Yorkshire County Council, Harrogate Borough Council, Tees, Esk and Weir Valley Foundation Trust, and Yorkshire Health Network have been working together to better utilise our existing resources serving residents who need care in their own homes. NHS England provided some additional investment to allow us to try new ways of working. During this period we:
• Co-located staff in Knaresborough to foster joint, coordinated care in the Knaresborough and Boroughbridge communities;
• Invested in additional mental health, social care, therapy and pharmacy capacity to be co-located with our community nursing teams;
• Invested in extra beds at Station View Residential Care Home and Trinity Ward at Ripon Community hospital, focused on providing rehabilitation support for people who need extra help to recover before returning home.

To make our local health and social care system more financially sustainable, the above initiatives had to reduce demand on the most expensive part of our system, in particular emergency hospital admissions and ED attendances. We were not able to demonstrate a reduction in either of these key indicators in 2016. However, the work outlined above identified the need to work more closely with GPs to target our efforts to those who need this joined-up care the most, and to ensure that person-focused care plans are supported by GPs and staff in the community as one seamless system.
As a result the Harrogate Health Transformation Board agreed to modify the approach and the next phase began in May 2017. We created an Integrated Response team working closely with three GP practices in our patch: Church Avenue Medical Group, Moss and Partners, and Leeds Road Practice. With daily GPs support, the team is focussed on people who are frequent users of our health and social care system and likely to need a hospital admission in the near future. The team includes experienced community nurses, physiotherapist, pharmacist, multi-disciplinary assistants, mental health practitioners, and staff from NYCC’s social care and the Living Well programme. It is still early days, but the team’s focus on fewer people with complex needs who are significant users of health and social care services appears to be helping to reduce Emergency Department attendances and emergency admissions for the people cared for by those three GP Practices, by optimising their independence and support at home.

Family and service user feedback has been extremely positive so far. No one wants to be in and out of hospital frequently if there is a safe alternative. Each person with complex needs is in a unique situation that requires a bespoke care plan that addresses not only their health needs but the management or adaptation of the home, mental health concerns, carers’ needs, transportation, and loneliness. Critically, helping the person and carers to understand what they can do to prevent future crisis or better respond when symptoms arise has proved to be a key ingredient for success.

The Harrogate Health Transformation Board continues to oversee the programme and will be determining what parts of the model will become the new way of working in the future when the programme ends in March 2018.
4.6 Harrogate District Community Safety Hub

The Community Safety Hub went live in September 2016 and has now been operational for a year. The Hub is currently located within Springfield House, Harrogate Borough Council offices and comprises of two Police Officers, two Police Community Support Officers (PCSO’s) and the Council’s existing Community Safety Team, within Safer Communities.

Weekly quick time tasking meetings take place, where cases are closely managed, actions agreed and accountabilities identified. These meetings are multi-agency and have close links with Housing, Environmental Protection and Parks from a Local Authority perspective and external partners including Fire & Rescue, Prevention Team, Youth Justice, Mental Health, Treatment Services, Trading Standards, Ambulance Service, Harrogate Hospital and Probation.

During the last year the Community safety Hub has dealt with 43 cases, 29 person specific, 12 theme / location based and 2 for specific properties. In addition to this advice and support is provided on a preventative basis.

The key factors in cases dealt with by the Community Safety Hub include antisocial behaviour, alcohol, mental health, drug dealing / using, criminal damage / graffiti, violent offenders, repeat calls to service, theft and hate crime.

The Community Safety Hub has managed and supported Acceptable Behaviour Contracts (ABC’s) in conjunction with the Neighbourhood Policing Team and developed a number of Criminal Behaviour Orders (CBO’s).

An evaluation of the Community Safety Hub has taken place with a number of recommendations for the future which aims to build on the success of effective partnership working.
5.0 The Year ahead: 2017-18

A review of the plan on a page has been completed and the four core priority areas remain the same; however, the outcomes and actions have been refined. An additional priority of ‘Sustainable public service provision across the Harrogate district’ has been included. The PSLB will focus on the following during 2017/18:

**Priority: Employment and Skills**

| Outcomes | 1. Enhanced work readiness, including core skills and flexibility, for all ages from school pupils to students, graduates, job seekers and employees to retirees  
| Objectives | 2. A skilled and supported workforce, creating a more productive and efficient service |
| Actions | 1. Support for those into work  
| | 2. Initiatives to support options for young people |
| Actions | Working with partners across all remits, schools, FE and post 16, VCS, to develop  
| | 1. A broad framework of support for young people and those currently in work and to ensure this includes the strategic objectives of the VCS  
| | 2. A coherent communication strategy for all stakeholders ensuring all are aware of the opportunities to employ, support, encourage or promote skills development across all age ranges and disciplines  
| | 3. Evidence of addressing skills mismatch and meeting job needs across the district. To map against available data on a borough wide basis and to include outlying and rural communities, seeking opportunities to extend training opportunities within skill shortage areas. |
Priority: Financial and social inclusion

Residents of Harrogate District are less at risk of financial and social exclusion and are supported to reach their full potential as active citizens within the Harrogate District.

Outcomes

1. Financial Inclusion: Working together to ensure our residents are not financially excluded
2. Fuel Poverty: Provide information/advice and target the support available to reduce these costs and maximise energy efficiency
3. Working within priority neighbourhoods and those individuals at risk of exclusion to improve quality of life and reduce inequality.

Objectives

1. Promote uptake of Credit Union products in order to ensure its future sustainability within the Harrogate district.
2. To raise awareness of loan sharks and payday lenders across the district and support those at risk of being targeted.
3. Contribute to the delivery of the North Yorkshire Winter Health strategy and the Leeds City Region Better Homes Scheme and more specifically to co-ordinate partner key messages on how we can help people to understand about keeping warm, well and safe over the winter, combating fuel poverty and taking advantage of support available.
4. Support the delivery of the My Neighbourhood action plans within the 4 priority areas and address any cross cutting thematic issues in partnership that arise during the year.
5. Support the delivery of integrated management hubs within the district to develop the approach to prevention linking housing, planning, crime and disorder, licensing and health and wellbeing.
Priority: Health and wellbeing

Outcomes
1. To enable people to remain healthy, safe, well, connected and independent
2. Transform our health and care system to ensure it becomes sustainable and resilient for the future

Objectives
1. Rurality and the ageing population: To reduce feelings of social isolation and loneliness
2. Healthier places: to support individuals, communities and the workplace to aspire to having a positive sense of emotional and mental health and well-being.
3. Delivery of public health initiatives and early interventions, including prevention through vaccination and screening. Lifestyle programmes to reduce smoking, alcohol use and obesity. Healthy child programme, targeting children living in poverty
4. Support for carers

Actions
1. To conduct a gap analysis for the North Yorkshire dementia strategy in relation to delivery in Harrogate.
2a. To identify those most vulnerable to poor health and ensure that these communities better understand public health messages.
2b. To better understand and exploit partners’ contributions in order to improve the emotional/mental health of vulnerable people
3. Develop a corporate approach to supporting initiatives which improve health and wellbeing (e.g. NY Healthy Weight, Healthy Lives strategy pg. 53 www.nypartnerships.org.uk/healthyweight vaccinations and immunisations programmes and health screening programmes)
4. Deliver a shared strategy to support carers
Priority: Sustainable public service provision across the Harrogate district

Outcomes

1. Collaborating more to improve our approach to shaping the Harrogate district
2. Creative, innovative and efficient solutions developed to ensure the needs of the population are addressed within the available budgets

Objectives

1. Develop collaborative approaches to public service provision. To improve the efficiency of the public services assets and estate by greater co-ordination and integration.
2. To develop and implement a ‘Place Based’ assets and estates strategy which will identify opportunities for improved service delivery and make the public sector pound go further.
3. To make best use of the public sector pound.
4. To ensure that the agreed principles of social value and social capital are embedded within the work of the PSLB.

Actions

1. Identify, scope and deliver collaborative projects
2a. Explore how efficiencies can be achieved through a partnership approach to facilities management.
2b. Explore how the one public estate programme can support the implementation of a place based estates strategy.
2c. Ensure that the PSLB supports the development of an estates strategy for health and social care integration.
3. Delivery of the Harrogate District Community Fund.
4. Develop a set of principles that outline how the PSLB will approach and demonstrate social value and social capital in all its work.
6.0 For further information

For further information about the Harrogate District Public Services Leadership Board please contact;
General enquiries: Partnerships & Engagement Manager, Harrogate Borough Council 01423 500600 ext. 58607

Chair: Wallace Sampson, Chief Executive, Harrogate Borough Council 01423 556081

Web: Harrogate district Public Services Leadership Board
Appendix 1: Outcomes and actions delivered against the priority themes 2016/17

Priority: Employment & Skills

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Actions achieved</th>
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| Enhanced work readiness, including core skills and flexibility, for all ages, from school pupils to students, graduates, job seekers and employees to retirees. | • Convened steering group of YNYER LEP, DWP (JCP), HBC and Harrogate College  
• A review of information already captured including DWP, impact of Universal Credit, apprenticeship vacancies etc and identification of information not readily available  
• Sharing local intelligence on needs and opportunities  
• Agreed to arrange a careers event to showcase opportunities and future vision given that there are large employers in the district. |
| A skilled and supported workforce, creating a more productive and efficient service. | • DWP offer matrix developed  
• Options for post 16 study set out  
• College provision mapped against HBC priorities carried out. |
## Priority: Financial inclusion and welfare reforms

<table>
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<th>Outcomes</th>
<th>Actions achieved</th>
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| To support the Harrogate District residents to be independent and financially sustainable and support people into work by creating a sound platform for people to take work and make it pay. | **Financial Inclusion: Working together to ensure our residents are not financially excluded.**  
- Universal Credit Digital Roll-Out information event for housing and support providers delivered by DWP  
- Promotional information delivered with all Council Tax bills promoting Credit Union services, help and advice available if struggling to pay Council Tax and energy efficiency advice and product promotion  
- Member briefing on the impacts of Welfare reforms  
- The number of fixed surgery locations has increased across the district. Particular success has been achieved in the Harrogate Jobcentre+ office.  
- Key issues and themes resulting from welfare reforms, specifically Universal Credit collated internally and from partner organisations fed back to DWP for service development. New arrangements in place for weekly exchange of information to resolve issues now include the service centre in the Humber.  
- Credit Union information to be distributed with annual Council Tax bills.  
- Developed relationships with Dementia and Carers organisations to provide a greater level of support and access to financial information.  
**Fuel poverty: Provide information/advice and target the support available to reduce these costs and maximise energy efficiency.**  
- North Yorkshire Warm and Well project set to reach 3000 beneficiaries and at end of December 2016, the last reporting milestone over 4000 beneficiaries were reached, a proportion of which were Harrogate district residents. 21 partners across the Harrogate district were trained by NY Well & warm team to identify early signs of fuel poverty.  
- Better Homes Scheme is being promoted across the district, attendance at Landlords Forum event etc. New referral pathway was launched in September 2016. |
Working within priority neighbourhoods and those individuals at risk of exclusion to improve quality of life and reduce inequality.

My Neighbourhood

- NYCC Adult Learning and Skills have allocated 500 free hours to the ‘My Neighbourhood’ projects for the academic year 2016/17. A number of workshops are proposed to tie in with the skills required for universal credit applications; however these courses are available to all residents. Beginners IT courses offered in Woodfield (Bilton & Woodfield Community Library) and Ripon. Nov & Jan & Feb. Link with Pateley Bridge Loneliness project – using a slow cooking course Cooking using a slow cooker courses developed in Ripon, and Masham, Jan and March.
- Computers in the community made available at all community centres including wide publicity.
- Community Volunteers established in Woodfield Ward providing weekly computer drop in advice sessions.
- Pateley Bridge community IT room development agreed and community Ipad to be purchased.
- Neurofit has now become sustainable and continues without MN funding
- Bilton and Woodfield Community day took place on 16th July 2016 and was well attended, offering community access to the community policing team, health and fitness taster sessions.
- Municipal Journal Award-‘My Neighbourhood’ has been awarded a commendation in the Municipal Journal awards for excellence in community engagement. The judges saw that in ‘My Neighbourhood’ there is clear evidence of an initiative which actively encourages participation from the local community and is providing sustainable long term benefits for the wider community.
- 2017 Sights and Sounds event was a Dementia friendly event, work with Alzheimer’s Society and Cathedral singing project.
- 2017 Ripon Museum, fitness & dementia forward project delivered Jan 2017

Community Safety Hub

- The Community Safety Hub went live on Monday 19 September 2016. The Hub is located within Springfield House and comprises two Police Officers, two Police Community Support Officers (PCS0’s) and the Council’s existing Community Safety Team, within the Safer Communities Service.
Rurality and the ageing population: To reduce feelings of social isolation and loneliness. To target individuals known to all partners to improve outcomes and decrease emergency admissions.

- Harrogate and Ripon Centre for Voluntary Services will be launching their “Where to Turn” directory in June which was made possible with funding from the PSLB and New Care Models.
- Phase One: the pilot local integrated team serving Knaresborough, Boroughbridge and Green Hammerton started operation on 1st February 2016. The team continues to have weekly MDTs and work together to achieve the best outcomes for homebound patients in the community. The teams include HDT’s District Nurses and community therapists, NYCC’s Social Care professionals, and a mental health nurse from TEWV.
- Workforce and OD development work continues. The Team Leader development programme commenced in June and has continued on a monthly basis since. NYCC led a team development programme for the new community teams.
- Better Care Fund social isolation project delivered by the British Red Cross continued to work with rurally isolated residents and provided support and encouragement to access services, groups and activities to reduce loneliness and isolation.
### Life Expectancy: to bridge the gap in life expectancy between the least and the most deprived communities. To target individuals known to all partners to improve outcomes and decrease emergency admissions.

- An additional 6 community beds were made available and being used at Station View and 4 more intermediate beds are available and in use at Ripon Hospital as result of New Care Model funding. These beds are fully utilised as "step down" beds from Harrogate Hospital.

### Emotional and mental health wellbeing: to support individuals and communities to aspire to have a positive sense of emotional health and well-being. To target individuals known to all partners to improve outcomes and decrease emergency admissions.

- The mental health nurse who is a member of our pilot team has already demonstrated major benefit to the community. Her availability to quickly assess persons that the District Nurses are concerned about has led to several improvements for patients and the system.
- Expanded and improved our mental health service offer as a part of the integrated community team.
Priority: PSLB Development

<table>
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<tr>
<th>Outcomes</th>
<th>Actions achieved</th>
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<tbody>
<tr>
<td>Collaborating more to improve our approach to shaping the Harrogate district.</td>
<td>A systems leadership approach leading to better integration of services and stronger networks between public service providers across the Harrogate district.</td>
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<tr>
<td>Creative, innovative and efficient solutions developed to ensure the needs of the population are addressed within the available budgets.</td>
<td>Let’s Talk Dementia</td>
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<td></td>
<td>• Facilitated session with Allison Trimble to look at how different styles impact on system leadership roles and then possibly facilitation skills training.</td>
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<td>• Meeting with Debbie Sorkin (National Director of Systems Leadership from the Leadership Centre) on the 21st April to present lessons learnt and outcomes from being on the program over the last 12 months. Positive meeting with the Leadership Centre and considered how they could further support the project. Suggested assistance with documenting/capturing progress to date and looking at how the model could be replicated for other thematic cross cutting issues across the system.</td>
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<td>• Let’s Live Well with Dementia in Knaresborough event was held on 14th July 2016 and had brilliant feedback. It featured two Dementia Friends’ sessions and a Dementia Action Alliance briefing. During the event, attended by 74 people, 13 became dementia friends, including three Police Community Support Officers. Furthermore, two churches have arranged to start the process to become dementia friendly.</td>
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<td>• The Systems Leadership Team submitted a bid for a Dementia Friends Outstanding Achievement Award.</td>
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<td>• The systems leadership group approached the Leadership Centre for funding opportunities to progress the work and capture the learning to date. Unfortunately no funding was secured.</td>
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To improve the efficiency of the public services assets and estate by greater co-ordination and integration.

- Place Based Assets Strategy (PBAS) formed
- To understand the current arrangements within the System, a data gathering exercise was undertaken
- Group received update from NYP/PCC on 1/8/2016 and scope was widened to include fleet and facilities management.
- Group agreed to develop a Place Based Assets and Estates Strategy with those partners who were ready to engage in the piece of work. Building on the information already gathered to enable a collaborative approach to be made of services and estates assets within Harrogate and District.
- Instigated an Estate Assets Group (EAG) empowered to develop the Placed Based Assets and Estate Strategy. Strategy drafted and agreed.
- EAG tasked to identify three initial priorities for collaboration.
- Explored the opportunity to join the One Public Estate programme via the West Yorkshire Combined Authority.
- Meetings have been held by Director of Corporate Affairs. HBC and a number of PSLB partners to explore opportunities for collaboration.

Maximising the public pound by focusing on shared service provision.

Harrogate district Community Directory project

- Soft launch of the online directory presented to HBC and the CCG on the 21st April by HARCVS to demonstrate enhanced searchability and get a feel for how it will work.
- Full Community Directory launched in October 2016.
- GPS and social care practitioners trained and informed as to how to access the information via the directory.
- HBC and HARCVS shared involvement in NY Shared Datasets project so to manage resources, ownership and linkages with the Harrogate District. HARCVS supported the NYCC led workshops in March held within the Harrogate district to understand specification requirements from officer users and have met with the NYCC project lead to share the Harrogate District community directory consultation findings so as not to duplicate effort. Work on data sharing protocols initiated/explored.

Joint contract reviews

- Ongoing joint review on one CCG contract, Stroke Association, involving HDFT on mapping the customer journey so to ensure the outcomes from the contract due for renewal match what the patient needs.