



Meeting: **SCRUTINY COMMITTEE**
Date: **THURSDAY, 25 JANUARY 2018**
Time: **5.00 PM**
Venue: **COMMITTEE ROOM - CIVIC CENTRE, DONCASTER ROAD, SELBY, YO8 9FT**
To: **Councillor W Nichols (Chair), Councillor S Duckett (Vice-Chair), Councillor D Buckle, Councillor L Casling, Councillor I Chilvers, Councillor D Mackay and Councillor D White**

Agenda

- 1. Apologies for Absence**
- 2. Minutes (Pages 1 - 4)**

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 23 November 2017.

- 3. Disclosures of Interest**

A copy of the Register of Interest for each Selby District Councillor is available for inspection at www.selby.gov.uk.

Councillors should declare to the meeting any disclosable pecuniary interest in any item of business on this agenda which is not already entered in their Register of Interests.

Councillors should leave the meeting and take no part in the consideration, discussion or vote on any matter in which they have a disclosable pecuniary interest.

Councillors should also declare any other interests. Having made the declaration, provided the other interest is not a disclosable pecuniary interest, the Councillor may stay in the meeting, speak and vote on that item of business.

If in doubt, Councillors are advised to seek advice from the Monitoring Officer.

- 4. Chair's Address to the Scrutiny Committee**

5. Corporate Performance Q2 – 2017/18 (July to September) - S/17/8 (Pages 5 - 22)

The Scrutiny Committee is asked to note the contents of the report and make any comments on the Council's corporate performance.

6. Financial Results and Budget Exceptions Report to 30 September – S/17/9 (Pages 23 - 44)

The Scrutiny Committee is asked to note the contents of the report and make any comments on the Council's financial results and budget exceptions.

7. Treasury Management Monitoring Report for Q2 – S/17/10 (Pages 45 - 54)

The Scrutiny Committee is asked to note the contents of the report and make any comments on the Council's treasury management activities.

8. Housing Development Programme 2017-20 - S/17/11 (Pages 55 - 68)

The Scrutiny Committee is asked to note the contents of the report and make any comments on the Housing Development Programme.

9. North Yorkshire Children's and North Yorkshire Safeguarding Adults Board Annual Reports 2016-17 - S/17/12 (Pages 69 - 164)

The Scrutiny Committee is asked to note the contents of the report and make any comments on the Annual Reports of the North Yorkshire Children's and Safeguarding Adults Boards 2016/17.

10. Scrutiny Committee Work Programme 2017/18 and 2018/19 (Pages 165 - 176)

To consider the current Scrutiny Committee Work Programme for 2017/18 and start to plan for the following 2018/19 municipal year. Copies of the current Work Programme, proposed 2018/19 Work Programme and the current Executive Forward Plan are included for information.

G. Marshall

Gillian Marshall, Solicitor to the Council

Dates of next meetings (5.00pm)

Thursday, 22 February 2018

Enquiries relating to this agenda, please contact Victoria Foreman on 01757 292046 or vforeman@selby.gov.uk.

Recording at Council Meetings

Recording is allowed at Council, Committee and Sub-Committee meetings which are open to the public, subject to:- (i) the recording being conducted with the full knowledge of the Chairman of the meeting; and (ii) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the Democratic Services Officer on the above details prior to the start of the meeting. Any recording must be conducted openly and not in secret.

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Minutes

Scrutiny Committee

Venue:	Committee Room
Date:	Thursday 23 November 2017
Time:	5.00 pm
Present:	Councillors Mrs W Nichols (Chair), Mrs S Duckett (Vice Chair), D Buckle, I Chilvers, D Mackay and Mrs D White
Officers present:	June Rothwell, Head of Operational Services, Wayne Palmer, Environmental Health Team Leader, Tom Knox, Resilience and Emergencies Team Leader (NYCC), Wendy Muldoon, Senior Resilience and Emergencies Officer (NYCC), Mike James, Communications and Marketing Manager, Alice Courtney, Democratic Services Officer and Victoria Foreman, Democratic Services Officer
Public:	0
Press:	0

24. APOLOGIES FOR ABSENCE

There were no apologies for absence.

25. MINUTES

The Committee considered the minutes of the Scrutiny Committee meetings held on 28 September 2017 and 17 October 2017.

With regards to the minutes of the call-in meeting on 17 October 2017, the Chair informed the Committee that she had attended the meeting of the Executive on 2 November 2017 where the Executive had considered Scrutiny Committee's comments on the Car Parking Strategy and Tariff Review.

RESOLVED:

To approve the minutes of the Scrutiny Committee meetings held on 28 September 2017 and 17 October 2017 for signing by the Chair.

25. DISCLOSURES OF INTEREST

There were no disclosures of interest.

26. CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE

There was no address from the Chair.

27. EMERGENCY PLANNING – SC/17/7

The Head of Operational Services introduced the report which asked the Committee to note the Council's arrangements for emergency planning and consider any aspect they might wish to explore further.

The Committee received a presentation from NYCC's Resilience and Emergencies Team Leader and Senior Resilience and Emergencies Officer.

Members discussed the presentation and report and considered the following matters:

- The Committee considered the impact of past incidents in Selby such as the floods in 2000, and at what point military support was required. Flooding was a real concern for many Members. Officers emphasised the importance of Members' local knowledge in responding to all incidents, not only flooding.
- Members felt that improvement was required in the support and knowledge of the Environment Agency regarding further flood prevention and mitigation in the Selby and Tadcaster areas. Officers confirmed that they would be able to supply contact details for the Environment Agency to assist in resolving Members' queries and concerns.
- The Committee questioned the use of Selby Leisure Centre as a rest centre. Members were concerned that during another serious flooding incident such as in 2000, where the Leisure Centre site itself had to be evacuated, the same would happen again. Officers confirmed that the Leisure Centre was suitable for the majority of incidents due to its capacity, infrastructure and facilities, but acknowledged that it would not always be ideal for flooding.
- The Committee noted that agencies had tried to move away from using schools as rest centres due to the disruption to education it caused, but that should they need to use a school, this would still be possible.
- Communication was key during the response to any incident, and Members were encouraged to make sure that the information they disseminated in their communities was consistent with that of the responsible authorities dealing with the emergency.

- Members were asked to feed back any local knowledge to the authorities either before or during an incident in order to improve the response and recovery. Issues such as catering capacity and provision for large numbers of people involved in an incident were raised as areas where the local knowledge of Members would be beneficial.
- The Committee felt that the presentation had been very useful and that it should be offered to all Members of the Council. Members also requested that Scrutiny Committee receive a twice-yearly report on all incidents dealt with by the emergency planning team in order to ascertain the type and number of incidents that were being dealt with.
- Officers were also asked to consider allowing some Members to observe a live or table top exercise, in order for them to gain an understanding of how such exercises are undertaken and managed. It was noted by the Committee that many people were unaware of the level of involvement and responsibility that local authorities had in responding to all manner of incidents.

RESOLVED:

- 1. To note the Council's arrangements for emergency planning.**
- 2. To circulate copies of the presentation slides to Committee Members.**
- 3. To ask Officers to give the presentation to all Selby District Councillors at a future training date.**
- 4. To ask Officers to circulate copies of the Elected Members' Resilience and Emergency Response Handbook 2017 to all Selby District Councillors.**
- 5. To ask Officers to consider allowing Member observation at a live or table-top emergency planning exercise.**
- 6. To receive a report at Scrutiny Committee every six months detailing all incidents dealt with by the emergency planning team at Selby District Council.**

28. SCRUTINY COMMITTEE WORK PROGRAMME

Members considered the Committee's work programme for the rest of the 2017-18 municipal year. The Committee indicated that they would start to plan their work for the 2018-19 year at the January 2018 meeting of the Committee.

The Chair informed Members that there may be changes to the work of the Committee following the LGA Peer Review recommendations, which were to be published shortly. It was felt by the Committee that they could undertake useful

pre-scrutiny of Executive decisions and be more involved in the decision and policy making process.

The Committee indicated their concerns regarding car parking provision at the Council's Civic Centre, and the effect the Police co-location would have on an already busy car park; the potential move of Access Selby to the Civic Centre site also warranted consideration. The Committee requested that a report on the Police co-location to be added to the work plan.

RESOLVED:

To add to the Committee's work plan a report regarding the impact of the co-location of the Police at the Civic Centre.

The meeting closed at 6.27pm.



Public Session

Report Reference Number: S/17/8

Agenda Item No: 5

To: Scrutiny Committee
Date: 25 January 2018
Author: Victoria Foreman, Democratic Services Officer
Lead Officer: Palbinder Mann, Democratic Services Officer

Title: Corporate Performance Report - Quarter 2 – 2017/18 (July to September)

Summary:

The quarterly Corporate Performance Report provides a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs.

The summary and full performance reports considered by the Executive on 7 December are attached to this report at Appendices 1 and 2.

Recommendations:

- i. **Scrutiny Committee is asked to note the contents of the report and make any comments on the Council's corporate performance.**

Reasons for recommendation

The Committee is asked to consider the data as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The performance information contained in the report enables the Council to demonstrate progress on delivering the Corporate Plan Priorities to make Selby District a great place.

1. Introduction and background

- 1.1 Please see section 4 of the report considered by the Executive on 7 December 2017 attached at Appendix 1 to this report.

2 The Report

- 2.1 Please see section 5 of the report considered by the Executive on 7 December 2017 attached at Appendix 1 of this report.

3 Legal/Financial Controls and other Policy matters

Legal Issues

- 3.4 None.

Financial Issues

- 3.5 Please see section 6.2 of the report considered by the Executive on 7 December 2017 attached at Appendix 1 to this report.

Impact Assessment

- 3.6 Please see section 6.3 of the report considered by the Executive on 7 December 2017 attached at Appendix 1 to this report.

4. Conclusion

- 4.1 The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on corporate performance are welcomed.

5. Background Documents

None.

Victoria Foreman
Democratic Services Officer
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Appendices

Appendix 1 - Summary report to Executive 7 December 2017
Appendix 2 – Full Corporate Performance Report

Selby District Council

REPORT

Reference: E/17/35

Item 4 - Public



To: Executive
Date: 7 December 2017
Status: Non Key Decision
Report Published: 29 November 2017
Author: Stuart Robinson – Head of Business Development & Improvement
Executive Member: Mark Crane – Leader of the Council
Lead Officer: Stuart Robinson – Head of Business Development & Improvement

Title: Corporate Performance Report - Quarter 2 – 2017/18 (July to September)

1. Summary:

1.1 The quarterly Corporate Performance Report provides a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs.

2. Recommendations:

2.1 The report is noted and approved.

2.2 Executive consider any further action they wish to be taken as a result of current performance.

3. Reasons for recommendation

3.1 The reporting of performance data enables the Council to demonstrate progress on delivering the Corporate Plan Priorities to make Selby District a great place.

4. Introduction and background

4.1 High level performance reporting of progress against the Councils priorities – as set out in the Corporate Plan 2015-20 – is a key element of the

performance management arrangements. The Corporate Performance Report clearly follows the structure of the Corporate Plan, with a report card for each of the four main priority areas.

- 4.2 Progress on delivering the Council's priorities is demonstrated by a combination of:
- progress against priority projects/high level actions (are we meeting/expecting to meet delivery timescales); and
 - performance against KPIs (are targets being met; are we getting better)
- 4.3 In Q2 we published our Annual Report which captures progress on delivering our Corporate Priorities in 2016/17.

5. The Report

- 5.1 The specific focus of this report covers the period July to September 2017. The Corporate Plan 2015-20 has provided consistency in terms of the direction the Council is seeking to follow and the specific priorities. Projects which are to be reported on within the capital investment programmes will be defined and included from Q3 onwards.

5.2 Summary of progress

The Corporate Performance Report (see appendix) sets out the detail in terms of progress (or otherwise) against the Council's priorities during quarter 2. In terms of a summary:

- 100% of projects/high level actions are completed or on track.
- 60% of KPIs are showing improvement over the longer term.
- 59% of KPIs are on target.

5.3 What went well in quarter 2

- Shortlisted for Yorkshire Property Industry Awards 'Council of the Year' for our work in supporting major new investment in the District and delivering our ambitious plans for growth e.g. development of Sherburn 2 and redevelopment of the former Kellingley Colliery site.
- Supported the inaugural Sherburn Craft and Food Festival which was well attended.
- Supported the Selby Food and Drink Festival which saw a record turnout.
- Supported local community initiatives – Q1/Q2 - 27 projects funded across all 5 CEF areas - totalling £63,120.00.
- Housing supply – planning consents granted for 391 extra homes (as at 30 September 2017) - exceeds the Core Strategy target.

- Emergency/urgent repairs to council-owned properties - continued to exceed target timescale, with only 5 urgent repairs out of 1518 missing the target, 3 of which were attended on time but required materials that were on order.
- Number of SMEs supported – target exceeded - Senior Business Advisor now in post and providing dedicated support to SMEs in the district – 26 SMEs advised in Q2.
- Number of visits to combined leisure centres - target exceeded - includes 15,000 swimming visits which span Q1 & Q2, but have not been previously reported.

5.4 What did not go so well in quarter 2 – and what will we do about it

- Average time taken to re-let vacant Council homes - target not met and performance down on Q1. Increase due to a higher number of sheltered housing needing clearing and significant works. Also an increase in rural bungalows which are harder to let (includes 3 which were vacant due to moves to our new Eggborough properties).
- Sundry debt recovery rate – performance up compared to Q1, but target not met - issues continue re late payment of large invoices by one organisation - this is being dealt with.
- Complaints responded to on time – target not met for both stage 1 and stage 2 – although we have improved how quickly we respond to stage 1 complaints we are currently reviewing the way complaints are logged and monitored. 28 stage 1 complaints were received this month – in the main these were in relation two service areas - Taxation, Benefits & Debt and Planning.
- Customer Service Centre – average wait time (face to face and telephone answering) is slightly longer compared to Q1, but is still on target. This is an excellent result given current staffing levels – we are currently recruiting.
- Planned savings – whilst a number of General Fund savings have been delivered in Q2, there is still a further £51k of savings to be achieved in the remaining part of the year. Looking ahead to next year there is still further work to do to meet our targets.
- Average time to process new benefit claims - performance up compared to Q1, but target not met – due to still catching up following annual billing downtime and new staff not fully trained – training currently taking place. Performance is on a par with neighbouring councils. We expect the roll out of full service Universal Credit – due February 2018 - to also have an impact on performance due to the increase in the number of changes that will be required to be processed for Council Tax Support.

6. Legal/Financial Controls and other Policy matters

Legal Issues

- 6.1 None

Financial Issues

- 6.2 Financial – Delivery of Corporate Plan priorities is reflected in the MTFS.

Impact Assessment

- 6.3 An Equality, Diversity and Community Impact Assessment screening report has been undertaken on the Corporate Plan and its priorities – and due regard has been given.

7. Conclusion

- 7.1 The performance data demonstrates continued performance improvement and delivery against Corporate Plan Priorities.

8. Background Documents

Contact Officer:

Stuart Robinson
Head of Business Development & Improvement
Selby District Council
srobinson@selby.gov.uk

Appendices:

Appendix A. Corporate Performance Report Quarter 2 2017/18



Delivering corporate priorities

Corporate Performance Report

Quarter 2 2017/18

Delivering Priority 1 - A great place...to do Business

Secure new investment in the district

(Lead Director: D Caulfield)

What's gone well this quarter:

- Shortlisted for Yorkshire Property Industry Awards 'Council of the Year' for work supporting major new investment in the District and delivering our ambitious plans for growth e.g. development of Sherburn2 (S2) and redevelopment of the former Kellingley Colliery site.
- S2 road link completed. We are supporting the S2 developer Glentool to attract new investors to the District.
- Plans approved for a new roundabout and major retail park on Bawtry Road - Lidl supermarket and Marstons family pub
- Entered into a wide range of Planning Performance Agreements in order that it can support and resource major planning proposals for commercial and industrial developments.

What are we concerned about:

- Transport and labour market challenges at key employment locations. We are working with bus operator Arriva and a number of large employers on the Sherburn Industrial Estate to assess the demand for a bus service to cater for workers on the site and alleviate current labour market challenges.
- Ensuring that we have the capacity and resource in house to deal with major pre-application proposals and submitted schemes.



Some concerns

Improve employment opportunities

(D Caulfield)

What's gone well this quarter:

- The Small Business Saturday Tour bus will be visiting Selby on 1st November to launch a 'shop local' initiative which aims to support small businesses and boost local trade.

What are we concerned about:

- The Council is in discussions with Selby College over initiatives to promote vocational training and apprenticeships in order to empower young adults to succeed in an increasingly automated world.



Some concerns

Improve access to training and skills for work

(D Caulfield)

What's gone well this quarter:

- Working with partners to progress two procurement framework contracts which will see local apprentices given the opportunity to work on new Council Housing schemes.
- Former Kellingley Colliery site - we have agreed a Section 106 employment and training package between the applicants, ourselves and Selby College.

What are we concerned about:

- Employment opportunities that can be achieved through apprenticeships are not being communicated to young adults in the District. We are working with Selby College to develop promotion of the education and employment opportunities available to the District's future workforce.



Some concerns

Help Selby, Tadcaster and Sherburn reach their potential (D Caulfield)

What's gone well this quarter:

- Independent research shows that the Tour de Yorkshire boosted the economy by almost £64 million. As a race start destination, Tadcaster and the wider district has benefited from international exposure.
- Make it York commissioned to produce a new visitor economy strategy and action plan for the district. A series of stakeholder engagement events are planned.
- Sherburn craft and food festival, which SDC grant funded to the sum of £20,000 - thousands attended the inaugural festival over the bank holiday weekend – set to continue in 2018
- Inaugural Selby Arts Festival showcased a series of local and nationally recognised events in the town centre with a PR audience reach of 3.3 million.
- Selby Food and Drink Festival which SDC grant funded to the sum of £2000 was a huge success with a bumper turnout.
- Executive approved a new Business Rate Policy which provides relief to pubs (60 benefited so far) and for any business which has seen a business rate increase of more than 12% following the 2017/18 revaluation

What are we concerned about:

- n/a



On track

Delivering Priority 2 - A Great Place...to Enjoy Life

Improving the supply of housing

(Lead Director: D Caulfield)

What's gone well this quarter:

- The Council's 10 new bungalows in Eggborough made available for local residents.
- In the last 12 months ,a record 174 new rural affordable homes (against a target of 100) were built by the North and East Yorkshire Housing Enable Network – 50 of these were in the Selby District
- Executive approved plans to build 13 new family homes in Byram.
- Riccall site progressing well - garages demolished ready for the development of 5 homes.
- Funding bid submitted to the Housing Infrastructure Fund. Expression of interest also submitted to the York, North Yorkshire and East Riding Local Economic Partnership Local Growth Fund.
- Cliffe housing survey carried out - identified sufficient need to bring forward a Rural Exception Site - work on this is progressing well.
- Housing and Regeneration Team increased - better equipping the Council to be proactive in accessing funding, progressing council developments and better supporting developers and Registered Providers to deliver housing in the district.
- We published the 2017-2022 Five Year Housing Land Supply Report – 5.4 deliverable supply of housing.
- As of 30th September - given planning permission for 391 extra homes.

What are we concerned about:

- Housing delivery - we are currently developing a revised 3 year Housing Development programme to focus attention on key projects, focus resources effectively and increase housing delivery. It is envisaged that this be adopted in Q3.

 **On track**

Improving healthy life choices

(D Caulfield)

What's gone well this quarter:

- Selby District hosted the 3 Swans Sportive. Organised by Yorkshire Cancer Research in partnership with SDC, Selby Cycling Club and Inspiring Healthy Lifestyles (IHL) the event built on the Tour de Yorkshire legacy and raised £40,000.
- Funding was secured by IHL from North Yorkshire Public Health to continue the Move It and Lose It under the terms of a 5 year contract, sustaining an original SDC initiative.
- Stakeholder engagement event planned for October to deliver a district wide health action plan in partnership with NYCC Public Health. Plan due for completion Q4.

What are we concerned about:

- n/a

 **On track**

Delivering Priority 3 - A great place...to Make a Difference

Empowering and involving people in decisions about their area and services

(Lead Director: D Caulfield)

What's gone well this quarter:

- Engagement with Staynor Hall residents on the need for, and design of a new community centre on the estate.
- Community Engagement Forum (CEF) Annual Reports completed, Q1/Q2 - £63,120.00 provided to 27 projects to support local community initiatives across all 5 CEF areas.
- The Local Development Scheme for the Local Plan approved by Full Council – 8 week public consultation on Site Allocations Document October and November.

 **On track**

What are we concerned about:

- n/a

Enabling people to get involved, volunteer and contribute to delivering services locally (D Caulfield)

What's gone well this quarter:

- Excellent attendance at Dogs Trust events, organised by the Council as part of the 'Don't be a Waster' campaign.
- Working with Riccall Parish Council to introduce a "green dog walkers" scheme.
- Supported community litter picks with events in Selby, Sherburn, Tadcaster and Thorganby

 **On track**

What are we concerned about:

- n/a

Facilitating people to access and use alternative service delivery methods (D Caulfield)

What's gone well this quarter:

- Better Together library transfers into community ownership with increased public participation.
- Library Hub usage data shows a steady increase in visits per month to Selby Library (7000), Sherburn Library (3300) and Tadcaster Library (2200) in 2016.

 **On track**

What are we concerned about:

- n/a


Delivering Priority 4 - Delivering **Great Value**

Working with others and co-developing the way in which services are delivered

(Lead Director: J Slatter)

What's gone well this quarter:

- Launched a Selby Repairs and Maintenance Group – empowering tenants to help shape the Property Services team and how we deliver services by integrating them into the decision making process.

 **On track**

What are we concerned about:

- n/a

Commissioning those best placed to deliver services on our behalf

(J Slatter)

What's gone well this quarter:

- 7 year contract extension awarded to Amey to continue delivering grounds maintenance, street cleansing and waste collections.
- New local supplier commenced CCTV monitoring and maintenance contract.
- 5 new contracts for the management of the CEFs awarded to local organisations.
- New 3 year contract for production of annual bills awarded.

 **On track**

What are we concerned about:


- n/a

Making sure we communicate well with customers to help us understand what matters, to listen and learn and to enable us to offer the right support

(J Slatter)

What's gone well this quarter:

- Re-launched the #1PieceOfRubbish social media initiative which encourages residents to pick up one piece of rubbish per day.
- Published our annual report 2016/17 setting out the work we have done to support our Corporate Plan.

 **On track**

What are we concerned about:

- n/a

Helping people access services digitally

(J Slatter)

What's gone well this quarter:

- Teamed up with NYCC to provide tablets and other touchscreen computers available for public use.
- Rolled out tablet devices to the majority of our Members – benefits include printing and postage cost savings.
- Self-scanning facilities introduced at the hubs.
- Procured new online forms and a benefit calculator to enable customers to self-serve.
- Implementation of the new Housing Management System has commenced - a Tenants Portal should be available by summer 2018.

 **On track**

What are we concerned about:

- n/a

Summary

60% KPIs improved

59% KPIs on target

100% Projects on track

Indicator/action	Exception	Actions/Comments
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Performance concerns - KPIs

Average time taken to re-let vacant Council homes	Target not met – performance down on Q1	Increased re-let times due to a higher number of sheltered housing needing clearing and significant works. Also an increase in rural bungalows which are harder to let (includes 3 which were vacant due to moves to our new Eggborough properties).
Staff sickness	Target not met – sickness worse than Q1 and Q2 last year	The sickness data reported is a rolling 12 month calculation. Quarterly figures for the last two quarters (1.2 and 1.4 days/FTE respectively) are more in line with target. Rolling 12 month figure still adversely affected by the 'spikes' in absence in Q3 & Q4 last year (3.1 and 2.3 days/FTE respectively). A 'normal' Q3 this year should bring the reported figure down significantly. Also, a number of those long term absentees in Q2 are now either back at work or have left the Council.
Sundry debt recovery rate	Target not met – performance up compared to Q1 but down from Q2 last year	Issues continue re late payment of large invoices by one organisation. This is being dealt with.
Average time to process new claims (total)	Target not met – performance up compared to Q1 but down from Q2 last year	Improvements have been made from last quarter - but we are still catching up from annual billing downtime and new staff still being trained. Our performance is on a par with neighbouring councils. We expect the roll out of full service Universal Credit – due February 2018 - to also have an impact on performance due to the increase in the number of changes that will be required to be processed for Council Tax Support.
Stage 1 complaints responded to on time	Target not met – performance up compared to Q1 and Q2 last year	Performance continues to improve, but is still behind target. We are currently reviewing the way these are logged and monitored. 28 stage 1 complaints received this quarter – in the main these were in relation to two areas - Planning and Taxation, Benefits & Debt.
Stage 2 complaints fully responded to on time	Target not met – performance down compared with Q1 and Q2 last year	We responded to 2 out of the 3 complaints due a response within the required timescale.
Health & Safety accidents	Annual target will be exceeded if Q2 trend continues - up compared to Q1 and Q2 last year.	5 incidents reported in Q2 – includes a fall resulting in a strained ankle, a strained back injury from lifting and 2 accidents resulting in a cut finger. All have been investigated and where appropriate the risk assessments were reviewed and action taken to prevent recurrences. All information on incidents continues to be shared at the meetings of Health and Safety Forum.
% of active 'Lifestyle' members participating in 1 or more sessions per week	Target not met – short and long term performance down.	This is a normal seasonal trend due to increased summer pool usage at Selby Leisure Centre reducing visits by members.









Positive performance – KPIs































% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Target exceeded (both short and long term trends up)	Performance continues to exceed target, with only 5 urgent repairs out of 1518 missing the target, 3 of which were attended on time but required materials that were on order.
Number of SMEs supported	Target exceeded	Following the Senior Business Advisor starting her role in July we are now able to offer dedicated support to SMEs in the district – 26 were supported in this quarter.
Number of visits to combined leisure centres	Target exceeded (both short and long term trends up)	This includes 15,000 swimming visits which span Q1 & Q2, but have not been previously reported.

Delivering corporate priorities: KPIs

Q2 2017/18

Key:









	Alert – target not met		Data Only
	Warning – target not met but within acceptable limit		Trend - Improving
	OK – target met/on target		Trend - No Change
	Unknown		Trend - Getting Worse






















































KPI	Direction of Travel	Previous YTD (Q2 16/17)	17/18 Target	Previous Value (Q1 17/18)	Latest Value (Q2 17/18)	Short Term Trend	Long Term Trend	Traffic Light
A great place... to do business								
Number of SMEs supported	Aim to Maximise	n/a	100	n/a	26	n/a	n/a	
Number of jobs created (annual – report in Q4)	Aim to Maximise	-	2400	-	-	-	-	-
A great place... to enjoy life								
Number of additional homes provided in the district	Aim to Maximise	n/a	450	n/a	250	n/a	n/a	
Number of affordable homes provided in the district (annual – reported at Q4)	Aim to Maximise	n/a	180	n/a	n/a	-	-	-
Number of new Selby District Housing Trust units delivered (annual – reported Q4)	Aim to Maximise	n/a	6	n/a	n/a	-	-	-
Number of new Selby District Council/HRA units delivered (annual – reported Q4)	Aim to Maximise	0	4	n/a	n/a	-	-	-
Average time taken to re-let vacant Council homes (General Need & Sheltered are now combined)	Aim to Minimise	20.7	26	20	28.7			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	98.74%	97.00%	99.55%	99.67%			
The number of empty properties brought back into habitable use (Year to date)	Aim to Maximise	2	12	0	4			
Number of missed bins per 1,000 collections (Note: average collections per month 77,000)	Aim to Minimise	0.42	0.29	0.17	0.28			
% of relevant land and highways assessed as within contract standard for litter (annual – due Q4)	Aim to Maximise	-	95.00%	n/a	n/a	-	-	-
Number of visits to combined Leisure Centres	Aim to Maximise	101,412	100,000	92,372	115,523			
Number of 'Lifestyle' members as % of population	Aim to Maximise	17.17%	18.00%	18.70%	19.3%			
Increase in Council Tax Base	Aim to Maximise	30,673	30,500	30,864	30,937			
% of active 'Lifestyle' members participating in 1 or more sessions per week	Aim to maximise	49.13%	47%	44.31%	40.54%			
Number of GP referrals (Year to date)	Aim to maximise	103	150	99	192			
% adults achieving at least 150 mins physical activity per week (annual – reported Q4)	Aim to maximise	n/a	65%	n/a	n/a	-	-	-
A great place... to make a difference								
% SDC residents who satisfied with the area as a place to live (survey to take place in Q4)	Aim to Maximise	-	-	-	-	-	-	-
Delivering great value								
External auditor Value for Money conclusion (annual – reported Q2)	Aim to Maximise	Yes	Yes	n/a	Yes	-	-	

Delivering corporate priorities: KPIs

Q2 2017/18

Key:







	Alert – target not met		Data Only
	Warning – target not met but within acceptable limit		Trend - Improving
	OK – target met/on target		Trend - No Change
	Unknown		Trend - Getting Worse












KPI	Direction of Travel	Previous YTD (Q2 16/17)	17/18 Target	Previous Value (Q1 17/18)	Latest Value (Q2 17/18)	Short Term Trend	Long Term Trend	Traffic Light
Amount of planned savings achieved (£000s)	Aim to Maximise	£290k	£1,014k	£927k	£936k			
Average Days sick per FTE (full time employee) in the last 12 months	Aim to Minimise	5.96 days	5.00 days	7.72 days	7.85 days			
Average time to process new claims (total)	Aim to Minimise	19.77 days	22.00 days	25.64 days	23.94 days			
Average days to process Change of Circumstances	Aim to Minimise	5.29 days	8.40 days	6.02 days	5.26 days			
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	37.5%	60.00%	91.67%	75%			
Processing of planning applications: % Minor & Other applications processed in 8 weeks	Aim to Maximise	n/a	75.00%	90.34%	86%		-	
Total number of (stage 1) complaints received	Aim to Minimise	15	-	9	28			
% (stage 1) complaints responded to in required timescale (20 days)	Aim to Maximise	62%	90%	71%	74%			
% of Stage 2 complaints fully responded to within 20 working days	Aim to maximise	77%	86%	100%	67%			
% Freedom of Information requests responded in 20 days	Aim to Maximise	83.83%	86.00%	83.97%	85.44%			
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.33 min	10.00 min	7.33 min	8.33 min			
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.77 min	2.00 min	1.92 min	2 min			
% eligible employees receiving appraisal in last 12 months (due in Q4)	Aim to Maximise	-	-	-	-	-	-	-
Health & Safety: Accidents in the last 12 months	Aim to Minimise	2	12	3	5			
% employees satisfied (survey due in Q3)	Aim to Maximise	-	-	-	-	-	-	-
% of Council Tax debt recovered	Aim to Maximise	57.50%	57.50%	30.06%	57.67%			
% of Council Rent debt recovered	Aim to Maximise	95.50%	95.37%	93.98%	95.88%			
Percentage of Non-domestic Rate debt recovered	Aim to Maximise	58.42%	55.00%	27.58%	54.87%			
% of Sundry Debt recovered	Aim to Maximise	71.54%	71.54%	42.55%	64.97%			
Amount of Business Rates Retained (£s)	Aim to Maximise	7,492,359	7,5000,000	9,703,638	9,714,147			

Delivering corporate priorities: Projects

Q2 2017/18

Key:

- | | | | |
|--|-----------------------------------|---|------------------------|
|  | Cancelled |  | In Progress – On track |
|  | Overdue – Passed completion date |  | Completed |
|  | Check Progress – Milestone missed |  | Project not started |

	Managed By	Due Date	Progress Icon
A great place... to do business			
Enabling economic development – includes the redevelopment of Kellingley Colliery and inward investment for Sherburn 2 site	J Cokeham	Dec 2022	
Revitalise the visitor economy – Implement the Visitor Economy Strategy and Action Plan	A Crossland	March 2018	
Developing our places – Create S/M/L term vision and action plan for each of the 3 towns	A Crossland	July 2018	
A great place... to enjoy life			
Increasing recycling – Complete Recycling options appraisal	K Cadman	March 2018	
Enable housing development – Review, adapt and implement the Council's Housing Development Programme.	J Cokeham	March 2020	
Updating our development framework – Adopt Plan Selby	D Caulfield	March 2020	
Planning Service Improvement - Implement the Planning Review recommendations	D Caulfield	July 2020	
A great place... to make a difference			
Safeguarding – Review safeguarding procedures and practices	A Crossland	March 2018	
Delivering great value			
Digital transformation - Implement housing management system and facilitate automated, on-line service delivery in a minimum three services.	S Robinson	March 2019	
Capital investment – Complete advance procurement for P4G3 capital programme	K Cadman	Oct 2017	
Increase income - Deliver Police co-location project	J Rothwell	Jan 2018	
Capital investment – Deliver HRA capital programme	J Rothwell	Tbc*	Tbc*
Capital investment – Deliver GF capital programme including car park improvement programme	J Rothwell	Tbc*	Tbc*

*Projects which are to be reported on within the capital investment programmes will be defined and included from Q3 onwards

Context indicators

Q2 2017/18

These indicators are those which we may be able to influence, but not directly affect.

Indicator	Update frequency	Previous Value	Latest Value	Regional comparison
Resident population of the district	annual	86,000	86,700	n/a
% of the district population of working age (16-64)	annual	61.8%	62.2%	below average
% of the district population aged 65+	annual	19%	19.4%	below average
% working age population in employment	quarterly	80.3%	80.9%	above average
% working age population claiming Job Seekers Allowance	quarterly	0.8%	0.76%	below average
% working age population receiving all main out of work benefits	quarterly	5.8%	5.7%	below average
% working age population qualified to Level 4+ (annual measure)	annual	34.8%	31.1%	below average
% working age population with no qualifications (annual measure)	annual	8.2%	8.9%	below average
Total Gross Value Added (£)	annual	£1,816m	£1,879m	n/a
VAT Registrations per 10,000 Population Aged 16+	annual	-	486.9	n/a
Median Gross Weekly Pay for Full-Time Workers £ (Workplace- based)	annual	£519.8	£500.10	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.8%	3.7%	below average
% adults defined as overweight or obese (annual measure)	annual	-	68.6%	above average
% children defined as obese (at year 6) (annual measure) (to be reported in Q4)	annual	17.6%	-	above average

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Public Session

Report Reference Number: S/17/9

Agenda Item No: 6

To: Scrutiny Committee
Date: 25 January 2018
Author: Victoria Foreman, Democratic Services Officer
Lead Officer: Palbinder Mann, Democratic Services Manager

Title: Financial Results and Budget Exceptions Report to 30 September 2017

Summary:

At the end of quarter 2, the full year forecast for the General Fund shows an estimated surplus of (£146k) ((£32.5k) quarter 1) and the HRA an estimated surplus of (£378k) ((£379k) quarter 1) against the approved budget. The main drivers of these variances are set out in Appendix A.

Planned savings for the year have already been achieved in the HRA. A number of General Fund savings have also been achieved in Q2, but there is still a further £51k of savings to be achieved in the remaining part of the year. Details of the planned savings and their status can be found in Appendix B.

The capital programme is currently forecasting an underspend of £2.05m, £0.48m on the General Fund programme and £1.57m on the HRA programme. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth 3 was established as part of the budget setting process last year. A report was taken to Executive on the 7th September 2017 and to Overview and Scrutiny on the 28th September which provides a detailed view on the progress of P4G3. The next update is expected to be reported to the 7 December 2017 Executive. The Tour De Yorkshire event took place in April and work has begun on the strategic sites and progress made on the Visitor Economy, Healthy Living, Retail Experience STEP and grants to the Housing Trust. A summary of progress is set out in Appendix D.

The full financial results and budget exceptions reports considered by the Executive on 2 November 2017 are attached to this report at Appendices 1 and 2.

Recommendations:

- i. **Scrutiny Committee is asked to note the contents of the report and make any comments on the Council's financial results and budget exceptions.**

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The financial information contained in the report enables the Council to monitor its financial and budgetary position and to ensure that budget exceptions are brought to the attention of Councillors.

1. Introduction and background

- 1.1 Please see section 1 of the report considered by the Executive on 2 November 2017 attached to this report at Appendix 1.

2 The Report

- 2.1 Please see section 2 of the report considered by the Executive on 2 November 2017 attached to this report at Appendix 1.

3 Legal/Financial Controls and other Policy matters

- 3.1 Please see sections 3.1 and 3.2 of the report considered by the Executive on 2 November 2017 attached at Appendix 1 to this report.

4. Conclusion

- 4.1 The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on financial results and budget exceptions are welcomed.

5. Background Documents

None.

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Appendices

Appendix 1 - Report to the Executive 2 November 2017
Appendix 2 – Appendices A to D of the Executive report

Selby District Council

REPORT

Reference: E/17/33

Item 6 - Public



To:	The Executive
Date:	2 November 2017
Status:	Key Decision
Report Published:	25 October 2017
Author:	Peter Williams, Head of Finance
Executive Member:	Cllr Cliff Lunn, Executive Lead Member for Finance and Resources
Lead Officer:	Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 30 September 2017

Summary:

At the end of quarter 2, the full year forecast for the General Fund shows an estimated surplus of (£146k) ((£32.5k) quarter 1) and the HRA an estimated surplus of (£378k) ((£379k) quarter 1) against the approved budget. The main drivers of these variances are set out in Appendix A.

Planned savings for the year have already been achieved in the HRA. A number of General Fund savings have also been achieved in Q2, but there is still a further £51k of savings to be achieved in the remaining part of the year. Details of the planned savings and their status can be found in Appendix B.

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Programme for Growth 3 was established as part of the budget setting process last year. A report was taken to Executive on the 7th September 2017 and to Overview and Scrutiny on the 28th September which provides a detailed view on the progress of P4G3. The next update is expected to be reported to the 7 December 2017 Executive. The Tour De Yorkshire event took place in April and work has begun on the strategic sites and progress made on the Visitor Economy, Healthy Living, Retail Experience STEP and grants to the Housing Trust. A summary of progress is set out in Appendix D.

Recommendation:

That the Executive endorse the actions of officers and note the contents of the report.

Reasons for recommendations

To ensure that budget exceptions are brought to the attention of the Executive in order to approve remedial action where necessary.

1. Introduction and background

1.1 The revenue budget was approved by Council on 21 February 2017:

Approved Budget	General Fund £000's	HRA £000's
Net Revenue Budget	11,644	11,016
Dwelling rents	0	(12,070)
Council Tax	(5,203)	0
Settlement Funding including RSG/NDR and other Grants	(5,062)	0
Collection Fund Surpluses	(262)	0
Savings Target	(740)	(140)
Net (deficit)/surplus transferred from/to reserves (GF – Business Rates Equalisation and HRA – Major Repairs)	(377)	1,194
Net Revenue Budget	0	0

2. The Report

2.1 Details of forecast variances against budget are set out at Appendix A.

General Fund Revenue

General Fund Account – Q2 2017	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	11,644	11,479	(165)
Settlement Funding including RSG/NDR and other Grants	(5,062)	(5,067)	(5)
Amount to be met from Council Tax	6,582	6,412	(170)
Council Tax	(5,203)	(5,203)	0
Collection Fund Surpluses	(262)	(262)	0
Shortfall/(Surplus)	1,117	947	(170)
Savings Target	(740)	(719)	21
Net Surplus / (Deficit) transferred from Business Rates Equalisation Reserve	(377)	(228)	149
Net Revenue Budget	0	0	0

2.2 The main forecasted variances against the General Fund surplus are:-

- Salary savings of (£133k) across services is driven principally by delays in recruitment to the structure and a post which will no longer be recruited to in this financial year. This position is likely to change over the course of the year and will be closely monitored.
- Overall there are anticipated savings across the waste and recycling contract. Whilst there are increases in contractor costs to reflect higher inflation indexation to that forecasted when the budget was set, these are offset by increased income streams (including sales of bins for new developments, continued proactive marketing of the commercial waste service and recycling income influenced by global prices) giving a net (£38k) saving.
- Investment income is anticipated to exceed target by (£40k), due to buoyant cash balances. This is a prudent position based on anticipated increase in spend in the second half of the year.
- Lifeline service income - a continued reduction in the Supporting People Grant due to assessment criteria changes has resulted in a shortfall of £52k. In addition to this, despite efforts to increase take up, private payers income has still not achieved target, resulting in a shortfall of £30k, which has been mitigated by a £30k reduction in salaries above.

- Benefit Admin Grant £40k, anticipated overall shortfall in admin grant due to reductions in central allocations. We have received further grants for other projects for which the work will be absorbed in to the current structure.
- There are various additional over and underspends that contribute to the overall position including recharges to Ryedale DC for Communications and HR support of which have a potential impact of (£61k).
- Renewables business rates income has been confirmed for 2017/18 at £7.5m. This funding is to be transferred to replenish earmarked reserves applied to finance the pension fund deficit in 2016/17.

Housing Revenue Account

Housing Revenue Account – Q2 2017/18	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	11,016	10,771	(245)
Dwelling Rents	(12,070)	(12,126)	(56)
Shortfall / (Surplus)	(1,054)	(1,355)	(301)
Savings Target	(140)	(217)	(77)
Net Surplus / (Deficit) transferred to Major Repairs Reserve	1,194	1,572	378
Net Revenue Budget	0	0	0

2.3 The HRA is anticipating a surplus of £378k. The HRA surplus will be transferred to the Major Repairs Reserve at year end to support the long term management, maintenance and development of council housing. The main forecast variances against budget are:-

- Although the position may change driven by development opportunities, savings by not taking on any external borrowing will save approximately (£223k).
- The planned saving expected from the pension deficit reduction is (£77k) higher than anticipated.
- Housing rents are on target to exceed budget by (£56k), this position is likely to change as it is influenced by sales, void turnaround time and new tenancies commencing at target rent.
- In correlation with the General Fund, investment income is anticipated to be (£10k) higher than budgeted.

Savings

- 2.4 The General Fund has a planned savings target of £740k agreed as part of the 2017/18 budget process. Forecasts indicate that we will achieve a saving of £719K against this total. A shortfall is expected in Asset Rationalisation which will generate a saving of £26k from the new tenant in the ex Profiles Gym against a target of £50k for the year. There remains uncertainty around the timing and agreement of the SDHT loans, so the budgeted £30k saving for this remains a risk at the present time.
- 2.5 Savings have been achieved in pest control, PFI, MRP and Pension Fund Deficit.
- 2.6 Overall there is an additional £21k savings required to find to meet the target. This should be more than covered by the general fund surplus which is currently forecast. HRA savings for the year have been exceeded from its share of the Pension Fund Deficit.
- 2.7 Further details of planned savings can be found in Appendix B.

Capital Programme

- 2.8 The capital programme is currently forecasting an underspend of up to £2.049m in year although a large proportion may be required to be carried forward to complete programmes in the new year, £0.48m on the General Fund programme and £1.57m on the HRA programme.
- 2.9 At the half year point, there has been limited spend with the General Fund capital programme although designs, tenders and quote requests are being progressed for several schemes including the car park improvement programme.
- 2.10 Current forecast spend is £6.92m against a budgeted spend of £6.57m. This is mainly driven by forecasted savings on the Police Co-location Project (£184k) and the Disabled Facilities Grant programme (£194k).
- 2.11 The co-location project budget reflects the value of the business case approved by Executive at £415k but this has since been revised and reduced to £229k due to the police covering the capital cost of their part of the scheme (Option 2 of the original report).
- 2.12 The DFG grant allocation is paid through the Better Care Fund and this year has seen an increase in the grant monies received. In 2017/18 the Better Care allocation is £379,000, compared with the 16/17 allocation of £346,000. This coupled with our own investment and monies carried forward for committed works provides a total of £574,000 available to spend. The expected spend at this stage is projected to be £380,000.

- 2.13 The increase in funding allows us to offer a more flexible grant provision and the expectation is that that Local Housing Authorities will work closely with colleagues in NYCC and in Health to determine where the additional money is best spent. Currently we are only able to offer Mandatory Grants of up to £30,000. Most grants administered are for less than £3,000 and we are able to meet demand without the need for a waiting list, to date we have not actively promoted grants due to limited budget being available. In order to introduce more flexible, discretionary grants we need to update our Private Sector Assistance Policy and state how we intend to use the money. The private sector stock condition survey that we have recently completed will help us understand where the spend can be targeted and this would be done in consultation with our Better Care Fund partners and a review of the DFG service has commenced, this will help to ensure that the additional funding is spent and delivers maximum benefits for local residents.
- 2.14 Good progress is being made on several schemes within the HRA capital programme which shows a forecast spend of £4.54m against a budget of £6.11m. This variance is driven by sizable savings on boiler replacements from failures as a result of the good standard of boilers installed over the past few years; and the Environmental Improvement Plan where eligibility criteria is being considered prior to seeking wider engagement.
- 2.15 Stage 1 of the consultation work that links in to the roofing and pointing schemes, has been completed with residents at Tadcaster. It is anticipated that the work on site will not begin before May 2018 and therefore £1.036m will require carrying forward to 2018/19. The Housing development scheme at Byram Park Road is expected to commence on site during December, there has been a slight delay due to changes in the design of the scheme following planning feedback.

Programme for Growth

- 2.16 Approved as part of the budget setting exercise for 2017/18, P4G3 has commenced with a targeted suite of 5 programme themes established including Town Regeneration; Tourism & Culture; Housing; Infrastructure and Business. Work also continues on schemes carried forward from 2016/17 including growing Enterprise; Marketing Selby USP; Strategic Sites and the completion of the Sherburn all weather pitch.
- 2.17 The next quarterly update is to be presented to the Executive on 7 December 2017 which will provide a more detailed view on P4G.

- 2.18 At the end of Q2 the Programme for Growth is showing a forecasted underspend in the year of £115k, with a spend of £2.3m against £2.4m in the budget.
- 2.19 Appendix D provides a financial breakdown of the current programme.
- 2.20 In the Q1 Budget Monitoring report, we indicated that a level of slippage was anticipated in the current year, and this is now reflected in the report. The main drivers of this are the Access to Employment, Green Energy and Retail Experience – STEP projects which are all now expected to deliver over a 2 year period.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 There are no legal issues as a direct result of this report.

Financial Issues

- 3.2 The financial issues are highlighted in the report. The revenue position will change over the course of the year as more detailed data becomes available largely resulting from the likelihood of additional income from increased demand for services countered by increased costs – performance will be monitored closely and remedial action will be taken or proposed to the Executive should this be necessary.
- 3.3 Forecasts are based on information available and subject to change as the year progresses, officers monitor actual income and expenditure against budget and forecasts will be refined as necessary. There are contingencies within the budgets to cope with unforeseen pressures.

4. Conclusions

- 4.1 At the end of quarter 2, the outturn is indicating a surplus in both the General Fund and HRA which demonstrates that the Council's spending plans for the year are fully supported and progress against the savings plan is broadly on track.
- 4.2 At the halfway stage in the year some savings are forecast on the capital programme and some projects will complete in 2018/19.
- 4.3 The new Programme for Growth is taking shape and resources are in place to begin delivering approved projects although some projects will slip into next year.

Appendices:

Appendix A – General Fund and Housing Revenue Account Revenue budget exceptions

Appendix B – General Fund and Housing Revenue Account Savings

Appendix C – General Fund and Housing Revenue Account Capital Programme

Appendix D – Programme for Growth

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BUDGET EXCEPTIONS REPORT

April 2017 - September 2017

General Fund Income

Appendix A

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(100)	(40)	On-going	Earnings from investments are currently expecting to exceed budget, this is due to buoyant cash balances, this will be closely monitored as current interest rate returns may not be achieved going forward.
Customer & Client Receipts	(4,511)	(166)	On-going	Recycling & Waste Collection income is a key driver of this variance due to latest forecasts on recycling activity and prices, demand for new bins for housing development sites and the continued proactive marketing of the commercial waste service (£67k). Other variances include a backdated recharge of officer time to Ryedale DC for HR support (£31k) and an unbudgeted charge for current year Marketing Support (£30k), increase in forecasted Council Tax collection court costs & summons due to current trends (£28k). (£22k) was received into the Cabinet Office allocation for electoral registration which is offset by costs within supplies and services. This is offset by an anticipated shortfall in private payer lifeline income £30k, the service is reviewing its products and offer to customers in line with market demands in addition recruitment is being carefully managed to mitigate the impact and telecare income is expected to exceed budget by (£6k).
Government Grants	(17,800)	92	On-going	This shortfall is due to the continued fall of Supporting People Grant £52k, this continued reduction from on-going assessment is not currently being met by private payers. From 1 April 2018 this funding will end completely. The service is constantly looking to expand its customer base balanced with finding operating efficiencies. Continued shortfall of housing benefit admin subsidy £40k.
Other Government Grant	(2,220)	(5)	One Off	NHB Returned Funding Grant 17/18 £5k
Total Variance - General Fund Income		(119)		

General Fund Expenditure

Appendix 2

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	8,933	(133)	On-going	Anticipating a saving on salaries as the new structure recruitment process is completed, a number of vacancies are yet to be filled and the recruitment process continues to fill these roles. Vacancies are being carefully managed to also mitigate other service risks such as the lifeline service. It is likely that further savings will be identified through the remainder of the year that further supplement this position.
Premises	340	3	On-going	Various over and underspends through maintenance and repairs
Supplies & Services	10,574	95	On-going	There are numerous variances that make up this shortfall, the majority of which is made up of, £30k overspend due to canvassing but is offset by a grant from the Cabinet office to cover the majority of cost £22k. Waste and Recycling contract charges £29k, the environmental services contract indexation is applied on the contract anniversary each October and budgets are set based on prior years inflation forecasts. Inflation during 17/18 is higher than that estimated and as such contract costs are forecasted to be higher than budget, increased income from commercial waste and recycling collection over compensate for this shortfall based on latest forecasts. The North Yorkshire Procurement Partnership contract has been renegotiated, giving an annual cost of £12k, this budget was inadvertently removed as part of the restructure process to support a post that was later excluded. A £23k shortfall is estimated for banks charges in relation to the volume of card payments made to the authority.
Transport	155	(8)	On-going	Anticipated saving on travel costs in conjunction with vacancies across services.
Third Party Payments	37	(5)	one-off	Small saving anticipated on the annual contribution to the Home Improvement Agency.
Savings Target	-424	21	On-going	Small shortfall in the planned savings target, asset rationalisation will not achieve its target for the year due to part year rental of profile gym, but other savings proposals are being developed by officers.
Total Variance - General Fund Expenditure		(27)		
Total Variances - General Fund		(146)		

Housing Revenue Account Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(25)	(10)	On-going	See previous GF explanation
Housing Rents	(12,070)	(56)	On-going	The current forecast suggests an improved position over budget. The final variance will be influenced by the number of sales (12 to the end of Q2) the void turnaround time and new tenancies set at target rent.
Customer & Client Receipts	(143)	6	On-going	Expecting a shortfall in hostel rents and utility recharges which aligns to low numbers of accepted homeless cases.
Total Variance - HRA Income		(60)		

Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Premises	742	(15)	On-going	Numerous smaller items make up this variance, there are anticipated savings on solid fuel servicing (£11k), community Centre utilities, repairs & maintenance (£9k) offset by a £5k estimated shortfall in gas servicing due to an increase in gas users compared to solid fuel.
Transport	117	(3)	On-going	Anticipated fuel savings on the current vehicle fleet.
External Interest Payable	2,638	(223)	On-going	This saving is based on the assumption that no external borrowing will be taken out for new developments within the HRA this financial year, the use of internal borrowing (using cash reserves) is anticipated rather than PWLB borrowing.
Pension deficit reduction savings	(140)	(77)	On-going	The reduction in pension deficit payments in the HRA as a result of the payment made in 16/17 is higher than anticipated in the budget.
Total Variance - HRA Expenditure		(318)		
Total Variances - HRA		(378)		

SAVINGS PLAN

Indicative Profile - GF

Appendix B

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Original Risk	October 2017 Update	Current Risk
Pest Control	KC	15	15	15	Low	Contract completed - charge for rats passed on to customers	Low
Income generation	SR	0	0	185	High	Project not yet started. Project to commence Q2 2017/18 with a root and branch review of our approach to fees and charges. Aim to develop proposals for delivery in 2019/20.	High
Process improvements /on-line transactions	JS	0	70	91	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Delivery will be in line with the project plan yet to be finalised with the supplier. Project brief for digital transformation project (channel shift) approved at ELT. Business case being developed which will include specific estimates of savings.	Medium
Planning service review	JC	0	200	200	Medium	To date there have been no fee refunds issued, but further work is required to quantify the impact. Form 1 July Approval has been granted to recharge for viability assessments and depending upon requirements could recover up to £30k for 17/18. The Planning sub-committee has been stopped which generates internal efficiencies and savings on Member expenses Income from. Pre-application advice is increasing in line with proposals for prospective major developments to an estimated £40k in 2017/18. A small savings on consultation fees is expected of £10k. High workloads relating to listed building/ conservation work mean that other projected savings are unlikely to be delivered at the present time.	High
Asset rationalisation	JS	26	100	100	Medium	A bid has been put forward for the 2018/19 budget to bring contact centre to the Civic Centre. This project will be dependent on that bid progressing as well as being subject to negotiation on Market Cross lease. There is potential to sub-let after relocation of contact centre to Civic Centre but dependent upon completion of extension - if achievable. Budget indicates first saving on this likely to be 2019/20. Ex Profiles Gym has been let to a tenant which will generate £26k in the current year and £40k in future years.	High
Commissioning & collaboration	JS	0	0	80	High	The savings in this area expected in 2019/20 have not yet been identified.	High

SAVINGS PLAN

Appendix B

New SDHT Loans	DC	30	60	100	High	Support for new build acquisitions at Ousegate Selby agreed and now subject to contract with developer. A detailed business case for the development of a new 5-unit scheme at Riccall will soon be submitted to the Executive for approval. A revised Housing Development Programme will also shortly be presented for discussion, which is expected to increase scope, ambition and opportunities for lending significantly.	High
Lending to third parties	DC	0	0	40	High	This work will be considered as adoption of the Economic Development Strategy is achieved, and the Programme 4 Growth 3 is developed.	High
Programme for Growth	DC	0	0	250	High	Work on a new Site & Premises Register will shortly be initiated, and extensive consultation with local small-medium sized enterprises is ongoing. This is expected to highlight a lack of high-quality incubation space throughout the District, and provide potential investment opportunities	High
Tax Base Growth	DC	0	50	75	Medium	Planning income has risen and the Council is investing significantly in capacity to deliver its ambitious growth agenda. Indicative tax base at June 2017 a growth in the tax base of 130.2 properties since April 17.	Medium
Business Rates Growth	DC	0	0	200	High	A new Economic Development team has recently been recruited who will deliver the Council's Economic Development Strategy and proactively foster new inward investment and indigenous business growth.	High
PFI	KI	57	60	60	Low	Completed	Low
MRP	KI	185	185	185	Low	Completed	Low
Pension Fund Deficit	KI	406	419	433	Low	Completed	Low
Total Savings		719	1,159	2,014			
Assumed Savings Target		740	1,053	1,698			
Surplus / (Shortfall)		- 21	106	316			

NB Low risk savings assumed to be delivered at 100%

SAVINGS PLAN

Appendix B

Indicative Profile - HRA

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Risk	October 2017 Update	Current Risk
Process improvements /on-line transactions	JS	0	5	194	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Efficiencies to be realised through automation and better access/workflow - baseline position for key processes will be mapped as part of early preliminary work to enable an estimate of benefits and likely realisation timescale. Delivery will be in line with the project plan yet to be finalised with the supplier.	High
Commissioning & collaboration	JS	0	0	20	High		High
Pension Fund Deficit	KI	217	226	235	Low	Completed	Low
Total		217	231	449			
Assumed Savings Target		140	148	310			
Surplus / (Shortfall)		77	83	140			

Low risk savings assumed to be delivered at 100%

Scrutiny Agenda Item 6

Appendix 2

2017/18 Selby District Council Capital Programme - To 30 September 2017

Appendix C

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Sport Grounds Improvement Works	30,000.00	0.00	0.00	0.00	24,000.00	(6,000.00)	Refurbishment of Denison Road Changing Rooms completed - awaiting invoice for works.
Selby Park Improvement Work	45,000.00	0.00	0.00	0.00	45,000.00	0.00	Programme includes two distinct elements - rebuilding a wall which is in a poor state of repair and upgrading the lighting. Works to the lighting is linked to the wider town centre strategy so is currently on hold pending the outcome of discussions. The contract to rebuild the wall has been awarded and works will commence in February/March 2018.
Asset Management Plan - Leisure & Parks	2,940.00	0.00	0.00	0.00	0.00	(2,940.00)	IHL have completed inspections of the items in the planned maintenance programme for 2018/19. No works are required at this time and so these items have been deferred for a further 12 months.
Industrial Units - Road Adoption	325,000.00	0.00	0.00	0.00	325,000.00	0.00	Work towards this scheme has not yet commenced.
Portholme Road Culvert	288,734.00	0.00	3,968.00	3,968.00	288,734.00	0.00	At detailed design stage and final tender, issues were with utilities not being where plans stated. Will require going under Portholme Road and will be pushed back until after the Police move to avoid disrupting emergency traffic.
Bus Station Refurbishment	53,000.00	0.00	0.00	0.00	53,000.00	0.00	Works to improve the bus station are linked to the emerging town centre strategy so have not commenced.
Police Co-Location Project	413,450.00	0.00	0.00	0.00	229,708.00	(183,742.00)	The co-location project budget reflects the value of the business case approved by Executive in July 2016 but has been reduced and revised due to the Police covering their own capital costs (option2). Contracts are still being finalised with NYP and the NHS which include access and the construction contracts. It is anticipated work will start on site in November, completion and fitting out of the extension and adaptations will be completed by May 2018.
Industrial Units Maintenance	47,000.00	0.00	0.00	0.00	47,000.00	0.00	A detailed programme of improvements has recently been finalised and quotations for undertaking various elements of the works will shortly be sought.
Park Improvement Programme	300,000.00	0.00	0.00	0.00	300,000.00	0.00	Groundwork have been commissioned to prepare designs for three priority car parks in the town centre. Currently awaiting surveys etc., to inform detailed design proposals. Tree work due to commence.
Website Development (Webchat)	10,000.00	0.00	0.00	0.00	8,500.00	(1,500.00)	The business case for Webchat didn't represent Value for Money. However, funding will be used for necessary changes to the website to support Digital Transformation and Channel Shift. Likely timescale End 17/18, early 18/19.
DIP System upgrade	20,000.00	0.00	0.00	0.00	15,000.00	(5,000.00)	Discussions underway with software suppliers to integrate the document management system with back office software (API) This links to the channel shift project and the development of e-forms. £20k will be committed for this project in Quarter 3
GIS System	100,000.00	20,000.00	8,784.00	(11,216.00)	100,000.00	0.00	Business Case approved and project progressing with 120 GIS layers now available and the terrier maps scanned. Delivery of the project runs through to June 2018. Remaining budget is allocated to: Terrier Map scanning £4k (Oct 17) Planning Maps scanning £5k (Dec 17) Purchase of the Land Registry Layer £5k (Nov 17) Training for system roll out £10k (Jan 18) Additional Licences £10k Tender for scanning and indexing property deed packets £55k (Feb 18).
Benefits & Taxation System upgrade	75,000.00	0.00	0.00	0.00	35,000.00	(40,000.00)	This links to the recommendations identified in the Revs & Bens service review and the Digital Transformation projects on channel shift. The business case has been written for channel shift with the emphasis on web forms and a customer portal. We are still waiting for costings following demos. It is the intention that this money will be committed for phase 1 of the Channel shift project by Quarter 3. £4.5k is committed for overpayments and subsidy modules
IDOX Planning System	60,000.00	0.00	0.00	0.00	30,000.00	(30,000.00)	Discussions with the Planning Service and D&S to start following the planning review recommendations report. Scoping the requirements will commence in Q2 alongside discussions with the software suppliers. The introduction of Enterprise workflow and Uniform 11 upgrade will mean that £20k will be committed in Quarter 3.

2017/18 Selby District Council Capital Programme - To 30 September 2017

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Committee Management System	18,000.00	0.00	0.00	0.00	18,000.00	0.00	Currently assessing current providers by visiting other authorities. Following this process, specification for tendering will be put together.
Northgate Revs & Bens	7,730.00	3,865.00	10,885.00	7,020.00	10,885.00	3,155.00	Committed £5750 for changes to Victoria Forms. Committed £3155 for changes to SBRR
Software/Hardware	11,490.00	5,745.00	1,840.00	(3,905.00)	11,000.00	(490.00)	£11k allocated to ELT for new devices which have now been implemented.
Electronic Payments Project	46,680.00	950.00	950.00	0.00	30,000.00	(16,680.00)	Linked to the Digital Transformation project. Awaiting costings from software suppliers before completing the Business Case with recommendations. Actual costs and committed spend will be understood throughout Quarter 2. £950 committed to validate Sundry Debt transactions
Servers - ICT Infrastructure Replacement	88,751.00	44,376.00	33,557.00	(10,819.00)	88,751.00	0.00	£25k has been spent on upgrading the SAN storage and £9k to increase the number of remote licences. This enables greater resilience and flexibility to our ICT Infrastructure. The remaining funding is allocated to the purchase of Microsoft Licences for which discussions are underway with suppliers.
Environmental Health System	5,000.00	2,500.00	6,850.00	4,350.00	6,850.00	1,850.00	M3 software will be upgraded in August 17 with £2000 committed. Oracle 12c upgrade for PSN compliance has been scheduled for Quarter 3 at a cost of £2000, similarly likely to overspend which can be managed through savings.
Councillor Tablets	18,340.00	0.00	0.00	0.00	19,546.00	1,206.00	PO to be raised to NYCC for tablets, small overspend to be managed from savings on other schemes.
Mobile Working Solution	249,800.00	0.00	0.00	0.00	249,800.00	0.00	Paper being submitted in November to ELT to progress with Modern Office Programme which will provide a top line plan for costs, timescales and implementation. Envisage the large majority of these costs to arise in next year 18/19 following full approval from ELT.
Housing & Asset Management System	511,780.00	0.00	0.00	0.00	511,780.00	0.00	The tender evaluation has been completed and the contract has been awarded to Civica. Workshops arranged to discuss and progress the implementation.
ICT - Infrastructure Costs	60,000.00	0.00	0.00	0.00	60,000.00	0.00	On track awaiting NYCC invoicing - £40k is allocated to purchase upgraded ESXI hardware and a further £5k is allocated to replace our SAN Switch Ports in 17/18. The remaining £15k is allocated to make Infrastructure and DR improvements such as increasing the Wi-Fi connectivity.
ICT - Desktop Replacement Programme	17,500.00	8,750.00	9,881.00	1,131.00	17,500.00	0.00	Due to the age of our equipment the remaining budget is allocated to purchasing IT hardware for Officers when equipment fails during 17/18. £10k spent on equipment for new starters in the re-structure
Private Sector - Home Improvement Loans	46,500.00	23,250.00	(800.00)	(24,050.00)	38,750.00	(7,750.00)	A number of loans are being processed and we would still expect to meet at least the forecast spend by year end. A number of loans continue to be repaid in line with loan conditions. All repayments are recycled for re-use in the private sector which allows us to support additional vulnerable households with urgent repairs/improvements.
Disabled Facilities Grants	573,958.00	286,979.00	53,621.00	(233,358.00)	380,000.00	(193,958.00)	The current DFG programme is expected to spend around £400k by year end. Spend on mandatory private sector DFGs has slowed a little recently due to staff changes at the Home Improvement Agency (HIA) amid uncertainty around the future funding of the HIA service. A review of the DFG service has commenced to consider this uncertainty and to also look at how the service can be expanded in line with the additional resources made available through the Better Care Fund.
New Build Projects	3,493,360	0	0	0	3,493,360	0	Funding available to support loans to the Housing Trust, it is anticipated that contracts for the development of a site in Riccall for 5 properties will be signed off on 27 October for work to commence 13 November. Progress on other schemes will be reported when further information is available.
	6,919,013.00	396,415.00	129,536.00	(266,879.00)	6,437,164.00	(481,849.00)	

Appendix C

Appendix 2

2017/18 Selby District Council Capital Programme - To 30 September 2017

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Kitchen Replacements	140,000.00	0.00	5,300.00	5,300.00	140,000.00	0.00	Works commenced on site 9th October 2017. Programme scheduled for completion 15th December 2017.
Pointing Works	853,994.00	0.00	2,585.00	2,585.00	336,000.00	(517,994.00)	Contract kick start meeting held on 10th October 2017. Works programmed to commence on 8th January 2018 with completion scheduled of first tranche by 17th March 2018. Budget linked to roofing replacement below, as costs for pointing works included within that project to be funded from this stream. Realignment of budget between financial years will be required.
Electrical Rewires	240,000.00	120,000.00	65,522.00	(54,478.00)	220,000.00	(20,000.00)	Rolling programme of works.
Bathroom Replacements	30,000.00	0.00	690.00	690.00	30,000.00	0.00	Programme to commence in January 2018. Looking to roll 2017/18 budget in with 2018/19 budget to implement a larger programme of improvements.
Asbestos Surveys	30,000.00	0.00	0.00	0.00	30,000.00	0.00	Work is being progressing linking to the new Housing management system. The new Asbestos module is being progressed as a priority and the new supplier will us this module.
External Cyclical Repairs (Painting & Windows)	160,000.00	0.00	(1,692.00)	(1,692.00)	160,000.00	0.00	Preparation of tender documentation currently underway. Programme to be run concurrently with door replacement programme. Works anticipated to commence January 2018.
Central Heating System Replacements	545,000.00	87,500.00	51,851.00	(35,649.00)	175,000.00	(370,000.00)	Significant savings anticipated this year due lower than expected system failures resulting from improved standard of boilers installed over the last few years. A programme of 'just in time' replacements is scheduled to commence in January 2018 as system failures become evident during the winter months.
Roof Replacements	532,650.00	0.00	5,106.00	5,106.00	15,000.00	(517,650.00)	Stage 1 Section 20 leaseholder consultation complete. Tender preparation currently underway. Indicative programme of tender process and conclusion of leaseholder consultation will result in start on site circa May 2018. Element of works package will be funded through pointing budget as per commentary above. Realignment of budget between financial years will be required.
Damp Works	220,000.00	110,000.00	91,263.00	(18,737.00)	210,000.00	(10,000.00)	Work continues with a mix of programmed and responsive works including some prevention measures (improving ventilation).
External Door Replacements	130,000.00	15,000.00	13,729.00	(1,271.00)	130,000.00	0.00	Preparation of tender documentation currently underway. Programme to be run concurrently with painting and window programme as per commentary above. Works anticipated to commence January 2018.
Rapid Property Repairs	65,000.00	32,500.00	31,872.00	(628.00)	65,000.00	0.00	work ongoing
Fencing Programme	50,232.00	10,000.00	11,653.00	1,653.00	50,000.00	(232.00)	Programme of one-off replacements already completed. Works to finalise main programme underway - awaiting health and safety information from statutory service providers. Programme scheduled to commence in November 2017.
St Wilfrid's Court	13,000.00	0.00	0.00	0.00	13,000.00	0.00	Upgrades to the Lifeline system have not progressed.
Laurie Backhouse Court	28,000.00	0.00	(17,069.00)	(17,069.00)	29,000.00	1,000.00	M&E specialist appointed to oversee drawing up of detailed specification, contractor selection and installation on site. Awaiting confirmation of programme.
Environmental Improvement Plan	182,555.00	35,000.00	29,332.00	(5,668.00)	70,000.00	(112,555.00)	Currently developing eligibility criteria for projects to be considered for funding under this budget stream. Proposals to be presented to JR/ST on 13th October 2017, prior to seeking wider engagement from others within SDC and beyond.
Housing Development Project	53,180.00	53,180.00	34,747.00	(18,433.00)	34,747.00	(18,433.00)	Savings from the Byram Park Road Flats site clearance
Garage Sites	20,000.00	10,000.00	1,650.00	(8,350.00)	20,000.00	0.00	Upgrade works on going
Ousegate Hostel	60,000.00	0.00	0.00	0.00	60,000.00	0.00	Proposals for improvement programme to be discussed at meeting on 12th October 2017. Potential works include replacement kitchens, bathrooms, re-decoration etc.
Footpath Repairs	30,000.00	5,000.00	4,735.00	(265.00)	30,000.00	0.00	A programme of inspections is currently underway to identify the scope and scale of works required. Potential to link this budget with the estate enhancement budget to provide a comprehensive improvement programme to our estates. A specification and tender is currently being prepared. Works are anticipated to commence in January 2018.
Estate Enhancements	133,000.00	66,500.00	9,025.00	(57,475.00)	133,000.00	0.00	See above comments.
Phase 1 Hsg Dev. Byram / Eggborough Bungalows	981,640.00	981,640.00	899,906.00	(81,734.00)	980,000.00	(1,640.00)	Scheme complete for the provision of 15 bungalows in Byram & Eggborough and occupied, last valuation and retention fees left to pay.
Phase 2 Hsg Dev. Byram Park Road	1,612,000.00	0.00	6,123.00	6,123.00	1,612,000.00	0.00	Scheme has been approved by the Executive and is now making changes to the design of the scheme after planning feedback. The HCA are looking favourably at supporting the scheme but as yet there has not been any financial commitment from them. The scheme is still anticipated to start on site during December.
	6,110,251.00	1,526,320.00	1,246,328.00	(279,992.00)	4,542,747.00	(1,567,504.00)	
Total Capital Programme	13,029,264.00	1,922,735.00	1,375,864.00	(546,871.00)	10,979,911.00	(2,049,353.00)	

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Programme for Growth 2017/18 Financial Year Project Updates - To 30 September 2017

Appendix D

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Towns Masterplanning	Angela Crossland	150,000	0	150,000	0	Project Brief shared with Lead Members and Leadership Team. Anticipated commissioning process October/November with commitments from Nov/Dec 17. Project Initiation to follow Plan Selby public consultations. Anticipated for Jan/Feb 2018
Visitor Economy	Angela Crossland	270,000	195,000	287,045	17,045	Make it York now commissioned to produce VE strategy and action plan. Timeline on track to complete for February 2018. Projects flowing from the action plans will be subject to individual business case. Early events programmes developing outside of P4G fund. Available on SDC website and promoted through social media. Impressions analysis available.
Stepping Up' Housing Delivery	James Cokeham	50,000	138	50,000	0	Project discussed with Local Partnerships, brief developed and draft proposal submitted. Agreed with Portfolio Holder to place project on hold until appointment of a new Housing & Regeneration team later in the year.
Olympia Park	James Cokeham	200,000	0	200,000	0	Due diligence work on deliverability of the original site masterplan is due to conclude in early August. This work will be presented to the Executive, with a new approach to the site outlined. If this is supported, this project will fund feasibility and preparation of a significant bid to the Homes & Communities Agency through the Housing Infrastructure Fund.
Strategic Sites Masterplanning	James Cokeham	391,755	143,917	391,755	0	Masterplanning work on strategic sites is underway, including Olympia Park Due Diligence Reports. Likely projects will include strategic infrastructure response to Sherburn Employment sites.
Access to Employment	James Cokeham	100,000	0	50,000	-50,000	Liaison with local businesses has emphasised the increasing severity of labour market challenges at Sherburn-in-Elmet. This will likely be exacerbated by the impending development of S2. A Business Forum will be established by the Council's new Senior Inward Investment Officer to fully understand the scope of the issue - this project will then fund a response (along with, it is envisaged, private sector contributions). This project will now run over 2 years.
Green Energy	James Cokeham	50,000	0	25,000	-25,000	This project will be developed in more detail following recent recruitment in the Economic Development team and Head of Finance's attendance at an APSE demonstration event in Swindon (18/07/17). This project is expected to begin later in the year and run into 2018/19.

Appendix D

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Growing Enterprise	James Cokeham	85,000	2,109	83,900	-1,100	Match funding contributions paid to EU Leeds City Region business support programmes - AD:Venture & Digital Enterprise. This project will fund small business support activity. A brief is being developed, in close consultation with the portfolio holder, by the Council's newly appointed Senior Business Advisor which will set out the scope of the project in detail. The project is also seeking to develop income streams from support provision, which may mean that delivery from this project can extend into the next financial year.
Church Fenton Studios	Dave Caulfield / James Cokeham	300,000	0	300,000	0	Liaison is ongoing with the site owners, key regional stakeholders and potential investors as to the site's future. Until these discussions have concluded, the scope of any potential project cannot be clarified, but we are hopeful of development in late summer. Positive progress has been made, currently there is no indication that public money will be required but the forecast is maintained as this is not as yet certain.
Business Space & Accommodation Review	James Cokeham	30,000	0	30,000	0	Project brief in development by Senior Inward Investment Officer and procurement options being discussed with the Procurement & Contracts Team. Completed project expected by February 2018.
Healthy Living Concepts Fund	Angela Crossland	50,213	4,000	50,213	0	Holiday clubs commenced summer 2017 with a focus on engaging parents to design adult activity and nutrition sessions as part of the programme. Selby Big Local looking to fund the programme once outcomes from this programme are gathered. Further spend on the fund will be outlined through a multi-agency health action plan to be completed by end of 2017.
Marketing Selby's USP	Mike James	57,914	17,785	57,914	0	First priority has been to create the series of 'case studies' that tell the story of the district. These are based on the issues businesses themselves have said are reasons for their success in the district, as well as data gathered as part of the development of the new Economic Development Framework. We have 20 case studies in the initial batch, in which we focus on an existing business in the district and link this back to a specific business or quality of life issue on our list of 'key messages'. Feedback from business is that this will work best if the material sits within an independent place brand, rather than this just being linked back to the brand of the Council: this is about branding the place, rather than branding a single organisation. Creating a brand concept has, therefore, become part of the overall project. We're working on the concept of branding the area as being 'at the heart of Yorkshire', as this helps to tell the story of our connectivity (a key business attribute) as well as helping to create an emotional connection: if we're to influence perceptions then we need to develop this type of emotional connection.

Appendix D

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Retail Experience - Tadcaster Linear Park	Angela Crossland	180,000	25,000	203,236	23,236	Final design work completed and costings for work to be finalised October 2017. An unforeseen delay in project due to Environment Agency remedial works required on flood bank. Project suspended until this work is completed. Due Oct/Nov 2017. Due to seasonal weather, this will now pick up Spring 2018. Scheme includes Tadcaster town Council funds of £80k. TTC remain committed to support.
Retail Experience - STEP	Angela Crossland	123,700	16,000	60,000	-63,700	A 2 year delivery plan in place to spend this fund therefore an amount of the full total will be realigned to 2018/19. Grants given to support Selby Arts Festival and Selby Food Festival. Small Business Saturday and Shop Local initiatives planned for Christmas 2017.
Empty Homes	June Rothwell / Simon Parkinson	115,475	0	100,000	-15,475	In May it was agreed to adopt the York and North Yorkshire Empty Homes Strategy 2017-2020 and we are currently working to create a local Action Plan for Selby District. A working group has been set up to help develop the action plan and membership of the group includes representation from the Executive. This group has worked to agree a number of key principles in relation to how we target empty homes; the support we will offer owners of empty properties, and what enforcement action we will consider. Whilst this work is on-going and whilst we continue to finalise the action plan our Empty Homes Officer is visiting all empty properties to undertake an assessment of the type of property and the condition of the property. This will enable us to target support and enforcement action accordingly. The Empty Homes Officer is a new role that was created during the recent restructure to drive forward the work on empty homes. Once we have finalised the action plan proposals, they will be presented to the Executive for approval.
Selby District Housing Trust	Julie Slatter / James Cokeham	30,000	14,000	30,000	0	This fund previously paid for half of the Housing Development Manager post, which has now been deleted from the new corporate structure. The scale of ambition in the emerging Housing Development Programme will clarify the resource implications for SDHT and the use of this recurring annual budget.
Sherburn All-Weather Pitch	Angela Crossland	200,000	190,000	200,000	0	Project completed. Awaiting completion certificate then final grant award will be given.
		2,384,057	607,949	2,269,063	-114,994	



Public Session

Report Reference Number: S/17/10

Agenda Item No: 7

To: Scrutiny Committee
Date: 25 January 2018
Author: Victoria Foreman, Democratic Services Officer
Lead Officer: Palbinder Mann, Democratic Services Manager

Title: Treasury Management Monitoring Report for Q2

Summary:

This report reviews the Council's Treasury Management Activity for the 6 month period 1 April 2017 to 30 September 2017 and presents performance against the Prudential Indicators. During this period the Council complied with its legislative and regulatory requirements.

The full treasury management report (and Appendices A and B) considered by the Executive on 2 November 2017 is attached to this report at Appendix 1.

Recommendations:

- i. **Scrutiny Committee is asked to note the contents of the report and make any comments on the Council's treasury management activities.**

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The treasury management information contained in the report enables the Council to monitor its financial position and to ensure that legislative and regulatory requirements were complied with.

1. Introduction and background

- 1.1 Please see section 1.1 of the report considered by the Executive on 2 November 2017 attached at Appendix 1 to this report.

2 The Report

- 2.1 Please see section 2 of the report considered by the Executive on 2 November 2017 attached at Appendix 1 to this report.

3 Legal/Financial Controls and other Policy matters

Legal Issues

- 3.4 None.

Financial Issues

- 3.5 Please see section 3 of the report considered by the Executive on 2 November 2017 attached at Appendix 1 to this report.

Impact Assessment

- 3.6 None.

4. Conclusion

- 4.1 The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on treasury management monitoring are welcomed.

5. Background Documents

None.

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Appendices

Appendix 1 - Report to the Executive 2 November 2017
Appendix 2 – Appendix B of Report to the Executive

Selby District Council

REPORT

Reference: E/17/34

Item 7 - Public



To: Executive
Date: 2 November 2017
Status: Key Decision
Report Published: 25 October 2017
Author: John Raine, Head of Technical Finance
Executive Member: Cllr Cliff Lunn, Executive Lead Member for Finance and Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Treasury Management – Monitoring Report for Q2

Summary:

This report reviews the Council's Treasury Management Activity for the 6 month period 1 April 2017 to 30 September 2017 and presents performance against the Prudential Indicators. During this period the Council complied with its legislative and regulatory requirements.

Investments – The latest Capita forecast is that the first increase in Bank Rate is not anticipated until the second quarter of 2019. However, there is increasing speculation that the Bank of England Bank Base Rate could increase before the end of 2017/18. Investment returns of 0.48 have been achieved up to the end of the second quarter. High balances are supporting the interest earned budget and income is forecast to exceed budget by £50k.

Borrowing – the council has long term borrowing of £59.3m at 30 September 2017. Interest payments of £2.5m are forecast for 2017/18 (£0.1m allocated to the General Fund; £2.4m to the Housing Revenue Account).

Prudential Indicators – the Council's affordable limits for borrowing were not breached during this period.

Recommendation:

That the Executive endorse the actions of officers on the Councils treasury activities for Q2 and approve the report.

Reasons for recommendation

To comply with the CIPFA Code of Practice for Treasury Management, the Executive is required to receive and review regular Treasury Management Monitoring Reports.

1. Introduction and background

1.1 Local Government Treasury Management is governed by the CIPFA Code of Practice and in this context is the management of the Council's cash flows, its banking and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. The Council has adopted the Code and complies with its requirements.

2. The Report

2.1 The Council's treasury advisors Capita Asset Services – Treasury Solutions summarised the key points associated with economic activity in Q2 2017/18 up to 30 September 2017:

- The economy struggled to pick up much pace;
- The labour market tightened further, but underlying wage pressures remained weak;
- Headline inflation picked up further;
- There was an increase in MPC members voting to raise interest rates;
- The public finances performed better than expected;
- Brexit negotiations did not progress significantly.

Interest Rate Forecasts

2.2 The interest rate forecasts (last update 29 September 2017) of Capita are as follows:

<i>Date</i>	<i>Bank rate</i>	<i>5 year PWLB*</i>	<i>10 year PWLB*</i>	<i>25 year PWLB*</i>	<i>50 year PWLB*</i>
Current rates	%	%	%	%	%
March 2018	0.25	1.32	1.63	2.48	2.75
Sept 2018	0.25	1.60	2.30	2.90	2.70
March 2019	0.25	1.70	2.40	3.00	2.80
Sept 2019	0.25	1.80	2.50	3.10	2.90
Sept 2019	0.50	1.90	2.60	3.20	3.00

* Net of certainty rate 0.2% discount

2.3 The Monetary Policy Committee (MPC) cut the Bank Rate to 0.25% on 4 August 2016 in order to counteract a forecast sharp slowdown in growth. However, the MPC meeting of 14 September 2017 revealed a sharp change in sentiment whereby a majority of MPC members said they would be voting for an increase in Bank Rate "over the coming months". It is therefore possible that there will be an increase to 0.5% at the November MPC meeting.

2.4 The overall balance of risks to economic recovery in the UK is currently to the downside, with huge variable over the coming few years including what the final form Brexit will take, when finally agreed with the EU and when.

Investments

2.5 The investment of cash balances of the Council are managed as part of the investment pool operated by North Yorkshire County Council (NYCC). In order to facilitate this pooling, the Council's Annual Investment Strategy and Lending List has been aligned to that of NYCC.

2.6 NYCC only invests in highly credit rated institutions using the information from Capita Asset Services. The approved limits within the Annual Investment Strategy were not breached during the first six months of the year.

2.7 The Council's investment activity in the NYCC investment pool up to Q2 2017/18 was as follows:

- Balance invested at 30 September 2017: £49.7m
- Average Daily Balance 2017/18 up to 30 September 2017: £45.2m
- Average Interest Rate Achieved up to 30 September 2017: 0.48%

2.8 Based on the low bank rate, NYCC's current target for investment returns is 0.4%. Interest rates have remained low throughout 2017 to date and the average rate of 0.48% is above the target. In addition the Council's cash balances remain high which is supporting the interest earned budget.

2.9 The Council's budget and current forecast for interest income is as follows:

	Budget	Current Forecast
General Fund	£100k	£140k
Housing Revenue Account	£25k	£35k
Total	£125k	£175k

2.10 The Approved Lending List for the NYCC managed investment pool as at 30 September 2017 is attached as **Appendix A**.

Debt and Borrowing

2.11 The Council's outstanding external debt at 30 September 2017 is as follows:

- PWLB: £52.8m
- Money Market Loans: £6.5m
- Total debt: **£59.3m**
- Average interest rate: 4.19%

2.12 It is a statutory duty for the Council to determine and keep under review its 'Affordable Borrowing Limits'. The Council approved Borrowing Limits (including £1.0m for leases) are as follows:

- Operational Borrowing Limit: £76.0m
- Authorised Borrowing Limit: £81.0m

2.13 A list of the Council's approved Prudential Indicators are shown in **Appendix B**. Officers can confirm that the Prudential Indicators were not breached during Q2.

3. Legal/Financial Controls and other Policy matters

Legal Issues

3.1 There are no legal issues as a result of this report.

Financial Issues

3.2 As set out in the report.

Impact Assessment

3.3 There are no equality impacts as a result of this report.

4. Conclusion

4.1 Whilst the bank rate remains low, investment returns continue to be depressed although high cash balances are supporting the interest earned budget. Based on current performance and future interest rate projections, interest earned is forecast to exceed budget by £50k (£40k GF and £10k HRA) although this will be kept under review as the year progresses.

4.2 The Council operated within its approved borrowing limits over the last quarter and prudential indicators were not breached.

5. Background Documents

None

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Appendices:

Appendix A – NYCC approved lending list as at 30 September 2017
Appendix B – Prudential Indicators as at 30 September 2017

Appendix A

NYCC Approved Lending List as at 30 September 2017

Maximum sum invested at any time (the overall total exposure figure covers both Specified and Non-Specified investments)

	Country	Specified Investments (up to 1 year)		Non-Specified Investments (> 1 year £20m limit)	
		Total Exposure £m	Time Limit *	Total Exposure £m	Time Limit *
UK "Nationalised" banks / UK banks with UK Central Government involvement					
Royal Bank of Scotland	GBR	75.0	364 days	-	-
Natwest Bank	GBR				
UK "Clearing Banks", other UK based banks and Building Societies					
Santander UK plc (includes Cater Allen)	GBR	40.0	6 months	-	-
Barclays Bank	GBR	75.0	6 months	-	-
Bank of Scotland	GBR	75.0	6 months	-	-
Lloyds	GBR				
HSBC	GBR	30.0	364 days		
Goldman Sachs International Bank	GBR	40.0	6 months		
Nationwide Building Society	GBR	40.0	6 months	-	-
Leeds Building Society	GBR	20.0	3 months	-	-
High quality Foreign Banks					
National Australia Bank	AUS	20.0	364 days	-	-
Commonwealth Bank of Australia	AUS	20.0	364 days		
Canadian Imperial Bank of Commerce	CAN	20.0	364 days	-	-
Deutsche Bank	DEU	20.0	Temporarily suspended	-	-
Credit Industriel et Commercial	FRA	20.0	6 months	-	-
BNP Paribas Fortis	FRA	20.0	6 months	-	-
Nordea Bank AB	SWE	20.0	364 days	-	-
Svenska Handelsbanken	SWE	40.0	364 days	-	-
Local Authorities					
County / Unitary / Metropolitan / District Councils		20.0	364 days	5.0	2 years
Police / Fire Authorities		20.0	364 days	5.0	2 years
National Park Authorities		20.0	364 days	5.0	2 years
Other Deposit Takers					
Money Market Funds		20.0	364 days	5.0	2 years
UK Debt Management Account		100.0	364 days	5.0	2 years

Based on data from 11 October 2017

Prudential Indicators – As at 30 September 2017

Appendix B

Note	Prudential Indicator	2017/18 Indicator	Quarter 2 Actual
1.	Mid Year Capital Financing Requirement £'000	59,019	59,009
	Gross Borrowing £'000	59,561	59,333
	Investments £'000	38,100	49,059
2.	Net Borrowing £'000	21,461	10,274
3.	Authorised Limit for External Debt £'000	81,000	79,000
4.	Operational Boundary for External Debt £'000	76,000	74,000
5.	Limit of fixed interest rates based on net debt %	100%	100%
5.	Limit of variable interest rates based on net debt %	30%	30%
6.	Principal sums invested for over 364 days		
	1 to 2 Years £'000	20,000	0
	2 to 3 Years £'000	15,000	0
	3 to 4 Years £'000	5,000	0
	4 to 5 Years £'000	5,000	0
7.	Maturity Structure of external debt borrowing limits		
	Under 12 Months %	20%	1.66%
	1 Year to 2 Years %	20%	0%
	2 Years to 5 Years %	50%	10.77%
	5 Years to 10 Years %	50%	0%
	10 Years to 15 Years %	50%	0%
	15 Years and above %	90%	87.57%

Notes to the Prudential Indicators

1. Capital Financing Requirement – this is a measure of the Council's underlying need to borrow long term to fund its capital projects.

2. Net Borrowing (Gross Borrowing less Investments) – this must not except in the short term exceed the capital financing requirement.
3. Authorised Limit for External Debt – this is the maximum amount of borrowing the Council believes it would need to undertake its functions during the year. It is set above the Operational Limit to accommodate unusual or exceptional cashflow movements.
4. Operational Boundary for External Debt – this is set at the Council’s most likely operation level. Any breaches of this would be reported to Councillor’s immediately.
5. Limit of fixed and variable interest rates on net debt – this is to manage interest rate fluctuations to ensure that the Council does not over expose itself to variable rate debt.
6. Principal Sums Invested for over 364 days – the purpose of these limits is so that the Council contains its exposure to the possibility of loss that might arise as a result of having to seek early repayment or redemption of investments.
7. Maturity Structure of Borrowing Limits – the purpose of this is to ensure that the Council is not required to repay all of its debt in one year. The debt in the 15 years and over category is spread over a range of maturities from 23 years to 50 years.



Public Session

Report Reference Number: S/17/11

Agenda Item No: 8

To: Scrutiny Committee
Date: 25 January 2018
Author: Victoria Foreman, Democratic Services Officer
Lead Officer: Palbinder Mann, Democratic Services Manager

Title: Housing Development Programme 2017-20

Summary:

The Committee is asked to note the revised Housing Development Programme that seeks to provide 207 affordable homes for Selby District Council (SDC) and Selby District Housing Trust (SDHT) by 31 March 2020.

This Programme is based on three 'delivery pillars' that include direct development on SDC owned sites, the acquisition and development of new sites and the acquisition of affordable homes constructed by other developers.

The Programme will generate revenue streams for SDC as a result of loans provided to the SDHT.

The full report and appendices considered by the Executive on 4 January 2018 is attached to this report at Appendices 1, 2 and 3.

Recommendations:

- i. **Scrutiny Committee is asked to note the contents of the report and make any comments on the Housing Development Programme.**

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The update on the Housing Development Programme contained in the report enables the Committee to monitor the progress of the programme and raise any concerns it may have.

1. Introduction and background

- 1.1 The current Housing Development Programme was approved by Full Council in September 2013. This set out an ambition to develop 106 new affordable homes for Selby District Council (SDC) and Selby District Housing Trust (SDHT) by 31 March 2019 on small sites already owned by the Council.
- 1.2 To date, 20 new affordable homes have been constructed with a further 30 'in the pipeline' on sites at Byram, Riccall and Selby Town.

2 The Report

- 2.1 For the detailed information regarding the Housing Development Programme, please see section 2 of the report considered by the Executive on 4 January 2018 attached at Appendix 1 to this report.

3 Legal/Financial Controls and other Policy matters, including Impact Assessment

- 3.4 Please see section 3 of the report considered by the Executive on 4 January 2018 attached at Appendix 1 to this report.

4. Conclusion

- 4.1 The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance in a number of areas. The Committee's comments and observations on the progress of the Housing Development Programme are welcomed.

5. Background Documents

None.

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Appendices

Appendix 1 - Report to Executive 4 January 2018
Appendix 2 - Summary of the Approved Housing Development Programme
Appendix 3 - Indicative revised Housing Development Programme

Selby District Council

REPORT

Reference: E/17/42

Item 8 - Public



To: The Executive
Date: 4 January 2017
Status: Key Decision
Report Published: 21 December 2017
Author: Chris Kwasniewski, Housing and Regeneration Manager and James Cokeham, Head of Economic Development and Regeneration
Executive Member: Councillor Richard Musgrave, Executive Lead Member for Housing, Leisure, Health and Culture
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Housing Development Programme 2017-20

Summary:

The Executive is asked to approve a revised Housing Development Programme that seeks to provide 207 affordable homes for Selby District Council (SDC) and Selby District Housing Trust (SDHT) by 31 March 2020.

This Programme is based on three 'delivery pillars' that include direct development on SDC owned sites, the acquisition and development of new sites and the acquisition of affordable homes constructed by other developers.

The Programme will generate revenue streams for SDC as a result of loans provided to the SDHT.

Recommendations:

- i. To approve the revised Housing Development Programme as set out in this report;
- ii. To note the additional budget and funding requirements and approve their inclusion in the draft budget proposals to be considered by the Executive in February;

- iii. **That the Council's Chief Finance Officer, in consultation with the Lead Councillor for Finance and Resources, be granted delegated authority to approve loan funding, and the terms and conditions of the loan agreement, from Selby District Council to the Selby District Housing Trust to enable the acquisition of Section 106 properties on the following basis:**
 - a. **That the approved investment is within the budget parameters of the approved Housing Development Programme; and**
 - b. **That the acquisition is subject to a viable business case having due regard to an interest rate which provides for an appropriate margin over the Council's cost of capital and a term of no more than 40 years.**
- iv. **To approve an investment of £251,000 from the Council's Programme for Growth to fund the establishment of a feasibility budget and the recruitment of a new fixed term post to support the revised Housing Development Programme.**

Reasons for recommendations:

The Executive is asked to approve the Housing Development Programme 2017-20 in order to deliver 207 affordable homes in Selby District for Selby District Council and the Selby District Housing Trust through a variety of delivery mechanisms.

1. Introduction and background

- 1.1 The current Housing Development Programme was approved by Full Council in September 2013. This set out an ambition to develop 106 new affordable homes for Selby District Council (SDC) and Selby District Housing Trust (SDHT) by 31 March 2019 on small sites already owned by the Council.
- 1.2 To date, 20 new affordable homes have been constructed with a further 30 'in the pipeline' on sites at Byram, Riccall and Selby Town.

2. The Report

- 2.1 The revised 'Housing Development Programme 2017-21' seeks to achieve a more ambitious delivery target of 207 affordable homes by March 2021 (57 for SDC and 150 for SDHT indicatively), centred on the following 'delivery pillars':
 - A '*Small Sites Programme*' based on the development of new housing on existing Council owned land (primarily former garage sites);
 - A '*Large Sites Programme*' focused on the development of new housing on larger sites acquired or owned by Selby District Council;
 - An '*Acquisitions Programme*' to purchase completed homes or Section 106 (s106) properties from other developers.

2.2 It is envisaged that the Programme will be delivered in three phases:

Phase 1 (Completed or start on site 2017/18):

Delivery Pillar	Provider	Location	No. of Units
Small Sites	SDHT	Tadcaster	5
Small Sites	SDC	Eggborough	15
Small Sites	SDC	Byram	
Small Sites	SDC	Byram	13
Small Sites	SDHT	Riccall	5
Acquisitions	SDHT	Selby	12
	TOTAL		50

Phase 2 (2018/19)

Delivery Pillar	Provider	Location	No. of Units
Small Sites	SDC	TBC	10
Small Sites	SDHT	TBC	7
Large Sites	SDHT	TBC	11
Acquisitions	SDHT	TBC	27
	TOTAL		55

Phase 3 (2019/20 & 2020/21)

Delivery Pillar	Provider	Location	No. of Units
Small Sites	SDC	TBC	19
Large Sites	SDHT	TBC	35
Acquisitions	SDHT	TBC	48
	TOTAL		102

2.3 A detailed breakdown of the Programme's proposed delivery approach is provided in Appendices A & B.

2.4 The Programme is only indicative at this stage and could be subject to change as a result of consultation and pre-application discussions. Members are therefore requested to approve the funding envelopes identified in Section 3 and the report's recommendations, which will provide SDC and SDHT with the necessary flexibility to deliver the agreed programme and develop full business cases for each development/proposal.

2.5 The strategic approach outlined in the revised Programme is aimed at sustaining the Council's Housing Revenue Account (HRA) through focusing priorities on elderly persons accommodation and replacing homes lost through right to buy as part of the Governments desire to see '1 for 1' replacements. It is aligned with the Council's review of the HRA Business Plan and the emerging Empty Homes Strategy and Action Plan. The Empty

Homes Strategy and Action Plan sets out plans to acquire up to 13 units by the end 2019/20, giving an overall total of 220 affordable homes.

- 2.6 Feasibility work is currently funded on a site by site basis. Whilst this has worked well for planned schemes, it does not allow SDC and SDHT to exploit and maximise new opportunities that require initial due diligence work. This is particularly an issue for SDHT and it is recommended that a feasibility budget of £50,000 per annum is incorporated into the 'Housing Development Programme 2017-20', funded from the Strategic Sites element of the Programme for Growth budget.
- 2.7 The expanded programme will also have resource implications for SDHT, particularly with regard to managing the acquisition of 75 s106 homes and developing up to 50 homes on new sites. Currently, the Council provides project management resource by way of in kind support to the Trust, in addition to Managing Director, Company Secretary and Finance Director services being carried out on a voluntary basis, but this is not sustainable in the long term.
- 2.8 It is therefore requested to approve the recruitment of a new post to support the revised Housing Development Programme be funded from the Programme for Growth budget on a 3-year 'fixed term' basis.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 The proposed expanded Programme falls within the original remit and objectives of the SDHT and the Council's own functions - the Trust's main purpose, as set out in the Housing Development Strategy (2013), was to develop new affordable housing-initially on Council owned land.
- 3.2 As the Local Housing Authority, the Council has powers under legislation to invest in the construction of properties within the HRA. Section 24 of the Local Government Act 1988 also provides the Council (as housing authority) with the power to provide any person with financial assistance for the purposes of, or in connection with, the acquisition, construction, conversion, rehabilitation, improvement, maintenance or management (whether by that person or by another) of any property which is or intended to be privately let as housing accommodation. The making of a loan to SDHT would fall within this definition. Accordingly there is a clear power for the Council to make the loans.
- 3.3 The Council's investments can be protected by taking a first charge over the properties acquired or constructed by SDHT.

Financial Issues

- 3.4 The 50 Units from Phase 1 of the Programme have already been completed, or are committed at a total cost of £6.002m (see Appendix A).

- 3.5 This leaves 56 homes to be delivered by March 2019 to meet the target of the original Housing Development Programme. In total this would require an estimated budget of £5.783m, meaning a further £580k investment from s106 grants and retained 'right to buy' receipts would be needed to complete the original programme (see Appendix A).
- 3.6 As the 'Housing Development Programme 2017-20' aims to deliver a total of 207 units, further investment of £10.3m will be required in order to fund the remaining balance of 101 units (see Appendices A and B).

Affordable Homes Development Programme - Scheme Funding

	No. Units	Loans / Internal Borrowing £	P4G Grant £	S106 Grant* £	HRA Retained Receipts* £	Total £
Completed / Committed Programme	50	4,825,451	47,000	923,056	206,587	6,002,094
Balance of existing target	56	5,203,000	-	350,000	230,000	5,783,000
Original Programme Delivery	106	10,028,451	47,000	1,273,056	436,587	11,785,094
New Programme - Required Additional	101	9,720,000	-	330,000	250,000	10,300,000
Split		£	£	£	£	£
SDHT	150	13,869,451	47,000	1,138,940	-	15,055,391
HRA	57	5,879,000	-	464,116	686,587	7,029,703
	207	19,748,451	47,000	1,603,056	686,587	22,085,094

- 3.7 Potential sources of funding for this include HCA grant funding (up to £36k per property for new build SDC homes), which could add a further £1.4m into the programme, s106 commuted sums anticipated over the period (£4.1m) and unallocated capital receipts (£5m).
- 3.8 When considering loans to SDHT, it should be noted that the Council is limited by the availability of cash to provide loans to support the Trust's programme, which may require the Council to take on external borrowing. This will significantly impact on the business model for the Council and reduce the financial benefit from providing loans (which are intended to contribute to the Council's savings plan). Should the Council be required to borrow externally, the interest paid will reduce the benefit of providing loans to the Trust and may result in a lower net return than our pooled cash investments if interest rates increase. Assuming a 2% margin over the Council's own cost of borrowing (the benchmark assumed for the Council's savings plan) additional loans to a value of £5m could deliver additional interest returns of £50k p.a. (average) over a 30 year term.

- 3.9 The cost of borrowing will be borne by SDHT and will be repaid from the rental income from the properties as they are developed. This provides an income stream to the Council from the interest charged on the loans, and additional income will be generated from the New Homes Bonus payments and increase in Council Tax revenue delivered through the 'Housing Development Programme 2017-20'.
- 3.10 In making decisions concerning any investment and loans the Council makes to the SDHT it must, on each occasion, act efficiently and undertake funding offers (and related decisions) after proper consideration of the risks and rewards of doing so. The Council will need to ensure that it achieves an appropriate return for any risk it takes and that it has minimised the risks and potential costs to it.
- 3.11 If the Council is to support the programme as set out it may require that available capital receipts and future renewable business rates receipts be earmarked to 'cash back' the loans to the trust. Such issues will be considered as part of the Council's Treasury Management Strategy.

Impact Assessment

- 3.12 The overall impact of the new Programme is summarised below:
- The investment will increase the number of affordable homes in Selby District and support SDHT in becoming more sustainable;
 - Loans provided to SDHT to support their Programme will provide an income stream to support SDC's revenue budget;
 - The sustainability of the Council's Housing Revenue Account will be improved through appropriate development and the generation of revenue streams from capital receipts and grants from external partners;
 - The 'Housing Development Programme 2017-20 will result in positive training and apprenticeship outcomes through closer working with contractors and Selby College;
 - There will be a short-term positive economic impact for the District due to construction related employment opportunities.

4. Conclusion

- 4.1 The report sets out the opportunity to extend affordable homes delivery beyond that contained in the Council's original Housing Development Programme.
- 4.2 The Programme will generate revenue streams for the Council as a result of loans provided to SDHT, deliver more affordable homes across the district, generate construction training opportunities for residents and sustain the Council's Housing Revenue Account. The Programme will be supported by leveraging additional funding and will improve value for money for local taxpayers.

5. **Background Documents**

Not applicable.

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Appendices:

Appendix A: Summary of the Approved Housing Development Programme

Appendix B: Indicative revised Housing Development Programme

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Affordable Homes Development Programme - Scheme Funding **APPENDIX A**

	No. Units	Loans / Internal Borrowing £	P4G Grant £	S106 Grant* £	HRA Retained Receipts* £	Total £	Average cost per unit £	Average Subsidy per unit £
SDHT Pilot 1 & 2 Tadcaster	5	418,091	47,000			465,091	93,018	9,400
HRA (Eggborough / Byram)	15	1,500,000		351,116	86,587	1,937,703	129,180	29,180
Committed schemes (estimate)								
SDHT Ricall (approved but not yet started)	5	646,500		151,900		798,400	159,680	30,380
SDHT Ousegate	12	781,860		407,040		1,188,900	99,075	33,920
HRA (Byram Park Rd Flats)	13	1,479,000		13,000	120,000	1,612,000	124,000	10,231
Completed / Committed Programme	50	4,825,451	47,000	923,056	206,587	6,002,094	120,042	23,533
Revised Programme - to meet original Programme								
Phase 2 - SDHT - S106	15	1,343,000				1,343,000	89,533	-
Phase 2 - SDHT - New Build	7	700,000		140,000		840,000	120,000	20,000
Phase 2 - HRA - New Build	10	1,000,000		-	200,000	1,200,000	120,000	20,000
Phase 3 - SDHT - S106	12	960,000				960,000	80,000	-
Phase 3 - HRA - New Build	12	1,200,000		210,000	30,000	1,440,000	120,000	20,000
Balance of existing target	56	5,203,000	-	350,000	230,000	5,783,000	103,268	10,357
Original Programme Delivery	106	10,028,451	47,000	1,273,056	436,587	11,785,094	111,180	16,572
New Programme - Required Additional Funding								
Phase 2 - SDHT New Build	22	2,200,000		440,000		2,640,000	120,000	20,000
Phase 3 - HRA - New Build	7	700,000		110,000	250,000	840,000	120,000	20,000
Phase 3 - SDHT / Direct Purchase (inc Land)	24	2,980,000				2,980,000	124,167	-
Phase 3 - SDHT - S106	48	3,840,000				3,840,000	80,000	-
New Programme - Required Additional Funding	101	9,720,000	-	330,000	250,000	10,300,000	101,980	5,743
Split		£	£	£	£	£	£	£
SDHT	150	13,869,451	47,000	1,138,940	-	15,055,391	100,369	7,906
HRA	57	5,879,000	-	464,116	686,587	7,029,703	123,328	20,188
	207	19,748,451	47,000	1,603,056	686,587	22,085,094	106,691	11,288

* Subsidy funding subject to availability of s106 commuted sums and HRA retained receipts & HCA Grant - actual funding package will be determined to make best use of funding available at the time schemes are financed

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HDP Three Year Programme - Summary Table of Outputs

APPENDIX B

DELIVERY MECHANISM UNITS	Prior years		2017/18		2018/19		2019/20		TOTAL (£)
	HRA	SDHT	HRA	SDHT	HRA	SDHT	HRA	SDHT	
Completed schemes		5	15						20
PILLAR 1 Small sites Programme			13	5	10	7	19	0	54
PILLAR 2 SDC larger sites						11	0	11	22
Site purchase and build								24	24
PILLAR 3 Direct Purchase (Ousegate)				12					12
S106 purchase (funded)						27			27
S106 purchase (unfunded)								48	48
TOTAL	-	5	28	17	10	45	19	83	207

DELIVERY MECHANISM	Prior years		2017/18 (£)		2018/19 (£)		2019/21 (£)		TOTAL (£)
	HRA	SDHT	HRA	SDHT	HRA	SDHT	HRA	SDHT	
Completed schemes		465,091	1,937,703						2,402,794
PILLAR 1 Small sites Programme (funded)			1,612,000	798,400	1,200,000	840,000	1,440,000		5,890,400
Small sites Programme (unfunded)							840,000		840,000
PILLAR 2 SDHT larger sites						1,320,000		1,320,000	2,640,000
Site purchase and build						580,000		2,400,000	2,980,000
PILLAR 3 Direct Purchase (Ousegate)				1,188,900					1,188,900
S106 purchase - funded (incl up front deposit in 17/18)				134,300		2,168,700			2,303,000
s106 purchases - unfunded								3,840,000	3,840,000
TOTAL	-	465,091	3,549,703	2,121,600	1,200,000	4,908,700	2,280,000	7,560,000	22,085,094

3C Post***			10,323		42,120		73,917		126,360
Feasibility Budget			12,500	12,500	25,000	25,000	25,000	25,000	125,000
Additional Resources	-	-	12,500	22,823	25,000	67,120	25,000	98,917	251,360
					Revised total				22,210,094

Key

Cost Assumptions - future programme estimates

From current programme (appendix A)	DELIVERY MECHANISM	Assumed cost / per unit (£)
Using future programme estimates		
12 funded, 7 unfunded		
P4G Programme		
	Small sites Programme	120,000
	SDC larger sites	120,000
	S106 purchase	80,000
	Direct Purchase Phase 1	99,095
	Direct acquisition and build	124,000

***2019/20 Equates to balance of funding for 3 year post.

Programme	2017/18 (£)		
	Units	Cost	Cost per Unit
Current programme (Appendix B)	106	12,551,094	118,407
Proposed programme (Appendix C)	220	22,085,094	100,387



Public Session

Report Reference Number: S/17/12

Agenda Item No: 9

To: Scrutiny Committee
Date: Thursday 25 January 2018
Author: Suzanne Sweeting, Partnerships Manager
Lead Officer: Angela Crossland, Head of Community, Partnerships and Customers

Title: North Yorkshire Children's and North Yorkshire Safeguarding Adult's Board Annual Reports 2016-2017

Summary:

This report accompanies the above named annual reports. Below offers a short summary of the documents and also an insight into Selby District Council's current position in relation to ensuring effective safeguarding practices.

Recommendations:

- i. **The committee is asked to note the content of the attached annual reports for the North Yorkshire Children's and Adult's Safeguarding Boards.**

Reasons for recommendation

Safeguarding Children and Vulnerable Adults is a statutory duty for the District Council.

1. Introduction

- 1.1 The County Safeguarding Boards have a statutory duty to publish annual reports, accounting for the activities of the Board for the previous year and providing evidence for the key areas of focus for the coming year.
- 1.2 Both reports set out the governance arrangements across North Yorkshire and outline the activity and partnership working in the Selby district.

1.3 The priority areas for the boards are:

Adults	Children's
<ul style="list-style-type: none"> - Awareness and Empowerment - Prevention of Harm - Protection and Proportionality - Partnership Effectiveness 	<p>Vision: "We will listen to the views of children and young people and work together to ensure they feel safe and North Yorkshire is a happy place to live."</p> <p>Priorities:</p> <ul style="list-style-type: none"> - Coordinate the activities of the board - Ensure the board's effectiveness

1.4 The Adult's report outlines per theme, partner and district, what has been delivered over the period of 2016–2017, Selby District Council's contribution is included at Appendix 11. In summary, this identifies how the council has supported safeguarding development through:

- A new structure
- Re-establishing full representation on partnership groups
- Aligning the Safer Selby Hub to better approaches in safeguarding
- Piloted a community navigator scheme, offering local information, advice and volunteer initiatives.

1.5 The Children's report outlines the local involvement in Chapter 6, highlighting the achievements of the partnership through:

- Community safety development
- A focus on domestic abuse training, support and commissioning
- Raising awareness of the Prevent duty
- Contributing to campaigns such as safeguarding week

1.6 Going forward the Children's Safeguarding Board will continue to develop the multi-agency safeguarding approach, ensuring appropriate and timely access to services as well as continuing to improve the quality of professionals reporting to child protection and care conferences.

2 Next Steps

2.1 Selby District Council has an internal operational safeguarding policy that ensures practices are well embedded across our range of services.

2.2 As safeguarding boards have recently reviewed their own effectiveness, structures and policies, Selby District Council will follow suite and has arranged a review of local practice to ensure up to date responses.

2.3 The review will take approximately 12 weeks and will consist of audits, an improvement plan, policy and process revision, an outline quality assurance

framework and a training and development plan. This should ensure that local operating practices and governance arrangements remain best fit since the 2016/17 organisational restructure.

3 Legal/Financial Controls and other Policy matters

Legal Issues

There are no identified legal issues.

Financial Issues

There are no identified financial issues.

Impact Assessment

Not applicable.

4. Background Documents

Appendix 1 - North Yorkshire Safeguarding Adults Board Annual Report 2016-17

Appendix 2 - North Yorkshire Safeguarding Children's Board Annual Report 2016-17

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North Yorkshire Safeguarding Adults Board Annual Report 2016-2017

Working in partnership to Safeguard Adults at risk
of abuse or neglect

Are you concerned about an adult who is at risk of abuse or neglect?

Telephone North Yorkshire County Council's Customer Service Centre:

01609 780780 and speak to a representative to raise a concern.

nysab@northyorks.gov.uk

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Councillor Michael Harrison, Executive Member for Health and Adult Services
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 - Infographic
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6. **Training and Development**
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8. **Safe Places Scheme**
9. **Safeguarding Adults Review**

Appendix 1: What we have achieved – Partner Statements:

1. HAS
2. Nurse Consultant Primary Care and Clinical Commissioning Groups represented by the Partnership Commissioning Unit (PCU);
(Commissioning services on behalf of NHS Hambleton, Richmondshire and Whitby CCG, NHS Harrogate and Rural District CCG, NHS Scarborough and Ryedale CCG and NHS Vale of York CCG)
3. Airedale Wharfedale and Craven CCG
4. NHS England
5. North Yorkshire Police (NYP)
6. National Probation Service
7. Healthwatch
8. Tees Esk and Wear Valleys NHS Foundation Trust
9. Acute Provider Trusts:
 - Airedale NHS Foundation Trust
 - Harrogate District Foundation Trust
 - South Tees Hospitals NHS Foundation Trust
 - York Teaching Hospital Foundation Trust
10. Yorkshire Ambulance Service
11. North Yorkshire Borough/District Councils:

- Craven District
 - Hambleton District
 - Harrogate Borough
 - Richmondshire District
 - Ryedale District
 - Scarborough District
 - Selby District
12. Independent Care Group (ICG)
 13. North Yorkshire and York Forum

[Appendix 2: Membership of the Board and attendance.](#)

[Appendix 3: Contact Details of Partner Organisations](#)

1. Introduction

About the Annual Report

This annual report reflects coordination and partner activities for the past year and includes contributions for statutory, independent, voluntary and other bodies who are involved in safeguarding adults in North Yorkshire. The Care Act (2014) places the duty on the Local Authority to lead safeguarding arrangements and one of its duties for the Safeguarding Adults Board is to publish its annual report.

This report is a public document and will be shared with Chief Executives of all agencies on the Safeguarding Adults Board who will be expected to disseminate the report across their organisations sharing it with stakeholders and scrutiny committees including.

2. Welcome

From Colin Morris the Independent Chair



It gives me enormous pleasure to introduce the Annual Report for North Yorkshire Safeguarding Adults Board for the year 2016/17.

By way of explanation, Safeguarding Adults Boards are a statutory requirement made upon each Local Authority area in England. They have specific duties and responsibilities to ensure that the plethora of partner agencies that meet under the auspices of the Board work together to provide safe, effective, and efficient safeguarding arrangements to those most vulnerable adults living in their areas. The Partnership is made up of a rich mix of both statutory and non-statutory bodies.

The provision of the Annual Report is a statutory requirement made upon the Chair of the Safeguarding Adults Board, to give full account of the workings of the Board and its activities over a 12 month period. This then becomes the evidence base by which the Safeguarding Adults Board can be held to account by describing its workings within this both technically and emotionally challenging area of work and providing coverage around performance, audit, training, assessment of risk, success and where lessons need to be learned.

Throughout 2016/17 the North Yorkshire Safeguarding Adults Board has demonstrated the great strength of its multi- agency commitment to protecting and safeguarding the interests of those who are most vulnerable living in the County, at the same time doing this in a way that encourages and maximises the individual rights and preferences of those with whom partner agencies are working. Living a life that is free from harm is a fundamental right and principle of every individual, but that is founded upon the principle that safeguarding is "Everybody's Business". This is a headline message that our Board needs to continually reinforce, which it does by utilising public awareness campaigns such as during Safeguarding Week, training on a multi-agency basis, and specific activities.

The Board has recently undertaken a range of governance reviews, including a membership review of the Board, its supporting Executive and sub-groups which, in turn, have witnessed important changes in the way the Board deploys its duties and responsibilities. A major focus has been on breaking down historical barriers between partner agencies, and reducing the bureaucracy that previously may have deterred people from accessing appropriate help at a time when they may have most

needed it. Crucial to this has been attempts to work with individuals as early as possible to minimise the potential for further harm in the future.

In terms of focus, this year has witnessed many additional changes and challenges to the safeguarding "agenda", many of which do not fit the traditional profile of work that the Board has previously addressed. What is clear is that these new areas of work specifically highlight how vulnerable people, be they adults, young people or children, are being targeted and making them increasingly "at risk". Modern day slavery, human trafficking, sexual exploitation, and forced marriage are all very real examples where an individual's vulnerabilities are taken advantage of and exploited. Advances in technology have brought about liberating opportunities for people, but at the same time opened up huge opportunities for exploitation - cyber bullying, on-line fraud, sexual exploitation and grooming are all examples of this.

Whilst we need to acknowledge these new challenges and develop ways to address them, we must at the same time ensure that previously identified priorities do not fall by the wayside. So, for example, our commitment to personalisation, with a strong emphasis of placing the individual at the heart of everything we do, and our commitment to " Making Safeguarding Personal " need to maintain priority focus and be fully owned by the whole Partnership and not just the Local Authority, Police, or health services. There has undoubtedly been great work in all of these areas which we need to keep on recognising and acknowledging. More information on these achievements can be found in the detail contained within the Annual Report - the message here is despite the obvious evidence of austerity cutting deep into everyone's resources, working together as one collective partnership, rather than a bundle of individual agencies, will bring about far greater impact, improvement, and efficiency.

In ending I would like to formally record my thanks to everyone who is involved in this most challenging yet highly rewarding area of work for making safeguarding "Everybody's Business".

Colin Morris
Independent Chair, North Yorkshire Safeguarding Adults Board

Having taken on the role of Lead Executive Member for Adult Social Care and Health Integration in May 2017 I would like to recognise the achievements presented in the Report, and am grateful for all the hard work and commitment demonstrated by the Partners of the North Yorkshire SAB.

Our partners continue to provide leadership focused upon specific safeguarding matters in North Yorkshire, and the ability to challenge, empower and support them has given greater emphasis and scope for development - particularly around learning from practice. I am confident that the skills, experience and knowledge embedded in the Board will continue to deliver tangible and real changes in North Yorkshire that helps protect the most vulnerable adults living in our communities.

Councillor Michael Harrison
Executive Member, Health and Adult Services

3. The Role and Achievements of the Sub-Groups

The Board has a number of Sub Groups to assist in its role:

Executive Group

The Executive Group, established this year, is responsible for overseeing the strategic management of safeguarding adults work in North Yorkshire by monitoring the work of the Sub Groups, and the Delivery Plan. This group is also responsible for ensuring processes carried out by the Board are done so effectively. Key recommendations are made by this Group for consideration by the Board.

Learning and Improvement Group (LIG)

This newly established group, which has met once, will promote a culture of continuous learning across the Board and the wider partnership, ensuring that there are lasting improvements to services. The role of the group includes overseeing the Safeguarding Adults Review (SAR) function on behalf of the Board. One SAR has been commissioned by the Board this year, which is still ongoing. The outcome will be reported in the 2017/18 Annual Report. The Group has begun to develop a work plan and a draft Learning and Improvement Framework for the Board to ensure that it has robust multi-agency arrangements in place to evaluate effectiveness of practice.

Practice Development and Training Group (PDTG)

The Practice Development and Training Group ensures the development of safeguarding practice and promoted improvements to practice across all partner organisations in North Yorkshire. The group ensures that each organisation is completing the right training, which in turn ensures the right outcome for adults at risk and disseminates good practice examples. This group has met four times this last year.

For the first half of the year, the group focused on planning for the first Safeguarding Week held in North Yorkshire. The North Yorkshire and City of York Children and Adult Safeguarding Boards, together with the Community Safety Partnerships and Independent Domestic Abuse Services (IDAS), held a series of events across North Yorkshire and the City of York between 17 and 21 October 2016. The theme for the week was Domestic Abuse. A core awareness session was designed by IDAS and the Domestic Abuse Coordinators (DACs) for professionals. These sessions were 1.5 hours in duration and delivered twice in each of the five locality areas.

Multi-agency market places were held involving representatives from local services. 318 professionals attended the training/awareness raising sessions. Across the five areas, engagement by agencies was generally positive.

Safeguarding Week had a positive impact on services and a wide range of agencies working together. IDAS has reported that Safeguarding Week enabled the service to connect with a wide range of agencies and has assisted IDAS in positioning

themselves in people's minds as the largest provider of domestic abuse and sexual violence services in North Yorkshire. The presentations gave IDAS the opportunity to demonstrate the varied work that is undertaken, both to prevent abuse and support those affected.

Practice Sessions have included focusing on Modern Slavery and domestic servitude across North Yorkshire including linking in to a working group with colleagues from the Police, Trading Standards, District Councils and Community Safety Partnerships; and Community Messaging System and how this can be used to share information across communities to reduce crime and help keep people safe.

Training Sub-Group

The Training Sub-Group ensures sufficiency and consistent standards of the North Yorkshire safeguarding adults training provision. The group facilitates networking opportunities and the sharing of lessons learnt and best practice to a range of partner organisations. This group has identified the need for a guidance tool to support raising a safeguarding concern to the local authority to ensure a proportionate response to safeguarding which will be developed in 2017. This group has met twice this last year.

Quality and Performance Group (QAP)

The Quality and Performance Group, which has met four times, develops safeguarding data for presentation at the Board. The group considers the scope of data required, and quality assures the information produced by partners.

A summary of some of the data is set out in Section 5 of this report.

Some of the areas of work considered by, or reported to, the QAP include the following:

- Analysis of cases that are No Further Action under safeguarding to understand if any other appropriate action could have been taken.
- Work with the Vulnerable Adults Team (VAT) North Yorkshire Police to understand their screening process to raise concerns to Health and Adult Services.
- NYCC training courses and take up of courses has been reviewed. Take up by North Yorkshire Police of NYCC courses is currently low. The in-house training offered to the police and other options available will be reviewed.
- Gathered data on the number of concerns by home, (including where no concerns have been raised) and shared this with the Quality and Monitoring Team within NYCC.
- Improving the data recording and collection around whether people's individual outcomes have been met.

Mental Capacity Act Forum

The role of the Forum has been reviewed, and new Terms of Reference agreed, taking account of feedback from a survey for Forum members. Changes agreed include themed meetings with all members being involved in the choice of themes and agenda

items. At each meeting one or two partners will share recent experiences or cases that they have come across, enabling other views and expertise to be shared. In tailoring future meetings, and enabling all partners to contribute to the agenda, it is hoped that attendance will increase.

A work plan for the Forum has been developed to enable the Forum to work collectively to achieve its strategic outcomes. A key priority for the Forum is to raise awareness and understanding across the partnership of issues around the MCA.

Local Safeguarding Adults Groups (LSAGs)

The lead safeguarding representative for each partner agency and within each organisation meets quarterly to ensure information is received from the Board on practice, delivery, lessons learned and active discussion takes place to resolve local issues and informs the Board of progress made locally to meet the strategic objectives.

LSAG meetings are convened quarterly across the county covering the four locality areas as follows; Craven and Harrogate; Hambleton and Richmondshire; Scarborough, Whitby Ryedale; Selby.

Members of the LSAGs across the county were asked to complete a survey saying what they found useful and what they would like to improve about the groups. The results were used to develop new Terms of Reference for the Groups, with an increased focus on promoting awareness and understanding of safeguarding in their local areas, including a key role in planning Safeguarding Week. The groups will use their local knowledge and experience of safeguarding information/data presented to the QAP to identify trends/issues.

The private and independent sector will be represented on the LSAG's across North Yorkshire, with volunteers from the Independent Care Group and the voluntary sector.

Case Study 1

The Financial Assessment Team received a revised Statement of Finances from someone with mental health problems. The worker noted that he had declared receiving a substantial inheritance which would require a financial reassessment as this would potentially lead to him becoming self-funding. She also noted the bank mini-statement which he had enclosed revealed he was withdrawing considerable amounts of money from the cashpoint on almost a daily basis. There has been recent safeguarding concerns raised and the safeguarding team had been involved in giving safeguarding advice. A safeguarding concern was raised.

Contact was made with the staff involved who were unaware of this inheritance or the pattern of cash withdrawal. The staff who knew him were concerned he may be at risk of exploitation as they were not aware of his spending and agreed to explore this further with him. They visited the man and established with him that there were no safeguarding concerns on this occasion, so no further action was needed under safeguarding.

4. What we have achieved this year

2016/17 has been a busy year for the SAB, and there continue to be many achievements to celebrate. The Board agreed that a key area of development should be the promotion of a culture of continuous learning. It therefore established a new Learning and Improvement Sub-Group, chaired by the Independent Chair to ensure that agencies reflect on the quality of their services internally and collaboratively, so that lessons learned are used to improve future practice and partnership working to safeguard adults at risk.

The Board has undertaken a review of the Strategic Plan with an increased focus on Making Safeguarding Personal and Prevention. As in previous years, the Board worked to meet four main outcomes of its Strategic Plan which are based on the six safeguarding principles of safeguarding.

Awareness and Empowerment - people feeling safe and in control, being more able to share concerns and manage risk of harm either to themselves or others.

Prevention – working on the basis that it is better to take action before harm happens.

Protection and proportionality - support and help for those adults who are vulnerable and most at risk of harm. Responding in line with the risks and the minimum necessary to protect from harm or manage risks.

Partnership effectiveness and accountability – working for local solutions in response to local needs and expectations, Focusing on outcomes for people and communities and being open about their delivery.

Key achievements of the Board include:

- A review of the Governance arrangements of the Board, and the introduction of the Learning and Improvement Group to promote and champion a culture of continuous learning around safeguarding.
- Working in partnership with representatives from West Yorkshire, and York to review the Multi-Agency Safeguarding Policy and Procedure.
- Joint working with North Yorkshire and York's Adults and Children's Safeguarding Boards and Community Safety Partnerships to deliver North Yorkshire and York's first Safeguarding Week.
- Local sessions as part of Safeguarding Week in October 2016 meant over 300 staff across the partnership were more aware of how to recognise domestic abuse, report it, and the services available.
- Partnership working with City of York Council to share good practice and look at where closer joint working is possible.
- Participation in initial multi-agency meetings to develop a partnership approach to Modern Slavery and Human Trafficking.
- Introduction of Safe Places Scheme within North Yorkshire with 65 members on the scheme. There are 155 registered safe places across the county. Safe

places are predominantly public buildings. Phase 2 includes working with private businesses and organisations.

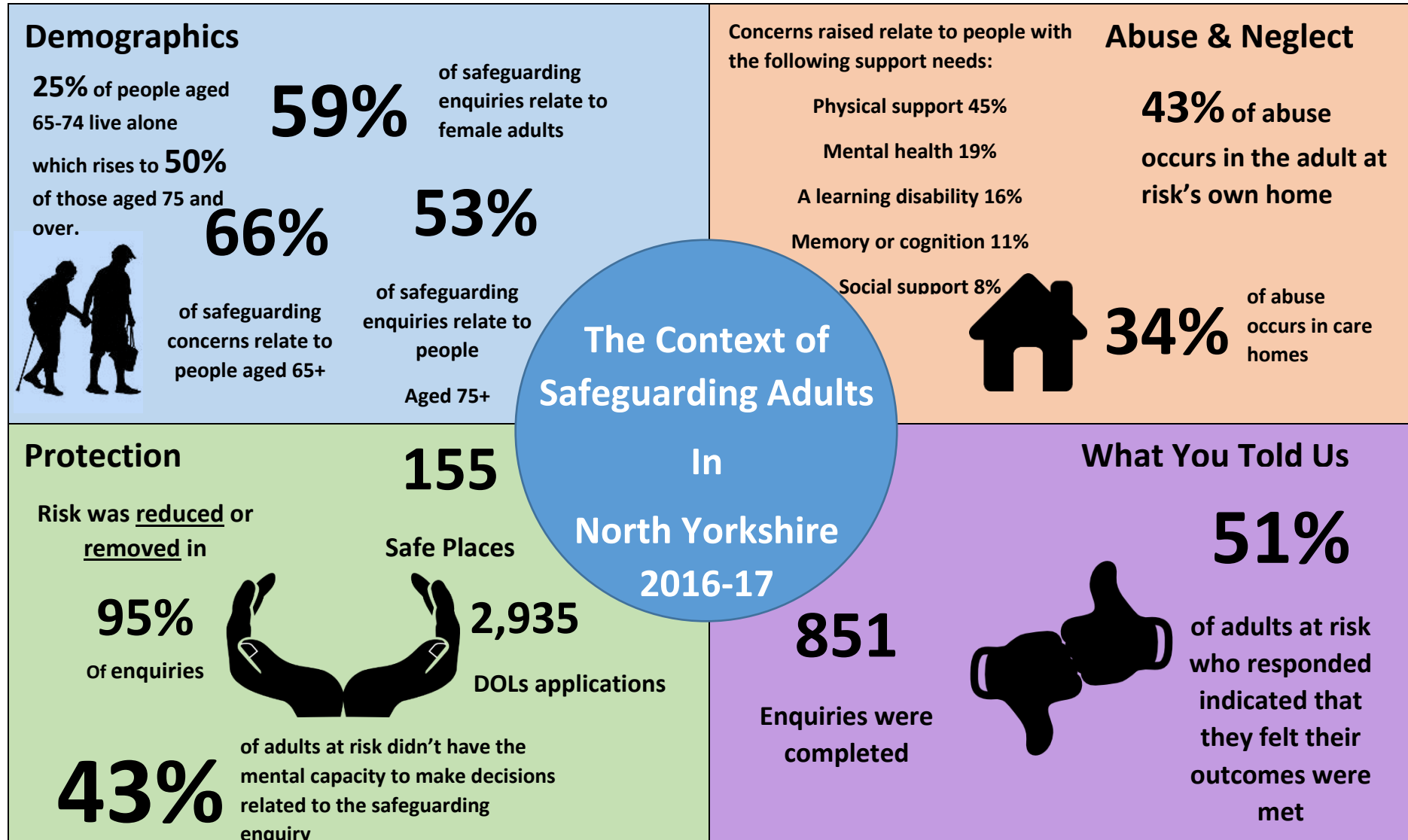
- Development of a work plan to address development needs identified through self-assessment by partners around Mental Capacity Act and Deprivation of Liberty Standards.
- Attendance at user-led forums to raise awareness of safeguarding, and incorporating feedback into new Safeguarding leaflets and other publicity.
- Review of role and membership of Local Safeguarding Adults Groups, improving links between them and the Board. The Board has strengthened the links with public engagement ensuring that Healthwatch attend all Local Safeguarding Adults Groups across North Yorkshire and by ensuring representation of health and social care providers through the Independent Care Group (ICG).
- Roll out of revised Levels 3 and 4 Safeguarding Training.
- Through the input of the Nurse Consultant, Primary Care, improved awareness by GPs of, and contribution to, Safeguarding.
- A half day Development session to update the Board's Strategic Outcomes to reflect a greater focus on prevention, to be more explicit about MSP and the importance of qualitative information about safeguarding in North Yorkshire.
- Completion of the annual self-assessment by partners of their safeguarding arrangements that showed an overall improvement from the previous year.

Case Study 2

A safeguarding concern was raised in respect of J, who has a mild learning disability as he had run up £36K of debt to mobile phone companies by using chat lines. He was neglecting himself and often had no money for food and heating. He was drinking excessive amounts of alcohol and was arrested for stealing a friend's phone, using chat lines and running up debt on it. He was asked what he wanted to have happen regarding the safeguarding concern and he said that he wanted agencies that were working with him to meet within a safeguarding meeting.

He felt he was in a situation he couldn't cope with and felt more vulnerable. He wanted help to manage his money as he had previously had an appointee as previously he lacked capacity to manage his finances. He was later reassessed as having capacity to manage his finances which is when he had started running up the debts, excessively drinking and neglecting himself. The Police, Health and Adult Services and his support workers met to assess risks and formulate a safeguarding plan with J who, as part of that, agreed to attend an agency to support with his alcohol issues. J was later reassessed as lacking capacity to manage his finances and an application was made to Court of Protection. Trading Standards Multi Agency Financial Investigation Team contacted the mobile phone companies and managed to reduce all the debt apart from £5k. J now has an appointee to assist with managing his money. Extra support was initially provided to assist J at his request to help him look at alternative ways to alleviate his isolation and loneliness and to try and prevent his use of chat lines in the future. J felt that the safeguarding meetings had helped him regain more control over his life.

5. Safeguarding Infographic



What does the data tell us?

The Board receives data via the Quality and Performance Sub-Group (QAP) which produces a quarterly report. The Board then identifies key issues and any actions required by Board members and feeds back to the QAP group.

The proportion of people aged 65 or over is higher than the national average in all North Yorkshire Districts and is highest in Ryedale (24.9%) and lowest in Selby and Richmondshire (18.4%). (ONS 2015 Mid-Year population estimates.)

25% of people aged 64-75 live alone which rises to 50% of those aged 75 and over. (Data taken from the ONS 2011 Census.)

The following is a summary of some of the data collected for 2016-17.

Following the format of the Board's strategic plan, the report has been split in to the following 3 sections:

What the data tells us about Awareness and Empowerment:

There has been a significant increase (36%) in safeguarding concerns in 2016/2017 from 2015/16

6,490 concerns were raised, 4,986 of which were not progressed to safeguarding. Other actions included Information and Advice, referral to a partner agency, or being linked to an existing referral. 23% of concerns (1504) were progressed to safeguarding enquiries in 2016/17 compared with 28% for the whole of 2015/16. A key priority for the QAP has been to better understand the reasons why a concern doesn't progress to safeguarding.

Changes to the Yorkshire Ambulance Service and North Yorkshire Police referral forms have resulted in some reductions in the number of concerns in quarter 4. This will continue to be monitored in 2017/18.

What the data tells us about Prevention:

The majority of safeguarding concerns are raised for incidents that take place in the adult's own home or in residential and nursing homes 77%. (43% of abuse occurs in the adult at risks own home and 34% of abuse occurs in care homes).

In 2016-17, 2,935 Deprivation of Liberty Safeguards (DoLs), applications were received. These were recorded under a new recording system (from 25th July 2016). Of these, 923 were granted, 253 were not granted, 377 were withdrawn and 1,382 are still waiting to be assigned or signed off. (265 were received prior to 25th July 2016 and it is not possible to confirm their status). Future data will break down the number of cases assigned from those waiting to be signed off.

Whilst there are three new types of abuse which were introduced with the Care Act it has not been possible to report on these within this year's data on a quarterly basis, but will be included in the end of year national return.

What the data tells us about Protection and Proportionality:

- Concerns raised relate to people supported with physical support needs (45%), mental health needs (19%), people with a learning disability (16%), people supported with memory or cognition (11%), social support (8%) and people with sensory needs (1%).
- There are 155 Safe Places venues in North Yorkshire, there are 65 members currently and public buildings are being used.
- In North Yorkshire, there is an increase of concerns raised regarding safeguarding enquiries relating to female adults at risk. This increase is noted in National data.

In each quarter during 2016-17 the number of enquiries concluded with the risk remaining was reduced or removed in 95% of cases. For the remaining 5%, it was confirmed that people were supported to make their own decisions which included situations where the adult at risk chose to remain in situations or to accept risks that may others may believe to be unwise. Making Safeguarding Personal emphasises the right of the adult to choose and at times, safeguarding may reduce risk but recognise that risk remains. We will keep this area under review especially if any of these clients have repeat concerns.

Making Safeguarding Personal: 851 enquiries were concluded in 2016-17 and 51% of adults at risk or their representatives who responded, stated their outcomes were met. 33% didn't know whether their outcomes were met, 4% said that their outcomes were not met, and 12% of people had died before the enquiry concluded.

The Board will monitor the data going forward which will include ensuring that the adult at risk's outcomes are noted at the start of the enquiry and are checked throughout the safeguarding enquiry, before the enquiry is closed.

6. Overview of Safeguarding Training in North Yorkshire - Summary of Activity (2016/17)

Awareness and Empowerment:

NYCC continues to offer a comprehensive programme of Safeguarding training both internally and to the Private and Voluntary Sector on a free of charge basis. This includes multi-agency e-learning modules to support the workforce of North Yorkshire.

The NYCC training strategy has been reviewed and updated so that it reflects the priorities and strategic outcomes of the SAB.

All Safeguarding courses were updated in line with the West Yorkshire Multi-Agency Safeguarding Adults Policy and Procedures and the New Bournemouth competencies. We are also fully compliant with Care Act guidance.

Two of our internal courses, the Level 3 Formal Enquires and Level 4 Chairing and Role of the Safeguarding Coordinator courses have now been fully revised to further promote best practice. Refreshers of these were rolled out to all relevant NYCC staff. In addition, the NYCC internal practical competency framework for these courses were updated and made mandatory for completion following attendance on this training.

A new framework of MCA and DoLS competencies has also been developed and is in the process of being signed off. These will help underpin training provision and embed practice in both subjects. In addition a MCA intermediate course was developed and has commenced roll out to NYCC staff which will continue for the next year. After this we will look at offering this to the wider sector.

A detailed evaluation of all Safeguarding courses began in January 2017. Survey results closed at the end of Q4 and these will be analysed during Q1 2017/18. This will inform future improvements to the courses.

Prevention:

Prevention has been embedded within all updated NYCC training courses.

Prevent online/WRAP courses have been developed and commissioned up to April 2018. In addition extra detail on Prevent has been added into the level 3 and 4 Safeguarding courses to further embed the subject.

Protection and Proportionality:

As part of the updates to all safeguarding courses, we have ensured that details of Making Safeguarding Personal, the Mental Capacity Act and the new policies and procedures are included as a golden thread throughout.

Partnership Effectiveness and Accountability:

The updated NYCC Training Strategy was shared with partners to ensure that they are able to the SAB values into their own training plans.

The SAB Training Task and Finish Group has been reconvened with refreshed multi agency membership. This includes various private providers, TEWV NHS Foundation Trust, Ryedale District Council, York Teaching Foundation NHS Trust, ICG, voluntary

agencies and NY Fire and Rescue. The group advise on various training related issues and gives a network within which to share and promote best practice to a wider audience.

The Alerter Champions programme continues to run for organisations of 50+ staff who wish to deliver their own in house Level 1 Alerter cascade using NYCC materials. We currently have 66 active champions in place who receive a yearly refresher and revised training materials. The recently held refreshers ensured that our updated materials noted above have been cascaded to all NYCC champions for delivery.

We have continued to respond to urgent needs for training in Private and Voluntary Sector as identified by commissioners.

Total for Safeguarding/MCA/Dols Classroom courses year to date (2016/17):

	2014-15	2015-16	2016-17			
			Q1	Q2	Q3	Q4
Number of Courses Planned	170	160	27	56	77	82
Number of Courses Cancelled	17	22	2	4	8	22
Total Courses Run	153	138	51	52	69	60
Cancellation %	10%	14%	7%	7%	10%	27%
Delegates Attended/Booked on courses	1699	1752	593	764	1138	804
Total Capacity for Courses Run	2150	2363	735	1103	1463	988
% Capacity Filled (courses)	80%	74%	81%	69%	78%	81%

Total Online Course Completions 2016/17:

Online learning completion	2014-15	2015-16	2016-17							
			Q1		Q2		Q3		Q4	
			NY CC	Ex	NY CC	Ex	NY CC	Ex	NYC C	Ex
Kwango										
Safeguarding Awareness	1259	1112	90	181	90	298	73	218	110	229
Mental Capacity Act	859	708	89	102	59	159	15	151	24	132
Deprivation of Liberty Safeguards	1150	1056	60	144	100	279	49	284	54	223

Alerter Champions Completions:

Note: This course is cascaded within various other external organisations on our behalf.

	2014-15	2015-16	Q1/Q2	Q3/Q4	2016-17	Change to date from 2014-15	% Change to date from 2014-15
Alerter Champions Cascade (delivered by champions in their own organisations)	878	517	205	503	708	+191	+37%

7. Prevent Statutory Duties

Within North Yorkshire Community Safety Partnership's delivery plan for 2016/17 the relevant priority areas linked to the SAB's strategic outcomes are related to the activity in supporting Vulnerable People, namely in the areas of Domestic Abuse and Prevent.

Domestic Abuse Multi-agency work in relation to Domestic Abuse is led by the Domestic Abuse Joint Coordinating Group (DAJCG), which sits across North Yorkshire and City of York. It reports directly to North Yorkshire and Safer York Community Safety Partnerships.

Prevent "Prevent work depends on effective partnership. To demonstrate effective compliance with the duty, specified authorities must demonstrate evidence of productive co-operation and co-ordination through existing multi-agency forums, for example Community Safety Partnerships." (Revised Prevent Duty Guidance-HM Government 2015)

Awareness and Empowerment:

Domestic Abuse As a sub group to the DAJCG, a commissioning group has been established to ensure that the right services are available to victims, perpetrators and those affected by DA at the right time. The task of aligning multi-agency commissioning framework to evidenced local needs is a large task, all partners (commissioners) are engaged and the group currently meets on a monthly basis.

Prevent Multi-agency procedures "Working with Individuals Vulnerable to Extremism" agreed by NYCSP, NYLSCB, and NYSAB, implemented and launched at multi-agency conference June 2016. Extensive training programme internally, including on-line training, bespoke and face to face WRAP training available to partners. NYCC lead on the multi-agency train the trainer's network.

Prevention:

Domestic Abuse/ Prevent Area for development for NYCSP 2017/ 18 is around community engagement, particularly in relation to raising communities' awareness of DA services and Prevent and the sharing of relevant 'intelligence'. A number of community engagement events are being planned for 2017/18 across all Districts.

Protection and Proportionality:

Prevent Channel Panel established in North Yorkshire. Meets on a monthly basis. Appropriate cases are discussed; proportionate action plans are in place. When necessary Home Office approved intervention providers are used. Good, consistent multi-agency attendance.

Partnership Effectiveness and Accountability:

Domestic Abuse

Strategically agreed key principles for the DAJCG

Understanding the needs and expectations of adults, children and young people affected by Domestic Abuse and using this knowledge to shape the objectives of the Domestic Abuse strategy

Working in partnership in a planned and coordinated way that will drive activities and deliver real outcomes

Communicating and educating our community on the causes and effects of Domestic Abuse.

The Community Safety Partnership initiates Domestic Homicide Reviews (DHR) when the criteria are met. DHR procedures for North Yorkshire and City of York have been updated in line with Home Office Guidance (December 2016). When reviews are initiated close liaison will be established with other statutory partnerships (SAB and LSCB) and processes to avoid duplication and ensure clarity of purpose.

8. North Yorkshire Safe Places



More information is available on the North Yorkshire County Council website:

www.northyorks.gov.uk/safeplaces

To join the scheme: Phone: 03307 260260 or Email: safeplaces@spsdoorguard.com

Safe Places is a nationally recognised community initiative for people who may need more help and support when they are out and about in the community. The scheme in North Yorkshire has been designed so that when a person attends a Safe Place they have a Safe Place's membership card and/ or wristband with a membership number. Currently in North Yorkshire (April 2017) there are 65 members and 155 registered safe places across the county. Safe Places are predominantly 'public' buildings; phase 2 includes working with private businesses and organisations.

Awareness and Empowerment:

This initiative supports the positive work of living well teams, stronger and safer communities, and provides people with the confidence to get out and about on their own without formal support.

Prevention:

During the phased approach Safe Places has been set up to help all people who may be vulnerable in their community, with the main target groups to register as members being:

Learning disabilities

Mental health issues

Older people and those with the onset of dementia

Young people in transitions

Physical disabilities

Protection and Proportionality:

Dependent upon why the member has attended the Safe Place, the Safe Place can either provide the help and support for simple issues (e.g. give directions) or the Safe Place can make contact with a call centre who will contact the member's 'responder'.

Partnership Effectiveness and Accountability:

The North Yorkshire Safe Places scheme began when the Learning Disability Partnership Board supported work on a project related to Hate Crime. A 'new' multi-agency project Board for Safe Places has been introduced, and a multi-agency action plan is currently being developed. Areas for development include working with the private sector and clear linkages with Dementia Friendly settings and North Yorkshire Police in relation to Hate Crime Reporting Centres.

9. Safeguarding Adult Review

This year the Board has commissioned one Safeguarding Adults Review, which is currently underway. Progress on the review is being monitored through the Learning and Improvement Group, and the outcome will be reported to the Board, and included in its Annual Report for 2017/18.

As part of its adoption of a Learning and Improvement Framework, in addition to any SARs, the Board will commission a range of audits and Lessons Learned, and the learning from these will be used to improve practice.

Case Study 3

Over a three year period, 9 safeguarding concerns were raised for HW alleging domestic abuse from her partner, including neglect, physical, emotional and financial abuse. More than 15 safeguarding meetings were held and the risk was always assessed as high. The case was also heard at Multi-Agency Risk Assessment Conferences (MARAC) on several occasions.

HW was assessed as having the mental capacity to understand the risks regarding the concerns and the safeguarding process. She had care and support needs and was vulnerable as she was paralysed on her right side and had difficulties with speech following a stroke. She disclosed that she had been physically assaulted by her partner, AF, and was frightened of him and could not see how things could change. Bruising could be seen but she did not want to make a formal complaint to the police.

AF prevented HW from seeing professionals on her own despite many attempts being made so it was difficult to establish her views and wishes. Many safeguarding options were offered to her and professionals would offer her safety plans at every opportunity. The agencies involved were NYCC HAS, Police, IDAS, Horizons, GP and Housing.

NYCC START service provided weekly visits to assist her with a shower and build her confidence in household maintenance tasks such as laundry. START staff going in was also part of the safeguarding plan as it was another opportunity for risk to be checked.

There was more and more evidence of neglect and bruising and HW disclosed more incidents. At a case conference meeting a detailed plan of action was agreed. The police arranged for a Domestic Violence Protection Order (DVPO) to be issued by the magistrate's court, preventing AF from seeing HW for 28 days. This was valuable as it was something that could be put in place without HW's permission and it enabled her to have time apart from AF, so she could decide what she wanted and make an informed choice without being pressured, threatened and coerced by him.

HW agreed to try a residential home out of the area on a temporary basis and took her pet cat with her. AF was also arrested by the police on suspicion of assault. HW quickly settled into the residential home and started to recognise the risks from the domestic abuse she was experiencing. She joins in with all the activities, socialises really well with other residents and her independence and confidence continues to increase. She has made the decision that she does not want to return home and does not want to have any type of relationship with AF.

Appendix 1

What we have achieved – Partner Statements:

1. Health and Adult Services

Awareness and Empowerment:
Leading role in the delivery of Safeguarding Week resulting in improved awareness of staff of domestic abuse. Review of Safeguarding Leaflets and publicity in partnership with “experts by experience” Delivered training and awareness sessions to a range of staff and volunteers
Prevention:
Continued development of Safe Places Scheme to help adults who need additional support to lead independent lives and feel safe Worked with providers to promote prevention and early intervention in care settings Through the Living Well Team, and through support planning, reduced loneliness/isolation and helped people to strengthen or build their social and support networks.
Protection and Proportionality:
Redesign of the audit tool within the electronic recording system (Liquid Logic) to ensure that it reflects what outcomes people want to achieve and whether they feel safer.
Partnership Effectiveness and Accountability:
Secondment of a Safeguarding Officer to work with the multi-disciplinary team with Trading Standards to tackle and prevent financial abuse. Additional Resources have been provided to enable the Customer Resolution Team based at the Customer Service Centre to respond to new safeguarding concerns on cases that are not known to Health and Adult Services. This screening is enabling a more efficient response from locality teams. Joint working with officers from Safeguarding Boards in North Yorkshire and York around Safeguarding Week and sharing and development of good practice.

2. Nurse Consultant Primary Care and Clinical Commissioning Groups represented by the Partnership Commissioning Unit (PCU)

(Commissioning services on behalf of NHS Hambleton, Richmondshire and Whitby CCG, NHS Harrogate and Rural District CCG, NHS Scarborough and Ryedale CCG and NHS Vale of York CCG)

Awareness and Empowerment:

Safeguarding GP practice leads meetings are held quarterly in each of the CCG areas. During 2016/17 these meetings have particularly focused on raising awareness of adult safeguarding policy and processes. This has directly led to a three-fold increase in GP engagement calls made to specialist nurses to advise on the management of adult safeguarding concerns. The structure of named GPs with safeguarding leads in each Practice has become embedded and a recent survey undertaken with the GP leads acknowledges the value obtained by the quarterly meetings.

The safeguarding story at the Safeguarding Adult Board in March 2017 was provided by one of the named GPs – this focused on the story of ‘Robert’ – a learning lessons review undertaken by North Yorkshire. The learning identified actions from a GP perspective and this learning will be taken forward in training 2017/18.

Three team members attended the Making Safeguarding Personal (MSP) full-day workshop hosted by ADASS in Bradford in May 2016. The workshop examined the different elements of MSP and provided a theoretical example using a theatre performance group and a real example from practice hearing the experience of a service user. We have continued to embed ‘making safeguarding personal’ into enquiry work recording service user wishes. The intention for 2016/17 is to audit and improve this practice.

Prevention:

Training events for CCG staff and GP and primary care practitioners in 2016/17 have included WRAP (workshop raising awareness of prevent)/prevent awareness; domestic abuse; human trafficking and modern slavery. Embedding of changes made through the Care Act has continued. A total of 671 staff have received training in 2016/17.

The Named GPs North Yorkshire and York CCG’s, Nurse Consultant Safeguarding Primary Care and Designated Professionals Children and Adult hosted the first Northern Region Safeguarding Named GP Conference on the 11th November 2016 in York. The aim of the conference was to deliver safeguarding level 4 training for Named GP’s, showcase and share local innovations in practice and to develop peer support networks for Named GP’s within the Northern Region. The event was extremely successful and will as such be expanded across the Northern region later in 2017.

Protection and Proportionality:

The safeguarding officers have supported enquiry work into Independent Provider services responding to concerns that are raised with the quality of care provision.

In addition to enquiry work the safeguarding officers have also undertaken joint quality assurance visits often picking up areas of concern before they reach the threshold for safeguarding.

Recognition and management of domestic abuse has been a priority for 2016/17 – with the promotion and involvement of health agencies in safeguarding week, the embedding of MARAC (multi-agency risk assessment conferences) processes into GP practices. Learning from Domestic Homicide Reviews has been incorporated into training events. Following learning from a national Serious Case Review the team has begun to develop pathways and processes for managing MAPPA (multi-agency public protection arrangements) cases across the health economy.

Partnership Effectiveness and Accountability:

The CCG Designated Nurse and Nurse Consultant in Primary Care have consistently attended and contributed to the Safeguarding Board multi-agency meetings and groups. The CCG Designated Nurse also actively contributes to a quality engagement group with partners. The CCG Designated Nurse works closely with the North Yorkshire County Council Safeguarding Team Manager and North Yorkshire Police Vulnerable Adult Team to jointly manage safeguarding allegations made against people in a position of trust.

The CCGs provide safeguarding assurance to NHS England and in July 2016 an assessment of the CCG assurance framework was completed. This was followed by a two day assurance visit from the NHS England Designated Safeguarding team to examine evidence of compliance. The CCGs developed an action plan to address a small number of gaps noted namely in a training needs analysis and in guidance for staff.

All members of the safeguarding team have maintained their knowledge and skills completing training and attending development opportunities appropriate to their roles and level of responsibility.

3. Airedale Wharfedale and Craven CCG

Awareness and Empowerment:
<p>In 2016/17, AWCs Continuing Health Care Team supported a significantly increased number of people to take advantage of Personal Health Budgets and arrange their own healthcare support. This helps people remain in their own homes with care tailored to meet their individual needs.</p> <p>The CCGs has engaged with a range of networks and groups, listening to patient stories and feedback, in order to inform health needs assessments and local service developments. One example is the development of a 5-year mental wellbeing strategy for Bradford District and Craven, which focuses on maintaining good mental health and supporting those living with and recovering from mental illnesses.</p>
Prevention:
<p>The Named GP for Safeguarding Adults has continued to support GP Practice Safeguarding Leads, disseminating learning from Safeguarding Adults Reviews and Domestic Homicide Reviews and providing updates on the broad range of safeguarding issues affecting adults across Craven. This helps Primary care practitioners to identify and enquire about signs of potential abuse at the earliest possible time.</p>
Protection and Proportionality:
<p>The CCG quality and safeguarding teams have worked closely with the local authority, regularly contributing to multiagency safeguarding processes where there have been concerns of abuse or neglect.</p> <p>The CCGs safeguarding team continues to have oversight of Serious Incidents within NHS funded services, identifying potential safeguarding issues and advising on proportionate and timely responses to any safeguarding concerns. We have worked closely with the Local authority to support and monitor quality within care homes, helping to organise access to specialist services including e.g. medicines management, tissue viability and the care homes support team.</p>
Partnership Effectiveness and Accountability:
<p>The CCG has continued to be an active member of the SAB, with regular attendance at Board meetings and the Local Safeguarding Adults Group.</p> <p>The CCG has engaged in a number of safeguarding related assurance activities during the year. In July 2016, the CCG received an assurance visit from NHS England, using key lines of enquiry from NHS England's CCG Assurance Framework 2015/16. In September 2016, NHS Audit Yorkshire conducted an internal safeguarding audit on behalf of the CCG, providing significant assurance.</p> <p>The CCG also provided assurance to the Safeguarding Adults Board using the Yorkshire and The Humber Safeguarding Adults Self-Assessment Framework.</p> <p>The CCG plays a key role in holding NHS providers to account, monitoring quality of services and safeguarding performance. The CCG safeguarding team received and reviewed safeguarding reports and updates from our local NHS Trusts, larger independent providers and care homes on the NHS contract.</p>

4. NHS England

Awareness and Empowerment:

To access and acquire leadership training for Designated Professionals and Named GPs in the North region.

To ensure health professionals in Yorkshire and the Humber are well informed about the Female Genital Mutilation (FGM) mandatory reporting requirements.

To ensure trusts including Mental Health trusts and in addition GP practices were registered with NHS Digital and able to report any FGM cases identified.

Provide an updated Adult safeguarding Pocket Book for health professionals in Yorkshire and the Humber.

Launch a safeguarding repository and App for all front line health professionals.

Prevention:

Pressure Ulcers – “React to Red”

React to Red was launched on 01 February 2016 at the Pressure Ulcer Summit in Leeds. It is a bespoke training package for pressure ulcer prevention which is competency based and designed specifically for care home staff and care providers. Since its launch in February 2016, there has been significant interest in this resource from CCGs; private organisations; secondary care; hospices; domiciliary care providers; tissue viability nurses and care homes. During 2017/18 this work will continue to be a priority across NHS England North.

Prevent

Across NHS England North there are a number of priority areas which are designated by the Home Office, who fund two Regional Prevent Coordinator posts. These posts support the implementation of the Prevent Duty and ensure that Health embeds the requirements of the Contest strategy and specifically Prevent into normal safeguarding processes. Funding to support this work was secured from the North Region Safeguarding budget which has facilitated a number of projects including supporting partnership working with the North East Counter Terrorism Unit , delivering a conference in October on ‘Exploitation, grooming and Radicalisation ‘and an Audit of referrals to Prevent /Channel where Mental Health concerns are understood to be a contributing factor. A research project to scope the current, attitudes, awareness and practice amongst GP colleagues has also been commissioned in the Region.

Protection and Proportionality:

Learning Disabilities Mortality Review (LeDeR) Programme

Over the last 2 years a focus on improving the lives of people with a with learning disabilities and/or autism (Transforming Care) has been led jointly by NHS England, the Association of Adult Social Services, the Care Quality Commission, Local Government Association, Health Education England and the Department of Health. In November 2016 the national LeDeR Programme has been established following the Confidential Enquiry into the Premature Deaths of People with Learning Disabilities (CIPOLD).

All NHS regions have been asked to establish the LeDeR process locally to undertake the reviews. LeDeR also complements the NHS Operational Planning and Contracting Guidance for 2017/19 which contains 2 'must-dos' for people with learning disabilities:

"Improve access to healthcare for people with a learning disability so that by 2020, 75% of people on a GP register are receiving an annual health check.

Reduce premature mortality by improving access to health services, education and training of staff, and by making reasonable adjustments for people with a learning disability and/or autism.

LeDeR involves:

Reviewing the deaths of all people aged over 4 years

Identify the potentially avoidable contributory factors related to deaths of people with learning disabilities.

Identify variation in practice.

Identify best practice.

Develop action plans to make any necessary changes to health and social care service delivery for people with learning disabilities.

A national database has been developed and anonymised reports will be submitted. This will allow, for the first time, a national picture of the care and treatment that people with learning disabilities receive.

The LeDeR Programme is not a formal investigation or a complaints process and will work alongside any statutory review processes that may be required.

The LeDeR Programme recognises it is important to capture the extent of personalised services, including the use of reasonable adjustments, choice and control and the well-being of people with learning disabilities. Good practice examples will be written up and shared nationally.

Partnership Effectiveness and Accountability:

Yorkshire and the Humber has an established Safeguarding Network that promotes an expert, collaborative safeguarding system, which strengthens accountability and assurance within NHS commissioning and adds value to existing NHS safeguarding work across Yorkshire and the Humber.

Representatives from this network attend each of the national Sub Groups, which include priorities around Female Genital Mutilation (FGM), Mental Capacity Act (MCA), and Prevent.

The Independent Inquiry into Child Sexual Abuse (IICSA) team attended the meeting in January 2017 to provide an overview of progress. Learning around safeguarding practice has also been shared across GP practices via quarterly safeguarding newsletters; in addition a safeguarding newsletter for pharmacists has been circulated across Yorkshire and the Humber and one for optometrists and dental practices has recently been shared.

NHS England Yorkshire and the Humber works in collaboration with colleagues across the north region on the safeguarding agenda and during 2016/17 a Clinical Commissioning Group (CCG) peer review assurance process was undertaken. Themes from this process have influenced the commissioning of leadership training for safeguarding professionals and there are future plans for a national assurance tool for CCG's.

5. North Yorkshire Police (NYP)

Awareness and Empowerment:

The Police and Crime Commissioner – Crime plan 2017-2021 prioritises “ Caring about the Vulnerable” The police are now having to respond to more public welfare calls, including missing persons, individuals in mental health crisis, older people with complex needs, and people with alcohol and drug issues. Protecting the public from harm is the purpose of policing and in North Yorkshire this is already done well. But these challenges demand more of the police, beyond traditional protection. By combining response with compassion, the police can embed a more caring service for vulnerable people, which will help families and individuals feel better served. This requires a deeper understanding of vulnerability, as well as finding new ways to work with partners and charities who are better placed to provide support. During 2017/18 North Yorkshire Police are committed to working with partners in developing and delivering additional training to those officers that can make a difference and deliver outcomes outside traditional Policing.

Prevention:

In January 2016 the police team formally known as the Safeguarding Team / CRU team / MASH team became the Vulnerability Assessment Team ‘VAT’. The Multi Agency team, based across two locations in York and North Yorkshire is developing further to become a MAST (Multi Agency Screening Team). The team is designed to provide a single point of contact for safeguarding and screening across York and North Yorkshire to ensure the most appropriate response is agreed with agencies in order to protect children and vulnerable adults. The overall objective having an improved response to reduce serious harm.

In 2016/17 MARAC development with Police and Health improving lines of communication with GP’s This work continues to grow.

This is a cultural shift for a predominantly reactive service the Police offer and is evidence of commitment from the Police to Safeguarding the Counties most vulnerable people in a proactive way.

Protection and Proportionality:

The PCC has outlined in the Crime plan 2017- 2021 the priority of ‘Ambitious collaboration’ with the objective ‘maximising collaboration with partners’ There will be deeper collaboration with our ‘Blue light’ partners in ensuring we tackle Serious, organised crime, human slavery & trafficking and other serious emerging threats.

In 2017/17 North Yorkshire Police responded to 20,901 Public Safety Welfare incidents within this category there are 49 subtypes. These particular incidents are often as a PSW Concern for Safety. This would prompt further action of varying types, some of which are highlighted below:

- A referral for Safeguarding (without consent)
- A referral for a care and support needs assessment (with consent)
- Completion of a Herbert protocol
- Completion of a Vulnerable Risk Assessment
- Completion of a Domestic Incident form
- Missing / Trigger plan

Strategy meeting
Referral to MAPPA
Referral to MARAC
Street Triage
Crisis team intervention
The Police continue to use and develop THRIVE (Threat Harm Risk Investigation, Victim, Engagement) to protect the public/ client from further harm. This model is now used across all aspects of Policing.

Partnership Effectiveness and Accountability:

North Yorkshire Police continue to work effectively, developing and implementing best practice with partners. In 2016 problem profiles were completed for Modern Day Slavery and Human Trafficking and Missing. Recommendations based on the 4 'P's Prevent, Protect, Pursue and Protect. These recommendation are shared with partners to ensure national, regional and local needs are met.

The Police Control Strategy for 2017/18 includes the key headline:

REDUCING VICTIM HARM

Safeguarding Vulnerable and/or Exploited People

Cyber-enabled sexual crime

Fraud (Personal)

PREVENT

Modern Slavery and Human Trafficking

Child Abuse and Neglect including CSE

Domestic Abuse

Missing People

Stalking and Harassment

6. National Probation Service

Awareness and Empowerment:

Safeguarding Adults has continued to be a priority for the National Probation Service (NPS), reflected in our 2016-17 Business Delivery Plan. In carrying out its functions, the NPS is committed to protecting an adult's right to live in safety, free from abuse and neglect. In recognition of this the NPS issued in 2016 a Policy statement setting out NPS responsibilities for promoting the welfare of adults at risk.

The NPS has a national and NPS North East Divisional lead for Safeguarding Adults, as well as a local York & North Yorkshire SPOC, to support and promote best practice.

NPS Safeguarding Adult ELearning training has been undertaken by the majority of staff (all grades) during 2016-17

NPS Safeguarding Adults at Risk Policy Statement circulated to all staff

NPS Safeguarding Adults at Risk - Offenders in the Community with Care and Support Needs – Practice Guidance issued in 2016-17

Safeguarding E Briefing shared with all staff, which includes link to local procedures

EQuIP – NPS National electronic process mapping system in place and available to all staff to provide access to all relevant guidance and ensure the processes in relation to Safeguarding Adults are consistently applied.

Senior Managers Briefing on Modern slavery and human trafficking undertaken

Prevention:

Through their work NPS staff come into contact with offenders who pose a risk to known adults at risk; pose a risk of harm to adults at risk in general; are adults at risk; have care and support needs and/or are carers in need of support. During 2016-17 a range of professional training to support risk assessments and risk management, as well as safeguarding Adults training has continued to strengthen practice and reinforce the key role of NPS staff in relation to prevention. Recording practices have been reviewed nationally to improve the flagging on the NPS database of relevant cases who are considered a vulnerable adult, as well as those at risk to others. This will also support monitoring and analysis going forward. A NPS Suicide prevention plan has been launched nationally and shared with staff, and York and North Yorkshire Safeguarding Adult Boards.

Protection and Proportionality:

NPS is a responsible authority under MAPPA (Multi Agency Public Protection Procedures) and continues to work to safeguard adults and victims through our multi agency risk assessments and risk management plans. An HMIP Quality & Impact Inspection completed in NPS York & North Yorkshire 2016 evidenced strong practice in relation to assessment and MAPPA/public protection. NPS staff are engaged with Domestic Abuse Partnerships as well as Prevent and Extremism Boards. Regular supervision and management oversight is provided to all staff which provides opportunities to discuss and review adult safeguarding cases and the actions required to manage the risk posed by or to an offender. The Partnership Framework and Policy and guidance issued to staff sets out clear roles and responsibilities in relation to safeguarding adults, including routes for escalation.

Partnership Effectiveness and Accountability:

NPS Safeguarding Adults Partnership Framework issued and implemented
NPS has continued to support the work of and contribute to, the work of the NY Safeguarding Adult Board.

NPS is actively engaged with a range of related partnerships across North Yorkshire including Safeguarding Children, Community Safety Partnership and MAPPA Senior Management Board.

NPS has continued to support multi agency training through MAPPA and the launch of the MAPPA eLearning for Duty to cooperate agencies.

In relation to offenders appearing in court, work has been undertaken with North Yorkshire Police and Children's Social Care to improve processes supporting 'on the day checks' for domestic abuse and safeguarding concerns, to inform assessments and reports.

7. Healthwatch

Awareness and Empowerment:
Throughout the year 12 of our volunteers and 2 members of staff undertook Safeguarding Level 2 responder course. All staff have received safeguarding training and all volunteers who lead on Enter and View visits have received training.
Prevention:
Healthwatch Enter and Views are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit they are reported in accordance with Healthwatch safeguarding policies. If at any time an authorised representative observes anything that they feel uncomfortable about they will inform their lead who will inform the service manager, ending the visit.
Protection and Proportionality:
If any member of staff wishes to raise a safeguarding issue about their employer they will be directed to the CQC where they are protected by legislation if they raise a concern.
Partnership Effectiveness and Accountability:
Our Delivery Manager maintains a seat on the Adult Safeguarding Board providing a two way dialogue on safeguarding matters.

8. Tees Esk and Wear Valley NHS Foundation Trust

Awareness and Empowerment:
TEWV completes an annual audit of compliance with the safeguarding protocol to ensure that staff are acting in a manner that is in line with the principles of making safeguarding personal, this looks at the empowerment and choice people were given prior to a concern was raised and the outcomes expected.
Prevention:
The Trust has a commitment to providing safeguarding training to all its staff appropriate to the role they carry out. This training is in line with the SAB principles and the principles of making safeguarding personal, with a result that 92% of staff have received basic awareness training.
Protection and Proportionality:
The trust work with advocacy services, provide PALs and mental capacity act training, the safeguarding adult level 2 training promotes proportionality and risk management as a way of protecting individuals.
Partnership Effectiveness and Accountability:
The Trust Safeguarding Adults team participate and engage in the SAB and SAB subgroups, the team actively participated in the safeguarding week in 2017 and are actively participating in preparation with the plans for the next safeguarding week. The Trust provide statistics to the SAB as part of the data request and actively participate in strategy meeting and enquiry's as requested by the local safeguarding teams. The Trust Safeguarding Adults team have committed to attend the local safeguarding adults groups and work with other agencies to ensure the best outcomes for individuals who are at risk of abuse of neglect.

9. Acute Provider Trusts:

- **Airedale**
- **Harrogate District Foundation Trust**
- **South Tees Hospitals NHS Foundation Trust**
- **York Teaching Hospital Foundation Trust**

Awareness and Empowerment:

Airedale NHS Foundation Trust

Bespoke training sessions complement mandatory training and are undertaken with clinical teams using case studies with a focus on identifying the outcome/s that the person at risk wishes.

We have built upon lessons learned from investigations and enquiries. We work within an annual audit programme related to safeguarding adults in 2016/17. Findings are received at the Trust's Strategic Safeguarding Group.

Harrogate District Foundation Trust

An Adult Safeguarding Strategy has been developed based on the safeguarding principles. This is available for all staff on the Safeguarding page of the intranet. Work is ongoing jointly by the Trust Adults and Children's safeguarding teams to review our Domestic abuse guidance and training. An audit of safeguarding concerns raised by Trust staff is being undertaken to examine issues around gaining consent.

South Tees Hospitals NHS Foundation Trust

Alerts into the local authority are made with consent of the person or following a best interest decision. The importance of this is included in safeguarding adults training which is mandatory for all staff. Mental Capacity Act Training is mandatory for all clinical staff.

York Teaching Hospital Foundation Trust

Patients in our care who have capacity are encouraged to be fully involved in any safeguarding concerns raised by Trust Staff. They are asked for consent to take any concerns into the Safeguarding Process. Where a patient in our care lacks capacity, key people in their life are consulted (if it is safe to do so). Where a patient lacking capacity does not have any key people in their life consideration is given to appointing an advocate.

The patient and their views will be central to the process and any safeguarding enquiry.

Policy, training and staff guidance direct staff to fully involve a patient where there are concerns.

The Trust safeguarding Adults Team are available to advise staff on how to involve the patient in their concerns

An Intranet Resource is also available to Staff to support staff involve a patient for whom they have concerns.

Mental capacity Act Policy/training and staff guidance direct staff to involve key people in the safeguarding Adults Process

Trust Leaflets give guidance to patients involved in the safeguarding adult's process.

Prevention:**Airedale NHS Foundation Trust**

The Safeguarding Team are highly visible within the Trust and they work closely with clinical and non-clinical teams to ensure that staff support the patient in making decisions.

Bespoke training sessions take place within clinical teams to increase knowledge and awareness related to recognising and responding to abuse. This supplements formal teaching and learning. We now have a Clinical Supervision framework for Safeguarding Adults.

There is a bi-annual audit related to DoLS within clinical settings together with a review of the assessment of Mental Capacity and best interests' decision-making tool that is used. The findings were received by the MCA Working Group

Harrogate District Foundation Trust

A review of WRAP training is being undertaken, and extra sessions are being made available for staff who require this. Bespoke safeguarding training for all areas is available as required. An enhanced admission proforma has been introduced to help staff understand the needs of people with learning disabilities. Safeguarding link workers have agreed to also be learning disability link workers. A task and finish group has been evaluating policies and processes for MCA/DOLS and a training review is underway.

South Tees Hospitals NHS Foundation Trust

Information on safeguarding adults is available on the trust website for patients and relatives. Staff training contributes to this outcome promoting the early identification of concerns in relation to both trust practice and the practice of others.

York Teaching Hospital Foundation Trust

Staff are encouraged to be supportive where they identify the risk of abuse from colleagues internally and as part of other care provisions.

Staff commit to communicating care requirements from the onset of an admission to discharge.

Policy, training and staff guidance direct staff to identify potential risk of abuse. The Trust safeguarding Adults Team are available to advise staff on how to support staff to identify potential risk of abuse.

An Intranet Resource is also available to Staff to support staff identify potential risk of abuse.

Community Teams are supported by the Safeguarding Adults team to support patients who decline treatment and potentially pose a risk to themselves in doing so.

Commitment to PREVENT Duty with embedded Policy Guidance and training Trust Safeguarding Adults Processes link with other key policies within the Trust that manage concerns. (Did Not Attend Policy, Pressure Ulcer Prevention).

Protection and Proportionality:**Airedale NHS Foundation Trust**

We have increased the capacity within the safeguarding team to cope with the ever increasing safeguarding agenda. The additional post supports the team and provides further support for colleagues in clinical areas.

Harrogate District Foundation Trust

An Acute Liaison Nurse for Learning Disabilities has been recruited; this person also supports the Senior Nurse Adult Safeguarding.

From April 1st 2017 after consultation there was a change to the process for sending safeguarding concerns for some pressure ulcers. This has resulted in a more proportionate response. New Trust MAPPA arrangements are being developed, and links have been strengthened with the Children's safeguarding team re MARAC. Staff have been made aware of the reporting mechanism for soft intelligence, and have used this process to report lower level concerns.

South Tees Hospitals NHS Foundation Trust

The trust has robust policies and procedures for identifying and alerting safeguarding concerns. Concerns are identified through a number of routes including incident reporting system, patient comments (PALS) and complaints, and significant incidents. Safeguarding issues are monitored via quarterly governance arrangements and where necessary escalated to Board of Directors (BD). The BD receives an annual safeguarding report.

York Teaching Hospital Foundation Trust

Staff are supported by the Trust Safeguarding Adults team to ensure concerns are managed in the most effective yet proportionate manner based on the patient's views and consent to involvement.

The Trust Safeguarding Adults team have continued liaison with Local Authority Safeguarding Adult teams regarding concerns.

The views of the patient is central, bearing in mind one of the Mental Capacity Act Principles that “a perceived unwise decision does not mean the patient lacks capacity”.

Trust Safeguarding Adults processes are in line with Local Authority Guidelines and Thresholds.

Trust Safeguarding Adults Processes link with other key policies within the Trust that manage concerns. (Serious Incident, Complaints, Root Cause Analysis, Pressure Ulcer Prevention).

Proportionality

The Trust Safeguarding Adults Team is committed to supporting both internal and external actions plans which protect patients in our care.

Compliance with safeguarding actions plans from Case Conferences.

Safeguarding Action Plans reviewed and monitored for completion.

Investigations reports shared routinely with Departmental managers, Matrons and A D Ns for awareness and progression of identified learning.

Themes reported quarterly to the Safeguarding Adults Governance Group.

Partnership Effectiveness and Accountability:

Airedale NHS Foundation Trust

We have reviewed the Terms of reference for our safeguarding governance structures:

Strategic Safeguarding Group (Adults and Children) is chaired by the Director of Nursing. The purpose of this group is to oversee and monitor the trust statutory responsibilities in relation to the safeguarding agenda. Membership of this group includes the Designated Professional Safeguarding Adults Airedale Wharfedale and Craven CCG.

The Operational Group for Vulnerable Adults is chaired by the Consultant Geriatrician and co-chaired by Senior Nurse Safeguarding Adults and reports to the Strategic Group. The purpose of this group is to oversee and monitor operational safeguarding practice across the trust with senior colleague representation from each clinical group.

Safeguarding level 1 training is a 3 yearly mandatory requirement for all staff and volunteers who deliver trust services. This is delivered either face-to face, or via a work book. .

At the end of 2016/17, Trust staff were compliant with

- Dementia Awareness (inc Privacy & Dignity standards) 91.94%
- Mental Capacity Act 89.91%
- Safeguarding Adults 91.53%

Harrogate District Foundation Trust

We continue to meet regularly with HAS to provide assurance re lessons learnt. The Trust provides representation at Channel and other Prevent meetings; LSAG, HPG and SAB sub groups. Representatives also attend individual strategy and case conference meetings as required and support investigations on an ongoing basis.

Governance structures have been reviewed and Adult Safeguarding now reports to the Supporting Vulnerable People Steering Group.

South Tees Hospitals NHS Foundation Trust

The trust has a range of information governance policies which dictate how personal sensitive information is used and information sharing protocols to ensure information can be shared proportionately and securely with adults consent or in their best interests where they are not able to consent. Interagency working to safeguard and promote the wellbeing of the adult is central to good clinical practice as well as to trust policies and procedures in relation to safeguarding. All staff who have contact with adults are required to introduce themselves and their role to patients and their relatives and the organisation has championed the 'Hello my name is ...' campaign. <http://hellomynameis.org.uk/>

York Teaching Hospital Foundation Trust

The Trust continues to work with multi-agency and partners to safeguarding adults in our care and in the community.

The Trust recognises its duty under Section 6 of the Care Act to co-operate to work together to safeguard adults who are experiencing or at risk of abuse and neglect

Senior Commitment and representation at the three Local Authority Safeguarding Adults Boards

Representation at Local Authority Safeguarding Adult Board task and Finish Groups and sub groups.

Routine involvement in local Authority Led safeguarding adult strategy and case conference meetings

Shared Annual reporting

Compliance with the safeguarding Adults Self-Assessment submissions and responsive to local authority challenge panels

The Trust remain accountable for care delivery and addressing any gaps in care delivery and listen in order to improve.

Commitment and representation at Local Authority Lessons Learned Processes
Continued Open and honest liaison with adults in our care involved in safeguarding concerns

Identified gaps have accompanying regularly monitored action plans

Continued safeguarding referrals where concerns arise on Trust practices

On-going operational links to with internal systems such as complaints and incidents.

Strategic links with Quality Safety Committee

The Trust is represented on Safeguarding Adults Boards and has commitments to Board sub-groups. The Trust complies with SAB Safeguarding Adults Self-assessment processes and assurance is supplied to all SABs in our region along with commissioners and quality monitoring organisations (such as CQC and Monitor).

There is currently representation at two of our regions SABs (CYC and ERYC). Under Care Act re-organisation of membership York Teaching Hospital NHS Foundation Trust no longer sits on the NYCC Board. It is understood that there is acute representation by a nominated Chief Nurse with a view to feedback to other Trusts. Whereas the principle of this is understood it has been identified that NYCC SAB information is not always received. As such the Trust welcome involvement in any projects which may improve this.

10. Yorkshire Ambulance Service

YAS serves a population of more than five million people and covers 6,000 square miles of varied terrain from the isolated Yorkshire Dales and North York Moors to urban areas including Bradford, Hull, Leeds, Sheffield, Wakefield and York.

We are commissioned by 23 clinical commissioning groups (CCGs) and, as the only regional healthcare provider, we are ideally placed to support joined-up care for patients and provide the gateway into urgent and emergency services.

We employ over 5,000 staff and have over 1,200 volunteers and provide 24-hour emergency care to the region.

For everyone working at YAS, providing high quality patient care is our key priority. This applies to our ambulance clinicians responding to emergency calls, to our Patient Transport Service (PTS) crews taking patients to and from their planned hospital appointments, our call handlers handling 999 and 111 calls, to our managers developing new care pathways or ways of working, and to our Trust Board making decisions about the future of our Trust.

In 2016-17:

- We received 895,700 emergency calls;
- We responded to a total of 723,935 emergency calls;
- We undertook 1,020,621 non-emergency journeys.

A key priority during 2016-17 has been the establishment of the Critical Friends Network (CFN) within YAS. This network is made up of patients and members of the public who have an interest in the ambulance service and recent experience of using one of the services; the newly formed CFN, along with Staff Forum Members, are now consulted prior to new service developments and improvement projects.

The profile of safeguarding children and adults at risk continues to grow and change and is a key priority across YAS. Both policy and practice have been reviewed to ensure compliance with legislation and good practice guidance. The Safeguarding Team continues to engage and support staff within all departments including The Emergency Operations Centre, Operations, Patient Transport Service and NHS 111 to identify safeguarding priorities to ensure quality patient care.

The Safeguarding Team continues to work Trust-wide, with partner agencies, including commissioners, social care and health partners, to review and improve the quality of the safeguarding service provided by YAS staff. Ensuring YAS employees including, secondees, volunteers, students, trainees, contractors, temporary or bank workers and NHS 111, have the appropriate knowledge and skills to carry out their safeguarding children and adult duties.

Safeguarding processes and practice are being continually reviewed and strengthened; especially with regard to the quality of Safeguarding referrals to Adult and Children Social Care, the education and training of staff and the safeguarding clinical audit processes.

Within the year, safeguarding practice has been enhanced by the introduction of a safeguarding module within Datix. This ensures accurate monitoring of activity, reporting and the availability of trend analysis of current safeguarding processes and work streams.

Ongoing priorities are to review the current Safeguarding Children and Adult Referral Process, to ensure concerns are effectively shared with local authorities, and to review and develop the Mandatory Safeguarding Training Plan, for all YAS staff, inclusive of NHS 111, volunteers and Community First Responders (CFRs).

Extracts from YAS Quality Account 2016/17

11. North Yorkshire Borough/District Councils:

- Craven
- Hambleton
- Harrogate
- Richmondshire
- Ryedale
- Scarborough
- Selby

Awareness and Empowerment:

Craven

CDC Children and Adults at Risk Safeguarding Policy and Procedures 2015 available to all staff.

Staff Safeguarding leaflet updated in June 2016 and circulated to all staff with wage slips.

Councillor safeguarding training session held.

4 staff safeguarding training sessions were held during 2016/17.

For all staff a reminder to check on whether safeguarding training is adequate and up to date is included Annual Performance Review, where a need is identified this information is included in the individuals personal development plan and passed to HR to be incorporated into the Annual Training Plan.

Hambleton

HDC has adopted a safeguarding training plan and in 2016/17 trained 150 people. Safeguarding is now a standard item on the council's corporate induction programme.

An internal safeguarding information leaflet continues to be issued to all new starters.

Harrogate

We have taken steps to ensure a proactive lead for safeguarding adults and children exists within the district. This includes helping to identify when a concern is not a safeguarding issue but still requires social care attention.

There are two new nominated officers who provide leadership to the district on safeguarding matters for staff and residents. We have reviewed, amended and updated the Council's safeguarding policy providing details of emergency contacts for information and referrals. We are in the process of updating our internal training offer for safeguarding, as well as actively promoting the use of NYCC resources.

Richmondshire

- Appropriate training has been provided to staff and Members on an ongoing basis to recognise abuse and know how to raise a concern
- Awareness provided for local businesses and community partners
- Effective range of partnerships with other agencies
- Continue to work with the NYSAB and LSAG
- Continue to work with NYCC Safeguarding staff

- Continue to work with the York and NY Prevent Strategic Board
- Continue to work with the North Yorkshire Community Safety Partnership
- Presented the NYSAB Annual Report 2015-2016 to Overview and Scrutiny Committee's 1 and 2

Ryedale

We held the DV awareness event delivered by IDAS at Ryedale House on 12/10/16

We have a display of safeguarding posters in reception on a permanent basis

We promoted safeguarding week in October on our website

RDC was involved in the planning of and was part of the safeguarding week in October 2016

Scarborough

SBC was involved in the planning of and was part of the safeguarding week in October 2016.

Awareness on safeguarding remains a priority for SBC with sessions running for staff and members on a regular basis. Awareness sessions are also provided to taxi drivers, hotels, guest houses, pubs and door staff, holiday parks to ensure they understand their responsibility to safeguard vulnerable people and equip them with the skills to do so.

Selby

Selby District Council has undergone a whole organisation review which has resulted in new structures and systems for meeting the strategic outcomes. The Community, Partnership and Customers Service area now leads on the strategic delivery of safeguarding to ensure a council wide approach to effective safeguarding awareness. The review and subsequent recruitment is still under way. A wholesale workforce development plan will be delivered as part of this review and will include ensuring staff are aware and confident in identifying abuse, raising concern for vulnerable people.

Prevention:

Craven

Awareness was raised with the wider public via public information events in Skipton, Settle and Bentham. Information about the events and where to get further information about safeguarding was circulated to local community groups, District Councillors and local Parish and Town Councils.

Hambleton

HDC has reviewed its Recruitment and Selection Policy and Procedures in 2016 including safer recruitment requirements. Alongside this HDC has produced a stand-alone DBS Policy and Procedure.

HDC has a comprehensive training matrix which it is rolling out to all staff. This includes bespoke sessions for leisure staff and waste and street scene staff.

Harrogate

We have provided safeguarding training to all our taxi drivers, including a course on recognition of Child Sexual Exploitation. We have actively participated in safeguarding week, as well as attending and contributing to the Local Safeguarding Adults Board.

Richmondshire

- Training has equipped staff and Members to recognise and report issues
- Awareness raising campaigns for staff, Members and customers
- Safer recruitment policy and process in place including DBS prior to appointment and reviewed every 3 years
- Safeguarding Training Matrix in place
- Supported local museums in safeguarding awareness

Ryedale

Training for staff is ongoing in RDC and for those activities we license RDC have a proactive multi agency arrangement working together to identify and support those vulnerable that are living in our community.

Scarborough

- Training for staff is ongoing in SBC and for those activities we license
- SBC have a proactive multi agency arrangement working together to identify and support those vulnerable that are living in our community.
- A Notice, Check and Share event was coordinated by SBC, NYP and NYCC to raise awareness at a local level on Prevent this will now be rolled out across county.
- A training package developed by SBC for taxi drivers has now been adopted at a county level.

Protection and Proportionality:**Craven**

Strategic Managers were circulated with information re how the Mental Capacity Act and Deprivation of Liberty Safeguards relate to District Council functions. For all staff a reminder to check on whether safeguarding training is adequate and up to date is included in Managers Performance Review Preparation Notes, where a need is identified this information is included in the individuals personal development plan and passed to HR to be incorporated into the Annual Training Plan.

Hambleton

HDC is currently working on a safeguarding improvement plan for clubs/organisations that hire leisure facilities. The new procedure make the booking system more robust and will ensure that all clubs/organisations that are delivering regulated activities are accountable and that HDC has carried out a series of checks that will evidence their understanding of accountability. HDC has set up an internal Tactical Group to consider cases of anti-social behaviour – this group will also discuss particular safeguarding concerns. The group is attended by North Yorkshire Police and Broadacres to provide a partnership approach to this work.

Harrogate

We have developed a proactive community hub with partners including the police, where we actively discuss a range of issues including safeguarding matters. We have followed up on referrals to ensure matters have been addressed.

Richmondshire

Designated Officers in place for staff to refer to and deal with staff issues.
Up to date staff training inc TMCA, DoL, CSE and Dementia
Revised Policy and Procedures (April 2017)

Ryedale

We are improving staff knowledge of Mental Capacity Act and DOLS to meet the protection and proportionality goal – this work will be ongoing.
We carry out regular staff training sessions in-house which are given a high priority and include the Mental Capacity Act and safeguarding policies and procedures.
We carried out taxi driver safeguarding training and have amended our taxi licensing policy to make this mandatory.

Scarborough

SBC coordinates a multi-agency team that are co-located within the Town Hall. This team identifies, supports and makes appropriate referrals for those that are vulnerable and at risk living in the community.

Selby

The Community, Partnership and Customer Service chairs the Selby Safer Hub weekly meetings which include problem solving crime and ASB issues related to either victims, offenders or vulnerable locations. This includes identifying where vulnerable adults require additional support to prevent ASB and crime. For example, this involved including adult health and social care representatives in local problem solving meetings to reduce issues around neglect, mental health and housing.

Partnership effectiveness and Accountability:**Craven**

CDC has signed up to the Multi Agency Overarching Information Sharing Protocol and Safeguarding Adults West and North Yorkshire & York Multi Agency Policy and Procedures.

CDC participates in Local Safeguarding Adults Meetings, Multi Agency Problem Solving Group (MAPS) and the North Yorkshire District Safeguarding Lead Officers Group. During Safeguarding Week 2016 staff from Craven DC, Police, Children and Families' Service, Adult Social Care and local charities such as Independent Domestic Abuse Services, Age UK North Craven and Hand in Hand, used the Mobile Police Unit to hold three pop up public information events in Skipton, Settle and Bentham, information about the events was circulated to local community groups, District Councillors and local Parish and Town Councils. Key safeguarding issues are reported to the CDC Corporate Leadership Team and appropriate action plans agreed.

Hambleton

HDC has established an internal Safeguarding Panel to oversee the council's safeguarding policy and procedures to ensure that they are adhered to. The Panel

also monitors the delivery of the training plan and corporate safeguarding improvement plan.

Harrogate

The Chief Executive represents all NYCC districts on the Strategic Safeguarding Adults Board, emphasizing the importance of safeguarding to our council and the districts.

We are working with colleagues across the districts and with NYCC to improve communications on safeguarding and other social care matters, to ensure we provide a joint response to service needs, and that appropriate referrals are being made and followed up. We also look to share good practices with colleagues to help improve our response to incidents, as well as improving our preventative support services. For example our CSE course information was shared with colleagues throughout the area.

Richmondshire

We are active members of local safeguarding groups including: -

- Hambleton/Richmondshire Local Safeguarding Adults Group
- North Yorkshire Safeguarding Adults Board
- North Yorkshire Community Safety Partnership
- York and North Yorkshire Prevent Strategic Board
- Safer Richmondshire sub groups including: Domestic Abuse forum, VPI, VEMT, Local Prevent Group and MAPS

Ryedale

Representatives from the district councils meet to share good practice and tackle challenges collectively on a regular basis

Referral pathway has been developed for reporting modern slavery

A safeguarding panel ensures that any county or national legislation is implemented at a local level and ensures good practice is adhered to through the council.

Scarborough

Representatives from all the district councils meet to share good practice and tackle challenges collectively on a regular basis

A safeguarding panel ensures that any county or national legislation is implemented at a local level and ensures good practice is adhered to throughout the council.

An internal audit was undertaken in 2016 to ensure SBC was adhering to its responsibility to safeguarding.

An update report and any recommendations are provided to cabinet on an annual basis

Selby

The Community, Partnership and Customer Service now has full representation on local safeguarding groups to ensure that the district is appropriately represented in safeguarding forums.

Selby District Council in partnership with North Yorkshire County Council Stronger Communities have funded a pilot programme – the Community Navigators

Scheme which aims to support people to gain the right information, advice and guidance in their local area. The scheme commenced in August 2016 and within the 9 month period has dealt with 2000 referrals for advice and support, particularly from individuals aged 65+years. Issues usually relate to financial difficulty as well as ensuring the right support for adaptations to increase independence and tackle concerns such as falls prevention. The scheme is set to run until August 2017.

12. Independent Care Group (ICG)

Tell us what your organisation has done during 2016/17 to meet the SAB's strategic outcomes

The Independent Care Group (ICG) represents independent care providers across North Yorkshire. ICG is a member of the Safeguarding Adults Board. It communicates safeguarding priorities to its members through weekly updates and a quarterly newsletter, and raises issues from the independent care sector.

Awareness and Empowerment:

We use every opportunity to promote the importance of Safeguarding and putting the individual at the centre of an enquiry, in line with the Care Act. We make our members aware of any changes to policy and procedures.

Prevention:

We promote Safeguarding Training through direct communications and on our website.

13. North Yorkshire and York Forum

Tell us what your organisation has done during 2016/17 to meet the SAB's strategic outcomes

Note: North Yorkshire and York Forum merged with Rural Action Yorkshire in April 2017 to form Community First Yorkshire. Community First Yorkshire continues the work of its two predecessors and will continue the representation role at the SAB and two-way communication with the voluntary and community sector.

Awareness and Empowerment:

Meeting minutes and the website are checked for updates on events and awareness of activities.

Events and awareness activities around the county were cascaded to the database of over 1,800 VCS organisations, in advance of activities taking place.

Safeguarding training has been regularly promoted to the sector and discussions have been had regarding the performance data which could be provided on VCS take-up, in order to gauge the success of communication and awareness of training provision and level of interest.

Messages from the meetings, taken from the minutes, were part of the representation round-up input into the VCSE Strategic Leaders' Group which meets quarterly, and provides a route for conversations to push for greater awareness via their contacts and discuss emerging issues in relation to safeguarding matters.

Safeguarding is one of the areas of questioning in the sector-wide training needs survey, issued in spring 2017.

Prevention:

Safeguarding issues and topics are raised as part of the quarterly NYF facilitated Equality and Diversity Strategic Partnership Group, which brings together public and VCS representatives to address and develop plans for addressing all aspects of equality and diversity in relation to service access and take-up. The prevention conversations led to a request for a specific agenda item on Prevention Partnerships at the early 2017 meeting.

Protection and Proportionality:

Promoting and providing an efficient Disclosure and Barring (DBS) checking service to organisations especially those within the VCS community. Over the year the number of organisations using the service increased to 250.

The service provides training on DBS, these sessions cover the legislation which underpins DBS, outlines when it is applicable for someone to have a DBS check before taking up a role and how to complete forms for employees and volunteers. DBS news update information is reviewed and as relevant cascaded to DBS current and past clients, and the wider network of VCS organisations.

Partnership Effectiveness and Accountability:

The Annual Client survey is used to monitor and look to improve representation and partnership working of the Forum. The latest findings show the majority of respondents agreed that the Forum had made a difference for the sector in its representational role and is able to speak for the sector because it understands the views of a wide range of organizations. Feedback from discussions and representation at groups has been an important part of work with the sector,

including messages from the Safeguarding Board, overall around 90% of survey respondents feel the Forum feeds back effectively.

NYYF is accountable of our effectiveness of representation to NYCC and CCGs which fund this activity and support for others providing representation. Representation will continue as part of the new Capacity Building and Support to Voluntary and Community Sector Organisations and Volunteering Grant Agreement which came into effect from 1 April 2017. The Agreement is held by Community First Yorkshire, which is a new organisation created by the merger of North Yorkshire and York Forum and Rural Action Yorkshire (which merged as from 3 April 2017). Accountability to NYCC and CCGs will continue through quarterly monitoring reports and review meetings.

Accountability of the DBS Service is measured through regular client surveys and DBS national team undertaking short notice audit checks. The survey monitors delivery of the checking service and information out to the sector. These surveys are consistently at the 95% level against criteria which explores the service they had received, very good value for money judgements and the timely provision of the service. The level of repeat custom from clients is high which reflects the effectiveness of the service provided.

Appendix 2

**North Yorkshire
Safeguarding Adults Board
Membership and Attendance
2016/17**



Organisation	Designation	May 2016	September 2016	December 2016	March 2017	Nominated representative or substitute
	Independent Chair	Y	Y	Y	Y	100%
North Yorkshire County Council	Corporate Director of Health and Adult Services	Y	N	Y	Y	75%
	Assistant Director, Care and Support	Y	N	Y	Y	75%
	Assistant Director, Quality & Engagement	Y	Y	Y	N	75%
	Director of Public Health	Y	Y	Y	Y	100%
North Yorkshire Police	Deputy Chief Constable	Y	Y	Y	Y	100%
Partnership Commissioning Unit (PCU)	Director of Partnership Commissioning	Y	Y	Y	N	100%
	Designated Professional for Adult Safeguarding	Y	Y	Y	Y	100%
Airedale, Wharfedale, Craven CCG		Y	Y	Y	Y	100%
NHS England		Y	Y	Y	N	75%
Tees, Esk and Wear Valley NHS FT		Y	Y	Y	Y	100%
Harrogate District Foundation Trust (on behalf of		Y	Y	Y	Y	100%

Foundations Trusts)						
Harrogate Borough Council (on behalf of Borough/District Councils)		Y	N	Y	Y	75%
Independent Care Group		Y	Y	Y	Y	100%
Healthwatch		Y	Y	Y	Y	100%
North Yorkshire and York Forum for Voluntary Organisations		N	N	N	N	0%
Legal Advisor to the Board		Y	Y	Y	Y	100%

Appendix 3

Contact Details of partner organisations in North Yorkshire

Organisation	Telephone	Email or Website
Airedale Wharfedale and Craven Safeguarding Team and wider CCG	01274 237324	Awccg.quality@nhs.net
Care Quality Commission General enquiries	03000 616 161	www.cqc.org.uk/content/contact-us
Craven District Council Customer services	01756 700 600	contactus@cravendc.gov.uk
Hambleton District Council Customer Services	01609 779977	info@hambleton.gov.uk
Hambleton Richmondshire and Whitby CCG General Enquiries	01609 767 600	Hrwccg.hrwccgenquiries@nhs.net
Harrogate Borough Council Customer Services	01423 500 600	CustomerServices@harrogate.gov.uk
Healthwatch North Yorkshire General enquiries	01904 621 631	healthwatchny@nbforum.org.uk
Independent Care Group Information Line	01423 816582	Keren.wilson@indcaregroup.plus.com
NHS England North Yorkshire and Humber Office	0113 825 1986	www.england.nhs.uk/north/contact-us
North Yorkshire & York Forum	01765 640 552	info@nyforum.org.uk

General Information		
North Yorkshire County Council Customer Service Centre	01609 780 780	Customer.Services@northyorks.gov.uk
North Yorkshire Police Enquiry Line	101 or 999 in emergencies	General.enquiries@northyorkshire.pnn.police.uk
Richmondshire CCG Customer Services	020 8734 3000	RICCG.richmondpals@nhs.net
Richmondshire District Council Customer Enquiries	01748 829 100	enquiries@richmondshire.gov.uk
Ryedale District Council Customer Enquiries	01653 600 666	enquiries@ryedale.gov.uk
Scarborough & Ryedale CCG General Enquiries	01723 343 660	SCRCCG.enquiries@nhs.net
Scarborough Borough Council Customer First Centre	01723 232 323	www.scarborough.gov.uk
Selby District Council Customer Contact Centre	01757705 101	info@selby.gov.uk
Tees, Esk & Wear Valley NHS Foundation Trust – involvement and engagement team	01325 552 314	Teww.ftmembership@nhs.net
Vale of York, CCG General enquiries	01904 555 870	Valeofyork.contactus@nhs.net

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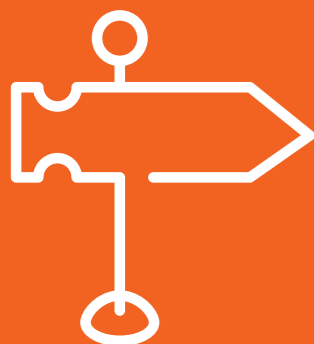
**North Yorkshire
Safeguarding
Children
Board**
working together to safeguard children



Annual Report **2016-17**



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Foreword

It is a pleasure to write this foreword for this Annual Report. As ever it has been a busy year for the Board.

The dominant event of the period has been the undertaking of the National Review of Safeguarding Boards by Alan Wood. We believe that we had already re-organised the Board and its sub-committees to make it both effective and efficient – whilst being consistent with the national guidance (Working Together to Safeguard Children [WTSC] 2015).

We have met to discuss the implications of Wood and agreed that we will maintain business much as it is whilst being guided by the following principles:

- Maintaining quality
- Independent scrutiny
- Involvement of 'partners' and 'agencies'
- Involving young people
- Involving the community
- Best possible link with City of York

We await the next iteration of Working Together to Safeguard Children, probably in April, 2018, so we can ensure that our plans and principles are compliant with governmental requirements.

Meanwhile our core concern is ensuring that the children and young people of North Yorkshire are protected as effectively as possible. We believe that we are doing well in achieving this core task – whilst of course facing many complex challenges.

The primary challenges during this period were perhaps as follows:

First, whilst we have made great steps in raising awareness and recognising Child Sexual Exploitation (CSE) the challenges of caring appropriately for survivors are becoming more apparent.

Second, we have continued our work around mental health and young people – perhaps the greatest challenge of this decade. At the extreme end of this continuum is the tragedy of suicide – which unfortunately is all too frequent.

Third, we still face the challenge of responding to abuse in institutional settings – both recent and non-recent events.

Fourth, we have to be well-informed and nimble in our response to the ever changing nature of on-line abuse.

All these issues are covered in more detail in this Report.

All safeguarding boards are embedded in effective inter-agency partnership. This feature is a real strength of the NYSCB – all agencies and our lay members are actively engaged and respond effectively to the demands we place on them. It is a tribute to all professionals in child welfare that services have maintained a rigorous focus on the welfare of children and young people – as resources have become more and more stretched.

By the time of the next annual report we will be clearer about the expectations of government – my task is to make sure that the NYSCB are well-placed to respond to these challenges.



**Independent Chair NYSCB,
Professor Nick Frost**

Demographic of North Yorkshire

North Yorkshire Overview

North Yorkshire is the biggest geographical county in England at 803,761 hectares (approximately 3,100 square miles). Although the county is large, it is sparsely populated with approximately 602,700 residents based in a variety of urban and rural communities. North Yorkshire stretches across the country from the North Sea coast to within 12 miles of Morecambe Bay, and from south of the M62 to the edge of Teesside.

Most of the children resident in North Yorkshire have a rural upbringing with farming being the main industry. Children growing up in the county enjoy the beautiful countryside although many children and young people also grow up in the many market towns and smaller communities within the county. Due to the sparse nature of most of the county, children and young people can feel isolated due to the long distances they have to travel to meet friends or use amenities.

Page 131

280
maintained
primary schools



28
maintained
secondary schools



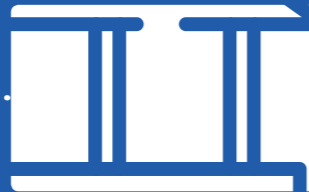
4
pupil referral
service maintained
secondary schools



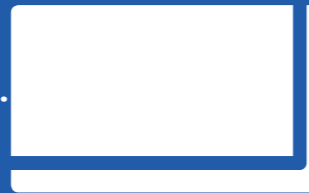
26
primary
academies



13
secondary
academies



1
pupil referral
service academy



England's Largest County

803,761
Hectares

602,700
Residents

3,103²
Miles



6
Clinical Commissioning Groups

7
main NHS providers of acute hospital services, community services and mental health services



7 District Council

9 special schools



1 special needs academy for 2 - 16



A countywide multi-agency Youth Justice Service



North Yorkshire Police



The Learning and Skills Council

Chapter 1: Strategic Vision, Transformation Project, Subgroups

Vision

"We will listen to the views of children and young people and work together to ensure they feel safe and North Yorkshire is a happy place to live."

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Our Priorities

Priority One:

to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area

Priority Two:

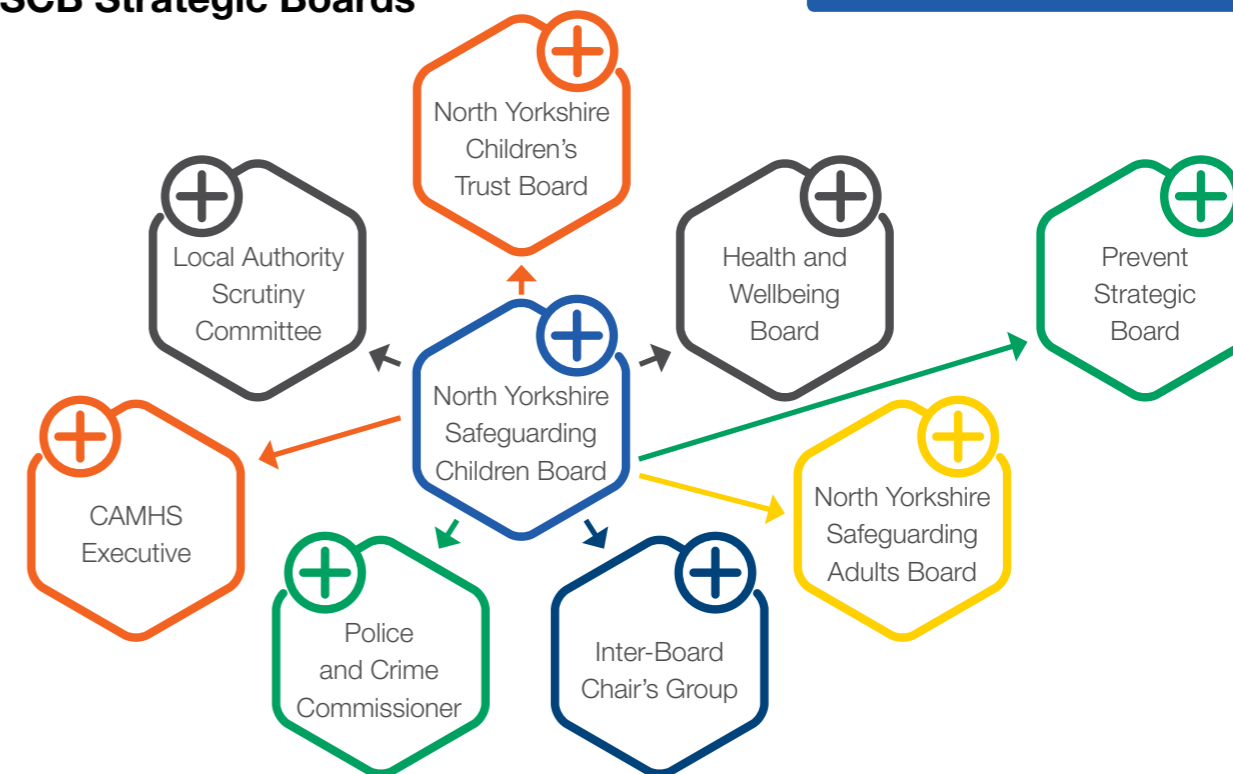
to ensure the effectiveness of what is done by each such person or body for those purposes



Our Principles

- Ensure our partners share information to improve multi-agency practice to safeguard children
- Maintain an environment of continuous learning and improvement
- Increase staff morale and confidence, enabling good practice
- Be responsive to the changing environment of safeguarding both at a national and local level
- Actively monitor, promote, coordinate and evaluate the work of the statutory partners that help, protect and care for children in the local area

NYSCB Strategic Boards



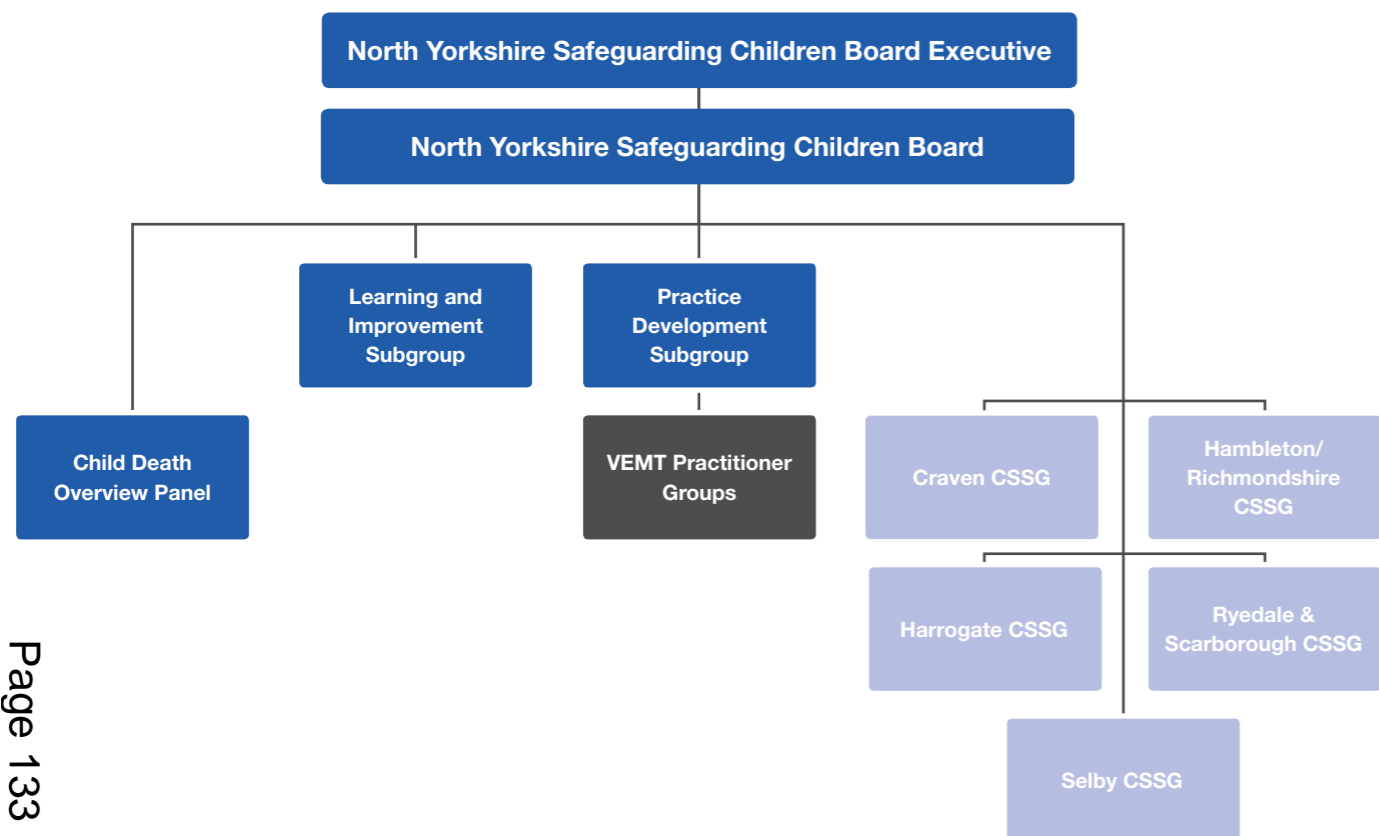
Transformation Project:

In April 2015, the Local Government Association (LGA) published research commissioned to consider the operation of Local Safeguarding Children Board's (LSCB's) nationally. The report considered how processes and different Board structures impact on effectiveness including Board's which had an Executive for example and which utilised differing numbers of subgroups and arrangements for the work of the subgroups to be conveyed to the Board. Discussion groups within the research found that in some areas the 'split' between the work of the Executive, subgroups and the Board could be both enabling and in some cases was considered to inhibit cohesion and engagement. The research identified the importance of considering efficiency in line with democracy and the engendering of shared ownership; with the efficacy of the board to complete business without distancing some members and avoiding meetings becoming 'repetitive, which risks members becoming disengaged.'

In line with this research and the publication of the Wood Report in May 2016, the North Yorkshire Safeguarding Children Board (NYSCB) undertook significant research and considered the potential to realign the number of subgroups without adversely affecting capacity, performance or output. A series of reports were considered by the Board at the end of the 2015/16 financial year which considered existing arrangements for effective delivery of products and progress against the business plan, against the potential for a more streamlined approach which would assist partners in reducing the number of meetings which require attendance. Considerations included strategies for debate which ensure that colleagues would remain fully committed to engagement in tasks emanating from the NYSCB business plan and motivated to ensure that tasks were completed and the NYSCB continues to

be effective in challenging and monitoring progress against the business plan and developing and maintaining healthy professional multi-agency partnerships.

The new arrangements replaced a structure which constituted quarterly meetings of; the Executive, Board, six separate subgroups, in addition to a number of operational task and finish groups undertaking specific pieces of work. The new arrangements came into operation in May 2016 and have been successful in ensuring that the NYSCB is able to continue to 'coordinate and ensure the effectiveness' of the work undertaken by partners and to create an environment of cooperation, high challenge and high support to the partnership; it has enabled colleagues to work together to ensure that multi-agency partnerships in North Yorkshire continue safeguard and protect children.



The NYSCB Executive, Board and Subgroups meet once per quarter in May, July, October and January. The NYSCB Executive provides strategic direction to the Board, with representation from NYCC Children and Young People’s Service, North Yorkshire Police, Clinical Commissioning Groups, Providers and the Probation Service.

The NYSCB Board and subgroup meetings have multi-agency representation by key partners providing services to children, young people and their families, this includes:

- Children and Families Service, CYPS, NYCC**
- Lead Executive Member for Children’s Services**
- Health and Adult Services**
- North Yorkshire Police**
- Yorkshire Ambulance Service**
- Tees, Esk and Wear Valley NHS Foundation Trust**
- NHS England**
- Harrogate and District NHS Foundation Trust**
- Airedale, Wharfedale and Craven Clinical Commissioning Group**

- York Teaching Hospital NHS Foundation Trust**
- CAFCASS**
- NSPCC**
- National Probation Service and Community Rehabilitation Companies**
- Ministry of Defence Welfare Service**
- District Councils**
- North Yorkshire and York Forum**
- North Yorkshire and York Clinical Commissioning Groups**

Learning & Improvement Subgroup

The Learning and Improvement Subgroup seeks to identify, report and act upon any appropriate examples of local, regional and national learning through the Learning and Improvement Framework.

During 2016/2017 the Learning and Improvement Subgroup has:

- Developed and maintained an audit programme which identifies the themes and types of safeguarding audits the NYSCB undertakes each year.
- Undertaken an audit of single agency audit activity to identify the nature of audits carried out within agencies and identify any learning which can be shared across the partnership. This audit also contributed to the NYSCB’s understanding of the safeguarding landscape and helped focus the Board’s audit programme.
- Put procedures in place to ensure that single agency audit information is discussed in the Learning and Improvement Subgroup and is shared across the Board and its partners.
- Undertaken case file, learning lessons reviews and practitioner based audits on a number of themes including:
 - The Inclusion of Children and Young People in their Service Planning
 - Safeguarding Disabled Children
 - Domestic Abuse (DA)
 - Child Sexual Exploitation (CSE)
 - A single agency review of a school’s response to a safeguarding incident.

These audits and reviews are used to identify areas for development of new policies, procedures and practice guidance. Additionally, to inform the NYSCB’s training offer to improve practice and to provide the Board with assurance that agencies are taking appropriate actions to safeguard and promote the wellbeing of children.

- Undertaken the NYSCB’s annual audit of partner’s governance arrangements under Section 11 of the Children Act 2004 which is an annual ‘health check’ for partners and provides assurance that all agencies have appropriate policies and procedures in place to safeguard and promote the wellbeing of children and young people.
- Implemented the findings of the Schools Safeguarding Audit 2015/2016 which has led to increasing the awareness of Private Fostering (PF) and the development of a Private Fostering One Minute Guide (OMG).
- Commissioned a further audit of school safeguarding arrangements to ensure that new requirements identified in Keeping Children Safe in Education (September, 2016) are in place and also identify improvements made by schools for 2016/2017.
- Continued to develop the NYSCB multi-agency dataset, including new indicators and ways of reporting information which will be launched in 2017/2018. This information is used across partners to show multi-agency performance, identify emerging trends and potential emerging issues, as well as help inform local multi-agency activities.
- Continued to develop the NYSCB’s multi-agency training offer, undertaking training needs analysis and ensuring that NYSCB training remains current and responsive to the emerging needs of multi-agency partners.
- Undertaken a training review which has resulted in a new Learning Management System being introduced from 1 April 2017. The new training arrangements will significantly extending the reach of NYSCB training by making better use of technology and introducing 39 new e-learning courses, making training more accessible for staff across all agencies.

Practice Development Subgroup

The Practice Development subgroup seeks to assure and contribute to the development of child safeguarding practice in line with National and the current NYSCB business plan priorities. This is achieved by providing healthy challenge and by holding practitioners to account with respect to safeguarding children practice, whilst maintaining strong links with the NYSCB Executive, Board and Learning and Improvement Subgroup.

During 2016/17 the subgroup has:

- Created and published nine OMG's (One Minute Guides)
 - [Child Death Overview Panel](#)
 - [County Lines](#)
 - [Managing Allegations Against Staff](#)
 - [Private Fostering](#)
 - [Rapid Response](#)
 - [Signs of Safety](#)
 - [Social Media](#)
 - [Trafficking and the National Referral Mechanism](#)
 - [Vulnerable Exploited Missing and Trafficked Practitioner Groups \(VPG's\).](#)

- Published five Practice Guidance
 - [Child Sexual Exploitation \(CSE\)](#)
 - [Domestic Abuse \(DA\)](#)
 - [Managing Injuries to Non-Independently Mobile Children](#)
 - [Prevent: Working with Individuals Vulnerable to Extremism](#)
 - [Private Fostering \(PF\).](#)
- Created and undertaken a NYSCB Children's Safeguarding Workforce survey in which 657 professionals responded. The aim of the survey was to better understand how front line feel about their roles and to enable the NYSCB to enable the NYSCB to better understand: staff confidence, levels of satisfaction, how continuous learning and development is promoted and understand staff morale within the safeguarding children arena.
- The NYSCB responded to key lines of enquiry for each of the following Joint targeted area inspections (JTAI's) which focused on Child Sexual Exploitation (CSE), Missing and Children living with Domestic Abuse.

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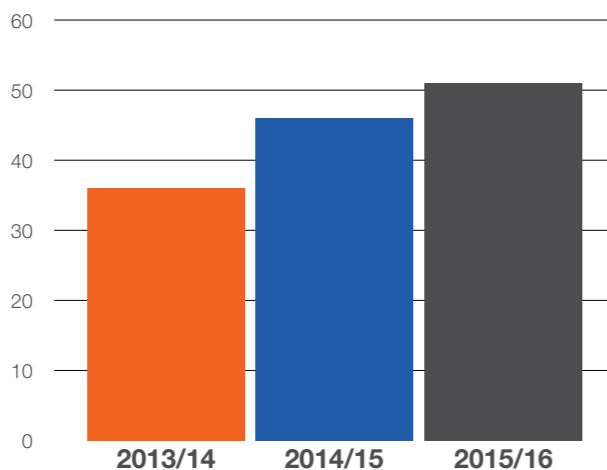
- The North Yorkshire Multi-Agency Screening Team (MAST) project has been running since April 2016 developing processes, increasing resources and working with multi-agency partners. Changes to MAST include: the updated Vulnerable Exploited Missing and Trafficked (VEMT) process will be implemented along with the new Domestic Abuse (DA), Child Sexual Exploitation (CSE) and Healthy Child Programme processes. The North Yorkshire MAST received 'Partnership of the Year' Award by the Local Government Chronic (LGC) in March 2017. The LGC Judges' commented 'This council created an intermediate care model with sector-wide involvement and support showing tangible outcomes and reducing acute admissions'.
- Modern Slavery and Human Trafficking has become an increasingly talked about topic; the NYSCB is proud to have been instrumental in establishing the North Yorkshire and York Anti Trafficking Network which is working with a variety of partners to identify appropriate awareness, training and actions surrounding this important area.
- The NYSCB have published the 'Pink Book' which offers guidance for staff working with children and young people in North Yorkshire under the age of 18 (under 25 for those with disabilities or for care leavers) who self-harm or feel suicidal. It is targeted at professionals who work with children/young people in a wide range of settings. This resource can be used as a prompt for discussions about organisational approaches to working with self-harm and suicidal intent, or to highlight individuals' skills or training needs.
- In 2015, a Strategic Conference took place with the focus on Domestic abuse and as a result the NYSCB led the initiative to introduce Operation Encompass which, in turn was delivered by North Yorkshire Police. Operation Encompass allows the reporting to schools before 9am on a school day when a child or young person has been involved or exposed to a domestic abuse incident the previous evening. The information is given to schools to enable support to be given, dependent on the needs and wishes of the child or young person. Operation Encompass is due to go live from April 2017.



Private Fostering

During 2015/2016 North Yorkshire Children & Families Service received 51 notifications, which equates to 11% increase in the number of notifications received in 2014/2015 (46). This reflects a continued increase in Private Fostering activity, which can be linked to a greater awareness and understanding of Private Fostering across agencies, following significant work by the board to link with schools and other agencies to promote awareness.

Notifications of PF arrangements to NYCC throughout 2015/2016



The referral source for private fostering notifications in 2015/2016 is primarily through Schools and by internal Local Authority officers. Eight of the 13 notifications from schools were related to foreign student language study courses.

80% of children are White British. The remaining 20% of children in a private fostering arrangement are from mixed Black/Black British and Other Ethnic Group.

The age range of the majority of children in a privately fostered arrangement was between 7 and 15.

The key indicators for private fostering are for visits to be undertaken within 7 working days of the notification, or of Children's Social Care becoming aware of an arrangement; that assessments are completed within 42 days (or

completion of Disclosure and Barring Service (DBS) checks, whichever sooner) and that visits are carried out every 6 weeks within the first year and thereafter every 12 weeks. North Yorkshire Children and Families service does not authorise any private fostering arrangement until the DBS check has been received.

18 out of 35 initial visits (51%) which had been completed at each quarter ends during 2015/16 were completed within seven working days, this is lower than the previous year where 69% of initial visits were completed on time. Although this figure is low, the annual audit of open cases has indicated a 75% achievement in this area. Nonetheless, this remains an area to focus on in the forthcoming year to improve practice.

A total of 76% of subsequent visits to children within a private fostering arrangement (57 out of the 75 subsequent visits completed) were carried out on time. This is broadly comparable to the previous year and, along with initial visits, will remain the focus of practice improvement.

North Yorkshire Private Fostering service has been judged to be 'Good' by Ofsted over a number of years. The NYSCB continues to attend and support the Local Authority's Private Fostering Group which has multi-agency representation. Private Fostering Champions promote awareness across each locality in the County. This includes links to schools, locality team events and other agency partners.

The North Yorkshire communication plan is kept under review in the Private Fostering Group. The purpose of the plan is to ensure that information about private fostering is made available to professionals and the wider public. This includes information being disseminated to agencies throughout the year as well as other communication activity such as periodic radio broadcasts.

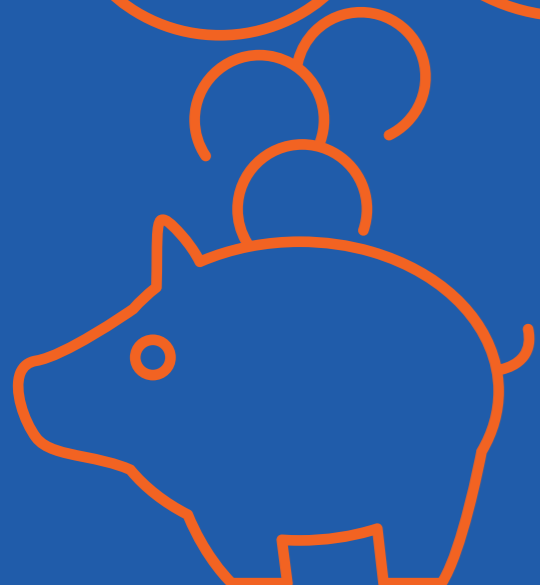
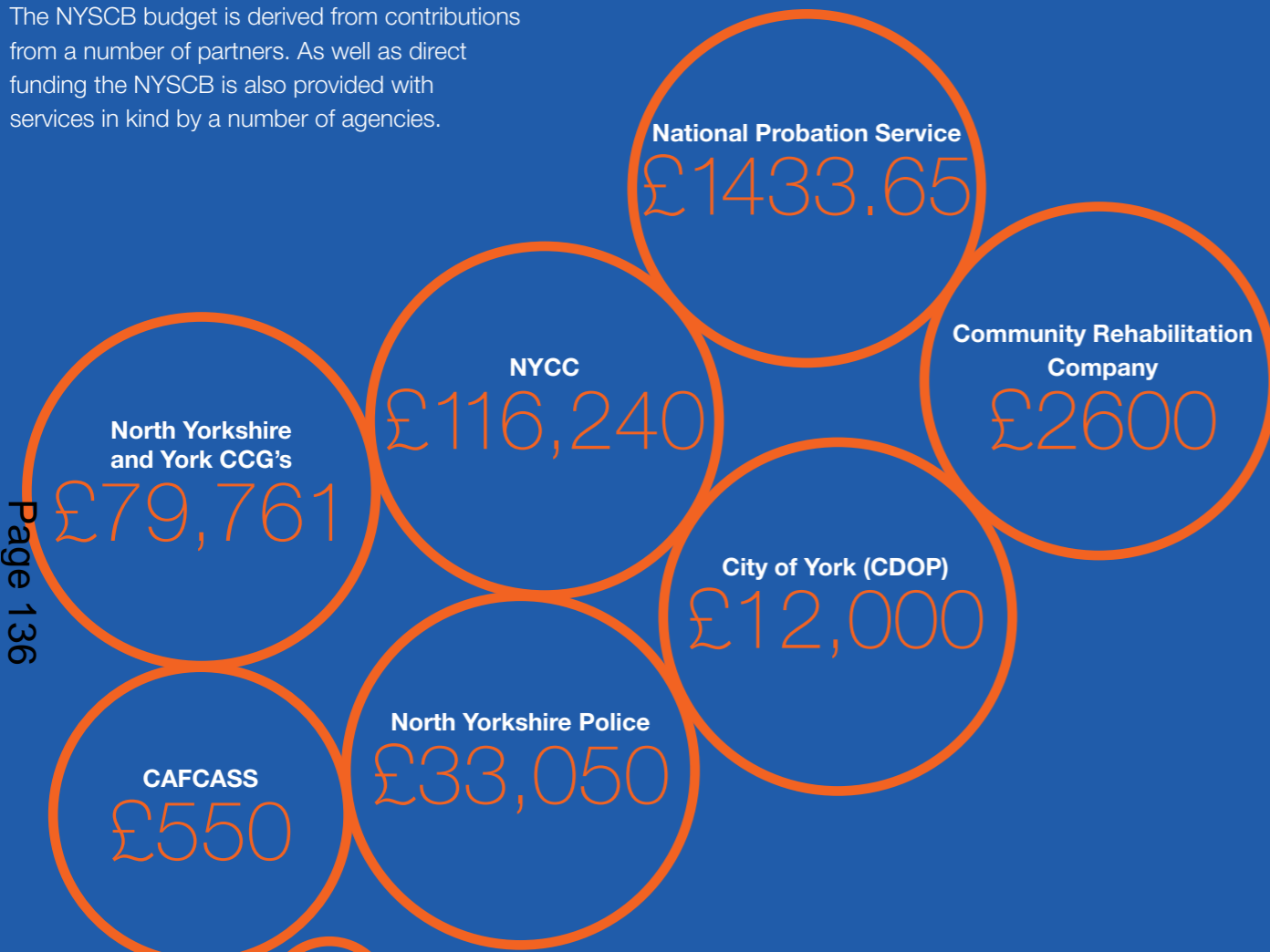
In response to the School Safeguarding Audit for 2015/2016, the NYSCB identified the need to promote private fostering awareness within schools. As a result:

- The NYSCB Independent Chair wrote to all schools to highlight the need to ensure that all staff were aware of private fostering arrangements
- A One Minute Guide for Private Fostering was developed by the NYSCB Business Unit and issued to all partners including all schools in North Yorkshire
- Awareness of private fostering arrangements has also been included in NYSCB training including the Manager's Masterclasses, and
- The NYSCB Business Unit has also attended the Schools' Primary Leadership Network, School Improvement Network and Governors' School Improvement Network meetings to raise awareness of private fostering and the duties of professionals

Chapter 2: Funding

The NYSCB budget is derived from contributions from a number of partners. As well as direct funding the NYSCB is also provided with services in kind by a number of agencies.

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Expend Types	Budget	Total
Conference fees	£1,000	£284,800
Independent Chair	£15,000	
IT	£500	
Staffing*	£262,700	
Supplies & Services	£4,600	
Volunteers	£1,000	

Chapter 3: NYSCB Data

1 in 100: North Yorkshire Children & Young People

According to the school census undertaken in January 2016 there are a total of **79,871 children and young people in education within North Yorkshire**. The ethnicity of children recorded in the school census is predominantly white at **91.6%**. The remaining **8.4%** of children are made up of a variety of other ethnicities.

- Total number of children in living in North Yorkshire (under age 18 - mid-2016 ONS estimate) 117,240
- Total number of boys and girls living in North Yorkshire (under age 18 - mid-2016 ONS estimate)
 - Boys: 60,656
 - Girls: 56,584
- Total number of children below school age (based on ONS mid-2016 estimates)
 - All: 30,419
 - Male: 15,642
 - Female: 14,777



- Basic ethnic breakdown of CYP in North Yorkshire (January 2017 school census - Reception to Year 11): 91% of children in North Yorkshire Primary and Secondary schools are White British
- Total children in primary and secondary schools (January 2017 school census - Reception to Year 11): 74,169
- Total number of school exclusions 2015/2016 and 2016/2017 (2016/17 is based on figures from beginning of July 2017 for 2016/17 academic year):
 - Fixed Term Exclusions: 2015/16: 3,360
2016/17: 4,222
 - Permanent Exclusions: 2015/16: 69
2016/17: 84
- Total number of children and young people (under 18) not in education, employment

- or training (NEET) 2015/2016 and 2016/2017 (At end of 2015/16 and 2016/17 financial year, in Year 12 to 13):
 - 2015/16: 222
 - 2016/17: 225
- Total number of accidental and or deliberate injuries in North Yorkshire for 2015/2016 and 2016/2017:

		2015/16	2016/17
Inpatient admissions (No Data from Craven)	Intentional	316	392
	Unintentional	937	1116
Emergency Department attendance	Intentional	16894	24042
	Unintentional	12660	12031



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- Early years settings graded good or outstanding
NY 99% National 95% ✓
- Childminders graded good or outstanding
NY 84% National 91% ✗
- Primary schools graded good or outstanding
NY 91% National 91% ✓
- Secondary schools graded good or outstanding
NY 85% National 80% ✓
- Special schools graded good or outstanding
NY 92% National 94% ✗
- Pupil Referral Service graded good or outstanding
NY 60% National 89% ✓

18.7%
children who had a child protection plan were placed on a plan for a second or subsequent time

519 days
days from coming into care to moving in with an adoptive family in North Yorkshire compared to 558 days nationally

NYSCB Overview of Data from April 2016 – March 2017

The data set was developed in line with the Department for Education's Children's Safeguarding Children's Performance Information Framework and has continued to drive performance across the multi-agency arena, raising questions and generating discussion around key performance indicators; covering a wide range of subjects, grouped into five fundamental areas for the Board to focus their efforts:

- How does the LSCB know agencies safeguard and promote the welfare of Children and Young People in North Yorkshire?
- How does the LSCB understand and act on risk?
How does the LSCB know that children receive the right service at the right time locally?
How does the LSCB know decisions are plans are timely and of a high quality?
- How does the LSCB know that the Safeguarding workforce is fit for purpose?

The dataset is shared with partners across the board through a quarterly performance report that identifies changes, patterns and trends in the data which require single or multi-agency responses allowing the Board to identify what actions are needed, as well as identifying priorities for the audit schedule and commissioning of multi-agency audits.

The NYSCB uses its data set to build a picture of the effectiveness of services and examine trends in service delivery and to identify the effectiveness of services to children and young people including early help.

The dataset also adds to the development of work plans for sub-groups and CSSGs and helps direct the focus of the Business Plan.

During 2016/17 the Learning and Improvement subgroup discussed the following themes highlighted by the multi-agency dataset. This information has enabled the multi-agency partnership to better understand the complexities of safeguarding activity and to contribute to work to address issues of potential concern and to focus the Board's activity

Theme: Violent and Sexual offences against children have increased throughout this year. Between April 2016 and March 2017;

- Violent Offences increased from 1,027 to 1,174 in 2016/17
- Sexual Offences increased from 520 631
- The percentage of the total number of domestic violence incidents where a child has been present has increased from 25.5% last year to 27.2% this year.

As a result of debate and discussion regarding this data the **NYSCB has:**

- Developed and disseminated NYSCB multi-agency practice guidance
- Continued to have a full presence and engagement in the North Yorkshire and York domestic abuse 'Joint Commissioning Group'
- Ensured that progress and issues reports are presented to the NYSCB learning and improvement subgroup to enable multi-agency response and challenge.
- Included information regarding to domestic abuse into all NYSCB training courses both on line and classroom
- Included domestic abuse as a significant element of the manager's masterclasses in this period.
- Supported the Government (DfE) 'Together, we can tackle child abuse campaign'
- Undertaken a thematic audit with frontline practitioners regarding domestic abuse and addressed the learning points identified.
- Included working with domestic abuse into the needs analysis to support procurement of an updated NYSCB online training package.
- Worked with the police to raise awareness of Operation Encompass

Theme: The number of victims being identified as at risk of CSE by the police is increasing throughout the year.

As a result of debate and discussion regarding this data the **NYSCB has:**

- Initiated work to understand why this increase has occurred
- Worked with the CSSGs to promote the awareness of the "say something if you see something" campaign with local businesses
- Work has been undertaken to update the Multi agency CSE Practice Guidance
- The Multi Agency Screening Team has been developed and is monitoring and reviewing CSE cases

Theme: The number of children presented to A/E as a result of non-accidental injury has increased.

As a result of debate and discussion regarding this data the **NYSCB has:**

- Worked with Health colleagues who responded to a multi-agency challenge to better understand this data. Analysis identified issues in relation to the ways that different hospitals were recording intentional and unintentional injuries has driven further analysis by colleagues in Health and pushed further development of the dataset
- Raised awareness of intentional and unintentional injuries and across the CSSGs and promoted the launch of pathways and other ongoing work to reduce childhood injuries.

Theme: the rate of re-referrals has reduced from 22.6% in 2015/16 to 16.4% in 2016/2017 This suggests that more children and young people are receiving the right services at the right time.

As a result of debate and discussion regarding this data the **NYSCB has:**

- Established that almost every referral to Children's Social Care now results in a Children & Families Assessment which suggests that children and families being referred to the correct service.

Theme: 100% of both Initial and Review Child Protection Conferences have been held on time during 2016/17.

As a result of debate and discussion regarding this data the **NYSCB has:**

- Been reassured that decisions in relation to risk are being made in a timely manner and within the appropriate multi-agency frameworks.
- Continued to ensure that issues relating to ensuring that multi-agency reports to conference are received on time and are shared with parents prior to conference have remained on the learning and improvement subgroup agenda.
- Continued to ensure the IRO annual report is been submitted and scrutinised by partners in this arena.

- Worked with IRO managers to support the transition of child protection conferences to the use of signs of safety methodology and worked together to provide a new pro-forma for multi-agency reports.
- Worked with the CSSGs to raise awareness of the need for reports to conferences to be provided in a timely fashion to ensure conferences have up to date information
- Worked with the IRO managers to develop a quality feedback process to assist in promoting good practice by agencies regarding the quality of reports to Child Protection Conferences and any areas for development.

Chapter 4: Performance and Quality Assurance

Safeguarding Schools Audit

In November 2015 the NYSCB undertook an audit of the safeguarding arrangements within schools across North Yorkshire. The purpose of this audit was to provide the Board with assurance that safeguarding arrangements within schools ensured the safety and wellbeing of children and young people. The audit generated a high response rate from schools across all phases of education including maintained primary, secondary and special schools as well as academies, although responses from independent schools were limited.

The audit found that:

Arrangements to **safeguard children and young people in schools was good.**



Most schools had in place **arrangements to support their duties to prevent radicalisation and extremism**, with the remaining schools implementing plans to improve their arrangements.



There were **good arrangements in schools for safer recruitment** and staff having sufficient training and awareness of safeguarding issues, with some development work ongoing for record keeping.



E-safety arrangements were found to be good although some development work is ongoing to ensure that appropriate acceptable use policies are in place.



Some schools identified the need to improve checks of visitors to schools and the need to ensure that appropriate maintenance records of equipment are kept up to date.



A concern highlighted in the School Safeguarding Audit was in relation to recognition of Private Fostering (PF) arrangements. A Private Fostering arrangement is when a child under 16 is looked after by anyone who is not a parent or close relative for 28 days or more.

22% of schools reported that they did not have procedures to address concerns regarding private fostering arrangements.

School governing bodies were provided with a tool to help them identify and monitor the actions they identified to complete following the audit. The NYSCB also identified an action plan to address safeguarding concerns which has now been completed. As a result of the audit the NYSCB fed back:

- The results of the audit to schools through the Primary Leadership Network Meetings, Secondary School Improvement Network Meetings and Governor's School Improvement Network Meetings.
- All maintained schools who did not submit a response to the audit were contacted by the NYCC Assistant Director for Education & Skills to remind them of the requirement to respond to requests by the NYSCB.
- A copy of the results was sent to all schools by the NYSCB's Independent Chair.
- All schools were reminded of their duty to notify Children Social Care (CSC) of any Private Fostering arrangements they identify.
- Private Fostering has been embedded into NYSCB classroom based courses to further raise the profile of the duty to notify Children's Social Care.
- A conference was arranged with independent schools to improve awareness and communications with the NYSCB.
- The results of the audit were also included in the NYSCB's Manager's Masterclasses and Private Fostering was included as part of the autumn Masterclasses.
- A One Minute Guide (OMG) was developed and sent to all schools for cascading to staff in order to ensure that they were aware of their responsibilities when they identify a private fostering arrangement.
- The OMG was also included on the NYSCB's website and has been published through social media.

A second School Safeguarding Audit was initiated in November 2016. This audit will examine the progress made by schools in the last twelve months as well as new requirements introduced since the previous audit. The audit is scheduled for completion in July 2017.

Section 11

Section 11 of the Children Act 2004 places a statutory duty on key agencies and bodies to make arrangements to safeguard and promote the welfare of children. The NYSCB in partnership with the City of York Safeguarding Children Board (CoYSCB) undertakes an annual audit of the safeguarding arrangements across partners to ensure the effectiveness of what is done by each agency for the purposes of safeguarding and promoting the welfare of children in the area.

The audit examines a number of key areas including:

Senior management commitment to the importance of safeguarding and promoting children's welfare.

A clear statement of the agency's responsibilities towards children is available for all staff.

- Safer recruitment, staff roles, responsibilities and supervision.
- Training and development
- Roles and responsibilities.
- Learning and improvement.
- Service development takes account of the need to safeguard and promote the welfare of children and is informed where appropriate by the views of children and families.
- Effective inter-agency working to safeguard and promote the welfare of children.
- Work with individual children and families.

The NYSCB findings concluded that:

- The level of compliance with Section 11 requirements has seen a year on year improvement for the last five consecutive years as the NYSCB partnership has matured.
- There is strong inter-agency working with partners and arrangements are in place to ensure the safeguarding and wellbeing of children and young people.
- Senior managers have expressed a strong commitment to safeguarding through agency strategic plans, policies and procedures. Roles and responsibilities are also reportedly well-defined and developed. Staff have an understanding of their role in safeguarding and have access to training to support them in their roles.
- There has been improvement in the number of agencies that have signed up to the North Yorkshire information sharing arrangements although there are still some agencies yet to sign up to arrangements.
- Learning and improvement is strong within the partnership. Agencies have committed to sharing information from audits and follow the guidance of the Learning and Improvement Framework. The new Board structure and the formation of the Learning and Improvement Subgroup has also further embedded this culture across the partnership.

- Areas such as training and safer recruitment are recognised by partners as key arrangements and these are in place across agencies.
- All agencies providing services to children and young people are engaged in assessment processes and most partners have in place arrangements to listen to the views of children, young people and their families in the development of services.
- There are some areas of development for agencies across the partnership where arrangements can be improved.
- Overall the Board can take assurance that agencies are aware of their duties under Section 11 and have continued to develop and improve since the last audit.

A number of actions have been identified including a revision of the Section 11 audit process to take into account how the audit is conducted, its frequency and any requirements identified in forthcoming legislation.

The Inclusion of the Views of Children and Young People in their Service Planning:

Research undertaken by the Department for Education (DfE) in its 'Pathways to harm, pathways to protection: a triennial analysis of serious case reviews 2011 to 2014' identified one of the key themes for Serious Case Reviews was to focus on children's needs and identify vulnerable families. In accordance with Working Together (2015), it is important that the views of children have been included in any service provision. The thematic review of Ofsted Inspections of Local Authorities and Reviews of Local Safeguarding Children Boards undertaken by the NYSCB has identified the significance of listening to the views of children and young people.

The audit identified issues of good practice which included:

- An example of liaison with children's services in another county to assist in service planning
- An example of direct conversation with a young person was cited as being central to following actions which included listening to the young person regarding their view that they did not require any further support.
- The use of three houses, strong assessment and picture exercises being completed and

linking to safety planning.

- Work undertaken by medical practitioners to ensure a child who was too young to communicate directly received prompt medical attention and their health needs were assessed.

Areas for development identified by the audit included:

- Although it was found that while all partners obtained the views of children and young people, and that the Prevention Service and Children's Social Care utilised this information in service planning, there was a need for some agencies to re-examine how they obtain, record and consider the views of children and young people to ensure that they are reflected in service planning.
- Agencies to ensure that that the views of older siblings do not overwhelm or disguise the needs of younger family members.
- Across all agencies, obtaining the views of a non-verbal child was a challenge for practitioners to be able to establish their wishes and feelings to inform service planning.

The audit concluded that based on the information provided by agencies there appears to be a different approach to using the voice of the child depending on the nature of service and the agencies proximity in relation to planning services. However, overall the child's views had been obtained by agencies in the majority of cases.

The results of the audit was presented to the Learning and Improvement Subgroup in the first quarter of 2017-2018.

As a result of the audit:

- All agencies have agreed to ensure that their staff are aware of the need to obtain, record and consider the views of children and young people in the delivery of services to them
- The NYSCB has to ensure that awareness of the need to obtain the views of children and young people in their service planning is included in all relevant courses delivered by the Board



Practitioner Audits

In 2015/16 the NYSCB reconsidered the way in which reviews of practice were undertaken and agreed a strategy to ensure the dissemination of learning amongst NYSCB partners. The NYSCB have continued to develop strategies to generate effective learning from National and local, multi-agency reviews of practice and Serious Case Reviews (SCR), to improve practice and outcomes for children and families within North Yorkshire.

In 2016/17 The NYSCB has:

- Considered styles of review and evaluated the most appropriate methodology for use within North Yorkshire. Reviewed current methodologies and review styles, whilst taking into account practitioner feedback on learning reviews in North Yorkshire to establish preferred methodologies for the undertaking of SCR and other reviews.
- Considered both the local and National context of SCR's, other case reviews, legislation and research.
- Identified and developed agreed strategies to ensure optimum learning and to enable evaluation of the impact learning in order to inform on-going development and to ensure that the NYSCB has 'a robust understanding of the quality of multi-agency child protection practice and that this information is effectively used to challenge and drive on-going improvements.'

- Board partners considered the development of the Government rationale regarding SCR's and learning as well as the recommendations for LSCB's defined within Working Together (2015) and with the Wood Report (2016). This was further considered alongside the NYSCB Learning and Improvement Framework which provided a rationale for changes in culture and in the undertaking of reviews, from a senior management led activity to a multi-agency practitioner led methodology.

The NYSCB reviews are facilitated by the NYSCB Board manager who works with practitioners and provides a full report and analysis of all reviews on completion. Routine analysis of learning from local SCR and other reviews is developed into local briefings and within a dedicated section of the NYSCB website to ensure that this analysis of learning is available to all practitioners and stakeholders which can also contribute to learning on a National level. This ensures that NYSCB is able to:

- Review cases regularly and not just those cases which meet the statutory criteria for a Serious Case Review (SCR), but also cases which may provide useful insights into the way organisations work together.
- Reviews that look not only at what happened but why.

- Ensure all actions taken that result in lasting improvements to services.
- Be transparent about the issues arising from cases, including sharing the final reports of Serious Case Reviews with the public'.

During 2015/16 the NYSCB have undertaken four thematic practitioner reviews considering:

- Child Sexual Exploitation (CSE).
- Safeguarding Disabled Children.
- Domestic Abuse (DA).
- A practitioner review of a case which did not meet the threshold for a serious case review but in which practitioners felt there may be multi-agency learning.

A further review was undertaken in partnership with education colleagues to consider a school response to a safeguarding issue within the school, to identify learning and to ensure appropriate support is in place for schools in regard to serious incidents.

Multi-agency action plans have been developed and are managed in the multi-agency NYSCB Practice Development subgroup which has ensured that actions are taken forward resulting in positive impact on practice and on outcomes for children. Learning generated as a result of audit and review has been disseminated by the NYSCB into:

- Improved training delivery.
- Managers master classes.
- One minute guides.
- Briefings.
- Published on the NYSCB website.
- Tweeted to partners.

The commitment of member agencies to the involvement of staff has been vital to the success of this project. Practitioners involved have been enabled to fully engage in learning events and reviews and agency report authors have been given time and support to produce reports. Partners have supported staff in respect of their participation in reviews of practice and have striven to engender supportive organisational learning cultures.

Research by the NYSCB involving practitioners who have had involvement in case reviews in North Yorkshire between 2016/17 have highlighted the value of a more participative approach in SCR's and reviews. Rather than a focus solely on a documentary reviews and one way transfer of information through practitioner interviews. It suggests that practitioners have identified significant value in being directly included in the process at an early stage as well as in subsequent briefing/workshop events. Practitioners found the experience to be:

Worthwhile and helpful (briefing) to keep managers up to date on the latest areas of development and learning.

I really enjoyed this course, the presenters were really well informed and interested in the topics. I found them engaging and the event was very useful'

I thought this event was excellent – gave me a lot of information all entirely relevant'.

Professionals who participated in the NYSCB practitioner audits clearly had a high level of understanding in relation to the additional risk of abuse for disabled children, young people and risks engendered by Domestic Abuse and Sexual Exploitation. It was extremely evident that they were motivated to achieve positive outcomes for children and identified a realistic and supportive group of professionals working together well to support families and for whom multi-agency communication and working is strong. Audits identified timely responses to safeguarding concerns when raised and strategy meetings taking place within statutory timeframes and being well attended by appropriate professionals.



Learning was identified regarding the progress in some cases of Child Protection plans and a lack of contingency planning if significant change is not identified within a realistic timeframe for the child. Systems need to support the development of strategies to ensure that plans are progressed expediently and timeframes are incorporated to enable professionals and families to measure change against expected outcomes to prevent children and young people remaining subject to a Child Protection plan for protracted periods. NYSCB continues to consider data regarding the number of children subject to a plan for more than 15 months and has worked with partners within the independent reviewing service to undertake an audit of cases to ensure that additional consideration was given to children in these circumstances and to ensure that drift in planning was avoided. NYSCB partners agreed that these audits become a regular feature and that outcomes are reported to the NYSCB every two years.

The NYSCB has considered the development of additional training regarding disguised compliance and working with parental hostility which will be made available to colleagues within the e learning package planned for implementation in April 2017.

Consideration of Domestic Abuse (DA) within the practitioner audit appeared mostly to have been framed within a stereotypical view of a female's as victims and that multi-agency safeguarding practitioners should be offered the opportunity to benefit from opportunities to develop an understanding of all forms of Domestic Abuse including coercive control, situational couple violence, intergenerational violence and interpersonal violence in young people's relationships and develop knowledge and understanding in order to achieve effective interventions. Some practitioners continued to hold the view that separation of the partners would create safety in respect of the victim and children and in two thirds of the review cohort the couple's separation was included within the planning for the child.

Within all of the cases considered (for the purpose of the audits) there was a significant history of complex familial relationships, mental ill health and misuse of substances. These areas of learning have all been included in the development of the e-learning package to be launched in April 2017:

Actions generated as a result of reviews have included:

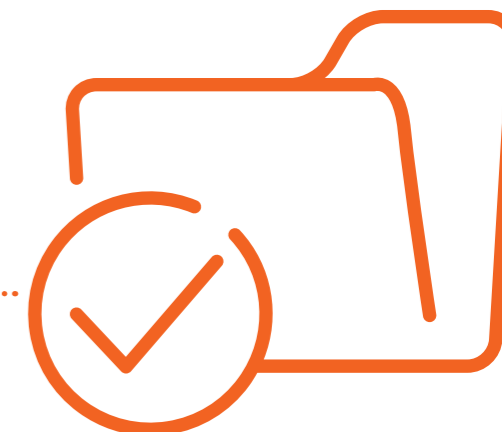
- Specific training developed regarding CSE level I and II.
- One Minute Guide (OMG) - National Referral Mechanism (NRM).
- Development of work with a group of young people being trained to deliver CSE awareness training to groups of their peers in 2017/18.
- Proposal to deliver a practitioner conference focussed on domestic abuse.
- Additional training commissioned regarding CSE and boys.
- Plan to update the NYCC 'Schools Child Protection Policy.'
- One minute guide (OMG) - Managing Allegations against Staff.
- Update of CSE Practice Guidance.
- Review of Vulnerability checklist.
- One minute guide – Vulnerable, Exploited, Missing and Trafficked (VEMT) young people practitioner groups.
- Managing Allegations against Staff Practice Guidance updated.

Conclusion – Thematic Review of learning from Audits

Over the last 12 months the NYSCB has worked with partners to embed a change in regard of how it undertakes multi-agency reviews of practice in order that partners are able to learn together by considering decision making in context, learning together and sharing this learning with multi-agency partners. Audits were undertaken utilising the concepts of participative methodology and appreciative enquiry. This represents research based approach to reviewing cases in the form of learning activity. It explores the professional's view of the case at the time the events took place. It analyses significant events and considers decision making in context, identifies good practice and what needs to change. The approach is rooted in systems methodology, and aims to encourage participation to ensure paramount conditions to augment learning both within the review and from the resultant report.


The cohort of cases identified for review is shared with each individual agency with a request that they review their records using a template provided by NYSCB. All information provided is anonymised by the agency submitting the template and these were shared in advance of the meetings. Each frontline worker and the first line manager received correspondence about the practitioner audit, which included its aims and objectives, the terms of reference for the audit and a memorandum of understanding. Practitioners and their first line managers were asked to use this template during the practitioner audit to critically review the information collaboratively and to be analytical of their involvement with the child.

Agency reports submitted by agencies were of good quality including a good level of reflection regarding the case and in particular regarding the multi-agency work undertaken. All the case discussions were well attended and professionals participated fully allowing for detailed, confident discussions and positive professional challenge. All agency reports identified excellent working relationships and multi-agency involvement in meetings, assessments and intervention.

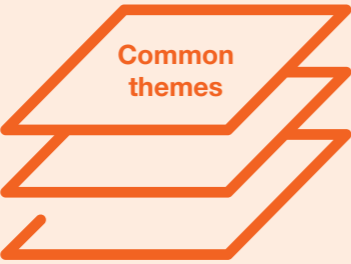


The following is information regarding what was learned as a result of the two thematic practitioner (undertaken between April 2016 and March 2017) audits which identifies common themes and learning:


Domestic Abuse November 2016:



- Good engagement of staff.



- History of complex family relationships.
- Mental ill health.
- Use of drugs and alcohol.
- Lack of contingency planning.
- Lack of parental consent to share information/concerns within the wider family.



- Lack of parental engagement.
- Disguised compliance.
- Resistant adults.
- Professional over optimism regarding parental motivation and ability to change.
- Plans focussed on parents.


Domestic Abuse November 2016:



- Excellent local working relationships.
- Determination and commitment of workers to ensure that victims and their children are safe.
- Recognition of the complexity of Domestic Abuse and the need for confident experienced practitioners in order to work assertively with perpetrators and reduce potential for disguised compliance.



- Intervention often focussed on immediately presenting factors.
- Lack of clarity regarding contingency planning in Child Protection Plans.



- Lack of wide understanding and training regarding types of Domestic Abuse and emerging research.
- Common misunderstanding that separation creates safety.
- Prevalence of stereotypical attitudes to Domestic Abuse.
- Lack of historical information regarding previous Domestic Abuse.
- Responsibility for protecting children often placed on the victim.
- Victims seeking to perpetuate a vision of a 'perfect family'.
- Better use of Achieving Best Evidence procedures and dedicated Domestic Abuse courts.
- Victims often required to leave the family home with the children.
- Knowledge and use of Domestic Violence Orders.
- Safeguarding 'language' and inherent jargon is difficult for families to understand and to take on board.
- Ability of staff to request use of the same interpreter to limit the impact on families.

Chapter 5: Partnerships and Networks

The Inter-Board Network

The Inter-board network is a forum for key professionals who have responsibility to manage safeguarding in North Yorkshire and the City of York. The Inter-board network meet, discuss and progress opportunities whilst strengthening and co-ordinating existing arrangements. The primary purpose of the network is to support the System Leadership Group in terms of work streams but also to identify, implement and deliver on agreed collaborative initiatives.

Membership of the Inter-board Network includes:

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North Yorkshire Community Safety Partnerships (NYCSP)

Community Safety Partnerships (CSP's) are under a statutory responsibility to work together to reduce reoffending, to tackle crime and disorder, to tackle anti-social behaviour, to tackle alcohol and substance misuse and to tackle any other behaviour which has a negative effect on the local environment.

Integrated Community Safety Hubs have been introduced into each of the districts to enhance the services of all partners and to provide to their communities within North Yorkshire on community safety incidents.

North Yorkshire and York Domestic Abuse Joint Commissioning Group (DAJCG)

The DAJCG has oversight of all commissioned Domestic Abuse services within North Yorkshire, ensuring that they are meeting the identified, evidenced and local needs. A multi-agency commissioner's subgroup has been established with an agreed principle of working towards pooled multi-agency budgets.

A multi-agency performance Domestic Abuse framework has been embedded, including data from a range of partners. The framework is shared across partners and partnerships, ensuring accurate reporting of activity and analysis.

North Yorkshire and City of York Strategic Prevent Board

The Prevent Board have developed a multi-agency Prevent Practice Guidance 'Working with individuals to Extremism' which has been agreed and implemented by the NYSCB, North Yorkshire Safeguarding Adults Board and the North Yorkshire Community Safety Partnership.

An established multi-agency Channel Panel meets on a monthly basis which:

- Identifies people at risk of being drawn into radicalisation
- Assesses the nature and extent of that risk; and
- Develops the most appropriate support plan for the individuals concerned.

Highlights:

- Delivery of Safeguarding Week 2016 and planning for Safeguarding Week 2017.
- Information sharing regarding key activities of respective boards and partner organisations leading to increased understanding of individual board responsibilities and activities.
- Increased opportunity for inter-board projects around key aspects relating to safeguarding, for example the consideration of learning from case reviews.
- Inter-board review of National and local safeguarding changes and good practice.



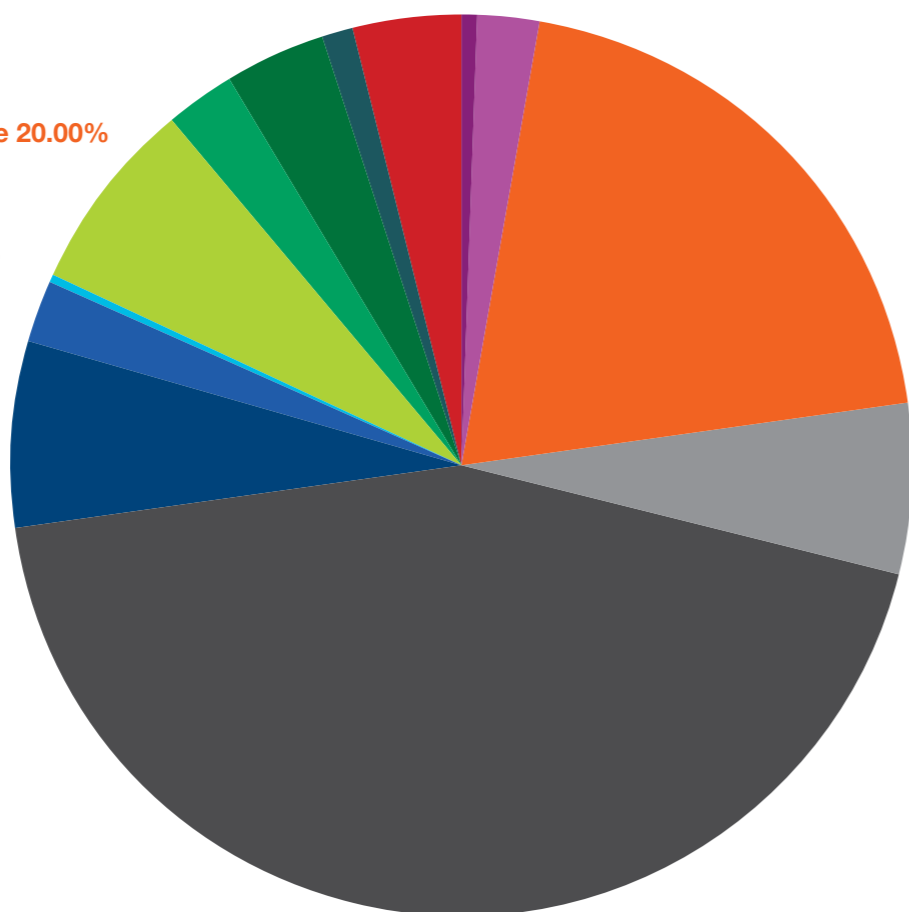
Safeguarding Week 2016

The North Yorkshire and City of York Children and Adult Safeguarding Boards, together with the Community Safety Partnerships and IDAS, agreed to promote the safeguarding of children, young people, their families and adults in October 2016. A series of local events were held across North Yorkshire between the 17th and 21st October 2016.

Briefing sessions were designed by IDAS and the Domestic Abuse Coordinators (DACs) to raise the awareness of Domestic Abuse with professionals. These sessions were delivered in each of the five locality areas (Craven, Hambleton & Richmondshire, Harrogate, Ryedale & Scarborough and Selby) and were attended by over 300 professionals. The Pie chart below provides a breakdown of delegates by their service sector.

Delegates by Agency

- Army 0.68%
- Army Welfare Service 2.37%
- Children & Young People's Service 20.00%
- Health 6.10%
- Health and Adult Services 43.73%
- Housing 6.78%
- Local Authority Other 2.03%
- Nursery School 0.34%
- Other 7.12%
- Other Local Authority 2.37%
- Police 3.73%
- Pupil Referral Service 1.02%
- Voluntary Sector 3.73%



Across the five areas, engagement by agencies was positive. Each of the five CSSG areas and four Local Safeguarding Adults Groups (LSAG's) contributed to the development of the safeguarding events in their respective areas.

Across all areas, anecdotal feedback was positive with the majority of delegates reporting that the domestic abuse awareness briefings were relevant to their work, that they had received new skills, would be able to apply what they had learned, and the overall awareness events in each area had been beneficial.

Marketplace events were held before and after each of the 'Domestic Abuse can affect anyone' awareness sessions. These were well attended and there was a good level of multi-agency engagement.

The impact of safeguarding week and the raising awareness of domestic abuse is difficult to measure; however the Police reported an increase in the number of incidents of domestic violence across North Yorkshire and the City of York compared with the previous year. The Domestic Abuse Coordinators reported that the number of MARAC referrals also increased which is believed to be linked to the increased awareness from the events.

IDAS reported that Safeguarding Week enabled their service to connect with a wide range of agencies and has assisted in positioning them in people's minds as the largest provider of domestic abuse and sexual violence services

in North Yorkshire. Following Safeguarding Week IDAS also reported an increase in referrals to the service, as well as an increased awareness and number of queries from a wider range of agencies.

A report regarding the impact of Safeguarding Week 2016 was presented to the Systems Leadership Group, who have agreed to hold another Safeguarding Week in October of 2017. The theme for the week has been identified as 'Safeguarding is everyone's business'.



Vulnerable, Exploited, Missing and Trafficked, Practitioner Groups (VPG)

The VPG provide a forum to share information with multiagency partners to work to protect children who are Vulnerable, Exploited, Missing and Trafficked (VEMT). The VPGs also explore local community intelligence, community hotspots and share information around perpetrators.

The development and implementation of the VPG has:

- Improved communication between Police, Health, Children & Families Service and other agencies.
- Engendered an improved understanding of the role and responsibility of other professionals.
- Created an environment for safe professional challenge
- Widened partners understanding of Police processes, investigations and powers involved.
- Expedient referrals to Sexual Health services.
- Ensured that NYSCB partners have a shared understanding regarding CSE.
- Opportunity for agencies to work collaboratively and to develop a shared understanding regarding risk
- Improved understanding of the local picture via information sharing.
- Made links between victims and perpetrators.
- Minimised replication between different service providers.
- Increased referrals into the Time Two Project, Hand In Hand and Parents against Child Exploitation.
- Increased communication and engagement with GP's

North Yorkshire and York Licencing Officers Meeting

The Licencing Officers Meeting meets quarterly across both North Yorkshire and the City of York which brings together professionals working within the licencing arena to share good practice and do develop new initiatives. NYSCB have engaged with this group to increase awareness around Child Sexual Exploitation in relation to Taxi Drivers.

- The NYSCB and Licencing Officers are working collaboratively to make safeguarding children and CSE a condition of a taxi licence. A training package has been adopted by the in partnership created by Scarborough Borough Council and endorsed by NYSCB.
- As a result of attendance at these meetings Licencing Officers are now engaging with the VPG's meetings to share Information and Intelligence to protect Children in the Districts.

North Yorkshire and York Suicide Prevention Group

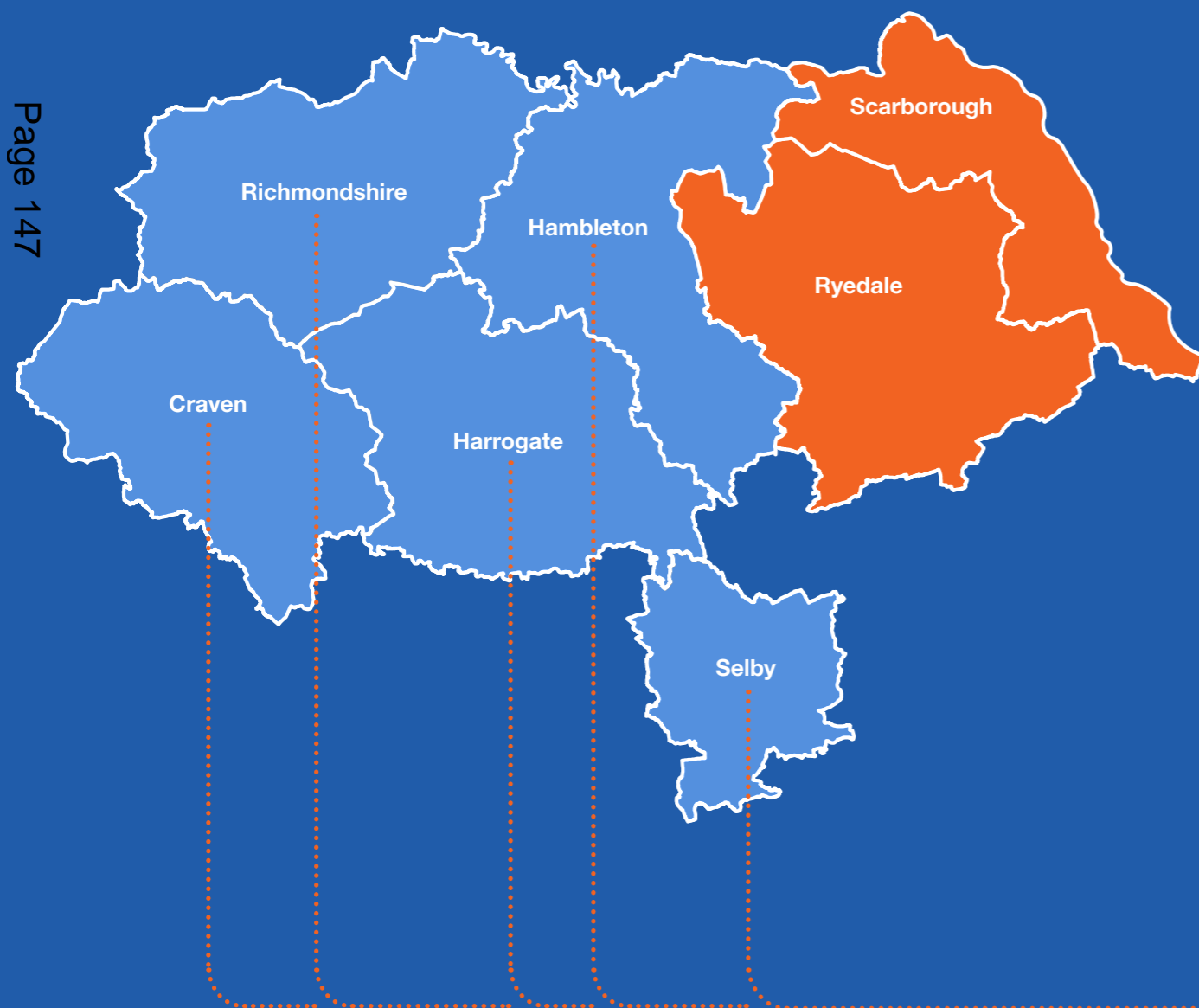
The Suicide Prevention group works across North Yorkshire and the City of York to address suicide and agree a joint strategy for suicide prevention. NYSCB attended this group initially due to a rise in the number of children deaths as a result of suicide in 2014 and have remained an active member of this group.

Highlights:

- The NYSCB have created and launched NY Pink Book Self harm and suicide prevention.
- The Suicide Prevention Task Group has developed a strategic framework to shape, co-ordinate and strengthen the suicide prevention agenda across North Yorkshire and the City of York.
- The Task Group has matured into a strong multi-agency partnership with representation and support from key agencies including Health, Police, Children's services, Education and the Voluntary sector.
- An audit of suicides across North Yorkshire in the period 2010-2014 has been published. The findings and recommendations of the audit are being embedded and implemented across wider Council strategies and policies, such as the mental health strategy 'Hope, Control & Choice'.
- Real-time suicide surveillance has been implemented, overseen by a sub-group of the wider task group, which enables timely identification of trends or emerging issues. In addition, it provides a means to both the identification of and co-ordination of a multi-agency response to either suicide cluster or contagion.



Chapter 6: Children Safeguarding Strategy Groups (CSSG's)



Scarborough & Ryedale CSSG

Background

The group is now well established with a broad membership across the locality, including:

- A nominated chair: Councillor Janet Jefferson
- Children's Trust Lead: Barbara Merrygold - Divisional Manager, East, Children & Families Service
- Safeguarding Lead: Heidi Scott Nelson - Team Manager, Children & Families Service.

Improve information sharing in Child Protection Conferences:

Improve links with secondary schools:

- Area Prevention Managers offer all schools termly visits and attend the behavioural collaborative meetings; 100% of schools were offered visits last term and briefings on Operation Encompass will be on the agenda's over this next year.

Achievements

Raise awareness of services and pathways for professionals:

- An awareness raising day was held as part of the safeguarding event in October 2016. Partner agencies presented their services through a market place event.
- Attendance to the event was over 100 participants. Although, the event was deemed very successful it was felt that locality awareness was lost. Planning is now in place for the 2017 event with a focus on local priorities.

Raise awareness of CSE with local businesses:

- 'Say Something if you See Something' campaign with aide memoir cards has been delivered to Scarborough Hospitality Association, local hotels, NYP police and community support officers, Holiday theme parks, Taxi and private hire vehicles, other main businesses with on-going delivery to new taxi drivers in the Borough.

Challenges Leading to Next Steps for 2017

Children Not in Education

- Emerging concerns regarding the number of children on limited education packages leading to increasing number of children not actively in education. Most of these young people are known to one or more local services (Police, Youth Justice, Prevention, Children and Family Services, CAMHS, private residential homes etc.) Progress to date -Monthly meetings established from September with review of meetings in April.

Emotional well-being of children:

- Embedding and awareness of new commissioned services through 'Future in mind'.

Opportunities Area funding:

- CSSG Representation on OAF Steering group

Cllr Janet Jefferson (Chair, Scarborough & Ryedale CSSG)

Craven CSSG

Background

Reporting back on the successful work of the Craven Safeguarding Strategy Group for this past year, Cllr Andy Solloway Chair can confidently say that the group goes from strength to strength.

Achievements

Delivery of Safeguarding Week 2016 events:

- Safeguarding Week was a great success, raising a number of diverse issues. It was very much engaging with the public and professionals, as well as raising the profile of safeguarding in Craven.

A local awareness raising event was held with professionals.

The North Yorkshire Police mobile police station was used during safeguarding week to promote awareness of domestic abuse and provide drop-in centres for members of the public to obtain advice and support.

Raise awareness of the 'Say Something if you see Something Campaign':

- The 'Say Something If You See Something' campaign continues to have a good profile and widens awareness, often among difficult to reach communities with training on CSE being provided to local businesses and the distribution of awareness raising material.

Promote the awareness of CSE with Children and Young People:

- Worked with North Yorkshire Police to raise awareness of CSE through the use of Crucial Crew in March 2017.

Raise alcohol awareness with children and adults:

- A range of parenting tools to reduce the impact on children living with parents that misuse drugs or alcohol.
- 'Through my child's eyes' and family focused sessions have been delivered on a one to one basis looking at the impact of substance misuse on parenting and children.
- A document for doctors has been developed, linking key services and was brought to the NYSCB and has subsequently been launched

Challenges Leading to Next Steps for 2017

Identify 'invisible' children and engage them:

- Chair has raised concerns over electively home educated children directly with the Department for Education
- An agreement with the Prevention Service and 5-19 service has been established whereby joint visits are offered and undertaken to parents who electively home educate their children

Improving accessibility of health workers:

- Concerns over opportunities to access services have been identified and a plan has been developed to increase health presence at groups.

I would like to commend the various people involved in the CSSG who firmly put Craven on the map as far as this field is concerned. I have nothing but the highest regard for the often difficult and challenging work they do. Such is our success, it is good to see professionals from other organisations coming on board too

**Cllr Andy Solloway,
Chair Craven CSSG.**

Hambleton and Richmondshire CSSG

Background

The Hambleton and Richmondshire CSSG has been chaired by Andrea Hobbs, NYSCB Board Member and Voluntary Sector representative and is presently chaired by James Lee, Team Manager, Children and Families.

Achievements

Improving timeliness and quality of reports to child protection conferences:

- The Hambleton and Richmondshire area has been the pilot area for the rollout of a new quality feedback process for reports to Child Protection Conferences which provides direct feedback to professionals regarding good practice or issues which need to be addressed.
- Single points of contact have been identified in agencies and work is ongoing with the Independent Reviewing Officer (IRO) Service to evaluate the pilot.

Improving inter-agency relationships with MOD:

- To improve relationships with the MOD and agencies a Safeguarding Week event was held at Catterick Garrison which focused on domestic abuse
- The event was well attended by agencies and members of the public
- Liaison with local Children & Families service in Hipswell House who have presented to over 30 Garrison Welfare Officers on the different processes and what is expected at Child Protection Conferences, etc.
- Implementation of a welfare hub, so all those in the frontline of welfare have a good understanding of how to respond to any safeguarding concerns and who should be contacted
- The links are building trust within the units and improving communications with professionals regarding concerns

Raising awareness of local services:

- A local agency market place provided opportunities for the public and professionals to come together
- CSSG meetings now include regular updates from agencies regarding local services and issues.

Challenges Leading to Next Steps for 2017

Improving the emotional resilience of young people:

- The CSSG continues to support Futures in Mind and the development and implementation of the pathway.

Reduction in the number of unintentional injuries:

- The Hambleton and Richmondshire CSSG is examining issues of intentional and unintentional injuries and have been involved in the launch of pathways and other ongoing work

James Lee, Chair Hambleton & Richmondshire CSSG.



Harrogate CSSG

Background

The Harrogate CSSG is an active local group with good multi-agency representation and commitment to progressing local priorities to improve the outcomes for children and families in the district. The group has completed a variety of actions to address issues including, self-harm and suicidal behaviour, the quality and timeliness of reports to child protection conferences and is currently looking at innovative ways to address issues for children with autism and their families.

Dr Joy Shacklock a member of the Harrogate GSSG has been appointed as RCGP (Royal College of General Practitioners) Clinical Champion Good Practice Safeguarding. It is a 1 year post which will work on some innovative projects to improve and promote safeguarding within primary care at a National level and provide resources for practices.

Achievements:

Improve agency's response and understanding of self-harming behaviours:

- Task and finish group was established to identify resources, websites, apps, etc. for use with children and young people.
- Ongoing work to promote awareness and discussion with young people
- Sharing of information and embedding of the 'Pink Book'.

Improving performance of reporting to Child Protection Conferences:

- Task and finish group established to examine data and identify improvements in the timeliness of reporting.
- Actions have been taken by agencies to raise awareness and improve performance of reporting to Child Protection Conferences.
- It has been agreed the Harrogate District will be included in the second phase of the rollout of the new quality feedback process which will provide more current data regarding timeliness and quality of reports to Child Protection Conferences.

Psychoactive substances:

- The group examined reports regarding the use of psychoactive substances in the Harrogate area and what could be done about them.
- It was established that this was not a widespread issue and this has now been addressed.

Challenges Leading to Next Steps for 2017

Develop plan regarding emotional wellbeing and resilience of school pupils:

- The group is presently examining how it can improve the emotional wellbeing and resilience of children and young people

Harrogate as an Autism Friendly District:

- Examining how to develop Harrogate into a autism friendly district linking with peer mentoring and home educated children with autism

Missing from home:

- The group is comparing multi-agency data to identify what the local picture is, whether there are any issues and is there a robust multi-agency response

Justin Vaughan, Harrogate CSSG Chair.



Selby CSSG

In the last year the role of the Chair of the group has moved from Abigail Masperro, Independent Review Officer to Julie Hatfield, Divisional Manager, Children and Young People's Service. The Selby CSSG is served by a core group of committed members who attend the group on a regular basis.

Achievements

Improve knowledge of services available in the area:

- The Selby CSSG has held a professionals facing event to support safeguarding week which focused on Domestic Abuse. This event was well attended and was a good opportunity for professionals to network.
- A multi-agency marketplace aimed at sharing information regarding services in the area was held at Selby College. The event was well attended by professionals with representation from a number of different services.

Reduce the number of teenage pregnancies in the Selby District:

- Access to services in light of high teenage pregnancy rates has been a priority identified through strategic groups.
- A task group was set up and services are already developing and improving.
- Ongoing work around Sexual Health and Teenage Pregnancy to embed the integrated approach and ensure good access to services.
- The group is working with YorSexual Health and plan about better signposting and working together.
- Pop-in centres for young people in secondary schools have been established.
- Chlamydia testing is now offered in the Selby area.

Challenges Leading to Next Steps for 2017

Improve access to services in the Selby District for cross boundary issues

- Cross border issues including access to CAMHS provision has been raised at a number of strategic groups and with commissioners. Due to the geography and overlapping services available in the area, this has been highlighted as an area for professionals to be aware of and the CSSG continues to monitor issues and report as appropriate

Improve agency performance for providing reports to ICPCs and RCPCs

- A task and finish group was established to examine issues of timeliness of reports to conference.
- Issues have been identified with reporting and recording and fed back to the IRO Service
- The CSSG is engaging with the IRO service and is looking to develop reporting through the quality feedback process.

Julie Hatfield, Chair Selby CSSG.



Chapter 7: Training

North Yorkshire Safeguarding Training Data/2016-17:

	2014-15	2015-16	2016-17					Change to date from 2015-16
			Q1	Q2	Q3	Q4	2016-17	
Number of Courses Planned*	107	95	45	31	36	30	142	47
Events Scheduled			45	37	53	35	170	170
Number of Courses Cancelled / Rescheduled	12	26	8**	5**	6**	1**	20**	-6
Total Courses Run	95	69	37	32	47	34	150	81
Cancellation %	11%	27%	16%	14%	11%	3%	11%	-16%
Average Courses Run			84%	86%	89%	97%	89%	89%
Delegates Attended/ Booked on courses	1472	1124	493	388	824	500	2205	1081
Average Attendance %	77%	60%	67%	72%	76%	80%	74%	14%
Conferences	3	2	0	0	0	0	0	-2
Delegates Attended/ Booked on Conferences	558	307	0	0	0	0	0	-307
Total Delegates	2030	1431	493	388	824	500	2205	774
Total Capacity for Courses Run	1910	1880	787	537	1082	627	3033	1153
% Capacity Filled (courses)	77%	60%	67%	72%	76%	80%	74%	14%

* not including Private Fostering

*Some courses were cancelled due to trainer illness and some as a result of insufficient delegates – this led to the NYSCB undertaking a review of training which is discussed later in this report.

Delegate Breakdown - By Number Attended	2014-15	2015-16	2016-17				
			Q1	Q2	Q3	Q4	Total
Total Delegates (courses & conferences)	2030	1431	493	388	824	500	2205
Children & Families			190	165	181	150	686
Inclusion			16	13	38	6	73
Education & Skills			2	0	3	1	6
Strategy & Commissioning			5	2	10	1	18
Safeguarding Unit			5	3	2	2	12
Prevention & Commissioning			1	3	2	1	7

Total CYPS	981	563	219	186	236	161	802
HAS	19	14	5	11	130	10	156
Central Services			6	6	4	7	23
NYCC Other	35	9	1	0	12	13	26
Total NYCC (incl. CYPS)	1035	586	231	203	382	191	1007
Total Education & Schools	428	387	94	104	205	138	541
MOD	9	5	4	3	13	9	29
Early Years	211	77	45	23	73	80	221
Police	49	19	42	1	3	2	48
Housing	10	11	3	0	22	0	25
Other LA	17	35	16	7	13	10	46
Health / CCG	120	84	13	11	25	18	67
YAS	3	11	0	0	0	0	0
Probation	1	3	0	1	7	0	8
Voluntary Sector	53	92	23	24	19	0	66
Other / Not Declared	94	129	22*	11*	62*	52*	147
Total Non NYCC	567	466	168	81	237	171	657

Online learning completion	2014-15	2015-16	2016-17					Change to date from 2015-16
			Q1	Q2	Q3	Q4	Total 2016-17	
Safeguarding Children: Online Learning Basic Awareness (Basic Safeguarding) *	650	650	332	273	295	260	1160	510
LSCB Introductory Course on CSE (Basic CSE)	0	593	102	200	139	210	651	58
SUDI Box **	0	1	6	6	22	9	43	42

* figure does not contain completions via the NYSCB website

** figure does not include completions via the NHS website

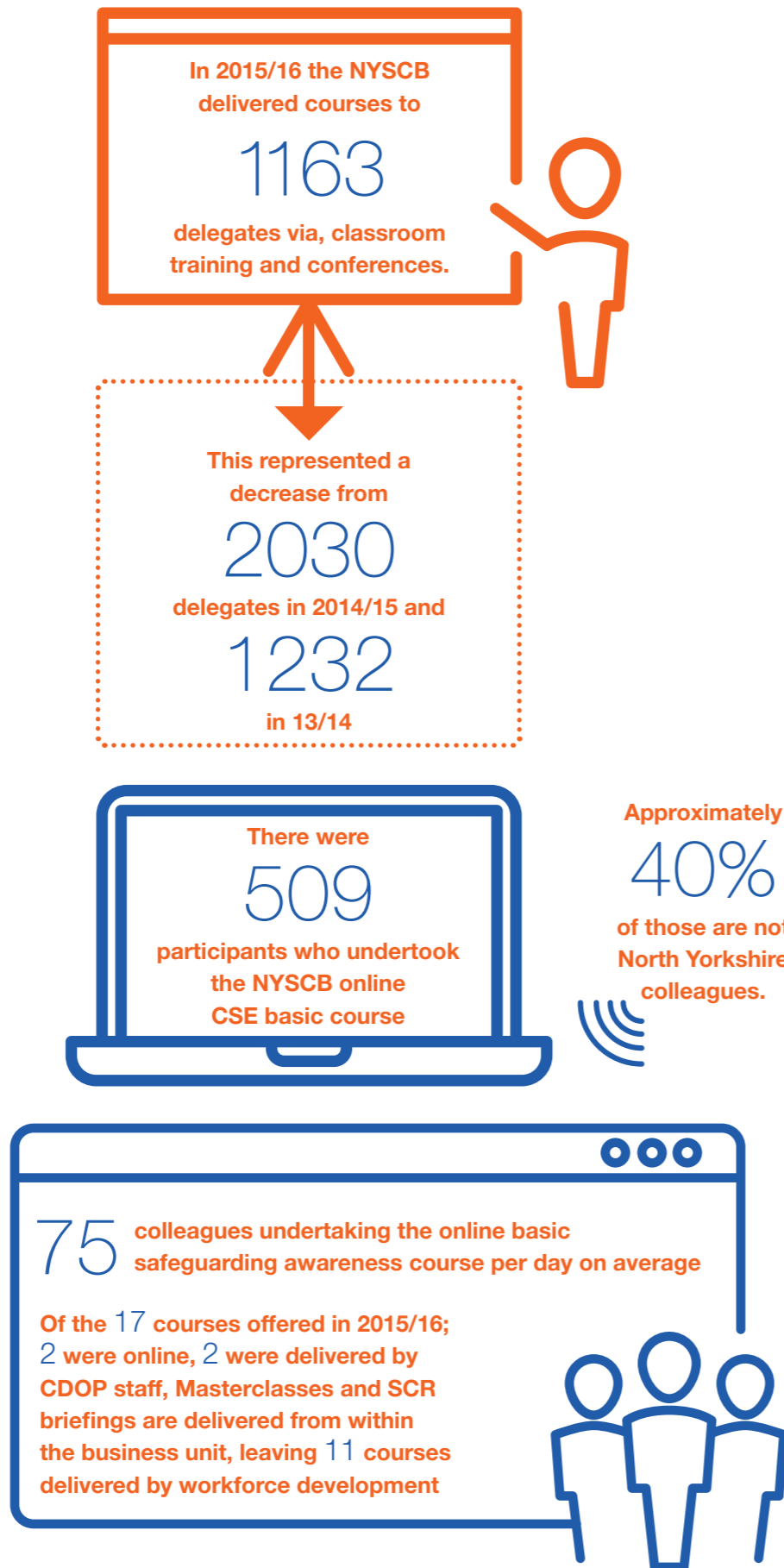
Findings:

It is clear that overall the 1412 attendees who submitted a feedback form have found the NYSCB courses to be beneficial and relevant to their work. 91% (1290) have either agreed or strongly agreed when asked whether or not the content was sufficient to achieve the objectives, whether they had gained new skills and knowledge and if these will be applied back in the workplace.

Training Review

The NYSCB business plan 2013/16 identified a number of objectives including: **'maintain an environment of continuous learning and improvement'** and **'be responsive to the changing environment of safeguarding both at a local and national level'** and included the following priorities:

- Ensure our partners share information to improve multi-agency practice to safeguard children, maintain an environment of continuous learning and improvement,
- Increase staff morale and confidence, enabling good practice,
- Be responsive to the changing environment of safeguarding both at a national and local level and
- Actively monitor, promote, coordinate and evaluate the work of the statutory partners that help, protect and care for children in the local area.



Some partners were underrepresented within the cohort of colleagues attending training, significantly police and education. Strategies were developed by the NYSCB to address this issue however, this has proved complex and failed to successfully address accessibility; in particular for police colleagues whose attendance was zero in quarters one, two and three. However, this rose to 18 in quarter 4, which may have been influenced by the facilitation of the 'vulnerable exploited missing and trafficked' conference in this quarter. This reduction was replicated across partners in the LA and education which reduced by 10.7 and 9.5% respectively.

The review of training considered arrangements for the delivery of multi-agency training and proposed opportunities to broaden and deepen capacity, by developing multi-agency training opportunities and building on the current suite of on line courses available. The objective of the review was to spread the training demand across partners, bringing a broader range of training perspective and experience to learning and development activities and also act as a further demonstration of partner commitment to the multi-agency safeguarding training agenda.

It was identified that the majority of partners accessed training online and it was agreed that the online training offer should be significantly expanded to offer a wider range of courses at various levels to ensure partners had access to courses which addressed their individual learning needs. In 2017, the NYSCB will offer 39 online training courses to partners.

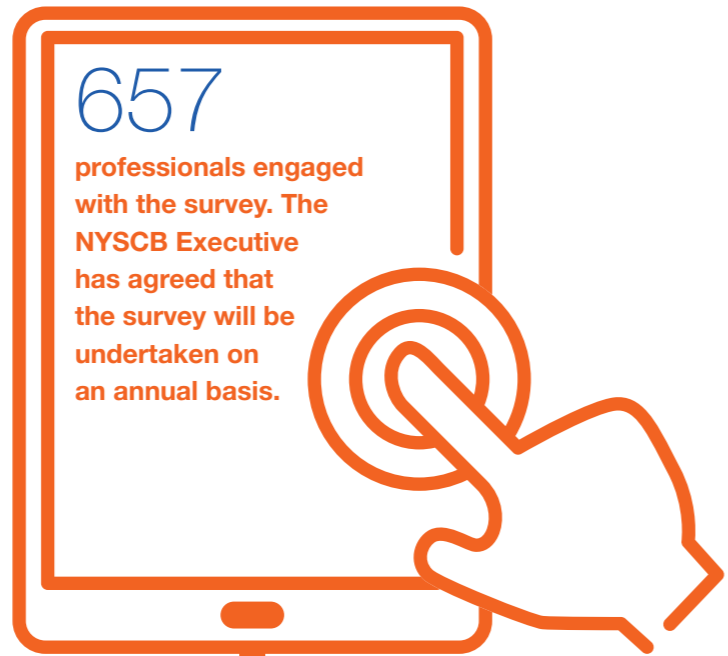
The NYSCB has retained the potential to commission bespoke courses in line with identified need arising from Serious Case Review's (SCR's), learning lessons reviews, NYSCB data, audit, and legislation and will continue to be responsive to the training needs of partners into 2016/17.

There continues to be a requirement on the NYSCB to ensure that the multi-agency funding it receives is spent in a way which allows it to achieve its objectives and ensures value for money. There is no doubt that the training package offered by the Board is valued by partners and that the opportunity to attend NYSCB training in 2016/17 should continue. This review has identified opportunity to ensure that safeguarding children training is available to a wider range of partners and a reduced cost to the board and indeed includes some potential to income generate into 2016/17 to ensure that the NYSCB is able to sustain the level and quality of multi-agency training available to partners and to continue to build on success.

Workforce Survey

In order for the NYSCB to achieve the principle 'Increase staff morale and confidence, enabling good practice' a safeguarding workforce survey was undertaken for front line professionals to better understand confidence, levels of satisfaction, continuous learning and development and staff morale in the safeguarding children arena. The aim of the survey was to provide the NYSCB with a baseline assessment of the workforce which can then be used to provide a focus on learning and improvement, and measure the impact of the work of the Board, with a view to improving the experience of frontline practitioners and thus improve outcomes for children and young people.

The NYSCB Practice Development subgroup will be leading a review of the findings and will be working with partners to identify actions to improve identified areas.



94%

said that they feel confident that they know where to access expert help and advice regarding safeguarding children within their organisation

92%

said that as a practitioner they feel confident with regards to safeguarding children within their role.

89%

said that they have the opportunity to discuss and reflect on safeguarding children cases with a senior colleague.

89%

said that they feel supported to access and attend safeguarding children training appropriate to their role.

86%

felt supported by their line manager to work towards NYSCB procedures and thresholds to safeguard children and young people.

77%

said that they regularly discuss continuous professional development with their line manager.

76%

said that their organisation enables them to keep up to date with the latest learning.

Managers Masterclasses



Aims and objectives of Managers Masterclasses:

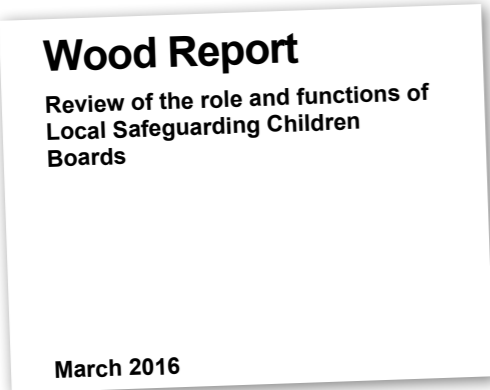
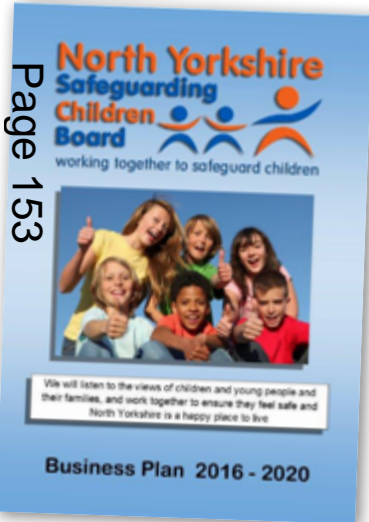
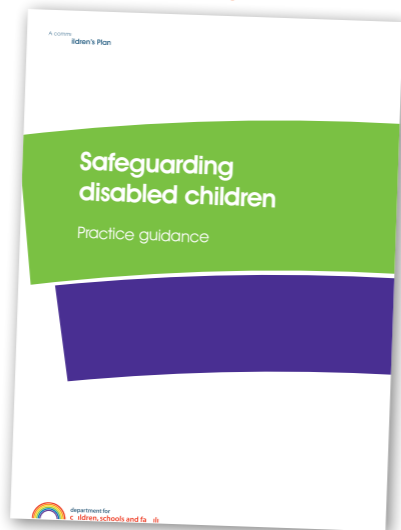
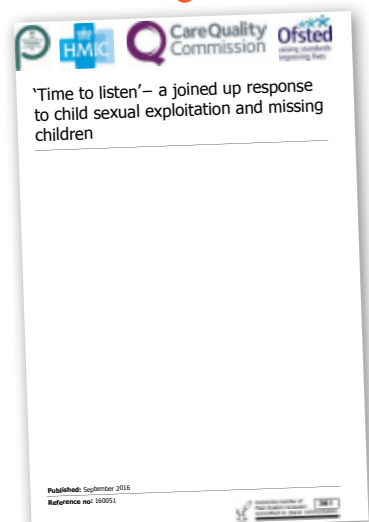
An update of current issues within child safeguarding and an overview of the current work taking place with North Yorkshire Safeguarding Children Board team.

Be aware of relevant changes which impacts on safeguarding practice

To understand any changes in relevant legislation, procedures and consultations in place that impact upon the work of practitioners and managers.

Manager's masterclasses were established in 2016 to ensure that safeguarding managers were regularly supported in an opportunity to establish an overview of developments in safeguarding both locally and Nationally including research, new legislation, learning from Serious Case Review's (SCR's). Additionally to improve understanding of the work of North Yorkshire safeguarding partners. Masterclasses were aimed at managers who had responsibility for staff who would also benefit from the learning to ensure that the learning is disseminated as far as possible. The training is facilitated by members of the NYSCB business unit in conjunction with safeguarding partners who have sought to ensure that managers are empowered to challenge and support staff when reflecting on cases regarding salient safeguarding issues. Topics included in the agenda for Managers masterclasses have been identified in response to issues arising from; new legislation, findings from local and national audits and case reviews, hot topics arising from multi-agency discussion in subgroups relating to partners and identification of evidence of issues were less well understood by partners including implementation of the NRM and private fostering arrangements.

Topics have (not exclusively) included:



Feedback

I thought this event was excellent – it gave me a lot of information all entirely relevant

I really enjoyed this course the presenters were really well informed and interested in the topics. I found them engaging and the event was very useful

Worthwhile and helpful briefing to keep managers up to date on the latest areas of development and learning

Managers Masterclasses have been delivered across North Yorkshire in both Spring and Autumn 2016.

A total of eight separate sessions provided information on a wide range of topics to in excess of 120 multi-agency colleagues with a view to potentially reaching significantly more safeguarding practitioners through dissemination in supervision and other mentoring activities. Feedback from participants has been extremely positive and has provided evidence of knowledge being used in practice for example feedback from a social worker who having attended a strategy meeting had identified trafficking, in addition to other risks and had made a referral to the NRM which she would not previously have undertaken. Education colleagues have identified a clearer understanding of the links between private fostering and their responsibility within the school environment and we are hopeful that this augmented understanding will lead to a rise on the number of privately fostered children in receipt of support across the county.

Chapter 8: Voice of Young People

The Growing Up in North Yorkshire is a biennial survey which plays a crucial part in enabling the Local Authority, schools and NYSCB partners understand the views and concerns of children and young people across the county by using age appropriate survey. The survey covered topics such as:

- **Attitudes towards learning.**
- **Emotional health and wellbeing including resilience and bullying.**
- **Sexual Health.**
- **Substance misuse.**
- **Online safety**

The survey provides valuable information which is shared with the NYSCB and its partners to help focus and improve services for children and young people, particularly vulnerable groups. All schools across the county are invited to participate with the survey taking the views of children and young people in years 2, 6, 8, 10 and 12.

The Growing up in North Yorkshire Survey took place in the Summer Term of 2016 and the results shared with partners December 2016 / January 2017.

Children and young people told us:

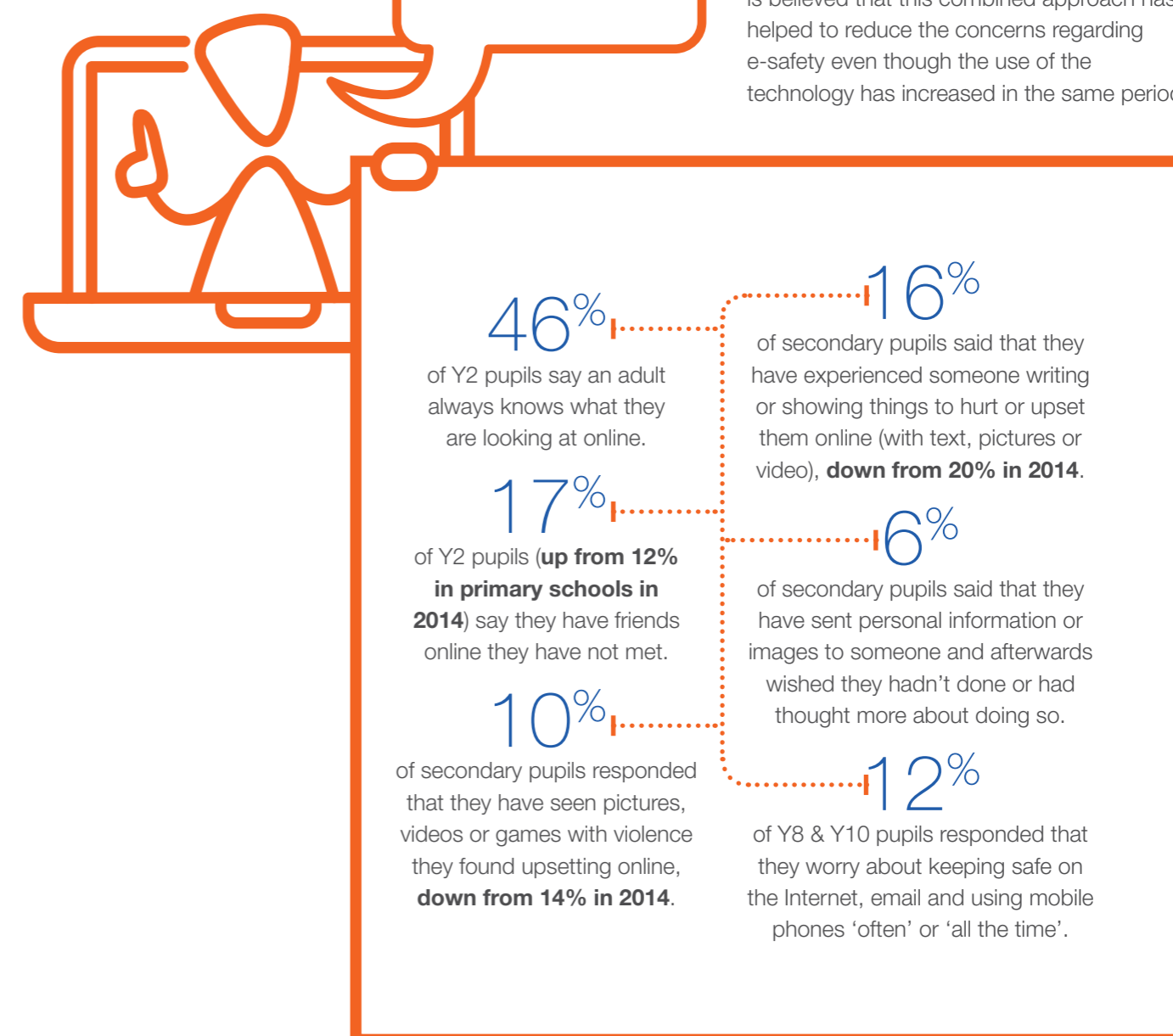
Online safety has a big influence on children and young people and with it brings a number of risks:

Secondary pupils are less likely now to communicate with people they have met online and don't know in real life

22% in 2014
18% in 2016

What we Did:

To support children and young people in the online world the NYSCB commissioned a training package for schools which explored the lives of four young people. This package was issued to schools in the first quarter of 2016 and has been used by a number of schools over the last year. The NYSCB Business Unit has also worked with colleagues in the Local Authority to develop resources for schools to use in personal, social, health and economic (PHSE) lessons and promote e-safety for key stages 1-4. It is believed that this combined approach has helped to reduce the concerns regarding e-safety even though the use of the technology has increased in the same period.



Children and young people told us:

A key area from Growing up in North Yorkshire was in relation to sexual health for children and young people:

52%
Y8 & Y10 believe there is a sexual health service for young people available locally. **31% of pupils said they know where they can get condoms free of charge, a drop from 39% in 2014.**

10%
of Year 10 pupils have had a sexual relationship in the past and **7% report that they are currently in a sexual relationship.**

53% said 'yes' and **9%** were 'not sure' when Y10 pupils were asked if they had sex, did they always use a method of protection or contraception.

42%
of Y8 & Y10 said they were treated for an accident at a clinic or hospital in the twelve months before the survey.

What we Did:

Through the work of the CSSGs and in partnership with Health and Adult Services the NYSCB has sought to raise the awareness of sexual health services with professionals to ensure they are in a position to provide advice and guidance to children and young people on where they can obtain help. Work has also been undertaken within CSSGs to examine increases in teenage pregnancies and to challenge partners to ensure that services are accessible to young people across the county.

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Children and young people told us:

The Growing up in North Yorkshire Survey told us that **'38% of Y8 & Y10 pupils reported they worried about family problems 'often' or 'all the time.'**

The NYSCB's dataset has shown that the number of domestic incidents with children living in the household has increased over the last three years. Although not directly linked to family, the Growing up in North Yorkshire Survey also identified that approximately 8% of secondary pupils say they have been the victim of violence or aggression which is an increase from 2014 when the reported figure was 6%.

What we Did:

In October 2016 the NYSCB, in partnership with the City of York Safeguarding Children Board, the Adult Safeguarding Boards and Community Safety Partnerships for North Yorkshire and the City of York, and IDAS undertook a series of awareness events aimed at professionals to raise the profile of domestic abuse. In addition, a number of local, public facing events were held across the county to raise awareness with the public and raise awareness of support services which are available.



Young People Involvement

Youth Voice Conference

The NYSCB held a consultation marketstall at the NYCC Primary Student Voice Conference and the Secondary Youth Voice Conference during the Voice, Influence and Participation teams 'Youthvember'. The events allowed the NYSCB engage with 129 primary school students finding out what makes them feel safe and unsafe and 35 secondary school students finding out their biggest safeguarding worry was.



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You Said - Primary - Children reported that parents and friends made them feel safe whilst being on their own and being home alone made them feel unsafe.

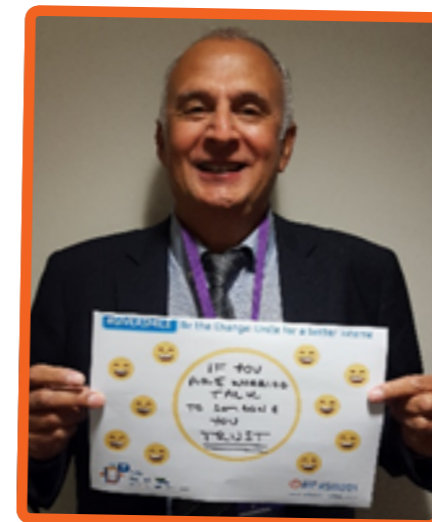
We Did - The NYSCB will be developing a One minute guide (OMG) which assists partners on issues regarding young people being at home alone.

You Said - Secondary – Young people reported that Internet safety was their biggest safeguarding worry in particular 'Catfishing' (when someone creates fake profiles on social media sites to trick people into thinking they are somebody else).

We Did - The NYSCB promoted 'Safer Internet Day' through social media, websites and directly with all our partner organisations

Safer internet day (SID)

The NYSCB along with partners supported Safer Internet Day (SID) which took place on Tuesday 7th February. A media release was created: <http://www.safeguardingchildren.co.uk/safer-internet-day-feb17> which was published in a number of local papers. The NYSCB Board Manager undertook two radio interviews on Stray FM and Yorkshire Coast Radio. Activities took place on twitter with features from Prof Nick Frost and Cllr Janet Sanderson showing their support.



Helping Each Other

As a result of a NYSCB audit themed around CSE it was identified that there were few specific opportunities for disabled young people to discuss and to understand CSE. As a result NYSCB commissioned the National Working Group (NWG) awards finalists: 'Helping Each Other Project' to train a group of North Yorkshire young people who are members of the County's Flying High Youth Voice Project, this project is supports young people with special educational needs to have a voice and make a positive difference to their community. The Flying High members undertook a full day's training in March 2017 delivered by young people from the Helping Each Other project. The peer led training focusing on signs and dangers surrounding child sexual exploitation and will be delivered to fellow students within special schools in North Yorkshire. This project has been funded by VIP team and Office of the Police and Crime Commissioner.

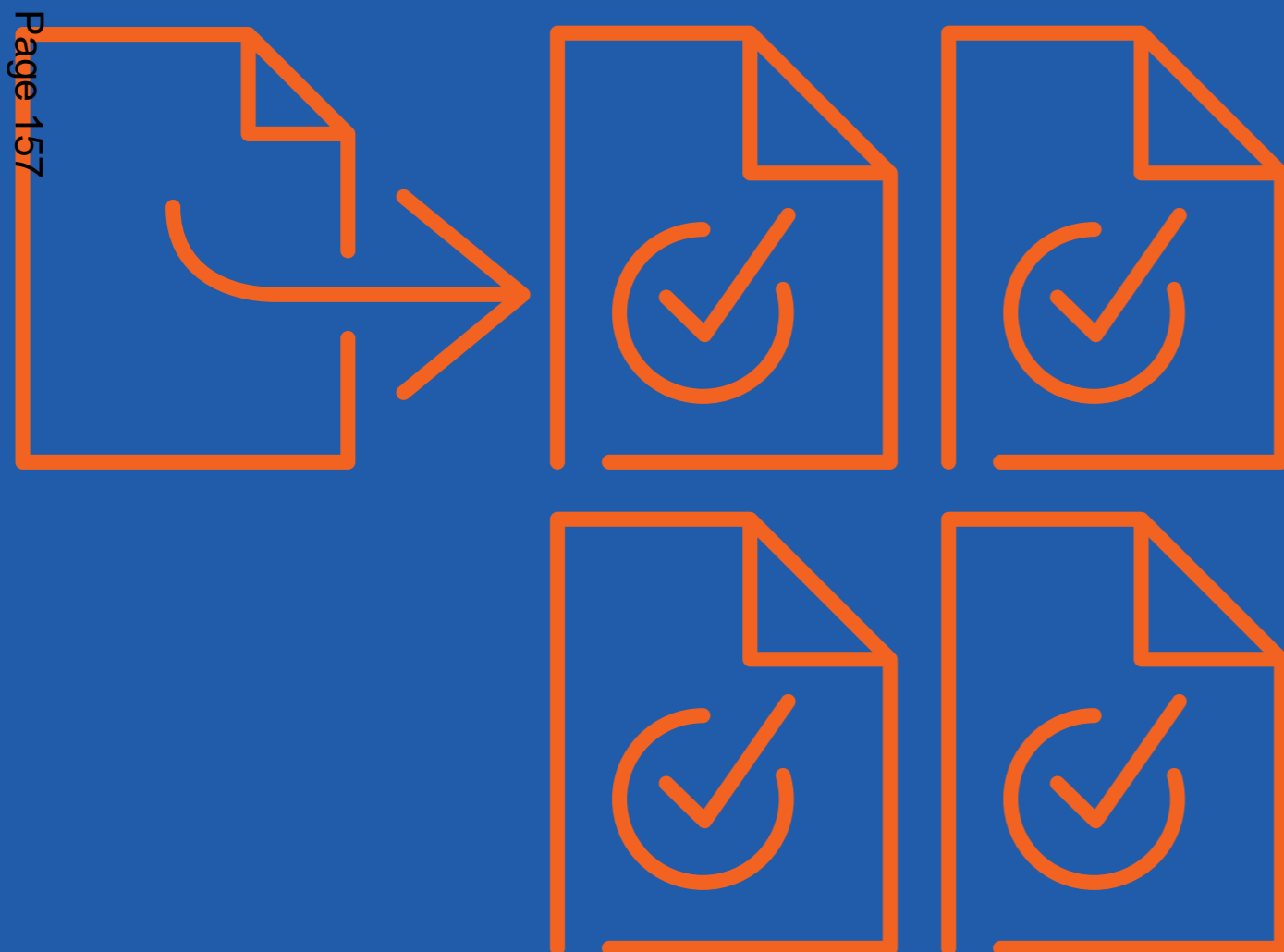
Independent Chair attends Youth Voice Executive

Professor Nick Frost (NYSCB Independent Chair) had the privilege of attend the inaugural North Yorkshire Youth Voice Executive event held at County Hall in February 2017. The young people who attended represented youth voice organisations from across North Yorkshire; they were articulate and enthusiastic in discussing how services could be improved. Feedback from the young people suggested that they seem to feel safe and that their priorities were around accessibility in particular regarding affordable public transport, good careers and transitions, advice and engaging Personal, Social, Health and Citizenship Education in schools. It is reassuring to know that the NYSCB can work with such an effective group in developing our policies and practices.



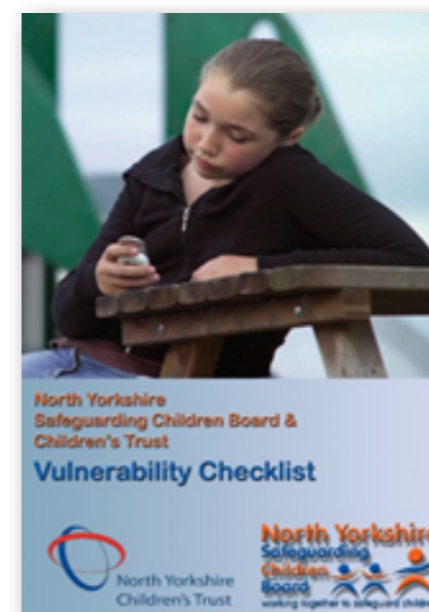
Chapter 9: New Procedure/Practice Guidance/Campaigns and Social Media

The NYSCB maintained agreed procedures for safeguarding children across all partners within North Yorkshire. These procedures have been reviewed and updated over the last year.



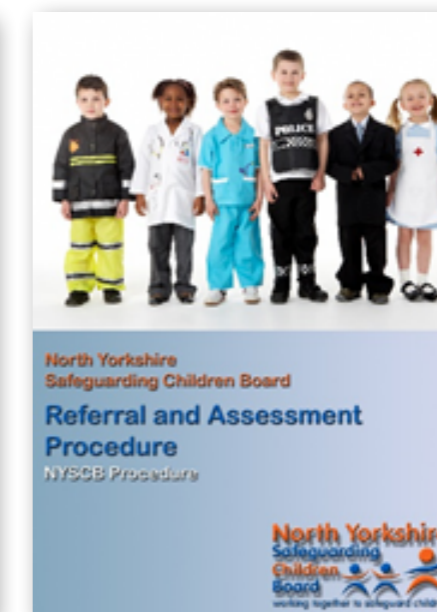
Vulnerability Checklist

Having clear thresholds for action which are understood by all professionals, and applied consistently, including for children returning home from care ensures that services are commissioned effectively and that the right help is given to the child at the right time. To assist in ensuring consistency across partners the NYSCB has reviewed the Vulnerability Checklist which is the key threshold document used by partners to identify the appropriate level of services to be provided to children and young people.



Referral and Assessment Procedure

It is essential for there to be clear and consistent pathways for ensuring that children and young people are referred to services. The NYSCB referral and assessment procedure has been agreed across all partners to ensure a consistent approach for the escalation of child protection concerns with NYCC Children and Families Service.

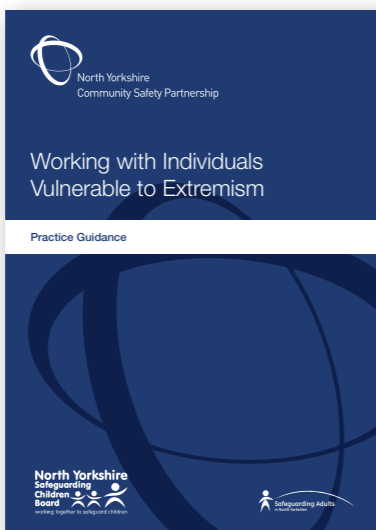
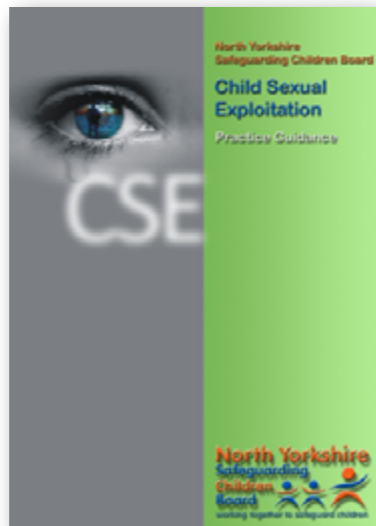


Practice Guidance

The suite of NYSCB Practice Guidance has been agreed as a framework for multi-agency working in child protection across North Yorkshire. The guidance reflects relevant legislation, current guidance from the Government and lessons from research. The NYSCB Practice Guidance is reviewed on a regular basis as well as new guidance developed. 2016/17 has seen practice guidance developed and reviewed in the following areas;

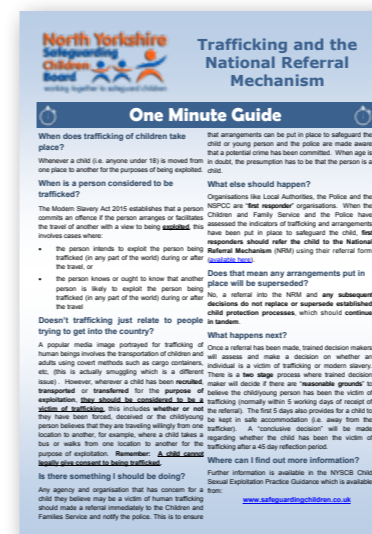
- [Child Sexual Exploitation \(CSE\)](#)
- [Domestic Abuse](#)
- [Managing Injuries to Non - Independently Mobile Children](#)
- [Prevent - Working with Individuals Vulnerable to Extremism](#)

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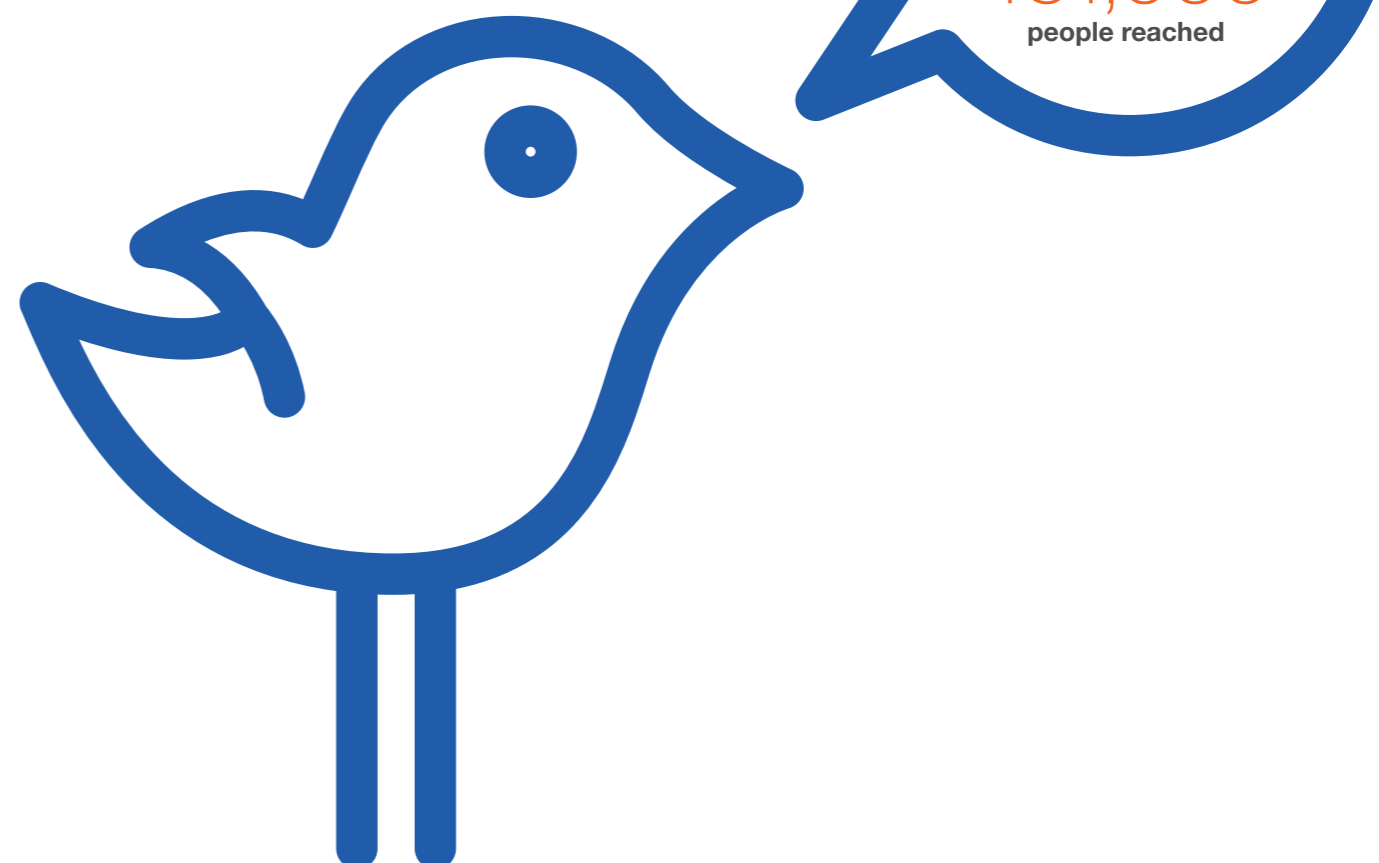
One Minute Guides (OMG)

This year the NYSCB has introduced our One Minute Guides, also known as OMGs. The purpose of these documents is to provide bite sized briefings on key issues to quickly cascade information to individuals and teams.



Social Media

Social Media has significantly increased the NYSCB's reach to professionals and members of the public. The NYSCB's Twitter account has 500 followers which includes professionals, schools, businesses, other safeguarding children boards and members of the public. The NYSCB's Twitter feed is used to provide important information such as changes to policies and procedures as well as links to information and resources. It is also used by the NYSCB to promote campaigns and the activities of partners.



Chapter 10: Child Death Overview Process (CDOP)

The NYSCB are committed to learning from the circumstances and factors present in each death, and to:

- Identify any changes that can be made or actions which can be taken that might help to prevent similar deaths in the future.
- Share learning with colleagues locally, regionally and nationally so that the findings will have a wider impact.

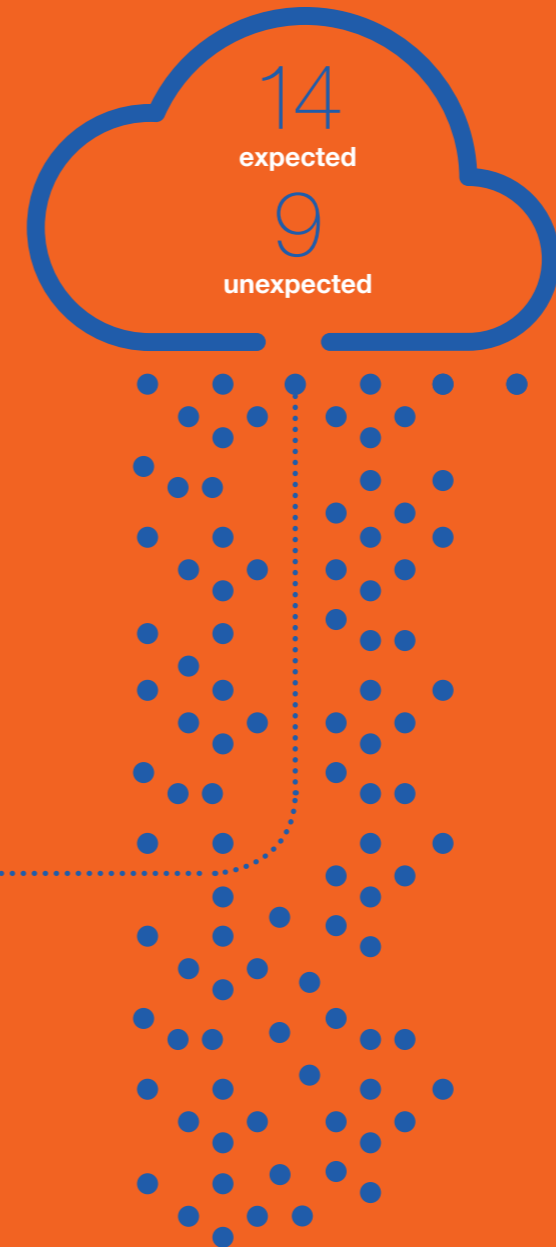
Analyse trends and targeted interventions that can be delivered in response to findings. For example encouraging road calming measures for road traffic accident hotspots.

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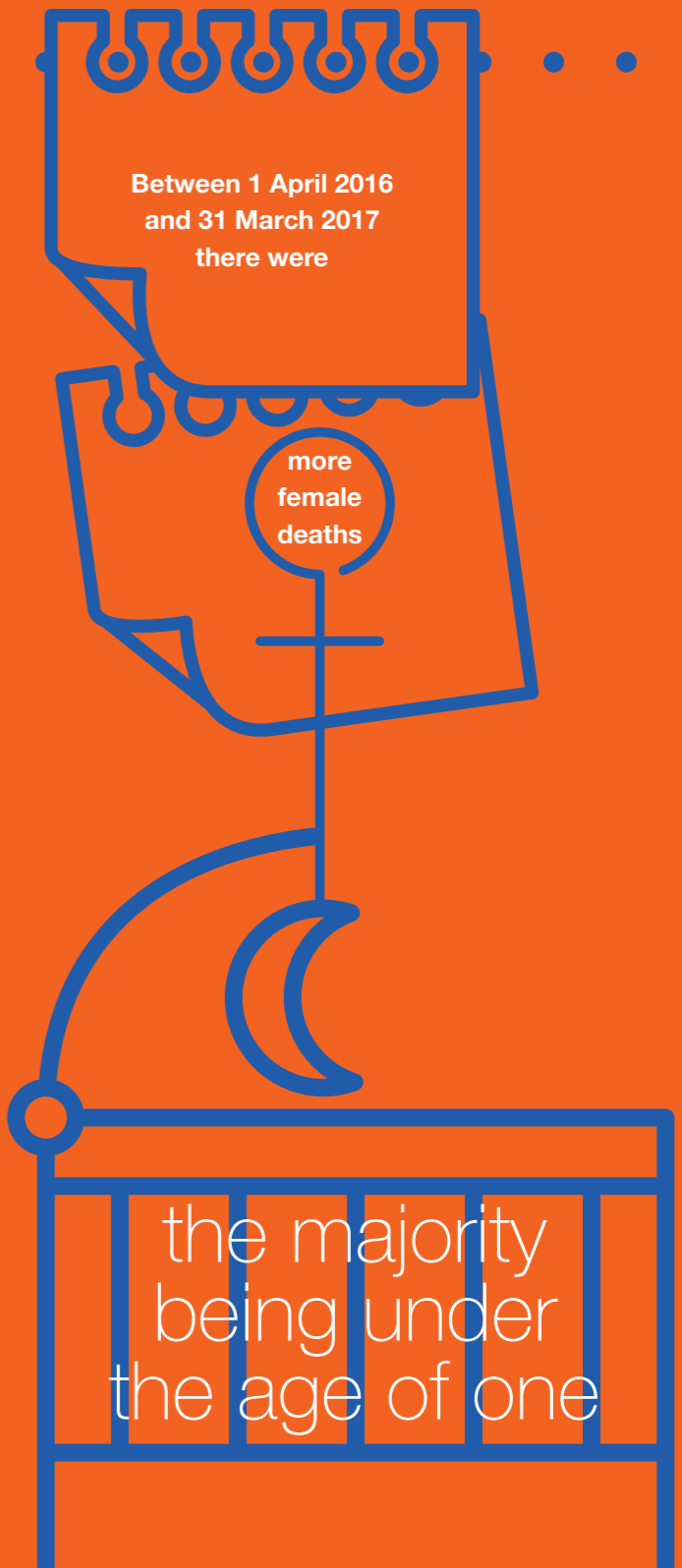


The deaths reviewed by the panel are not about allocating blame but focus on learning and putting actions in place to prevent future deaths.

In 2016/2017 there have been a total of 23 child deaths in North Yorkshire. Of the 23 deaths 14 were expected and 9 were unexpected. Between 1 April 2016 and 31 March 2017 there have been more female deaths than male, the majority being under the age of one. The Office for National Statistics state that infant mortality for males is normally higher than those for females; while in previous years this has been the case in North Yorkshire, the reason for the higher mortality rate of females since 2015 is not known. All of the children who died were recorded as White British. Less than 5 children who died were known to have a disability prior to their death.



When an unexpected child death occurs the lead agency i.e. Police or Consultant Paediatrician will ensure a 'rapid response meeting' takes place within 48 hours of the child's death. The aim of the rapid response meeting is to have an initial multi-agency information sharing and planning meeting/discussion. Of the six unexpected deaths the rapid response took place in five cases. In one case, while the child death did technically meet the criteria as a rapid response, the child died following surgery and it was agreed that in this case a rapid response was not applicable.



The Child Death Overview Panel

The information presented to panel to consider is anonymised, enabling strategic leads who are representing various agencies including the Local Authority, Health and the Police consider any learning or factors that could be used by agencies to prevent future deaths of children.

It takes an average of six months for a child death reach panel for review, but each case is different and there may be a number of reasons which mean that a case cannot be progressed by CDOP. The CDOP cannot review a case where:

- There is an on-going investigation by the Police or Coroner, or Information has not been received from all agencies in relation to the death

Modifiable factors

Between April 2016 and March 2017, modifiable factors were identified and as a result information was fed back to a manufacturer regarding equipment, dissemination information regarding Sudden Infant Death Syndrome (SID's) and three cases were identified as having modifiable factors:

What we have achieved in 2016/2017

- The North Yorkshire and City of York CDOP was reviewed as part of the Ofsted Inspection of children's safeguarding services and review of the Local Safeguarding Children Board (LSCB). The arrangements for the LSCB, which includes the CDOP, were considered to be 'outstanding'.
- The CDOP Coordinator has developed a range of One Minute Guides for professionals regarding the Rapid Response Process and CDOP Process which can be found on at www.safeguardingchildren.co.uk
- The Child Death Overview Panel has been concerned at the length of time it can take for final post mortem reports to be issued. There have been discussions with the local coroners with a view to try and resolve some of these difficulties and further consideration is being given to this matter.

- We have developed our network of contacts throughout the region and nationally which enables us to communicate effectively with other professional's working within Safeguarding to continue delivery a high quality service.
- The Designated Dr for Child Death and CDOP Co-ordinator delivered Rapid Response Training for Professionals across North Yorkshire and City of York hospitals which was undertaken by Health, Police and Social Care.
- We considered the findings and potential implications of the Alan Wood Report (2016) and have participated in consultations regarding the development of proposals for CDOPs in the future.
- We have championed the development of a Memorandum of Understanding between CDOPs to ensure that all CDOPs across the region undertake consistent procedures when an out of area child dies to ensure a more seamless process.

- We contributed to the Paediatric mortality review meetings with each of the Sudden and Unexpected Death in Infancy and Childhood (SUDIC) leads to review child deaths that has occurred at hospitals across the county to establish effective working relationships and information sharing
- We actively supported and promoted a number of national campaigns to raise awareness of key safeguarding issues including sudden infant death syndrome, safe sleep week and suicide awareness
- In order to provide more oversight and scrutiny, the membership of the CDOP has been expanded to include LAY Members form North Yorkshire and City of York Safeguarding Children Board's
- The CDOP Coordinator has attended a number of CDOP events to obtain greater knowledge and understanding of current themes and trends across the country
- We contributed to the Paediatric mortality review meetings with each of the Sudden and Unexpected Death in Infancy and Childhood (SUDIC) leads to review child deaths that has occurred at hospitals across the county to establish effective working relationships and information sharing
- We actively supported and promoted a number of national campaigns to raise awareness of key safeguarding issues including sudden infant death syndrome, safe sleep week and suicide awareness

What we want to achieve in 2017/2018

- Continue to champion the effective sharing of information for reviewing child deaths to ensure that information is provided in a timely fashion and enable the panel develop
- Develop the CDOPs view and understanding of modifiable factors and how these are identified and used to influence practice and reduce the risk of future child deaths
- Seek to raise the awareness of CDOP processes by providing high quality training to professional's across agencies
- Further development of the Memorandum of Understanding and extend the reach across all agencies within the Yorkshire and Humber region.

During 2016/2017, the CDOP reviewed a total of **16 North Yorkshire child deaths**, eight of which occurred prior to April 2016, with the oldest case occurring in January 2015.

The CDOP has discussed **8 of the 16 child deaths** which occurred between April 2016 and March 2017. **The remaining 15 cases will be discussed by the CDOP in the future months** when investigations have been completed and all information has been received from those agencies involved.

Conclusion

2016/17 has seen the continued development of the NYSCB within the Local Authority Safeguarding Unit and has continued to benefit from the synergy of colleagues in the IRO (Independent Reviewing Officers) and LADO (Local Authority Designated Officers) teams.

The NYSCB has worked to raise awareness of safeguarding within schools. Joint work has been undertaken in the areas of safeguarding in education. The NYSCB has also engaged in new working with colleagues in the Disclosure and Barring Service.

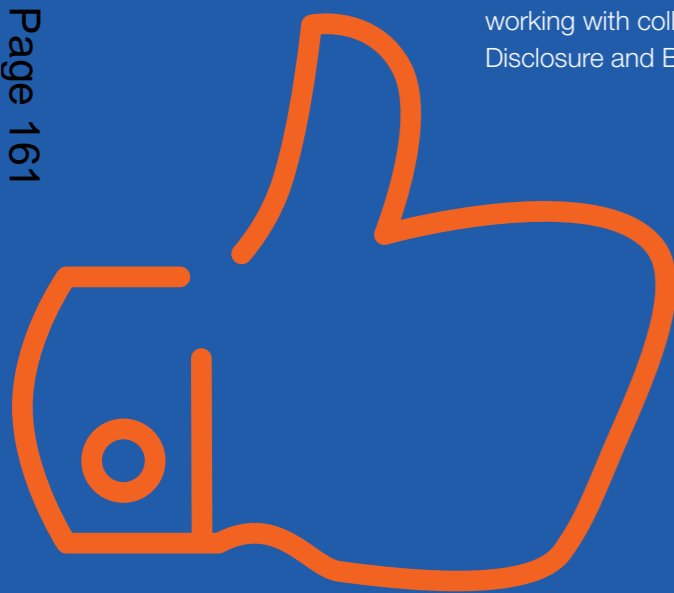
Through its work at the Executive, the Board, subgroups, CSSG's and task and finish groups:

- The data set has continued to develop and will be reviewed for further development in 2017/18 to ensure that it provides the Board with the information it needs to provide scrutiny, challenge and co-ordinate the activities of partners
- The developments within the audit framework have enabled the board to seek and receive reassurance regarding front line practice and to ensure that learning is disseminated to other practitioners and that it produces impact in respect of the lives of children and young people in North Yorkshire
- The board has been involved in a wide range of multiagency projects and has taken the lead on a number of initiatives including bringing the challenge of Modern slavery to the multi-agency partnership to ensure a coordinated and managed response.

As a result of the activities of the NYSCB and its partners, the Board is assured that children in North Yorkshire continue to be safe, with agencies working in close partnership to ensure that children receive the right services at the right time.

We have reconsidered our business plan for 2016/20 and streamlined the priorities and vision for the future including:

- Continue to ensure that the NYSCB data set is developed and creates opportunity for multi-agency debate and action as well as improve outcomes for children and young people.
- Continue to ensure that the Vulnerable Exploited Missing and Trafficked work stream continues to develop and that the VPG's (VEMT Practitioner Groups) provide a forum for the debate of local risks regarding the exploitation and radicalisation of young people and develop community responses to address this.
- Include missing young people into the VEMT agenda.
- Increase the number of boys discussed at VPG meetings and represented in police and CSC (Children Social Care) numbers of young victims in receipt of support.
- Better understand data suggesting low numbers of boys accessing sexual health support.
- Continue to challenge CAMHS (Children and Adult Mental Health Service) provision across the county to ensure that all young people who require this services is able to access it appropriately.
- Continue to support the development of the multi-agency safeguarding team to ensure timely access to appropriate services to support and safeguard children and young people.
- Continue to work with colleagues to develop the Domestic Abuse agenda in North Yorkshire and recognise the significant impact of witnessing Domestic Abuse has on children's development.
- Ensure that the current increase in Child Protection Plans (CPP) continues to receive multi-agency scrutiny.



Throughout 2017/18 the
NYSCB will continue to
ensure that collectively we:



“Listen to the views of children and young people and work together to ensure they feel safe and North Yorkshire is a happy place to live.”

Contact details:

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Contact us

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Scrutiny Committee Work Programme for 2017/18

Please note that any items 'called in' will be considered at the next available meeting. Councillor Call for Action will also be considered at the next available meeting.

Date of Meeting	Topic	Action Required
6 July 2017	Annual Report	For the Committee to agree the Scrutiny Annual Report 2016/17.
	Performance	
	Work Programme	To agree the Scrutiny Committee Annual Work Programme.
28 September 2017	Programme For Growth	To receive an update on the Programme for Growth
	Olympia Park Development	To receive an update on the Olympia Park Development
	Corporate Performance Report - Q1	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Leisure Annual Review (verbal)	To discuss the concerns raised by the Committee at the last meeting.
	Financial Results and Budget Exceptions to Q1	To consider the financial results and budget exceptions report to 30 June 2017 (Q1)

	Treasury Management - Monitoring Report for Q1.	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
17 October 2017	Call In: Car Parking Strategy and Tariff Review	To consider the call-in of the Car Parking Strategy and Tariff Review.
23 November 2017 (Provisional date)	Emergency Planning	To discuss the Council's preparedness for emergencies.
25 January 2018	Housing Development Programme	To receive an update on the Housing Development Programme.
	Financial Results and Budget Exceptions Q2	To consider the financial results and budget exceptions report for Q2
	Treasury Management - Monitoring Report for Q2.	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Corporate Performance Report – Q2	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	North Yorkshire Safeguarding Adults Board Annual Report 2016/17	To consider the annual report of the North Yorkshire Safeguarding Adults Board for 2016/17.
	Scrutiny Committee Work Programme Planning for 2018/19	To consider and plan the Committee's work plan for the 2018/19 municipal year

22 March 2018	Financial Results and Budget Exceptions Q3	To consider the financial results and budget exceptions report for Q3
	Treasury Management - Monitoring Report for Q3	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.
	Programme For Growth	To receive an update on the Programme for Growth.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Community Centres	To consider a report on Council Funded Community Centres
	Scrutiny Committee Work Programme for 2018/19	To consider and agree the Committee's work plan for the 2018/19 municipal year.

PROVISIONAL MEETING DATES FOR 2017/18 – 23 November 2017, 21 December 2017, 22 February 2018, 25 April 2018

Scrutiny Committee Draft Work Plan for 2018/19

Please note that any items 'called in' will be considered at the next available meeting. Councillor Call for Action will also be considered at the next available meeting. **PROVISIONAL DATES FOR 2018/19** – 25 October 2018, 21 February 2019, 25 April 2019.

Date of meeting	Topic	Action required
Thursday 5 July 2018	Economic Development Framework Action Plan Update	To receive an update on the Council's Economic Development Framework Action Plan.
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with.
	Police co-location and impact	To receive an update on the co-location of the Police at Selby District Council's Offices and consider any impacts this may have had, e.g. on parking.
	Annual Report 2017/18	To consider and approve the Scrutiny Committee Annual report for 2017/18.
	Work Programme 2018/19	To consider the Scrutiny Committee's Work Programme for 2018/19.
	Corporate Performance Report – Q4	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Treasury Management Monitoring Report - Q4	To consider the Council's Treasury Management Activity for Q4 and the performance against the prudential indicators.
	Financial Results and Budget Exceptions - Q4	To consider the financial results and budget exceptions report for Q4.

Thursday 27 September 2018	Programme for Growth	To receive an update on the Programme for Growth.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Corporate Performance Report - Q1	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Financial Results and Budget Exceptions - Q1	To consider the financial results and budget exceptions report for Q1
	Treasury Management - Monitoring Report - Q1	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
	Work Programme 2018/19	To consider the Committee's work programme for 2018/19.
Thursday 22 November 2018	Corporate Performance Report - Q2	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Housing Development Programme	To receive an update on the Housing Development Programme.
	Financial Results and Budget Exceptions - Q2	To consider the financial results and budget exceptions report for Q2.
	Treasury Management - Monitoring Report - Q2	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Work Programme 2018/19	To consider the Committee's work programme for 2018/19.
	North Yorkshire Police (would the Committee prefer to hear from The Police and Crime Panel, the Commissioner or a Senior Officer?)	To receive an update from the Police on current issues in the county and Selby District.
Thursday 24 January 2019	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with.
	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's

		Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Financial Results and Budget Exceptions – Q3	To consider the financial results and budget exceptions report for Q3.
	Treasury Management - Monitoring Report – Q3	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.
	North Yorkshire Safeguarding Adults Board Annual Report 2017/18	To consider the annual report of the North Yorkshire Safeguarding Adults Board for 2017/18.
	Scrutiny Committee Work Programme Planning for 2018/19	To consider and plan the Committee's work plan for the 2018/19 municipal year.
Thursday 21 March 2019	Programme for Growth	To receive an update on the Programme for Growth.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Scrutiny Committee Work Programme for 2018/19	To consider and agree the Committee's work plan for the 2018/19 municipal year.

Selby District Council



Forward Plan of Key Decisions February 2018 to May 2018

This Forward Plan gives notice as requested by the Local Authorities (Executive Arrangements Meetings and Access to Information) (England) Regulations 2012, of key decisions proposed to be made by the Council's Executive over the next four months and which decisions contain confidential or exempt information as defined in the Local Government Act 1972

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Published on 3 January 2018

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Councillor John Mackman	Deputy Leader of the Council and Lead Member for Place Shaping	jmackman@selby.gov.uk
Councillor Cliff Lunn	Lead Member for Finance and Resources	clunn@selby.gov.uk
Councillor Richard Musgrave	Lead Member for Housing, Leisure, Health and Culture	rmusgrave@selby.gov.uk
Councillor Chris Metcalfe	Lead Member for Communities and Economic Development	cmetcalf@selby.gov.uk

Selby District Council Leadership Team

Name	Role	Contact Details
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Dave Caulfield	Director of Economic Regeneration and Place	01757 292073 / dcaulfield@selby.gov.uk
Julie Slatter	Director of Corporate Services and Commissioning	01757 292071 / jslatter@selby.gov.uk
Karen Iveson	Chief Finance Officer	01757 292056 / kiveson@selby.gov.uk
Gillian Marshall	Solicitor to the Council	01757 292095 / gmarshall@selby.gov.uk

Definition of Key Decisions

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, this document serves as Selby District Council's notification of key decisions and private items. There is a legal requirement for local authorities to publish a notice setting out the key decisions and decisions which may be taken in private 28 clear days before such decisions are taken.

It contains details of decisions for the next four months and is supplemented by the publication of the agenda 5 clear working days before the meeting. It will be updated and published at the end of each month. All items listed on the attached Plan are key decisions and those which are private items are outlined as such.

A Key Decision is any decision which is financially significant for the service or function concerned because it relates to expenditure or savings of more than £150,000 or which will have a significant impact on people who live and work in an area covering two or more district wards.

If you would like further information on any of the items shown in this forward plan please contact the respective officer(s) for each item. Copies of, or extracts from the documents to be submitted to the decision maker may be obtained from the relevant Contact Officer listed in the table below or from Democratic Services, Selby District Council, Civic Centre, Doncaster Road, Selby, YO8 9FT following their publication. Other documents relevant to the matters to be considered may also be submitted to the decision maker and these can be obtained via the same process as mentioned above.

To make your views known on any of the items you may contact the Councillors shown; alternatively you may contact the officer(s) shown and he/she will ensure that a written note of your views is presented to the decision-maker before a decision is taken.

All meetings at which key decisions will be considered are open to the public, unless the subject matter is such that Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 allows the matter to be considered in private. For information about attending meetings or for a copy of the Forward Plan, please contact Palbinder Mann, Democratic Services Manager on 01757 292207 or pmann@selby.gov.uk. A copy is also available at the Council's website, www.selby.gov.uk

In relation to **private meetings**, the reason an item is expected to be covered in private will be identified in accordance with the exempt information categories which are set out in Part 1 of Schedule 12A of the Local Government Act 1972 as amended):

Paragraph	Category/explanation
1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person. (Including the authority holding that information)
4	Information relating to any consultations or negotiations or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes – a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation of prosecution of crime.

The document sets out the items which are to be covered in private at the below meetings. Any representations as to why the item should not be covered in private should be sent to Palbinder Mann, Democratic Services Manager on 01757 292207 or pmann@selby.gov.uk.

The Council will publish a further notice 5 clear days before the relevant meeting which will give the Council's response to any such representations.

Important Note

This document sets out the Council's intentions as to future decisions as at the date of publication. However, if circumstances change, the Council reserves the right to publish an updated version of this document and/or rely on the provisions in the regulations as to urgent decisions.

Executive Work Programme 2017/18

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Documents to be Submitted to the Decision Maker	Public/Private	Lead Councillor	Lead Officer/Report Author
01-Feb-18	Executive	Industrial Unit Rental Policy	To present proposals for industrial unit rent levels in accordance with Government policy on achieving best value.	Report of the Director of Corporate Services and Commissioning	Private - The report will contain commercially sensitive information in relation to current and future leasehold values, which if made available in the public domain would seriously hinder the Council's ability to negotiate future lease/license agreements (paragraph 3 of Schedule 12A).	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	June Rothwell Head of Operational Services E-mail: jrothwell@selby.gov.uk Tel: 01757 292103 Phil Hiscott Property Management Team Leader E-mail: phiscott@selby.gov.uk Tel: 01757 292080
01-Feb-18	Executive	Treasury Management Strategy Statement 2018/19, Minimum Revenue Provision Policy Statement 2018/19, Annual Investment Strategy 2018/19 and Prudential Indicators 2018/19	To consider the proposed Treasury Management Strategy prior to submission to Council.	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056
01-Feb-18	Executive	Financial Results and Budget Exceptions Report Quarter 3	To provide the Executive with details of major variations between budgeted and actual expenditure and income for quarter three of 2017/18.	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056
01-Feb-18	Executive	Treasury Management Monitoring Report Quarter 3	To review the Council's borrowing and investment activity (Treasury Management) for quarter three of 2017/18.	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056

Executive Work Programme 2017/18

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Documents to be Submitted to the Decision Maker	Public/Private	Lead Councillor	Lead Officer/Report Author
01-Feb-18	Executive	Draft Revenue Budget and Capital Programme and Medium Term Financial Plan	To consider the draft revenue budget, capital programmes and Programme for Growth for 2018/19 to 2020/2021 following public consultation and prior to submission to Council.	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056