



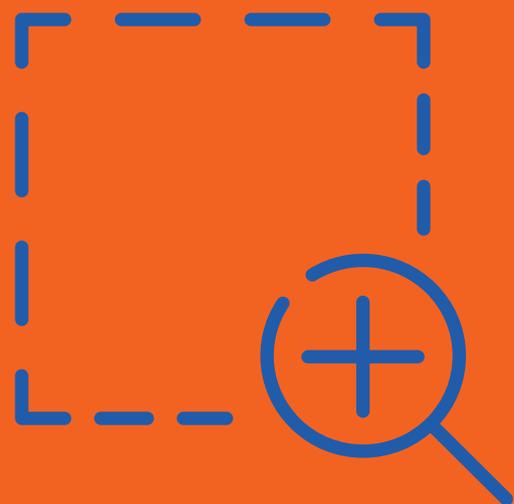
North Yorkshire
Safeguarding Children Partnership

Independent Scrutineer's
Annual Report
2019-2020

Enter

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Welcome to the North Yorkshire Safeguarding Partnership Scrutiny Report

This report complies with the cycles of annual reports completed by the previous North Yorkshire Children's Safeguarding Children Board (NYSCB.) Its annual report was published in line with Financial Year End points, on or around the 31st of March each year. This report, which covers only the first 6 months of the work of the Board's replacement the North Yorkshire Safeguarding Children Partnership (NYSCP) is lighter in content and detail than future annual reports will be, given they will cover full 12-month periods from 1 April 2021 onwards.

This report reviews the early period of operation of the NYSCP. It broadly concludes that a good start has been made and points out emerging areas for continued development as 2020 passes and the Partnership begins to mature. It concludes that early signs are that this new way of working enables leaders at service delivery and quality assurance levels to maintain ownership of the safeguarding agenda. A culture of self-evaluation, and an associated mutuality of ownership of what is working and what needs to improve are the clear intentions of all concerned. The start made is positive. The areas for continued development outlined later in this report are not surprises to the organisations and agencies concerned and will be addressed.

As this report is presented, the County Council and its many partners working with children are, like all partnerships, dealing with an unprecedented public health crisis presented by the spread, and the many layered effects, of the Covid-19 Corona Virus.

The report presents a brief snapshot of the responses underway. These will be followed up with interim reporting if this is deemed necessary and covered in greater detail in the April 2021 version of the Scrutineer's annual report to the Partnership. Again, the signs even in the earliest stages of North Yorkshire's response, are that services, partner bodies and communities are working well together in unprecedented, uncertain and deeply concerning circumstances.

The Scrutineer's ongoing work will keep under review North Yorkshire's clear structure, that seeks to embed a shared ownership culture where all concerned can and will prove outcomes and impact in children's lives. There will also be a need for the Executive to open itself to questioning and constructive critiques from Relevant Agencies, as well as holding those agencies to account. It is already clear that one hallmark of this new partnership will be that the dialogue on vital issues is solution focused, honest and transparent, so that no issue comes as a surprise.



A handwritten signature in black ink that reads "M. Atkinson".

Maggie Atkinson

Chair of NYSCP Executive and
Independent Scrutineer
31 March 2020

Function of Local Safeguarding Arrangements

Under the Children Act 2004, localities established Local Safeguarding Children Boards (LSCBs). They were centrally designated and resembled each other. Many were effective, with strong commitment from partners under a duty to cooperate sharing responsibilities. Some became over-bureaucratic and unable to provide proof that their deliberations improved outcomes for or had positive impacts on the lives of children and young people.

A government Review in 2016 led to reform in the 2017 Children and Social Work Act and to requirements in statutory Working Together guidance in 2018. LSCBs were replaced by locally driven Multi Agency Safeguarding Arrangements (MASAs). North Yorkshire's Safeguarding Children Partnership is one, led by an Executive of leadership representatives of statutory partners (County Council, CCGs) plus a CEO from the county's 2nd tier councils and a voluntary services representative. The county's wider Partnership encompasses all Relevant Agencies whose work serves children and young people's wellbeing, education, physical and mental health, safeguarding, citizenship and contributions to society. The county's recently established Local Safeguarding Partnerships encompassing adult safeguarding, community safety and children/young people's safeguarding, are also part of this structure. North Yorkshire's full model, all terms of reference for and meetings schedules of the Executive and the subcommittees that feed into and account to that Executive and each other, are available at www.safeguardingchildren.co.uk.



National requirements

MASAs are bound by statutory guidance for partners, from universal services through preventive and early intervention work, to more complex statutory services in health, social care, Special Education Needs and Disabilities, the police and the justice system. All voluntary and community bodies, private schools, uniformed and non-uniformed youth bodies, and faith sector organisations are all Relevant Agencies.

Working Together 2018 is clear the MASA does not work in isolation but is part of the locality's broader means of ensuring citizens' wellbeing. The central tenets are summarised below.

From "Working Together" 2018, Chapter 3:

Para 8. The purpose of local arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded, and their welfare is promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families

Para 9. To work together effectively, the safeguarding statutory partners, with other local organisations and agencies, should develop processes that:

- facilitate and drive action beyond usual institutional and agency constraints and boundaries
- ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families



Para 10. Effective arrangements link to other partnership work that supports children and families. This will include other public boards including Health and Wellbeing Boards, PCCs’ boards and panels, Adult Safeguarding Boards, Channel Panels, Community Safety Partnerships, the Local Family Justice Board and MAPPAs. This list is not exhaustive.

Para 11. Strong leadership is critical for arrangements to be effective in bringing together organisations and agencies. It is important that the lead representative from each of the three safeguarding partners plays an active role. The lead safeguarding partners are the local authority chief executive, the accountable officer of a clinical commissioning group, and a chief officer of police.

Para 12. All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise.

Para 13. Should the lead representatives delegate their functions they remain accountable for any actions or decisions taken on behalf of their agency. If delegated, it is the responsibility of the lead representative to identify and nominate a senior officer in their agency to have responsibility and authority for ensuring full participation with these arrangements.

Para 14. The representatives, or those they delegate authority to, should be able to:

- speak with authority for the partner they represent
- take decisions on behalf of their agency and commit them on policy, resourcing and practice
- hold their organisation to account on how effectively they participate and implement local arrangements

Independent scrutiny in “Working Together” 2018

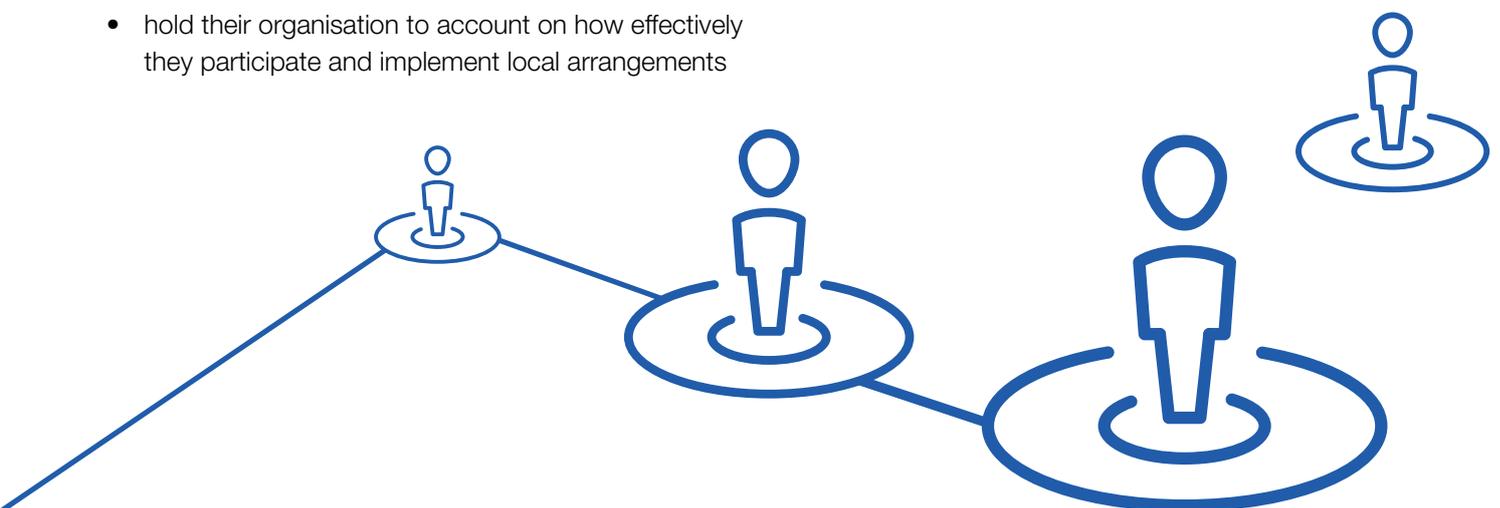
WT 2018 Para 31. Independent scrutiny will provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children, including arrangements to identify and review serious child safeguarding cases. It is part of a wider system which includes the independent inspectorates’ single assessment of individual safeguarding partners and the Joint Targeted Area Inspections.

Para 32. Whilst the decision on how best to implement a robust system of independent scrutiny is made locally, safeguarding partners should ensure scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

Para 33. The independent scrutineer should consider how effectively arrangements are working for children and families as well as for practitioners, and how well safeguarding partners provide strong leadership and agree with the safeguarding partners how this will be reported.

Para 34. The published arrangements should set out the plans for independent scrutiny; how the arrangements will be reviewed; and how any recommendations will be taken forward. This might include, for example, the process and timescales for ongoing review of the arrangements.

Para 35. Safeguarding partners should also agree arrangements for independent scrutiny of the report they must publish at least once a year.



North Yorkshire Safeguarding Children Partnership

North Yorkshire's Partnership complies with "Working Together" 2018:

North Yorkshire Safeguarding Children Partnership (NYSCP) undertakes the work formerly done by both North Yorkshire Children's Trust and North Yorkshire Safeguarding Children Board, aiming to ensure all children and young people in North Yorkshire are safe, happy, healthy and achieving. To be effective, these arrangements link with other partnership work which supports children and families. This includes North Yorkshire Health and Wellbeing Board, North Yorkshire Adult Safeguarding Board, North Yorkshire Channel Panel, North Yorkshire Community Safety Partnership, the Local Family Justice Board and MAPPA Senior Management Board. The Partnership's vision and values are rooted in the strengths of work that preceded, and will continue under, the Partnership.

NYSCP has adopted the Young and Yorkshire Strategy developed by the Children's Trust. This sets out the overall plan for all children, young people and families in North Yorkshire. There will be a refresh of it, to include a strong focus on Safeguarding. Young and Yorkshire strategic headings are being amended to read "Safe, Happy, Healthy and Achieving." The Vision, Values and Priorities were examined and agreed at the first meeting of the NYSCP full Strategic Partnership Group on the 22nd July 2019.

Acknowledging the statutory nature of the independent scrutiny function, the brief for an independent Scrutineer is outlined by the Partnership, whose ongoing Executive Chair has been appointed.

The Executive Chair element of the dual post-holder's role represents a statement of intent that all partners will go on being held to account for their safeguarding activities by a Chair who is not a representative of any of the partnership's related organisations or partner agencies.

The Scrutineer element of this role is captured in headline terms in Working Together 2018, but the statutory guidance deliberately ensures a great deal of leeway for localities to steer this element of their work in ways that best meet their contexts and needs.

Independent Scrutiny

Independent scrutiny is a statutory requirement, designed to provide assurance internally to partners and relevant agencies, their governing and scrutiny bodies; and externally, to the DfE, Ofsted, the CQC, HMICFRS, HMIP, and other inspectors auditors or regulators. The independent scrutineer will never be the sole provider of feedback and reflection. Working Together 2018 is clear that mutual holding to account, support and challenge is how the statutory partners and relevant agencies must operate, ensuring the partnership and its impacts are clear, co-owned, and contribute to progressively improving children and young people's lives. The scrutiny role is vital in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children. The Independent Scrutineer will add impartial, constructively critical challenge and appraisal of safeguarding arrangements. The scrutineer has relevant experience in multi-agency work to safeguard children and will keep the needs and perspectives of the county's children and young people at the heart of everything done to undertake the role.

The Independent Scrutineer will:

- Provide critical challenge to, and clear and evidenced appraisal of, the multi-agency safeguarding arrangements, by attending key meetings and examining work done by vital groups, including meeting children and young people and feeding back on what is found
- Chair bi-annual full safeguarding partnership full-day meetings, part of which will include the scrutineer's feedback to MASA partners and agencies on findings from scrutiny.

Key duties are as follows, in compliance with Working Together 2018:

- Assess how well organisations work together to safeguard and promote the welfare of children and to hold each other to account for effective safeguarding
- Contribute to the content of the safeguarding children partnership's annual report on the effectiveness of safeguarding arrangements, their performance and the effectiveness of local services
- Assess the effectiveness of the help being provided to children and families including through universal and early help services



- Assess whether the three statutory safeguarding partners are fulfilling their statutory obligations
- Scrutinise the quality assurance activity (including reviewing statutory and local reviews, the results and findings of multi-agency case file auditing, and North Yorkshire's processes for identifying lessons to be learned from tragedy and crises in children's lives)
- Scrutinise the effectiveness of training, including multi-agency training, whose aim is to equip staff to safeguard and promote the wellbeing and welfare of children
- Assess the effectiveness of safeguarding arrangements
- Provide a rigorous, evidence based and transparent assessment of the extent to which partners and relevant agencies are fulfilling their statutory duties to keep children safe
- Evaluate arrangements for the operation of the safeguarding partnership and attend a range of meetings and activities including visits to partner and relevant agencies
- Support the implementation of findings and outcomes from safeguarding reviews
- Assess whether effective performance management, audit and quality assurance mechanisms are in place within partner organisations which will support the three safeguarding partners to fulfil their statutory objectives, and which will enable the partnership to identify and measure its success and impact
- Ensure that the voices of children, young people and their families are appropriately represented and heard in the work of the partnership.

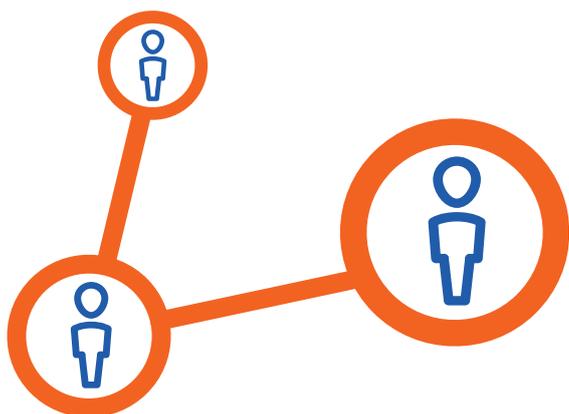
The establishment of the partnership

North Yorkshire and its many agencies started from a broadly accepted position of sound practice in and beyond social care services, whose core activity is safeguarding. The Partnership was established through a wide ranging, open and listening consultation, and the work that resulted in a final model was done through collaboration and co-construction. This foundation will matter as the Partnership matures and faces challenges or difficult questions, because the new model has been co-owned from its inception.

First discussions of how a new model might work commenced under the previous chair of the NYSCB in 2017, as the new legislation came into effect. The change towards a Partnership (the MASA) was regularly discussed by the then-LSCB and then-Children's Trust, and in meetings of professionals where emerging thinking was tested. Such discussions continued until the "go-live" date for the new Partnership in late September 2019. The Safeguarding Board and Children's Trust both stood down to make one body responsible for delivering the best outcomes for children and young people. The LSCB continued to hold to account those working on safeguarding throughout the period of change towards the creation of the county's MASA. Its remit remained as it had since 2005: to work across, and hold to account, all services for and touching the lives of children and young people.

The NYSCB had already developed a leaner model than many in England were working to, before 2019. From the arrival of a new Chair in 2018, Board meetings became learning and development events as well as settings for serious, recorded discussions about how services were improving children's outcomes. It was apparent throughout that there was buy-in to safeguarding across the county, from the top levels of partner agencies downwards, and across agencies. The Board also took up opportunities to work with, and to take on board the views and voices of, children and young people. In 2018-19 the three bodies which would be the lead statutory Partners (Tier 1 LA, CCG, Police) led on consulting on, agreeing and designing a new model which relied on consultation across the county. There was a strong consensus that "blank sheet of paper" thinking was not necessary, given the soundness of the LSCB's ways of working, the commitment to combining the new Partnership and the Children's Trust Board, and the open fashion in which the new model was developed from strong starting points.





How the partnership was developed: the North Yorkshire model

The 3 partners created, and agencies' governance bodies, scrutiny mechanisms and staff groups agreed the model which would best serve the county, England's largest, which has complex and varied communities across its footprint. The new model launched in September 2019 reflects the commitments of all concerned to a new way of working that they own and work within, because they were part of devising and agreeing it.

The foundation layer lies in ongoing development of practice on the front lines of service, being fed into and across the multi-agency landscape as key opportunities for learning. Practice is celebrated when outcomes are good, and challenged where improvements are necessary, as a standard expectation well established in North Yorkshire. The Signs of Safety model lies at the heart of practice for those whose core professional activity is safeguarding, and influences the work of others whose work, whatever their professional background, ensures the voice of the child and the experience and strengths of the family are front and centre.

Connected to this reliance on best practice are the services working with children and young people. The importance of this connectivity arises from all concerned agreeing that all services need actively to seek joint ways of working, aiming to intervene early with children and families in ways that prove working together is better than doing so in separate silos given the focus is the child. This inter-connectedness, backed by data to help steer the direction of travel, seeks to ensure that the Partnership links strongly with other key bodies and the Relevant Agencies listed in the materials on the new model to be found at www.safeguardingchildren.co.uk.

These active inter-service connections include those with:

- Second Tier District and Borough local authorities, one of whose Chief Executives plays a key role on the NYSCP Executive;
- The county's Adult Safeguarding Board, with which active discussion of inter-generational themes and joint issues is continuous;
- Health and Wellbeing Boards at county and district levels;
- Decision-making bodies and governance mechanisms working in both commissioning and provider organisations across
 - o Education across all ages and in all settings, whether publicly funded or not, and including FE provision.
 - o Youth organisations in the public, private or voluntary sectors, including sporting, uniformed and other citizenship organisations. (The CEO of Community First Yorkshire, a key provider in the youth service offer across the county, sits on the Executive of the Partnership.)
 - o Both commissioner and provider bodies in the health economy, in both physical and mental health settings. (The CCGs are Statutory Partners, providers being Relevant Agencies.)
 - o All levels of social care provision, including early help and multi-agency safeguarding teams, those working with children in need, on child protection plans, involved in care proceedings or already in care, care experienced and care leaving. This inter-service and multi-agency block includes those making commissioning decisions.
 - o Faith and other community bodies.
 - o The criminal and civil justice system (the county's police service as a statutory partner is represented by the ACC on the Partnership Executive.)



Even at this early stage, the Executive has a clear understanding that it must understand the service landscape so it can see and be assured of where safeguarding practice is exemplary, acceptable, or either potentially or actually in difficulty. Such knowledge will facilitate learning. It will enable the Partnership to see what continued improvement looks like, and where there is a need to ensure all services are as good as the best. The Partnership will need to go on ensuring appropriate changes in commissioning arrangements, the deployment of staff and workforce development, so that services go on being the best they can be.

It follows that the Independent Scrutineer, concentrating on seeing how the Partnership operates through its subcommittee structures, business agendas and culture, will help to sustain county-wide learning and improvement, capturing and reporting back on how stated ambitions translate in practice.

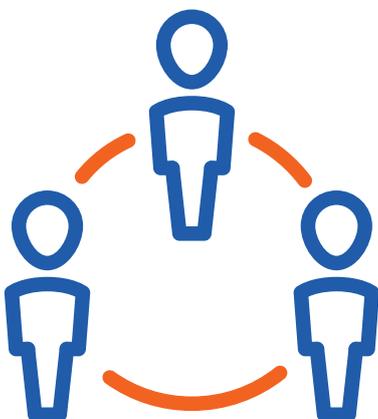
The partnership is also concerned with ensuring sound Governance, especially given the amalgamation of the work of the former LSCB and Children’s Trust Board.

Governance covers how the Executive operates, what the wider partnership entails and what it will require of members, how subcommittees are constructed and what they cover, and where risk, liability, accountability and ownership lie. Governance also covers the structure diagram at www.safeguardingchildren.co.uk which gives an overview of the Partnership and details the Executive’s and its sub-groups’ terms of reference.



A good governance framework also captures the business of the new Partnership, how audit and data analyses will capture progress and areas for development or renewed focus, and how the Partnership will relate to North Yorkshire’s other governance structures. This means that the Partnership needs to be clear about how and with whom it communicate agendas, decisions, priorities, successes, warning signs and lessons to be learned. Its reach covers a wide landscape across North Yorkshire, the wider Yorkshire and Humber region, and then “upwards and outwards” to national bodies including DfE, DH, DWP, Home Office and MoJ, MHCLG, Ofsted, CQC, HMICFRS, HMIP and others. Governance is particularly pertinent given DfE’s recent announcement of an early stages review of MASAs across England. This will be undertaken by the author of the review which led to LSCBs standing down and MASAs being established, Sir Alan Wood CBE.

Like many other MASAs, North Yorkshire’s was formed on the basis that if practice and services are got right, and the business in each subcommittee is well directed, clearly framed and data-rich, governance should not be a major issue. The county was wise not to start by drawing a governance structure and trying to shape practice to fit. Rather, the slimming down of sub-groups and committees that had already taken place, and the determination to combine the MASA and the Children’s Trust, have both led to greater clarity about what business is done where within the new model.



The NYSCP retains two Lay Members within the Strategic Partnership Group. The latter will also include NYCC Elected Members for Children's Services and Education, NYCC Children's Champion and the Police, Fire and Crime Commissioner. All of these will be called on to assist the scrutineer in ensuring the voice of the community is heard in the partnership. The NYSCP also maintains close working relationships with Community First Yorkshire who will both provide a county wide representation to the partnership and sit on all levels of governance bodies. The NYSCP will also work with the North Yorkshire Inter-board Network and the North Yorkshire and York Systems Leadership Group to progress joint opportunities of work and both groups will support the scrutiny framework in the county.

The importance of relating firstly to children and young people and their representative and advocacy bodies is also considered in the way the Partnership operates. Children and Young People are considered integral to the work of the NYSCP and as such they will continue to feature in Business Plans and annual reports. The NYSCP will continue to build on the work of the former LSCB to actively engage and involve children and young people in all aspects of the partnership.

The North Yorkshire Youth Voice Executive have agreed to be a relevant agency from a umbrella organisation for a number of youth voice group in the county such as The Young Peoples Council (Children in Care Council), Flying High (SEND Youth Voice Group), The Young Carers, the LGBT Youth Forum and the HDFT Youth Forum, Military Kids Club Heroes. The NYSCP will continue to utilise the Growing Up in North Yorkshire Survey which seeks to obtain the views, experiences and opinions of pupils in schools in national curriculum year groups 2, 6, 8, 10 and 12 regarding a broad range of issues from health and education, to home life and activities outside school, including risk-taking behaviour.

The NYSCP will maintain the previously adopted Professionals Resolutions Policy. This seeks to ensure that where issues arise between agencies on the safety or welfare of children or young people, matters can be resolved in a timely manner through escalation processes. The NYSCP will also engage with peer review processes to enhance practice and procedures. The NYSCP will continue to undertake routine Multi-Agency Audits, reviewed by both the partnership and the Independent Scrutineer.





Structure of the NYSCP

The configuration, terms of reference, membership and attendance of subgroup

One challenge connected to standing down a Board as the statutory safeguarding accountability body is that the business previously owned by that Board is now held in, owned and driven by the Partnership's subcommittees, which account directly to the Executive. That the Executive's members must also account to each other and to Relevant Agencies and hold themselves to account internally for their safeguarding work, is also not lost on those involved.

The responsibility for recording and holding the risks involved in ensuring good safeguarding practice is the norm needs careful monitoring, given there is no longer a Board where that knowledge and accountability will be held. Though much of what happens is "business as usual" in a county such as North Yorkshire which has a strong track record, the locus of control and ownership has moved closer both to the front line where services are delivered, and also into the spaces between services whose members work on subcommittees, and on any task and finish groups.

Attendance records and what subcommittees cover, decide or refer into the Executive are all kept. In particular, it is stressed to all concerned that the locus of activity has moved from a multi-agency Board with both an Executive and subcommittees, to an Executive and subcommittees only. This change sounds superficial but is acknowledged as having profound implications: on attendance at meetings, on take-up and following-through of actions, clarity of what needs to be referred to the Executive, and on what purposeful and impactful multi-agency working look and feel like. In these early days there is every intention to ensure the subcommittees are the engine of shared practice and ownership of safeguarding.

How the business is done in groups that answer and report to the Executive is broadly as follows.

The larger, NYSCP Strategic Partnership Group is not strictly a subgroup. It is the wider partnership. It brings together all the members of the Executive with the relevant agencies on two full working days per year, which are facilitated by the Executive Chair/Independent Scrutineer.

The purpose of these gatherings is three-fold:

- To enable the Independent Scrutineer to present her findings and recommendations,
- To consider both local priorities and learning, and national themes which will inform the NYSCP in delivering the priorities set out in a 2020 refreshed version of Young and Yorkshire, and
- To ensure professionals from as wide a field as possible both remain connected to the Partnership's agenda, and are maintaining and strengthening real, face to face links and connections with each other on the basis of shared agendas

Also not NYSCP Subgroups, but closely connected: North Yorkshire has reviewed what were once separate safeguarding bodies in the second-tier localities across the counties for Adults, Children and Community Safety, bringing them together into five Local Safeguarding Partnerships where issues across generations and in criminal justice and safety issues as well as community concerns are all considered together. These five bodies aim to ensure that a "think families and communities" approach is taken, and there is a focus on shared agendas and not duplicating efforts or meeting patterns. It is comparatively early in the development of this way of working to be able to offer a detailed judgement of the quality of what is done in these partnerships, and the Scrutineer will need to ensure that her work captures their successes and best practice as time passes.

The subgroups themselves:

Local Safeguarding Practice Review Group (LSPRG):

The arrangement by which Local Safeguarding partners will identify serious safeguarding cases which raise issues of importance in relation to the area. The LSPRG will arrange for those cases to be reviewed under the supervision of the safeguarding partners, where they consider it appropriate to identify any improvements that should be made by persons in the area to safeguard and promote the welfare of children (Children and Social Work Act 2017).

The LSPRG process maps identify the agreed processes for considering serious incident notifications as outlined in WTSC 18. The NYSCP instigates the rapid review process following a notification made by the local authority and will comply with the requirements of the national (DfE hosted) Child Safeguarding Practice Review Panel (The Panel) about whether a Local or National review is required. Upon a review being commissioned the NYSCP will recruit an independent reviewer to undertake the child practice review or other local review as identified. It is the expectation that reviews and or learning areas will be published to ensure wider multi-agency learning is shared with the wider partnership.

Practice and Development Subgroup (PDS) This will assure and contribute to the development of strategic and operational child safeguarding practices in line with National and NYSCP Priorities. It will provide challenge, and hold partners and commissioned services to account, with respect to Safeguarding Children practice. Where appropriate the Group will identify, initiate and take a lead on portfolio areas in relation to Safeguarding Children practice. Also where appropriate, the decision will be made to appoint a lead officer with responsibility for identified portfolio work relating to Safeguarding Children practice. Where appropriate the Group may set up task and finish groups, with specific end dates, to action and conclude portfolios of work relating to improving practice. It will deliver additional responsibilities as directed by the NYSCP Executive Group. It will maintain strong links across the Partnership, via the NYSCP Executive Group and other appropriate channels.

Learning and Improvement Subgroup (LIS) This subgroup will be proactive in identifying, reporting and acting on appropriate examples of national learning, innovation and good practice in relation to safeguarding children, working on behalf of the NYSCP. It will review and analyse the NYSCP Multi-Agency Dataset and identify any performance, themes, trends and actions accordingly, including providing questioning and challenge where appropriate. It will maintain the NYSCP Learning and Improvement Framework, which is shared across agencies to enable organisations to be clear about their responsibilities, to learn from experience, to learn from good practice (positive and negative) and to improve services as a result. This Group will plan, coordinate, commission, and evaluate the impact of multiagency safeguarding training and conferences. In accordance with the NYSCP's Learning and Improvement Framework, it will commission audits and research regarding significant themes arising across all sources of performance information, serious incident review outcomes and learning needs analysis. These will include but are not limited to audits of agency compliance with their responsibilities as per Working Together (2018); Case file audits; Practitioner audits; School and Early Years audits; Partner audits as directed by NYSCP. This subgroup will analyse information from single and multi-agency audits and report key learning themes to the NYSCP Executive and the Practice Development subgroup. It will monitor, and where appropriate direct, the implementation of recommendations arising from audit activity, Safeguarding Practice Reviews or other learning reviews. It will also undertake any additional action as directed by the NYSCP Executive.





Multi-Agency Child Exploitation (MACE) and Contextual Safeguarding Strategic Subgroup: The purpose is to provide strategic oversight, scrutiny and challenge of the NYSCP MACE procedures, through analysis of performance management data to ensure the efficiency and effectiveness of operational activity. Members will support the development of robust and effective practices and procedures and provide oversight and scrutiny for the strategic development and operational activity of MACE. The group will be responsible for the creation, progression and management of the MACE strategic action plans and management of MACE arrangements.

Multi-Agency Child Exploitation (MACE) and Contextual Safeguarding Operational Group: The purpose is to drive the operational delivery of MACE and contextual safeguarding arrangements. The group will monitor and analyse multi-agency data and outcomes, so as to influence practice and coordinate approaches across agencies. The group will also undertake scoping and research of local, regional and national developments in policy, practice and legislation surrounding MACE vulnerability themes, and will feed its findings into the MACE and Contextual Safeguarding Strategic Group where required. The Operational Group will lead on the identification of themes, patterns and trends around Exploitation and vulnerability across North Yorkshire and will coordinate findings from single and multi-agency audits so as to share learning across the North Yorkshire Safeguarding Partnership (NYSCP.) Members will lead in designing, coordinating and delivering MACE and Contextual Safeguarding campaigns and raising awareness around MACE and Contextual Safeguarding themes across North Yorkshire.

Sub-County MACE and Contextual Safeguarding Practitioner Groups: In 7 geographical area groups, members are responsible for driving forward performance, and for disseminating learning and action plans within their own organisations. They will ensure the MACE and Contextual Safeguarding procedure is embedded in day to day practice. The group will also undertake scoping and research of local, regional and national developments in policy and practice surrounding MACE and Contextual Safeguarding. The group will act as the conduit between strategic management and operational practice and provide quarterly updates to the MACE and Contextual Safeguarding Strategic Group. There will be several levels of escalating concern in these groups:

Level One – Child/Children or Young Person(s) related – this involves the identification, risk assessment and risk management of those children identified as being at risk of child exploitation and incorporates three key components:

1. Initial identification of risk through a safeguarding referral into the MAST
2. Multi-Agency risk assessment and risk management of children at risk of exploitation through existing NYSCP Procedures
3. Multi-agency Locality Tasking meeting held weekly to include a review of MFH cases, new CSE/CCE cases, review of high risk and complex cases and agreement of cases relevant to share at the MACE and Contextual Safeguarding Level 2 meeting.

Level Two – MACE and Contextual Safeguarding – information relating to the links between children at risk or subject to exploitation, perpetrators or individuals who may pose a risk by exploitation and/or locations and community intelligence.

This involves the following four components:

1. The identification and assessment of perpetrators and/or individuals who may pose a risk by exploitation.
2. The sharing of community intelligence related to perpetrators or individuals who may pose a risk by exploitation as well as locations where harm is being caused within communities.
3. The sharing of relevant details of children identified as at risk of or subject to exploitation through the Level 1 MACE and Contextual Safeguarding process. The purpose is to identify community links between victims, perpetrators or individuals who may pose a risk through exploitation, and locations or hot spots through locality mapping exercises. This work will include any concerns raised by other Local Authorities and private residential home providers and settings around Out Of Authority Looked After Children placed in North Yorkshire.
4. Developing robust locality partnership action plans to develop intelligence, pursue and prosecute perpetrators and disrupt exploitation activity within communities.

Work of the NYSCP

Child Death Review Partners:

Child Death Overview Panel (CDOP) arrangements are undertaken cross-border, covering the City of York and North Yorkshire County Councils, their learning being further enhanced by collaboration with other regional neighbours. The North Yorkshire Safeguarding Children Partnership (NYSCP) & City of York Safeguarding Children Partnership (CYSCP) provide governance arrangements for the Child Death Review Partners (CDRP). The Local Authorities and CCGs are responsible for the CDR arrangements as per Working Together to Safeguard Children (2018).

CDOP are responsible for collecting and analysing information about each child death with a view to identifying any case giving rise to the need for a review mentioned in regulations, any matters of concern affecting the safety and welfare of children in the area of the authority, any wider public health or safety concerns arising from a particular death or from a pattern of deaths in that area. The Panel will also put in place procedures for ensuring a coordinated response to an unexpected child death by the authorities, their partners and other relevant persons.

It has been agreed by the Child Death Review Partners (CDRP), (the Clinical Commissioning Groups across York and North Yorkshire and both Local Authorities) that CDOP will report to the Safeguarding Children Partnerships in each Council's area, given that the statutory CDRP make up two of the three Safeguarding Partners. The third is North Yorkshire Police, also involved in CDOP processes.

The CDOP is currently chaired by a senior manager from Public Health in York. Chairing will then be agreed on an annual basis. CDOP will continue to provide reports to the York and the North Yorkshire Safeguarding Children Partnerships and will publish an Annual Report. CDOP will engage with the Yorkshire and Humber Regional CDOP Coordinator Meetings and Sub Regional CDOP Coordinator's meetings, sharing information to develop understanding of child deaths across the region, to share best practice and to understand the challenges faced.

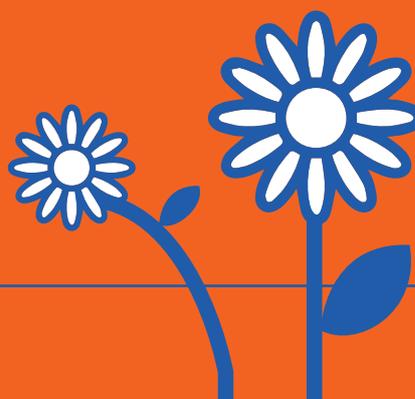
The work undertaken to date: reasons to celebrate

Readers should note that this, whilst it is badged an Annual report contribution, relies on only six months of the operation of the new Partnership in North Yorkshire.

The Scrutineer plays a dual role in North Yorkshire, chairing the Executive and undertaking Independent Scrutiny. At the time of writing there have been three meetings of the new and somewhat larger Executive than the one which steered the former LSCB. Between the first in September 2019 and the third in January 2020, it has become ever clearer that executive level leaders from the three statutory partner bodies have become steadily clearer, more strategic and likelier to contribute to meetings which actively seek co-owned answers to questions of momentum, proof of impact, agreed ways forward with key issues, and holding all concerned to account.

The absence of a back-up mechanism that was once provided by the presence of a far larger Board has meant that Executive members have quickly come to see that ownership of the agenda and decision-making lie with them.

In the September Executive it was clear people were feeling their way somewhat, including the Chair who had previously chaired the Board. The terms of reference for the Executive were clear, but clarity of what was being decided and what action points were agreed needed to be stronger. The plan to have subcommittee chairs on a rolling basis attend the Executive and present their findings on the work of their committee was not yet in place. Executive members were finding their way into owning the fact that their function is now, with each other and subcommittees, to seek firm assurance of pace, outcome-focused activity and impact on children's lives.





In the November meeting, the discussion was sharper and more strategic, and Executive members interrogated materials brought to them (for example the presentation on key themes from a wide range of data collated by the team working for the County Council but owned by different agencies) with greater clarity and a stronger analytical intent.

The January Executive meeting was even more focused, strategic, questioning and outcomes driven. Members challenged each other on key issues such as spending on a key post in the Multi-Agency Child Exploitation team. There were clear and focused outcomes for the Chair and the Business Unit team to pursue as decisions and actions arising from the meeting. Ongoing issues in a Relevant Agency setting were thoroughly explored and useful suggestions about continued solution finding were tabled and accepted. Members were focused, determined, clear and supportive in their feedback, and gave directions on actions to follow with names against each. To see this positive progression of co-ownership and deeper engagement across only three meetings to date is encouraging.

There is real quality and depth of discussion in the Partnership's subgroups, not least because they are in large part continuation bodies from their work under the old LSCB, albeit they are now charged with being the "engine" that drives safeguarding deliberations in their themed business. The terms of reference are clear and have been devised in partnership across the county. Representatives from partner bodies come to the work of these committees in honest and transparent fashion and are prepared to use the committee settings to identify what needs to improve in their own and other agencies' practice. This means that they both own and will continue to pursue a strong and accountable safeguarding agenda.



The training offer is strong. Agencies undertake single agency training tailored for their needs, using safeguarding materials and agreed approaches that fit particular settings.

For example:

- There is an established culture of Serious Incident Reviews in health services across GPs, therapy services, ante and post-natal services, Hospital Trusts and practitioner groups. It is clear that health service partners take safeguarding seriously in both their professional mindsets, and in team and individual front line practice. The learning from all these reviews is disseminated in face to face sessions, through the Partnership's website in a range of formats from detailed to 7-minute briefings, posters and visual materials, e-bulletins and social media channels.
- Learning from other activities, and from national and regional themes, is similarly translated into and followed through in training both face to face and online, across agencies. From 7-minute Briefings on the website through courses for staff, the offer is valued and respected.
- North Yorkshire's schools are using both Working Together and Keeping Children Safe in Education guidance as cornerstone documents and approaches, and there is a good return of Section 175 Audit documentation when these are requested. Where training is needed, schools are as likely as any other service or organisation to take advantage of it to ensure governors and staff alike are kept up to date.
- North Yorkshire Police lives out its strong commitment to partnership working in both the Executive and the subgroups outlined above.
- The Partnership is active on a range of social media channels and uses its voice, and the capturing of activities in real time, to reach out to a wider audience both within and beyond the county.

The Partnership offers a respected, often well-attended training and development programme, offered across all agencies. What is learned from clear and focused multi-agency Section 11 and schools-focused Section 175 audits, and from accountability and scrutiny mechanisms, informs the quality of the training and professional development on offer through events

such as management master classes on key themes. The offer therefore arises from a clear evidence base that captures what is needed, using agency and inter-agency feedback, evidence from practice and case file audits, and “live” knowledge arising from when things go either well, or badly in the system.

Trainers are aware that it is less easy to capture what the results, influences and impacts of training are on both frontline practices, and the quality of work that ensues in services. It is acknowledged that tying training to results and outcomes is an art rather than a science, but the trainers are aware that there must be continued efforts to tie these elements together so that future training, and future service development, are better connected and evidenced.

Good practice examples are being captured and recorded by the Partnership’s subgroups.

Given the strong foundations underpinning the new arrangements in North Yorkshire, this breadth and depth of good practice is not a new thing, or a surprise. However, it deserves to be both noted here, and broadcast more widely and publicly, given there is a sustained national mood, often strengthened by poor media practice, that leads people to believe children and young people are not well served. The following very brief case studies, which are only examples and will be added to in future reports, belie that false belief. The Partnership is urged to do all it can to publicise them.

The county is already well known for its social care related approaches to the nationally recognised “No Wrong Door” approach to safeguarding within families, communities and schools for adolescents who might otherwise, and in other places, be taken into care. The success of this initiative lies at the heart of North Yorkshire’s having been chosen by DfE to be a Partner in Practice.

There is considerable evidence of good practice considered at many subgroups, not least among them the Local Safeguarding Practice Review Group which examines and makes recommendations about the most sensitive and difficult cases in North Yorkshire. The details of these cases are not shared in this scrutiny report, given even the remotest risk that individual children and families could be identified were sufficient details published.

The scrutineer is not prepared to allow that to happen. However, assurance is hereby given that the work of that subgroup remains as sound under the Partnership arrangements as it already was under the Safeguarding Board.

Not least among reasons to celebrate the work undertaken in both preventative and more high level or later interventions in children’s and young people’s lives is the fact that there are already good, widely valued and used published strategies for, and pathway documents guiding practice relating to, children and young people’s mental and emotional health and wellbeing. These include materials of great relevance when there are issues of self-harm or suicidal ideation, including instances where a young person tragically succeeds in taking their own life.

The county also has a three-year strategy concerning developing ever stronger, always multi-agency practice in tackling criminal exploitation and implementing contextual safeguarding. The awareness that the job of safeguarding is never finished and there is always more to learn and apply is palpable and owned by agencies and partners across the county.



Examples of good practice across the Partnership

From the MACE Strategic group

Case One

Work between a Social Worker, a member of the Youth Justice Service, a Police Community Support Officer and a Police Inspector. They have worked together to safeguard a “High Risk of Criminal Child Exploitation” 16 year old who recently moved to North Yorkshire, where services developed significant concerns about exploitation by an adult male. The team has given support and gained vital information from the family, communicating daily between agencies. As concerns escalated, so did proactivity, seeing welfare checks carried out daily. Despite staff being on annual leave at various points, they were mindful of the need for both continuity in services, and to ensure consistency so as to avoid drift. Both the 16 year old and the adult male were discussed at the locality MACE and the adult was assessed and listed as a Person of Concern. Because of the strong sharing of intelligence by professionals and family, and given those welfare checks were increased, North Yorkshire Police were able to arrest the adult for Modern Slavery Offences. The 16 year old was returned to his family. A subsequent professionals meeting included Police, the YJS, Social Care, Housing and Probation. It ensured clear communication between the local area and the area to which the 16 year old had returned. Due to licensing conditions the adult was recalled to prison with conditions which will now restrict contact. Work is ongoing with the young man and his family. This is a high quality, outcomes focused piece of work changing the life of one of a vulnerable young person, showing the impact of commitment from professionals across agencies to keeping young people at the centre of the work.

Case Two

Information shared through a MACE Level Two meeting in one locality indicated that young people were visiting a local hotel to meet residents, becoming subject to or at risk of exploitation. An approach was made by the Police to the hotel and an assessment was undertaken. The manager agreed to tighten security measures. In late 2019 at a MACE meeting noted that despite good partnership working there were still reports that young people could enter rooms and engage in concerning behaviour with residents. Whilst the hotel indicated that it had made improvements this was not always corroborated by children’s or police service practitioners. A request was made across MACE members to provide direct information to the police service and the Community Safety Partnership, where further information came to light. Early in 2020 a further site visit took place involving Fire and Rescue Services, the police and Community Safety Leads who met with the Manager and again raised concerns. This resulted in:

- The non-main-entrance (fire exit access routes) of the hotel would be alarmed to alert staff if they were used to exit or gain entry
- Consideration would be given to employing security staff
- All staff would be warned not to let, or indeed encourage, young people to be on the premises
- All staff then received exploitation awareness training to ensure they can now spot the signs and indicators
- More CCTV has been fitted into the building
- Statements would be taken from key members of any staff young people may be intimidating – especially likely if the young people concerned do not understand that what is happening is grooming or abuse
- Police agreed to review all incidents at the hotel and identify young people with a view to visiting them with parents/carers and give appropriate advice and warning
- Police agreed to return and undertake full safety checks of the hotel and offer advice and support regarding the essential changes
- Police Service “Operation Ambience” patrols would be undertaken in the area at key times identified by the manager.

This example shows the ongoing impact of co-ordinated partner information sharing and action. The results of this concerted joint practice will be better known over the passage of time.

Individual practitioner's good practice: A Social Worker put forward for recognition, for innovative practice that helped to develop a local contextual safeguarding disruption strategy as part of North Yorkshire's Child Exploitation and Contextual Safeguarding development. The worker was practising with a number of girls, friends involved in behaviour that could increase their vulnerability. All had incidents of going missing, all were classed either at risk of Child Sexual Exploitation, Child Criminal Exploitation or both. While some were working with social care, some were avoiding it and not wanting to talk. The worker developed a group to enable targeted work with these girls in ways that would engage them. The girls knew each other and would often go missing to spend time together. The worker concluded they may be more comfortable working as a group. She contacted professionals including Sexual Health services, the Hand in Hand project run by The Children Society, and North Yorkshire Police, to develop a partnership approach. She sourced funding through a council partnership fund and identified a venue so the girls would feel comfortable and able to work creatively. She transported the girls and provided both food, and positive activities. The targeted work on healthy relationships identified a wealth of intelligence and built a working relationship with girls who had previously avoided social care.

The relationships developed with both the girls and other professionals led to the girls feeling more confident in talking about what was going on in the community. The information was shared with police and partners, enabling them to develop disruption work to enable greater safety. In developing a trusting relationship, the girls felt able to share information about those who were exploiting them, and where they were going to be at risk. This information was fed into the North Yorkshire Multi-Agency Child Exploitation (MACE) and Contextual Safeguarding Locality meeting. This enabled the partnership to develop disruption plans to target those seeking to exploit the girls. The work continues and is an example of innovative practice by multi-agency partners to develop a contextual safeguarding approach both to target perpetrators and disrupt exploitation. As a result of this work, there has been both a significant reduction in the number of missing episodes for these young people, and development of action plans that have disrupted exploitation.





Future Development

The work to come next: areas for continued development

At this early stage a detailed picture of what needs greatest attention across all areas of the Partnership's work is yet to emerge. The Partnership has an emerging plan for the coming year as this report is written, and is aware that alongside the many reasons to be cheerful there are clear ongoing challenges across public services, pressed as they all are to serve a county this large when budgets remain under strain and there are ongoing challenges in terms of the county's geography, information sharing, ensuring Relevant Agencies stay at the safeguarding table, and more besides.

The Ofsted judgement on social care services is that the service overall is Outstanding.

The senior leaders in the service are, however, clear that the pace of keeping that judgement fresh and sound cannot slacken. Senior leaders are determined to ensure there is no sitting back and resting on the great achievement of such a high graded judgement from Ofsted. That this awareness is there at the top levels is key to ensuring improvement and the drive for excellence continues.

Ongoing issues for children and young people whose emotional and mental health are poor

This remains a key and vital matter for concerted effort across North Yorkshire if services are to give children and young people what they need in this vital area of concern. Children and young people have these matters high on their own agendas and have said so on every occasion when the Scrutineer has been present to witness them put their challenges to the adults who commission and lead services across the county.

Both earlier intervention in lower level difficulties, and the presence of CAMHS provision at higher levels (the old tiers 3 and particularly in-patient tier 4) judged inadequate by CQC, means that emotional and mental health and wellbeing including the provision of CAMHS that meet need and are responsive and effective, will inevitably be a key priority for the Partnership. The matters concerned are seen by Executive members as a cause for particular concern that must be addressed. That the Executive is clear that momentum, and concrete and successful action at pace are all vital is encouraging, as is their honesty in co-owning the issues concerned. The Scrutineer will need to ensure time is allotted to holding all concerned to account for delivery.



Potential other priorities: amplified by discussions on the first full NYSCP day held on 24th February 2020.

- Considering whether as well as an Executive, there should be a mechanism that pulls together the chairs of each subgroup, plus representatives from Education and other key Relevant Agencies, to ensure the transmission across themes in safeguarding and the continued flow of vital information that is not at a strategic level such as that in the executive, and is not single-themed such as that considered in each subgroup. The Executive should consider this potential “operational Board,” and if it is to be formed who should sit on it, what it should consider, where it should report and so on, in due course. It could be argued that adding a further layer would be to go back to the relatively cumbersome nature of many LSCBs in England, and this suggestion is therefore offered for consideration, not as a firm recommendation. The alternative is to ensure each of the Local Safeguarding Partnerships is sufficiently empowered to pull cross-partnership and cross-board themes together, and to enact both what NYSCP subgroups and the Executive are discussing and driving forward.
- Ensuring the recognised and recorded roles played by Relevant Agencies to the work of safeguarding children and young people are captured and reported, celebrated as appropriate and challenged where necessary.
- Ensuring these Relevant Agencies are “kept close,” from working with schools and ensuring their voices are heard, to ensuring the broader agenda of the former Children’s Trust is carried forward alongside the more focused approach to safeguarding which is a necessary theme of everybody’s business across the county.
- Ensure, in connection with the point above, that all agencies keep clear sight of the wider issues facing children families and communities: issues such as poverty, housing, access to transport, substance misuse, domestic abuse and violence issues, rural and scattered communities and loneliness
- Proving, evidencing and showcasing the “on the ground” realities of safeguarding practice, compared to the ambitions set out and agreed by leaders in partner agencies. This will entail looking for, capturing and sharing knowledge on services’ outcomes and impact, not simply their processes and their counts of “how much work was done.”
- Continuing to press the widespread adoption and use of the Signs of Safety approach that can so effectively be used beyond Safeguarding services in social care work and can enable children, young people and families to have their voices views and interests placed front and centre of all concerns.



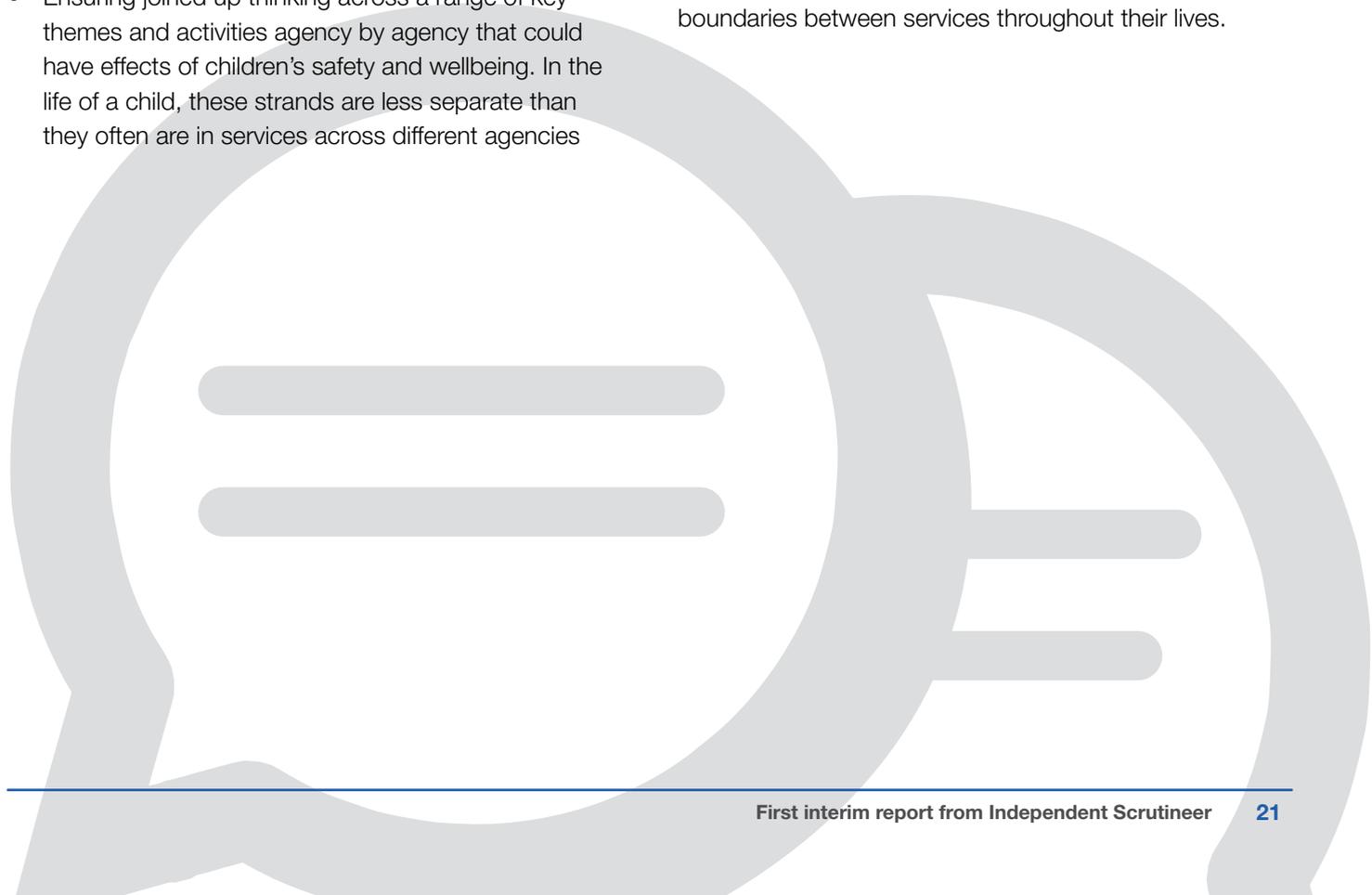


- Ensuring that MACE activity, from area based operational, through county-wide operational to county-wide strategic levels, fulfils the tightly specified remits and can prove that the work done at each level makes the required positive differences in the lives of vulnerable children and young people either at risk of, or already affected by, criminal exploitation of any kind, including CSE, “County Lines” and other forms of exploitation and abuse.
- Ensuring that where there are service improvements or learned lessons to be embedded from issues of concern, the scrutineer can be given assurance, and can in turn assure the leaders of the Partnership, that highlighted necessary improvements have not only been recognised but are underway.
- Working with the data collected from all agencies and localities and analysed by the data unit based with the county council and already shared with the Executive at each meeting, to ensure that priorities are both data-led and evidence-based.
- Ensuring that the planned refresh of Young in Yorkshire in 2020 is multi-agency, takes on board the above-referenced data and evidence, and leads to sustained good practice where it is already in place, and to improvements where these are clearly needed.
- Ensuring joined up thinking across a range of key themes and activities agency by agency that could have effects of children’s safety and wellbeing. In the life of a child, these strands are less separate than they often are in services across different agencies

For example:

- o The need to recommission 0-19 health services considering continued reductions in budgetary and HR resources whilst there are ongoing and sometimes escalating needs in the population
- o The need to achieve the aims of the County’s ongoing change programme in SEN/D services in schools, communities, and health and other service environments, so that its outcomes do not diminish children’s access to services they need that enable them to do, and to be, as well and as successful as they can be, even when resources across all agencies are tightly stretched.
- o The need to address what the county’s available data indicates is a rise in violent crimes where children are the victims and in some cases may be the perpetrators, when there seems to be little to explain that rise, which affects communities, families, health and police services and requires a multi-agency and contextualised response

These examples are not exhaustive. They are presented to exemplify how multi-agency the safeguarding challenges are, as they are across the country. The Partnership’s aim is to ensure that people work as closely as possible together, a vital aim given that children cross boundaries between services throughout their lives.



The current public health crisis created by the spread and threat of the Covid-19 Corona Virus

As this report is submitted and published, the country and the County face an unprecedented set of challenges brought by the spread of, the uncertainties fears and potential losses brought by the spread of the novel version of Corona Virus, Covid-19, declared a Pandemic by the World Health Organisation in March 2020. At the time of writing, the county's response to the virus – internally in organisations, and externally in the large networks and patterns of service provision for children and young people in a county as large and complex as North Yorkshire, were all still emerging.

It was clear from the opening of discussions across the Partnership what the focus of all concerned was children's and young people's wellbeing and safety, and where possible the ongoing normal operation of services to ensure them. The scrutineer was present when the discussions of stepping up the response to the virus from Prevent to Delay were in progress. The atmosphere was calm, determined, based on co-ownership of the issues and co-design and implementation of responses to them. What has happened since has born the hallmark of determination to place both safety and service at the heart of everybody's concerns. Communication across the County Council and with its partner bodies has remained detailed, factual, clear and calm. Evidence emerging so far is that a measured, future-spotting approach is underway, and that partners and communities are responding in like fashion.

As this report is finished and moves towards publication it is too early to tell what will happen in future waves of infection that could affect service providers as well as users and communities, but the sense being maintained is that public service values will lead the way in all circumstances, including if (or when) things become very difficult.

A fuller reflection on the issues raised by a crisis of international proportions that will have effects on North Yorkshire as it will on every other locality, will be presented in a future report. For the present, assurance is hereby given that safeguarding, and having the best possible regard for ensuring the most vulnerable children and young people are at the centre of services' and partners' concerns.

Covid report available from
www.safeguardingchildren.co.uk

The Scrutineer's work in coming months:

A pattern of meetings is being finalised in diaries, going forward into 2020.

As well as chairing the Executive and leading 2 Partnership days per year, the Scrutineer will also use subgroups' minutes, agendas, comparisons with Terms of Reference and the contents of a wide range of plans and reports, to help her to form a rounded and informed view of the progress being made on embedding safeguarding as everybody's business.

She will, when diaries permit and noting that the maximum days per year required of her will be around 24, attend, observe at, and note the contents of and decisions made at a selection of meetings of subcommittees and with relevant agencies. Given such meetings each take up half-days, the intention is to ensure that the Scrutineer can also meet with the following in the other half-days when she is on site to attend them.

What follows are headlines of those potential "other half-day" meetings. The details are all still being worked through, and the pattern of meetings will take time to settle.

- Representatives of Relevant Agencies' leaders, governance and management, delivery staff: head teachers, governors, leaders in community or faith organisations, etc.
- Representatives of the borough's children and young people, particularly when they are involved in working alongside adults to steer decision making that affects their lives
- Leading individuals such as Elected Members (the Lead Cabinet Member for Children, for example,) CCG Board member(s), Board members from other partner agencies, senior Police officers/the PCC

The Scrutineer facilitated the full Partnership Day on the 24th of February 2020. This all-day event consisted of a morning whose agenda included discussion and appraisal of the progress of the Partnership to date, and workshop and other format learning and information exchanges. The county's Youth Commission was present and played a central role in partners' discussions of the issues facing children and young people in a frenzied modern world.

A second half-year's report by the Scrutineer will follow, as a mid-year publication. Its due date will be September/October 2020. A second full Partnership Day will also be part of the development of that report.

The Partnership must then publish an Annual Report six months later, its Annual Report. The Scrutineer will write, and the Partnership will publish a chapter in that report which gives clear, independent and evidenced opinions and views on the Partnership's progress, reasons to celebrate and items for ongoing attention and development expressed as recommendations for action.

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