

## AGENDA

Committee Administrator: Democratic Services Officer (01609 767015)

Monday, 28 October 2019

Dear Councillor

### NOTICE OF MEETING

Meeting                **CABINET**

Date                    **Tuesday, 5 November 2019**

Time                   **9.30 am**

Venue                  **Council Chamber, Civic Centre, Stone Cross, Rotary Way, Northallerton, DL6 2UU**

Yours sincerely

*J. Ives.*

Dr Justin Ives  
Chief Executive

<b>To:</b>	Councillors	Councillors
	M S Robson (Chairman)	Mrs I Sanderson
	P R Wilkinson (Vice-Chairman)	S Watson
	Mrs B S Fortune	D A Webster

Other Members of the Council for information

## **AGENDA**

### **Page No**

1. MINUTES

To confirm the decisions of the meeting held on 8 October 2019 (CA.21 - CA.23), previously circulated.

2. APOLOGIES FOR ABSENCE

Policy Implementation

3. COMMUNICATIONS STRATEGY

1 - 26

This report provides an overview of the recent activities in response to the January 2019 LGA Peer Review of Communications and seeks approval to implement a corporate Communications Strategy and supporting recommendations.

In accepting the recommendations, Cabinet will approve and recommend to Council the strategic approach to communications as set out in the HDC Communications Strategy Paper attached at Annex A of the report and Cabinet will agree the proposal to undertake a Residents Survey in 2019/20 and repeat every four years.

**Relevant Ward(s): All Wards**

4. REFUGEE RESETTLEMENT FUTURE SCHEME

27 - 40

This report provides an overview of the Government's recently announced global resettlement scheme and seeks approval for participation in the scheme and commit to resettling a minimum of 30 persons between 2020/21 and 2023/24.

In accepting the recommendations, Cabinet will support the principle of a North Yorkshire participation in the global resettlement scheme, subject to adequate funding by the Home Office, to enable resettlement of 200 refugees in total across North Yorkshire from 2020/21 to 2023/34; agree that this Council's commitment to this scheme shall be to accommodate about 30 people; and delegate authority to the Director of Economy and Planning to agree to renew the partnership agreement with North Yorkshire County Council, the 6 District Councils within the County and Migration Yorkshire.

**Relevant Ward(s): All Wards**

5. PUBLIC OPEN SPACE, SPORT AND RECREATION ACTION PLANS

41 - 44

This report seeks approval of the refreshed Public Open Space, Sport and Recreation Action Plans for the Linton on Ouse Parish.

In accepting the recommendations, the refreshed Public Open Space, Sport and Recreation Action Plan attached at Annex B of the report will be approved.

**Relevant Ward(s): Easingwold Ward**

6. EXCLUSION OF THE PUBLIC AND PRESS

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting during consideration of item 7 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

7. TREADMILLS DEVELOPMENT

45 - 58

This report provides an update on the Treadmills development.

**Relevant Ward(s): All Wards**

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## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
5 November 2019

**Subject:** COMMUNICATIONS STRATEGY

**All Wards**  
**Portfolio Holder for Governance: Councillor Mrs I Sanderson**

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The purpose of the report is to provide an overview of the recent activities in response to the January 2019 LGA peer review of communications and to seek Cabinet approval to implement a corporate communications strategy and supporting recommendations.
- 1.2 In January 2019, the Council engaged in a LGA peer review of communications and while the review team found there to be 'many positive examples of communications', they also identified several recommendations for improvement.
- 1.3 A key recommendation was that the Council should employ a senior level communications resource to further review existing communications arrangements and develop a communications strategy and fit for purpose solution to corporate communications.
- 1.4 Following a procurement exercise, the appointed consultants, Promodo Ltd have been working with Members and officers on site since May 2019 to produce a Communications Strategy Paper (**Annex A**), which articulates a new approach to communication activities.
- 1.5 The strategy highlights four disciplines of communication to be delivered by the Council's Communications team:
  - Corporate Communications
  - Internal Communications
  - News
  - Creative Services
- 1.6 Further supporting documents to the strategy are included here for reference and are: the HDC Communications Plan 2019/2023 (**Annex B**) which details the activities to be undertaken across the four key areas of communication referred to above; and the Annual Communications Reporting and Evaluation matrix (**Annex C**) which clearly sets out the suggested arrangements for monitoring and evaluating communications activities.
- 1.7 The recommended model to deliver communications activities is for the existing staff involved in core communications work to be brought together into one team, managed by a Corporate Communications Manager who would have oversight of all communications activities across the council.
- 1.8 Communications is currently managed as part of the Customer Service and Communications Manager role, however, the recommendations of the engaged consultants Promodo Ltd is that the Council would benefit from increased professional communications experience and skills to provide the knowledge and ability to deliver the new strategy.

- 1.9 Further to the Communications Strategy Paper and the suggested structure, consideration will be given to this operational matter as to how best to deliver this service.
- 1.10 The LGA Peer Review also suggested that a regular residents' survey to test perceptions and better understand what matters to local people, as well as how they would prefer to engage with the Council would be of benefit in improving council communications. A model set of questions has been established by the LGA for second tier district authorities and it is proposed that this is used as a base survey, adapted for the Hambleton area.

## **2.0 LINK TO COUNCIL PRIORITIES:**

- 2.1 A Corporate Communications Strategy links to all Council priorities and is a key part of ensuring delivery through effective communication with partners and engaging effectively with local residents and businesses.

## **3.0 RISK ASSESSMENT:**

- 3.1 The key risk is in not approving the recommendation(s) as shown below:-

<b>Risk</b>	<b>Implication</b>	<b>Gross Prob</b>	<b>Gross Imp</b>	<b>Gross Total</b>	<b>Preventative action</b>	<b>Net Prob</b>	<b>Net Imp</b>	<b>Net Total</b>
Communications activities are not planned and delivered effectively or in a strategic manner.	Negative impact on communications with partners and stakeholders affects delivery of projects and key council priorities.  Poor engagement with local residents and businesses negatively affects the reputation of the council.	4	5	20	Deliver communications in a corporate manner through planned and strategic activities informed by local understanding.	2	3	6

Prob = Probability, Imp = Impact, Score range is Low = 1, High = 5

## **4.0 FINANCIAL IMPLICATIONS:**

- 4.1 The financial implications as a result of the revised structure will be reported to Members at the earliest opportunity in the Quarterly Revenue Monitoring report and the Budget for 2020/21.
- 4.2 The estimated cost of the resident survey at £25,300 will be financed from the current budget.

## **5.0 LEGAL IMPLICATIONS:**

- 5.1 There are no legal implications considered with this report.

## **6.0 EQUALITY/DIVERSITY ISSUES**

- 6.1 Equality and Diversity Issues have been considered however there are no issues associated with this report.

## **7.0    RECOMMENDATIONS:**

7.1    It is recommended that:-

- (1)    Cabinet approves and recommends to Council the strategic approach to communications as set out in the HDC Communications Strategy Paper (Annex A); and
- (2)    that Cabinet agrees the proposal to undertake a Residents Survey in 2019/20 and repeat every four years.

HELEN KEMP  
DIRECTOR OF ECONOMY AND PLANNING

**Background papers:**        LGA Communications Peer Review Hambleton District Council  
Feedback Report 16-18 January 2019.

**Author ref:**                    HK

**Contact:**                      Helen Kemp  
Director of Economy and Planning  
01609 767204

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#### 4.11.19

### **Communications Strategy Paper**

#### **Introduction**

Hambleton District Council is a well-run and financially stable local authority. It provides high-quality services for local people, businesses and visitors. In common with other district councils, these include many essential day-to-day services as well as those contributing to a good quality of life for residents and a pleasant environment. The council has over 540 staff and its main office is in Northallerton.

In January 2019, the council participated in a LGA peer review of communications. The review team found “many positive examples of communications.” Several areas for improvement were recommended – see LGA Peer Review Feedback, 16-18 January 2019: section 7.

One key recommendation was that Hambleton should deploy some senior level communications resource to review further the current arrangements and make recommendations for a future, fit for purpose solution with a strategy and communications plan developed as part of this work.

As the appointed consultants, Promodo Ltd has been on-site since May 2019 and this strategy paper has been developed as an output from this work.

This strategy paper articulates a new approach to communications.

#### **Present communications arrangements**

Communications is delivered at present by:

A Senior Communications & Media Officer (0.5 FTE) who reports to the Director of Economy & Planning.

A Communications Officer (0.68 FTE); 2 x Graphic Designers (1.92 FTE) and 2 x Technical Communications Officers (2.0 FTE) who report to the Customer Services & Communications Manager.

Additional communications, marketing and promotional activity is undertaken by a number of service-based officers, including in leisure and business support.

From a series of 1-1 conversations and group discussions, the outputs from the LGA peer review, and additional onsite research, the following SWOT analysis has been completed.

<p><b>STRENGTHS</b></p> <p>Communications is generally viewed positively in the council.</p> <p>There is a range of skills in the communications team.</p> <p>Some of the communications team have been with the council for many years and have a good corporate knowledge.</p> <p>There are additional skills in rest of organisation (for example, leisure, business support, consultation).</p> <p>There is good ICT in place and a clear ICT strategy to support future communications service.</p> <p>The Leader &amp; cabinet are fully engaged in this work.</p> <p>The CX, senior managers and service managers are interested in what a refreshed communications service would offer.</p>	<p><b>WEAKNESSES</b></p> <p>There isn't a full communications team as such; the existing arrangements offer only a partial coverage of communications.</p> <p>There isn't an overarching communications strategy &amp; plan; work is largely self-determined and reactive.</p> <p>There isn't any "professional" communications leadership at present so the potential to develop the team and prioritise work is limited.</p> <p>The current communications work is mainly press/media.</p> <p>There is no semi-formal/structured process for determining work/agreeing communications priorities.</p> <p>Communications is viewed largely as tactical not strategic.</p> <p>The organisation has limited experience of having a corporate strategic communications resource available and what the benefits of this would be.</p> <p>Productivity: some work seems multi-handled within the comms team.</p> <p>Lack of measuring of impact of work: presently activity is the most common measure.</p> <p>There isn't a corporate style guide with clear brand guidelines and imagery.</p>
<p><b>OPPORTUNITIES</b></p> <p>Better use of insight and intelligence supporting policy and services.</p> <p>Greater audience understanding to shape council communications.</p>	<p><b>THREATS</b></p> <p>Residents and businesses have increasingly higher expectations of councils generally.</p> <p>Communications is constantly evolving so effective comms teams need to have a broader skill set.</p>

<p>More targeted external communications.</p> <p>Improved recognition and support for council projects.</p> <p>Support for new council programmes for example, commercialisation; refreshed planning service.</p> <p>Opportunities for place branding and place shaping.</p> <p>Strengthened understanding of what the council does.</p> <p>Demonstrable community engagement in local priority setting.</p> <p>Extends contact into ‘harder to reach’ communities.</p> <p>A clearer employer brand to support recruitment.</p>	<p>There is a diminution of public trust in all levels of government.</p> <p>More complex local and regional arrangements can reduce public understanding of what the council does and reduce recognition for action.</p> <p>Changes in regulatory/statutory requirements (for example DDA).</p> <p>Financial pressures- need to be more productive and demonstrate good value for money.</p>
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### **Existing insight & intelligence**

Effective communications is based on evidence and insight. The council works well in terms of conducting research and information gathering for specific projects and individual pieces of work. Projects feature highly in the council’s approach to delivering its corporate objectives and resource is invested in the projects from the beginning. To support this, the council has a dedicated in-house consultation resource.

In addition, the ICT strategy supports greater insight and intelligence gathering and use and the customer services team is a rich source of insight and has a very good ‘sense’ of the Hambleton population.

The LGA peer review noted that audience research was possibly ‘ lacking’, however as outlined above, audience research exists and is used effectively, but this tends to be on a project by project basis.

In general terms, the council doesn’t have an up to date overview of residents and their views and priorities. The last residents survey was The Place survey- ten years ago. A new residents’ satisfaction survey is being developed; with field work starting in autumn 2019 and results being available in early 2020.

This survey will follow the recommended LGA format for a district council and will provide a baseline to measure future progress against. The plan is then to repeat this survey in a 4-yearly cycle; to fit in with the political/elections term.

## **Social media**

Social media was also noted in the LGA peer review as being an area of opportunity for the council. Social media has been developed significantly over the past 18 months and this investment by the council has shown a measurable increase in both the range and quality of the content online and the activity and traffic to the different council social media channels.

A light-touch comparison with other council websites and social media, shows that Hambleton has an active and engaging social media offer. The challenge now for the council is to take this work to the next level and demonstrate the benefit in terms of outcomes and added value from social media- rather than it being mainly about activity alone.

## **Critical success factors**

To ensure the successful delivery of the strategy, there needs to be:

- A commitment by the leadership to a single unified approach to communications.
- Recognition that an effective communications team for the next 5 - 10 years will look very different to that of the past.
- Buy-in to the added-value that a unified approach to communications will bring.
- A willingness to engage with the corporate communications team at an early stage, in terms of service priorities and to see communications as a strategic enabler - something that will enhance and add value to existing and future work.
- Recognition that high-performing communications teams are both strategic and operational in their work.
- A willingness to **start** doing new things; **stop** doing some things and **change** how some things are done.

These critical success factors are largely about cultural change and effective internal communications will be essential in making this happen.

## **Design principles**

The refreshed approach to communications will:

- Be more corporate.
- Be more targeted.

- Adopt a unified approach.
- Be more collaborative.
- Be more productive.
- Offer a broader communications skill set.
- Reflect up to date communications trends including:
  - ❖ Offline and online integration.
  - ❖ Storytelling and layered messaging.
  - ❖ Relevance (real time / right time).
  - ❖ Shareable content.
  - ❖ Use of digital influencers (internally and externally).
  - ❖ Consistent brand and corporate identity.

## **Overarching objectives**

A refreshed approach to communications for Hambleton that:

- Meets the council's needs.
- Fits the council's way of working.
- Is aligned with the Hambleton values.
- Enhances and adds value to the existing communications offer.
- Builds on the recommendations from the LGA peer review.
- Is ambitious, high-quality and outcome-focused.

At present communications delivers a service that officers and members are generally happy with. In terms of new arrangements, there is a balance to be struck. The council has ambitious plans. It is well regarded locally and within the region delivering an ambitious portfolio of projects, on time and to budget. It has well-run local services. The refreshed approach to communications will add to what is delivered currently and will:

- Introduce a strategic and unified approach to internal & external communications.
- Build confidence in communications as a strategic service.
- Be evidence and insight based.
- Provide high quality information, at the right time and in the right place.
- Increase awareness of what the council is doing and ensure the council receives recognition for action.
- Influence attitudes & opinion.
- Influence behaviour.

## **Strategic approach**

The Council priorities are:

- Driving Economic Vitality.
- Enhancing Health and Wellbeing.
- Caring for the Environment.
- Providing a Special Place to Live.

These priorities give the direction to the strategic communications plan. The council priorities have clear outcomes and the communications plan will support the achievement of these aims.

The proposed approach will ensure Hambleton has a communications team that can offer a full range of strategic and tactical communications. This will broaden the current service and introduce a new way of working with an emphasis on the internal, client side and more integrated external communications.

There will be a greater focus on outcomes and impact and being able to measure and evaluate communications work. The approach builds on the existing arrangements but will require a step-change in how communications is planned and delivered.

The existing communications resource will need to increase but it will also need to be deployed differently. The existing communications skill-set will need to broaden and be more flexible to reflect the new approach.

There will be four main areas of communications.

**1. Corporate Communications**

- Strategic brand
- External communications
- Reputation & influencing
- Stakeholder communications
- Crisis communications
- Marketing - Corporate
- Marketing - Service led (Leisure, Business & Economy)

**2. Internal communications**

- Employee engagement
- Employer/recruitment brand
- Change communications

**3. News**

- Media Relations
  - ❖ Local, regional, national media
  - ❖ Issues management
  - ❖ Media training
- Digital & Social
  - ❖ Integrated digital strategy
  - ❖ Social media
  - ❖ Video content development

**4. Creative Services**

- Corporate identity
- Brand development
- Graphic design
- Copywriting

These four areas (and the sub-disciplines within each), will offer a much-enhanced communications service to the council.

The corporate communications team will need to have and/or develop skills and knowledge in these different areas.

The communications service will be appropriate to the type and size of authority Hambleton District Council is. Some of these areas will be much less used than others, but it's about ensuring the council has a fit for purpose and high-quality service that is agile and adaptable.

## **Corporate Communications**

Why is it important?

- Corporate communications ensures the council's messages are consistent, clear and relevant.
- Corporate communications provides a consistency to the council's brand and identity.
- Corporate communications helps nurture and sustain good relationships with key stakeholders.
- Corporate communications helps build reputation and influence.
- Corporate communications helps target specific media and niche audiences.
- Corporate communications supports a continuous flow of information across the organisation.
- Corporate communications produces reliable information.
- Corporate communications provides crisis communications.

## **Internal Communications**

Why is it important?

- Internal communications keeps everyone informed- people like to know what's going on.
- Internal communications increases understanding of the council's strategy and priorities.
- Internal communications helps promote a whole council approach with everyone feeling they are contributing to the 'bigger picture'.
- Internal communications helps build a corporate culture and engages people in what's going on.
- Internal communications builds trust and confidence in senior leadership.
- Internal communications promotes learning and encourages feedback.
- Internal communications helps develop engaging recruitment materials and builds a strong employer brand.

## **News**

Why is it important?

- A good news team ensures information is shared in a timely and appropriate way.
- Creative lively engaging content- leads to a good take up of new and views.
- It increases engagement and builds trust.

- It meets the needs of multiple audiences.
- It is efficient – and avoids duplication of effort: stories are written once then shared across different channels.
- It improves corporate style and helps build a strong and authentic brand.

## **Creative Services**

Why is it important?

- Creative services promotes a consistent brand image.
- Creative services refreshes the brand and ensure it remains current.
- Creative services ensures the corporate look and feel is used across all communications, ensuring the council achieves recognition for action.
- Creative services offers copywriting and ensure a strong and compelling corporate narrative is used.

## **Structure and approach**

### **Corporate communications team**

The recommendation is to create a corporate communications team to cover the four areas of communications - as detailed above. These roles would work in an agile and flexible way, and cover a wider range of communications activities than at present.

It is recommended that these posts report into a Corporate Communications Manager who would in turn report into the Director of Economy and Planning.

This would provide the team with professional communications experience and skills and provide the council with knowledge and ability to deliver the new strategy; new arrangements; new plans and new ways of working.

The Corporate Communications Manager would be responsible for the delivery of the communications strategy; the development and the delivery of the annual communications plan. They would line manage the six (5.1 fte) corporate communications team members and have oversight of all communications activities across the council.

New communications work would be planned and allocated reflecting business need and team capacity. It is not proposed to make this an overly bureaucratic process but given the numbers of corporate projects and the range of communications activities supported, having a coordinated approach will ensure communications can be tracked, monitored and evaluated. This will ensure sufficient resources are freed up to work on new areas of work and improve levels of productivity across the team.

This new structure and way of working reflects both the current and future priorities of the council and the way in which communications as a discipline is changing and evolving. It is proposed that the existing cohort of communications officers has the skills and experience to fulfil these new corporate communications officer roles.



As well as the new corporate communications team, a strategic communications group will be established.

This will comprise the corporate communications team plus officers (located and managed within directorate/service areas) who have a communications/marketing element to their role.

The strategic communications group will contribute to the development and delivery of the overall annual communications plan.

Review mechanisms to cover the monitoring and evaluation of the annual communications plan would be established.

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5.11.19

COMMUNICATIONS PLAN – priorities & activities

2020/2023

#### Corporate Communications

CC1 Hambleton District Council communications plan

CC2 Strategic Communications Group

CC3 Residents survey

CC4 External and stakeholder engagement

CC5 Crisis communications plan

	PRIORITIES	WHAT WE WILL DO
CC1	Implement the Hambleton District Council communications plan.	We will use the communications plan to support a more joined up and integrated approach to communications. The plan will have clear priorities across the four areas of Corporate Communications, News, Internal Communications and Creative Services.
CC2	Strategic Communications Group.	We will formally establish the Strategic Communications Group, to support the communications plan CC1 and the delivery and evaluation of communications across the council. The group will meet monthly and will comprise a range of officers, from different services, who have communications as part of their roles.
CC3	Residents survey	<p>We will work with the consultation officer to carry out a full residents survey to the 40,000 properties in the district.</p> <p>The 2019 LGA peer review noted the need for improved audience insight; highlighting the lack of any recent, general, residents research. The last full residents survey undertaken by Hambleton District Council was the Place survey in 2009.</p>

		This residents survey will give the council a baseline to measure future progress against using the recommended set of LGA questions on resident satisfaction.
CC4	External relations & stakeholders.	We will develop our external contacts and networks to ensure that our external communications are relevant to our key audiences. We will include external communications in our forward plan and have clear themes of work to support the council's profile and reputation.
CC5	Crisis Communications Plan.	<p>We will develop a crisis communications plan to cover local (district), reputational crisis situations. The plan will cover engagement with media and roles and responsibilities.</p> <p>The crisis communications plan will be supported by media training (see N5 below), for key council spokespeople.</p>

News

N1 Single approach to News

N2 Forward plan

N3 Networks & relationships

N4 Media monitoring & evaluation

N5 Media training

	PRIORITIES	WHAT WE WILL DO
N1	Single approach to News.	<p>We will adopt a single approach to how we handle both proactive and reactive stories to provide a more integrated and ‘current’ approach to News.</p> <p>We will have a News forward plan (see below, N2) and we will agree News stories and how they will be handled and shared; create more engaging content; ensure more consistency across channels; reduce duplication of effort, and free up resource to be used elsewhere across communications.</p>

		We will focus on increasing the number of 'human interest' stories we send out and ensure our News stories recognise the efforts our communities make in supporting their local area.
N2	News Forward plan.	We will establish a News forward plan to include regular media opportunities, seasonal features, planned news opportunities and one-off themes on topics agreed with Members and Management Team.
N3	Networks & relationships.	<p>We will be more proactive and develop relationships with media networks and key contacts.</p> <p>We will extend and develop the range and type of media we have regular contact with, for example different trade media; regional opinion formers; news networks.</p>
N4	Media monitoring & evaluation.	<p>We will start media monitoring to give us a clearer understanding of coverage we are achieving and - the sentiment it generates.</p> <p>We will develop more meaningful measures for our social</p>

		media coverage.
N5	Media training.	<p>We will arrange a rolling programme (quarterly) of media training for:</p> <p>Cabinet members,  Management Team,  -other council spokespeople (e.g. commercial manager, chief planning officer et al).</p> <p>The Media Training will support the Crisis Communications Plan (see above, CC5).</p>



## Creative Services

CS 1 Communications materials 'audit'

CS 2 Brand and style guidelines & writing notes

CS 3 Photography and images

CS 4 HDC brand family

	PRIORITIES	WHAT WE WILL DO
CS1	Communications materials 'audit'.	We will establish a six-monthly audit and review of materials across the whole council. The Strategic Communications Group will review the look and feel; consistency and quality; application of brand and tone of voice.
CS2	Brand and style guidelines & writing notes.	<p>We will develop a corporate style guide with brand guidance.</p> <p>We will refresh the existing writing guidelines to fit with the corporate narrative and tone of voice.</p> <p>We will run workshops to improve copywriting skills across the council.</p>

CS3	Photography and images.	We will review the existing council image bank and develop a refreshed approach to commissioning photography. We will use more infographics to ensure we have imagery that works with the refreshed corporate narrative and style (see above, CS2).
CS4	HDC brand family.	<p>We will explore options to develop the council brand to increase its flexibility and relevance in different circumstances and to ensure any brands used by the council (e.g. ZEST/ business support) clearly promotes the council's involvement.</p> <p>We will review the use of the brand through the 6-monthly Communications materials 'audit' by the Strategic Communications Group.</p>

## Internal Communications

IC 1 Insight review and development- Insight Xtra

IC 2 Recruitment /employer brand

IC 3 Internal communications channels and activities

IC 4 Staff surveys

	PRIORITIES	WHAT WE WILL DO
IC1	Insight - review and development.	<p>Working with HR colleagues, we will review Insight in terms of its purpose, style, content, frequency.</p> <p>We will look at the opportunities for producing one-off specials ('Insight Xtra') on key projects – e.g. commercialisation; recycling; tourism and events; local developments. We will consider Insight alongside other internal comms channels to ensure we have an effective approach to employee involvement &amp; engagement ( see below, IC3).</p>
IC2	Recruitment /employer brand.	We will work with colleagues in different services to

		produce tailored recruitment materials for specific areas where recruiting proves a challenge.
IC3	Internal communications channels and activities.	We will undertake a review of existing Internal Communications channels to see how effective they are in terms of sharing information and engaging employees. We will use the results from the corporate staff survey (see below, IC4) to inform this work.
IC4	Staff surveys.	We work with HR colleagues to support the corporate staff survey and look at opportunities and benefits from ad-hoc 'Pulse' surveys on particular topics.



Annual Communications Reporting & Evaluation – current year (in blue) and Planning- future year (in red)

<b>APRIL</b>  Q4/full year review  Strategic Communications Group meeting  6 monthly Communications Audit	<b>MAY</b>  Management Team report/update  Members report/update  Service Managers Forum update	<b>JUNE</b>  News & Views Q1 summary for MT and Members (workshop for Members)	<b>Q1</b>
<b>JULY</b>  Q1/ review  Strategic Communications Group meeting	<b>AUGUST</b>  Management Team report/update  Members report/update  Service Managers Forum update	<b>SEPTEMBER</b>  News & Views Q2 summary for MT and Members (workshop for Members)	<b>Q2</b>

<p>OCTOBER</p> <p>Q2/ review</p> <p>Strategic Communications Group meeting</p> <p>6 monthly Communications Audit</p> <p>Outline Communications planning (Corporate Communications team)</p>	<p>NOVEMBER</p> <p>Management Team report/update</p> <p>Members report/update</p> <p>Service Managers Forum update</p> <p>Outline Communications planning (Strategic Communications Group)</p>	<p>DECEMBER</p> <p>News &amp; Views Q3 summary for MT and Members (workshop for Members)</p> <p>Outline Communications planning (Corporate Communications team)</p>	Q3
<p>JANUARY</p> <p>Q3/ review</p> <p>Strategic Communications Group meeting</p> <p>Communications planning –workshops (Elected Members)</p> <p>Communications planning –workshops (Strategic Communications Group)</p>	<p>FEBRUARY</p> <p>Management Team report/update</p> <p>Members report/update</p> <p>Service Managers Forum update</p> <p>Communications planning –workshops (Service Managers)</p>	<p>MARCH</p> <p>News &amp; Views Q4 summary for MT and Members (workshop for Members)</p> <p>Corporate Communications plan completed</p>	Q4

## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
5 November 2019

**Subject:** REFUGEE RESETTLEMENT FUTURE SCHEME

**All Wards**  
**Portfolio Holder for Planning: Councillor D A Webster**

### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The purpose of the report is to provide an overview of the government's recently announced global resettlement scheme and to seek Cabinet approval for participation in the scheme and to commit to resettling a minimum of 30 persons between 2020/21 and 2023/24.

#### Background

- 1.2 Please see attached **Annex A and B**.

#### Indicative numbers that could be resettled by participating local authorities

- 1.3 Under the current scheme, North Yorkshire districts as a whole resettled on average 150 persons (approximately 30 families/properties) each year from the start to the finish of the resettlement period in the county (July 2016 to February 2018).
- 1.4 Due to pressures on local housing and other local authority housing commitments, including the duties introduced under The Homelessness Reduction Act 2017, a more conservative target of 50 refugees per year (approximately 11-13 families) is proposed to be resettled under the new scheme, rather than continuing with the higher average resettlement rate achieved under the current scheme.
- 1.5 50 persons per year from 2020/21 to 2023/24 would equate to one percent of the envisaged national programme. This is the same 'fair share' approach used for the SVP and VCRS programmes, given that North Yorkshire's population is just under one percent of the UK population. Using this approach, the number of refugees that would be resettled in each district is shown in the table below. To reach an average of 50 persons being resettled each year would require a minimum of two districts a year to participate and in some instances would involve three districts. The actual numbers resettled might be marginally higher than those listed below due to the need to match family sizes to specific properties.

Table 3: ONS 2018 population estimates

<b>District</b>	<b>2018 population mid-year estimate by district</b>	<b>Percentage of North Yorkshire population by district</b>	<b>Refugees to be resettled in total 2020/21 to 2023/24</b>
Craven	56,832	9.3	19
Hambleton	91,134	14.8	30
Harrogate	160,533	26.1	52
Richmondshire	53,244	8.7	17
Ryedale	54,920	8.9	18
Scarborough	108,736	17.7	35
Selby	89,106	14.5	29
<b>Total</b>	<b>614,505</b>	<b>100</b>	<b>200</b>

- 1.6 District Councils would need to ensure that they were able to arrange to provide this supply of housing during their allocated time period. The schedule of charter flights is likely to be known some time in advance of families arriving, providing an opportunity for Housing Officers to have early discussions with national, regional and local housing providers to secure their commitment to the project.

## **2.0 LINK TO COUNCIL PRIORITIES:**

- 2.1 The proposal does not relate to a Council priority but rather is a response to a global humanitarian crisis.

## **3.0 RISK ASSESSMENT:**

### **3.1 Risk in approving the recommendation(s)**

<b>Risk</b>	<b>Implication</b>	<b>Gross Prob</b>	<b>Gross Imp</b>	<b>Gross Total</b>	<b>Preventative action</b>	<b>Net Prob</b>	<b>Net Imp</b>	<b>Net Total</b>
Earmarked housing remains vacant for an extended period should a family not want to come to Hambleton.	The current scheme pays for an 8 week void period, there is an expectation this will continue in the new scheme. If this needs to be extended the Council will need to pay for the extra void period time.	4	3	12	Consider offering the property to another homeless client to avoid further void costs and/or have two families in mind so that the second one can be accommodated quite quickly thereafter thus reducing void loss/expense to the LA.	2	2	4

### **3.2 The key risk is in not approving the recommendation(s) as shown below:-**

<b>Risk</b>	<b>Implication</b>	<b>Gross Prob</b>	<b>Gross Imp</b>	<b>Gross Total</b>	<b>Preventative action</b>	<b>Net Prob</b>	<b>Net Imp</b>	<b>Net Total</b>
Council publicly identified as not helping with the crisis.	Harmful to the reputation of the Council.	4	4	16	Communications to mitigate adverse publicity.	3	4	12

Prob = Probability, Imp = Impact, Score range is Low = 1, High = 5

## **4.0 FINANCIAL IMPLICATIONS:**

- 4.1 There are no direct financial implications for the Council that arise from this proposed scheme. Costs associated with the resettlement of refugees are expected to be met by Government grant. NYCC will act as the accountable body for the receipt and spending of this grant.
- 4.2 The proposed scheme does however have indirect cost implications for the Council which include staff time.



## **5.0 LEGAL IMPLICATIONS:**

- 5.1 This report seeks to amend the existing Memorandum of Understanding and other agreements with participating Councils and partners from the existing SVP/VCRS schemes to reflect the name of the new scheme; the substance of the MOU and agreements will not change.

## **6.0 EQUALITY/DIVERSITY ISSUES**

- 6.1 A key element of the local response will be to work in partnership to tackle equality and diversity issues.

## **7.0 RECOMMENDATION(S):**

- 7.1 It is recommended that Cabinet:-

- (1) supports the principle of a North Yorkshire participation in the global resettlement scheme, subject to adequate funding by the Home Office, to enable resettlement of 200 refugees in total across North Yorkshire from 2020/21 to 2023/34;
- (2) agrees that this Council's commitment to this scheme shall be to accommodate about 30 people; and
- (3) delegates authority to the Director of Economy and Planning to agree to renew the partnership agreement with North Yorkshire County Council, the 6 District Councils within the County and Migration Yorkshire.

HELEN KEMP  
DIRECTOR OF ECONOMY AND PLANNING

**Background papers:** Report to Cabinet 15 March 2016 'Resettlement of Syrian Refugees'

**Author ref:** HK

**Contact:** Helen Kemp  
Director of Economy and Planning  
01609 767204

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Home Office

**Rt Hon Caroline Nokes MP**  
**Minister of State for Immigration**

2 Marsham Street  
London SW1P 4DF  
[www.gov.uk/home-office](http://www.gov.uk/home-office)



Ministry of Housing,  
Communities &  
Local Government

**Lord Bourne of Aberystwyth**  
**Minister for Faith**

Council Leaders  
Local Authorities in England

Sent via email

17 June 2019

Dear Leader,

We are writing to inform you that the Government has today reaffirmed our commitment to the resettlement of refugees in anticipation of the conclusion of our three largest resettlement schemes in 2020. We hope this is welcome news to you and your communities. The success of resettlement in the UK to date has been achieved by working in partnership with over 300 local authorities. Many of you are participating in delivering the current schemes and your work to support and integrate these vulnerable refugees is greatly appreciated.

In the statement the Home Secretary has made to Parliament, he set out the Government's ongoing commitment to resettlement. We will consolidate our biggest schemes into a new global resettlement scheme. Our priority will be to continue to resettle the most vulnerable refugees, identified and referred by UNHCR. Under the global resettlement scheme, we will broaden our geographical focus beyond the Middle East and North Africa region and will also be better placed to swiftly respond to international crises in coordination with global partners.

In the first year of operation, the UK will aim to resettle in the region of 5,000 of the world's most vulnerable refugees. Ensuring local authorities can provide resettled refugees with the help and support they need to successfully integrate in their new communities remains central to our approach. Hence, we are happy to confirm we have retained current funding rates for those arriving in the first year of the scheme, meaning a local authority will continue to receive the five-year tariff of £20,520 for each refugee with a top-up (for year 1) for children aged 3-18 years.

A new process for emergency resettlement will also be developed, allowing the UK to respond quickly to instances of heightened protection need, providing a faster route to protection where lives are at risk. We will work closely with local authorities, regional Strategic Migration Partnerships and other partners over the coming months as we develop the new arrangements.

The Community Sponsorship scheme, which enables community groups to directly welcome and support refugees in the UK, will continue. Building on the experience of delivering the current schemes and the significant contribution of our community sponsors, a key part of our resettlement offer will be that those resettled through our community sponsorship and Mandate routes will be in addition to our yearly, global commitment.

We would like to take the opportunity to acknowledge the invaluable contribution that many of you have made in delivering the current commitments. We hope you will continue to support refugees under the new scheme. In addition, we would welcome pledges of support from authorities yet to engage in resettlement. Our officials will be in touch soon to provide more detailed information on how you can support us. In the meantime, if you would like to discuss any aspect of this letter, please do not hesitate to contact us.

Over the last few years, we have together made significant progress in our contribution to global resettlement efforts. We recognise the positive difference that local authorities, regional Strategic Migration Partnerships, communities, and community sponsors have made to the lives of refugees resettled in the UK. It is right that we today reaffirm our ongoing commitment to supporting refugees, and to working with partners to find a longer-term approach to refugee protection – an approach that restores dignity and offers refugees a viable future.

We are copying this letter to regional Strategic Migration Partnerships.

A handwritten signature in blue ink, appearing to read 'Caroline'.

**Rt Hon Caroline Nokes MP**  
**Minister of State for Immigration**  
**Home Office**

A handwritten signature in blue ink, appearing to read 'Lord Bourne'.

**Lord Bourne of Aberystwyth**  
**Minister for Faith**  
**Ministry of Housing, Communities and**  
**Local Government**



Home Office

# **UK Resettlement Scheme**

## **Note for Local Authorities**

August 2019

## Introduction

Resettlement continues to be a critical protection tool, providing a pathway to safety for refugees who can no longer remain in their host-countries. With the support of local government, the UK's existing schemes have provided safe and legal routes for tens of thousands of people to start new lives. However, the global need for resettlement continues to grow; the United Nations High Commissioner for Refugees (UNHCR) estimate that in 2020 more than 1.4 million refugees will need to be resettled.

The UK Government confirmed on 17 June 2019 its ongoing commitment to resettlement, announcing plans for a new UK Resettlement Scheme which will see thousands more refugees provided with a route to protection when it begins in 2020. This briefing note sets out further information for local authorities about the new scheme.

## Overview

The UK Resettlement Scheme will consolidate the existing Vulnerable Persons' Resettlement Scheme (VPRS), Vulnerable Children's Resettlement Scheme (VCRS) and Gateway Protection Programme which will all naturally come to an end in 2020. This new scheme will be open to refugees identified by UNHCR to be in need of resettlement to the UK because of their vulnerability and does not have a specific geographical focus. Those resettled through our Community Sponsorship and Mandate routes will be in addition to our yearly, global commitment.<sup>1</sup>

We are looking for the ongoing support and participation of local government across the UK and encourage local authorities to submit their offer of places for the new scheme as soon as possible. We continue to warmly welcome interest from those authorities who have yet to take part in resettlement.

We are planning a smooth transition, with arrivals under the new scheme expected to start once arrivals under the VPRS are completed; this is estimated to be in Spring 2020. We expect there to be a seamless continuation of arrivals between the current and the new scheme. This is in line with feedback from regional Strategic Migration Partnerships (SMPs) on what LAs would find most helpful in transition.

We would also welcome conversations with local authorities who are able to offer additional places under the current schemes. This would enable authorities to maintain momentum with their arrivals and ensure consistency in provision of services as we move towards the start of the new scheme.

## Eligibility

The new UK Resettlement Scheme will continue to be based on vulnerability, with refugees assessed for resettlement by UNHCR against their [resettlement submission categories](#). We

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<sup>1</sup> More information on all current resettlement schemes can be found [here](#)



will work closely with UNHCR to identify vulnerable refugees from around the world where resettlement to the UK offers the best durable solution.

### **Who we will resettle**

In the first year of the new scheme it is anticipated that the caseloads of refugees we resettle will continue to look broadly similar to those we see under our existing schemes, with the majority coming from the MENA region. We already operate in line with UNHCR's global priorities and will continue to do so, however over time the nationalities of refugees resettled may change in response to world events and the global context.

As the profiles of those we resettle change, the Home Office will continue to work closely with SMPs and local authorities to match refugees to housing availability in areas that can provide appropriate support to those we resettle.

### **Numbers**

In the first year of operation of the new scheme, the UK will aim to resettle in the region of 5000 refugees with those arriving through our Mandate and Community Sponsorship routes additional to this number. The Government remains committed to resettlement, and decisions on the number of refugees to be resettled in subsequent years will be determined through future spending rounds.

Year on year, resettlement volumes are likely to fluctuate according to the flow of referrals from overseas and the availability of suitable accommodation and support in the UK.

### **Role of Local Authorities**

Local authority participation in the new scheme will continue to be voluntary, with refugees allocated in the same way as currently under VPRS and VCRS. We will continue to work closely with local authorities across the UK to ensure they are able to support those who are allocated to them for resettlement under the new scheme.

Local authorities will retain the same role in the community sponsorship process and we would ask they continue to engage positively with groups that come forward to participate in community sponsorship.

### **Role of Regional Strategic Migration Partnerships**

SMPs will continue to provide support to local authorities to help deliver resettlement, including coordinating offers of places and planning for the arrival of refugees, together with sharing of expertise and knowledge to enable councils to resettle successfully.

### **Funding Package**

The funding package available under the new scheme will mirror that currently paid under VPRS and VCRS; a local authority will receive a five-year tariff of £20,520<sup>2</sup> for each refugee with an additional education tariff (for year one) for children aged 3-18 years. Additional

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<sup>2</sup> £20,000 in Northern Ireland as social care element paid directly to Department of Health

funding will continue to be made available, on a case by case basis, for exceptional costs incurred by local authorities, including; property adaptations, void costs for larger (4 bed) properties, special educational needs, and adult social care.

The post-arrival resettlement support requirements of local authorities will mirror those issued under the VPRS and VCRS.

### **Health Care**

All refugees referred for potential resettlement undergo a health assessment through International Organization for Migration as part of the resettlement process. The findings of these assessments will continue to be passed to local authorities considering resettlement of that individual to ensure suitable treatment/support can be provided upon arrival.

As with existing schemes, resettled refugees under the new scheme will be able to access healthcare via the NHS free of charge. The £2600 per refugee for health costs made available to healthcare providers under the VPRS and VCRS will continue to be available under the new scheme.

### **Access to Benefits and Work**

Refugees resettled under the new scheme will have access to mainstream benefits and services to enable their integration; work continues across Government to ensure services meet the needs of refugees. They will also have immediate and unrestricted access to the labour market.

### **English Language**

Refugees will continue to be able to access English language tuition that is fully funded through the Adult Education Budget (AEB) if they are unemployed and in receipt of certain benefits; or if they are in an area that is part of the AEB low wage trial and they earn less than £16,009.50. Children in full time education will receive English language support in schools.

Additional language funding of £850pp will continue to be available in year one. This is intended to boost local capacity and supplement mainstream AEB provision. As with the current scheme, Home Office will include outcomes associated with this additional funding in the annual funding instruction. Local authorities will also continue to be able to use the tariff to further top up costs of language provision. Funding will also be available to help with child care costs in relation to attendance at ESOL classes.

### **Community Sponsorship**

The community sponsorship scheme has been a real success and is established now, with a broad range of experience, training and support available to community groups, through Reset, the organisation established to build capacity amongst potential community sponsors. Reset currently provides services including in-person training, a range of online material to support groups in preparing their application and supporting a family <https://training-resetuk.org/> an application checking service and a post-arrival advice



line. Reset are also developing resources for local authorities about the process of providing consent.

***Please get in touch with your Resettlement Contact Officer and regional SMP lead if you require further information, and to discuss your offer of new resettlement places under the current or future scheme.***

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## Appendix C

### North Yorkshire Refugee Resettlement Schedule: July 2016 to February 2018

<b>Month</b>	<b>Syrian Vulnerable Persons (SVP) numbers by district</b>	<b>North Yorkshire Districts</b>
<b>2016</b>		
July	34 (11 = Craven / 9 = Harrogate / 14 = Selby)	Craven, Harrogate and Selby
September	3 (Craven)	Craven
October	30 (8 = Selby / 22 = Harrogate)	Selby and Harrogate
November	6 (Harrogate)	Harrogate
<b>2017</b>		
January	52 (10 = Craven / 17 = Harrogate / 25 = Scarborough)	Harrogate and Scarborough
April	5 (Selby)	Selby
June	28 (6 = Craven / 11 = Ryedale / 11 = Scarborough)	Craven, Ryedale and Scarborough
July	5 (Ryedale )	Ryedale
<b>2018</b>		
January	40 (22 = Hambleton /18 = Richmondshire)	Hambleton and Richmondshire
February	6 (6 = Hambleton)	Hambleton

<b>District</b>	<b>SVP minimum agreed number</b>	<b>Actual nos. initially resettled (exc. births in UK)</b>	<b>Remaining in North Yorkshire (exc. births in UK)</b>
Craven	25	30	15
Hambleton	28	28	28
Harrogate	50	54	48
Richmondshire	16	18	13
Ryedale	16	16	16
Scarborough	36	36	36
Selby	26	27	27
Totals	197	209	183

<b>Month</b>	<b><i>Vulnerable Children's Resettlement Scheme (VCRS) numbers by district</i></b>	<b><i>North Yorkshire Districts</i></b>
<b>2017</b>		
April	7 (2 families) = Harrogate	Harrogate and Selby
June	5 (1 family) = Ryedale	Ryedale
July	5 (1 family) = Selby	Selby
September	4 (1 family) = Craven	Craven
<b>2018</b>		
January	8 (2 families) = Richmondshire	Richmondshire

<b><i>District</i></b>	<b><i>VCRS minimum agreed number</i></b>	<b><i>Actual nos. initially resettled (exc. births in UK)</i></b>	<b><i>Remaining in North Yorkshire (exc. births in the UK)</i></b>
Craven	3 (1 family)	4 (1 family)	0
Hambleton	4 (1 family)	0	0
Harrogate	7 (2 families)	7 (2 families)	7
Richmondshire	2 (1 family)	8 (2 families)	4
Ryedale	2 (1 family)	5 (1 family)	5
Scarborough	0	0	0
Selby	4 (1 family)	5 (1 family)	5
Totals	22	29	21

## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
5 November 2019

**Subject:** PUBLIC OPEN SPACE, SPORT AND RECREATION ACTION PLAN – LINTON ON OUSE

**Easingwold Ward**  
**Portfolio Holder for Leisure and Communities Services: Councillor Mrs B S Fortune**

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The Council's policy is to consider and where appropriate endorse Public Open Space, Sport and Recreation Action Plans to provide a more strategic and efficient process for allocating future Section 106 monies (see Annex A) for public open space, sport or recreation.
- 1.2 The purpose of this report is to endorse the refreshed Public Open Space, Sport and Recreation Action Plans for the Linton on Ouse Parish.
- 1.3 During the transition period between Section 106 fund allocations for public open space and the implementation of the Community Infrastructure Levy, action plans will continue to be submitted for the purpose of allocating remaining Section 106 developer contributions and to identify community priorities for open space, sport and recreation that can be shared with Parish Councils to help forward plans for spending CIL contributions that they receive.
- 1.4 To ensure that each Action Plan project can be assessed against the eligibility criteria as stated in the Open Space, Sport and Recreation Supplementary Planning Document adopted on 11 February 2011 it must:
  - Provide details of the public open space, sport and recreation project
  - Have given consideration to all public open space, sport and recreation projects that are included in a local Community or Parish Plan (if available)
  - Include details of any consultation with community groups that manage public open space, sport or recreation facilities that has helped identify future need
  - Refer to any recommendations that have been identified in the Council's Open Space, Playing Pitches and Sports Facilities strategies
  - Have support from the Elected Members for the parish concerned
  - Be signed off by the Director for Leisure and Communities
- 1.5 A copy of the Action Plan detailed in 1.2 is available at Annex B.

### **2.0 LINK TO COUNCIL PRIORITIES:**

- 2.1 The projects listed in the Action Plan link primarily to the enhancing health and wellbeing priority of the Council but will also help deliver outcomes under the caring for the environment and providing a special place to live priorities.

### **3.0 RISK ASSESSMENT**

- 3.1 Risk has been considered as part of this report and there are no major risks identified as a result. The monies are managed using a robust system to ensure that funds are spent in line with the terms and conditions of the award which each organisation has to sign prior to any funds being released.
- 3.2 There are potential relational risks related to the prioritisation of the projects listed in each Action Plan which are mitigated against by close liaison with the community groups, Ward Members and by considering priorities against other strategic aims contained in the Council's Open Space, Playing Pitch and Sports Facilities strategies.

### **4.0 FINANCIAL IMPLICATIONS:**

- 4.1 The main method of delivery of Section 106 allocations is to passport external funding from developers to community groups. Funds will not be committed or released to organisations until the Council has received the monies from the developer.
- 4.2 Action Plans are revised as projects are developed or completed to ensure that that the projects are still relevant and viable. If there are changes to the plan they will be re-submitted to Cabinet for approval.

### **5.0 LEGAL IMPLICATIONS:**

- 5.1 There is a legal responsibility upon the Council to ensure this funding is used in a way consistent with the individual Section 106 Agreements. The terms and conditions of the offer ensure that third party organisations meet their legal obligations of the award.

### **6.0 EQUALITY/DIVERSITY ISSUES:**

- 6.1 Equality and diversity issues have been considered to ensure that no-one is discriminated against using the facility that is being financially supported.

### **7.0 RECOMMENDATION:**

- 7.1 It is recommended that the Public Open Space, Sport and Recreation Action Plan at Annex B be approved.

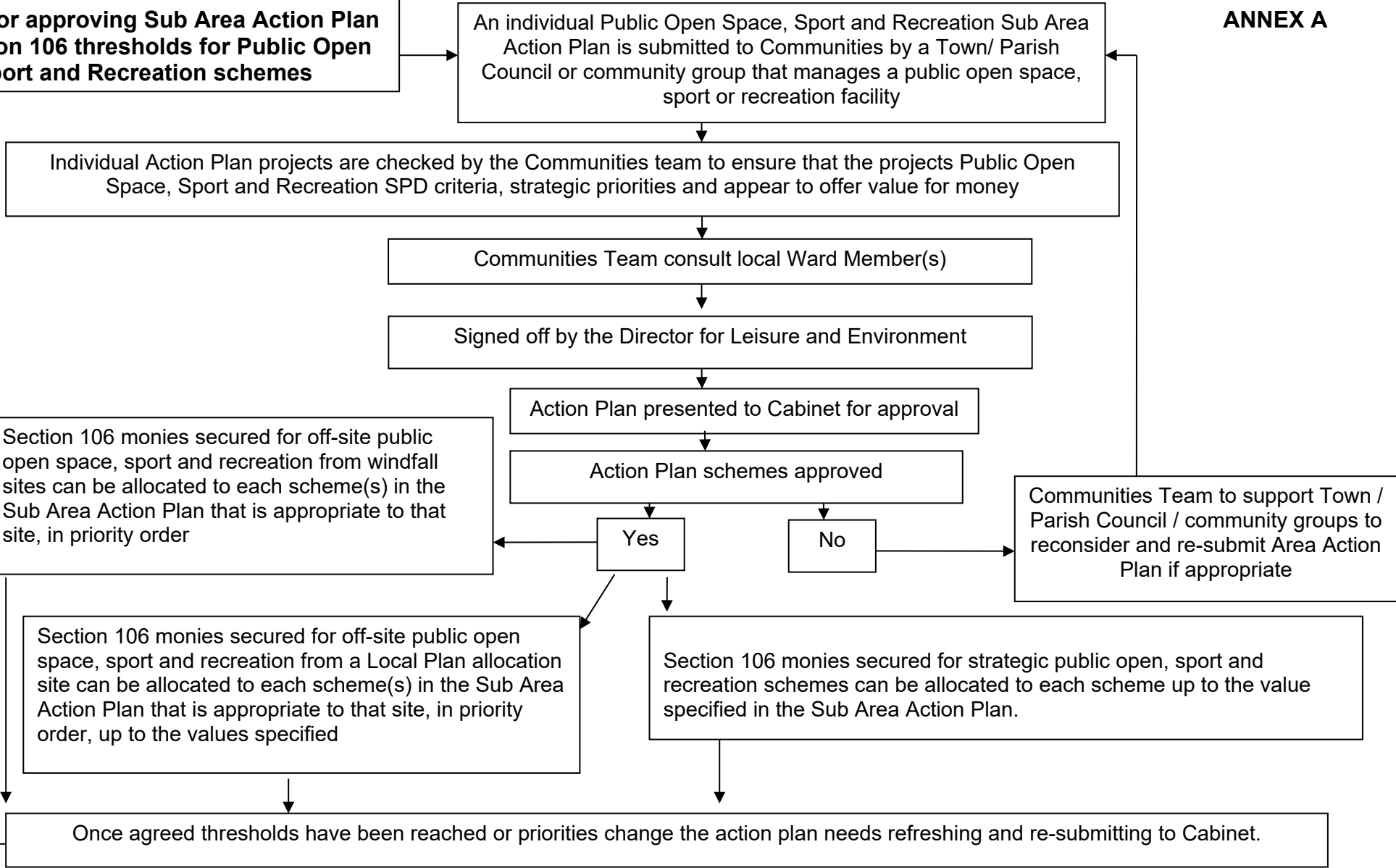
STEVEN LISTER  
DIRECTOR OF LEISURE AND COMMUNITIES

**Background papers:** Hambleton Local Development Framework – Open Space, Sport and Recreation Supplementary Planning Document

**Author ref:** SL

**Contact:** Steven Lister  
Director for Leisure and Communities  
01609 767033

**Process for approving Sub Area Action Plan and Section 106 thresholds for Public Open Space, Sport and Recreation schemes**



# **HAMBLETON**

## **DISTRICT COUNCIL**

### **PUBLIC OPEN SPACE, SPORT AND RECREATION ACTION PLAN – LINTON ON OUSE – 5 NOVEMBER 2019**

<b>What POS / Sport / Recreation facilities do you have already?</b>	<b>Managing organisation and contact details</b>	<b>Future actions</b>	<b>How do you know there is a need for this project?</b>	<b>Estimated cost (£)</b>	<b>Community Priority</b>
War memorial garden	Linton on Ouse Parish Council, Village Hall Committee	Revamp of garden to include purchase and installation of stone planters, bulbs and plants	Public consultations held in 2015 and further Parish Council discussions	£895	1
Playground	Linton on Ouse Parish Council	Purchase and installation of new play/exercise equipment to benefit 12-16 year olds	Public consultations held in 2015 and further Parish Council discussions	£11,610	2
Main Street	Linton on Ouse Parish Council	Purchase and installation of a new village notice board	Public consultations held in 2015 and further Parish Council discussions	£150	3



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