

## The Report of the Executive

The Executive met on 26 July 2011. Present: County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Carl Les, Chris Metcalfe and John Watson OBE.

The Executive met on 23 August 2011. Present: County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Carl Les, Chris Metcalfe, John Watson OBE, and Clare Wood.

Also in attendance: County Councillors Andrew Backhouse, Jim Clark, Tony Hall and David Jeffels.

The Executive met on 6 September 2011. Present: County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Carl Les, Chris Metcalfe, and Clare Wood.

Also in attendance: County Councillors Andrew Backhouse, Keith Barnes and Tony Hall.

The Executive met on 27 September 2011. Present: County Councillor John Weighell in the Chair. County Councillors Gareth Dadd, Carl Les, Chris Metcalfe, John Watson OBE, and Clare Wood.

Also in attendance: County Councillors Tony Hall and Michael Knaggs.

**1. Capital Plan 2011/12:** The Capital Plan is split into a Capital Programme, of schemes that have passed the necessary Gateways and are proceeding to construction, on which slippage should be negligible, because experience shows that most slippage takes place in the preparatory stages of a scheme, and a Capital Forecast, of schemes for which the preparatory process has not progressed to the point where they can enter the Capital Programme. Analysis has shown that it is these latter schemes that suffer slippage, due to a wide range of internal and external factors. The Capital Programme and Forecast have been updated in the light of ongoing policy and operational developments and supporting information is contained in the appendices to this report. Summaries for each Directorate, analysed into the main areas of capital spending, are attached as Appendices 1A to 1D, with an overall summary at Appendix 1E.

The updated Capital Plan for 2011/12 is based on the version approved by Executive on 22 February 2011, but incorporates the following:-

- the carry forward of net under and overspendings from 2010/11 to 2011/12
- movements between Capital Forecast and Capital Programme
- additions or variations to schemes that are self funded (ie through grants contributions, revenue contributions and earmarked capital receipts)
- necessary re-phasing of expenditure between years
- virements between schemes resulting from variations in scheme costs (eg arising from a tender process) and ongoing reassessments between priorities within a Directorate's finite control total

- additional schemes and provision approved by Executive
- various other miscellaneous refinements

A summary of the changes is attached as Appendix 1F and the following table gives a summary of the latest Capital position (gross spend) at Directorate level.

Directorate/Component	Appendix	2011/12	2012/13	2013/14	Later Years
		£m	£m	£m	£m
Health and Adult Services	<b>1A</b>				
Capital Programme		3.1	7.5	0.5	-
Capital Forecast		0.1	5.6	6.4	5.5
Sub total		<b>3.2</b>	<b>13.1</b>	<b>6.9</b>	<b>5.5</b>
Business and Environmental Service	<b>1B</b>				
Capital Programme		53.9	33.8	7.1	0.7
Capital Forecast		0.2	0	26.2	38.9
Sub total		<b>54.1</b>	<b>33.8</b>	<b>33.3</b>	<b>39.6</b>
Children's and Young People's Service	<b>1C</b>				
Capital Programme		46.4	13.0	0.1	-
Capital Forecast		4.0	30.1	36.8	-
Sub total		<b>50.4</b>	<b>43.1</b>	<b>36.9</b>	-
Other County Services	<b>1D</b>				
Capital Programme		6.9	2.4	-	-
Capital Forecast		0.3	1.3	0.9	-
Sub total		<b>7.2</b>	<b>3.7</b>	<b>0.9</b>	-
Overall County Total	<b>1E</b>				
Capital Programme		110.3	56.7	7.7	0.7
Capital Forecast		4.6	37.0	70.3	44.4
<b>Total</b>		<b>114.9</b>	<b>93.7</b>	<b>78.0</b>	<b>45.1</b>

The financial split between the Capital Programme and Capital Forecast will vary over time as schemes progress through the Gateway process. There is overall (ie Capital Programme and Forecast) planned gross capital spend of £114.9m in 2011/12, £93.7m in 2012/13 and £78m in 2013/14, but these totals include a number of significant individual schemes and provisions:

Directorate	2011/12	2012/13	2013/14
	£m	£m	£m
<b>Health and Adult Services</b>			
Our Future Lives – Extra Care Scheme	1.2	2.0	3.6
Our Future Lives – Older People's Resource Centre	0.2	3.2	2.9
Valuing People – Day Service	0.9	6.8	0.0

Directorate	2011/12	2012/13	2013/14
	£m	£m	£m
<b>Business &amp; Environmental Services</b>			
New and Replacement Road Lighting Columns	3.0	0.0	0.0
Depots Rationalisation Programme	3.0	0.0	0.0
Waste Strategy Service	1.5	0.0	0.0
Waste Procurement Project	0.0	0.0	5.1
Integrated Transport	3.7	4.1	4.1
Maintenance of Roads and Bridges	38.9	26.3	22.5
Regional Funding Allocation	3.8	3.4	1.3
<b>Children &amp; Young People's Service</b>			
Major Capital Schemes at Schools	0.3	3.3	0.0
Suitable for Purpose	2.7	0.5	0.0
Special Educational Needs/Behaviour Review	1.4	0.0	0.0
Pupil Referral Units / Special Schools	4.4	4.4	0.0
Primary Replacement School	0.0	1.1	0.0
Capital Funding 2012-14 yet to be allocated to initiatives	3.7	1.2	0.0
Primary Capital Programme	7.4	1.1	0.0
Basic Needs 2011/12	0.8	2.7	6.5
Capital Maintenance Grant Funded Schemes	1.2	11.4	23.7
Capitalised Repairs and Maintenance	2.7	2.9	0.4
National Digital Infrastructure	6.5	0.0	0.0
Building Schools for the Future	5.0	0.0	0.0
Devolved Capital (School Schemes)	7.0	5.1	3.5
Self Help Schemes (School Schemes)	1.8	2.2	2.0
<b>Other County Services</b>			
Affordable Housing Fund	1.8	0.6	0.0
Harrogate Bright Office Strategy	0.3	1.7	0.0
Revenue funded Capital programmes (ICT, accommodation etc)	1.7	0.5	0.3
	104.9	84.5	75.9
<b>All other schemes and provisions</b>	10.0	9.2	2.1
<b>Total</b>	<b>114.9</b>	<b>93.7</b>	<b>78.0</b>

As a relatively few individual schemes and provisions make up over 90% of the total planned capital spend in each year, any slippage or delays in these schemes will have a significant consequential impact on overall Plan delivery and consequential financing requirements. The table above also demonstrates, however, that in the earlier years of the Capital Plan, the majority of planned spend falls into the Programme component:-

	Programme		Forecast		Total
	£m	%	£m	%	£m
2011/12	110.3	96	4.6	4	114.9
2012/13	56.7	61	37.0	39	93.7

	Programme		Forecast		Total
	£m	%	£m	%	£m
2013/14	7.7	10	70.3	90	78.0

The changes reflected in the latest Capital Plan, compared with that approved on 22 February 2011, can be summarised as :-

Item	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m
<b>CAPITAL PROGRAMME</b>				
<b>Programme approved on 22 February 2011</b>	<b>107.3</b>	<b>40.7</b>	<b>6.0</b>	<b>0.7</b>
<b>Schemes funded from earmarked capital receipts</b>		0.3		
<b>Schemes funded from Prudential Borrowing</b>	-2.0			
<b>Variations in Self funded schemes</b>	8.5	2.0		
<b>Movement between Programme and Forecast</b>	4.7	6.0	1.7	
<b>Re-phasing between years</b>				
2010/11 variations rolled forward to 2010/11				
Self funded from Grants etc	-8.4			
Net underspend	8.0			
Q1 2011/12 Variations				
Self funded from Grants etc	0.8	} -7.7	-1.6	0.8
Funded from borrowing	-8.5		9.3	-0.8
<b>Other Funding Approvals and Variations</b>	-0.1			
<b>= updated Capital Programme at Q1 2011/12</b>	<b>110.3</b>	<b>56.7</b>	<b>7.7</b>	<b>0.7</b>
<b>Variation since Q3 2010/11</b>	<b>+3.5</b>	<b>+16.0</b>	<b>+1.7</b>	<b>0</b>

Item	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m
<b>CAPITAL FORECAST</b>				
<b>Forecast approved on 22 February 2011</b>	<b>13.5</b>	<b>41.5</b>	<b>61.8</b>	<b>51.9</b>
<b>Variations in self funded schemes</b>	-0.6	0.5		

Item	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m
<b>Movement between Programme and Forecast</b>	-4.7	-6.0	-1.7	
<b>Re-phasing between years</b>				
Q1 2011/12 Variations				
Self funded from grants etc	-0.2	-2.0	4.8	-2.5
Funded from borrowing	-3.4	3.0	5.4	-5.0
	-3.6			
<b>Other funding approvals</b>				
<b>= updated Capital Forecast at Q1 2011/12</b>	<b>4.6</b>	<b>37.0</b>	<b>70.3</b>	<b>44.4</b>
<b>Variation since Q3 2010/11</b>	<b>-8.9</b>	<b>-4.5</b>	<b>-8.5</b>	<b>-7.5</b>

After reflecting the carry forward of underspends from 2010/11 (both net and self-funded from grants and contributions) the Capital Plan update is showing an overall £11.3m of expenditure re-phasing from 2011/12 to later years (£7.7m Capital Programme + £3.6m Capital Forecast). This consists of £11.9m being rephased from 2011/12 to later years, funded from a combination of capital receipts and borrowing, offset by £0.6m of expenditure being rephased from later years back into 2011/12, which is self funded from grants and contributions. The main areas of this re-phasing are listed below.

Scheme	£m
<b>HAS</b>	
Valuing People – Day Service Provision	-4.1
Adult Social Care – IT infrastructure – Capital Grant	-0.6
Extra Care Scheme	-1.1
Our Future Lives – Older People’s Resource Centres	-1.1
<b>BES</b>	
Regional Funding Allocation	0.9
<b>CYPS</b>	
Devolved Capital	-0.6
Capital Maintenance Schemes	1.7
Major Capital Projects	-1.5
Schools Access Initiative	-0.8
Primary Capital Programme	-1.1
14-19 Development Plan	0.8
Suitability Schemes	-1.0
Basic Needs	-0.5
Wrea Head Trust	-0.5

Scheme	£m
Horsa Replacements	0.5
TCU Replacements	0.5
Primary – Replacement School	-1.1
<b>OCS</b>	
Harrogate Bright Office Strategy	-1.7
<b>Everything else (net)</b>	0
<b>Total gross re-phasing after accounting for 2010/11 outturn position)</b>	<b>-11.3</b>

All capital budgets for Business & Environmental Services have been updated for net carry forward funding of £869k from 2010/11. The Government announced funding for the Local Transport Plan on 13 December 2010. The Capital Plan was adjusted to reflect the Settlement, including that it is now entirely grant funded. As well as adjusting for carry forwards, the available funding has been allocated to reflect the latest expenditure plans for integrated transport and structural maintenance works. This is reflected in Appendix 1B. The expenditure and grant funding budgets of £2.6m for the A19/A631 Roundabout scheme have been brought into the Capital Programme from the Capital Forecast, based on a forecast expenditure profile produced with the Highways service. Government funding of £6.6m, provided to the County Council to help deal with damage caused during the 2010/11 winter season, has been allocated and is being expended in 2011/12. Information will be published on the County Council website, by 30 September 2011, showing how the additional funding has been spent. The changes in the LTP are summarised below, with the net increase of £2,408k reflecting the carry forward from 2010/11:

Item	2011-12 £000	2012-13 £000	2013-14 £000	Later Years £000
Approved Capital Plan (Programme and Forecast)				
Expenditure	33,611	30,206	26,680	27,074
Grant	30,843	29,456	25,930	26,324
Revenue Contribution				
<b>Net (a)</b>	<b>2,768</b>	<b>750</b>	<b>750</b>	<b>750</b>
Q1 2011/12 update				
Expenditure	42,601	30,438	26,680	27,074
Grant	30,643	29,688	25,930	26,324
Revenue Contribution	6,782			

Item	2011-12	2012-13	2013-14	Later Years
	£000	£000	£000	£000
<b>Net</b> (b)	<b>5,176</b>	<b>750</b>	<b>750</b>	<b>750</b>
Change				
Expenditure	8,990	232	-	-
Grant	-200	232	-	-
Revenue Contribution	6,782			
<b>Net</b> (b – a)	<b>2,408</b>	-	-	-

The Capital Programme has been updated to reflect the latest Regional Funding Allocation (RFA) expenditure forecast. A total of £3.8m will be expended on this programme in 2011/12 and is entirely funded by government grant. A 'best and final offer' bid must be made on the Bedale-Aiskew-Leeming Bar Bypass scheme to the Department for Transport (DfT) in September 2011. This follows an interim position statement that set out the costs as previously submitted, but indicated that the County Council would consider options to reduce the scope and hence costs of the scheme. Works have commenced on the final two depots at Seamer Carr and Harrogate, the latter being a joint highway depot and household waste recycling centre project. Both will be completed this financial year. It is intended to purchase the site of the previously proposed Catterick Bridge household waste recycling centre. Negotiations with the landowner have failed to agree terms and the County Council is now awaiting a response from the landowner regarding his position on the transaction. The Waste Management Service Unit will commence a replacement programme for the containers on the County Council's household waste recycling centre network. The County Council owns 107 containers, each with an average life expectancy of 10 years. The gross cost of the replacement programme per annum will be £30k and is fully funded from the income from the sale of old containers and savings on the revenue maintenance budget directly resulting from the programme. The method will be reviewed each year to ensure that it continues to represent the most cost effective option to the County Council.

Part I compensation claims are being resolved or assessed on both the A165 Reighton Bypass and Scarborough Integrated Transport Scheme (SITS) major highway schemes. At present it is forecast that cost will be contained within existing budget provision. Given the significant materiality of these items however, there remains a significant financial risk until claims are fully resolved.

The Executive has agreed that the County Council will act as Accountable Body for the Brompton on Swale to Catterick Bridge and Colburn Connect 2 Scheme. Brompton on Swale Parish Council has secured grant funding from the Connect 2 Scheme, administered by Sustrans, for the delivery of a link across the River Swale for use by pedestrians, cyclists and equestrian users utilising the existing iron rail Catterick Pipe Bridge owned by Yorkshire Water. The creation of cycle paths on the approaches to the bridge and the creation of a safe foot path and cycle route from the new bridge to Catterick Bridge and Colburn is not part of the scheme, but are necessary to maximise its use. This element will be funded from existing County Council budgets. Total scheme cost estimates are £273k, of which it is expected that the County Council would be Accountable Body for £238k relating to the construction phase of the scheme. In order to meet conditions of the Connect 2 funding, totalling £238k, the scheme must be complete and paid for by 31 March 2012. This

represents a significant financial risk to the County Council if the scheme is not completed. Robust project management arrangements will be put in place to ensure the maximum chance of success of the scheme and to minimise the financial risk to the County Council of cost overruns and delays leading to the loss of Connect 2 funding. Assuming no cost overrun, the major risk to the County Council is the loss of £238k grant funding should the scheme not be complete and paid for by 31 March 2012. If this were to happen the County Council would have to meet the entire cost of construction. The total estimated scheme costs and funding as shown below will be added to the Capital Programme. Sustrans have entered into a lease with Yorkshire Water regarding the ongoing use of the bridge. In order for the scheme to progress, the County Council has to act as maintenance guarantor of the structure to Yorkshire Water. The County Council has indicated that it will act in this capacity, but to a maximum expenditure of £25k.

Item	£000
<b>Project Costs</b>	
Planning & Design	15.0
Construction	233.0
<b>Sub Total Project Costs</b>	<b>248.0</b>
Committed sum to Yorkshire Water	25.0
<b>Total Costs</b>	<b>273.0</b>
<b>Funded by:</b>	
Connect 2 Grant Funding	238.0
Aggregates Levy *	10.0
County Council	25.0
	<b>273.0</b>

\* administered by the County Council

In addition to the carry-forward of the small net underspend from 2010/11 into the relevant scheme budgets for this year, there are other changes to the Health and Adult Services Capital Plan. The Richmond extra care scheme now includes the costs of furniture and fittings for those residents transferring from Richmond House (£19k). For the Settle scheme, subject to planning approval, the phasing of the payments now reflects the proposed contract profile. This will require 50% to be paid on commencement and the balance on completion, so £496k has been slipped to 2013/14. In light of the ongoing discussions on the future strategy for Extra Care facilities, the balance of 2011/12 funding has been slipped to later years. This will be reviewed when the details of the proposals are considered by the Executive, in due course. All of the Learning Disability schemes have now been brought together into one block in the Capital Plan. The changes include:-

- (a) expansion of the Changing Places programme (+£68k)
- (b) updated scheme costs for the developments at Elder Street, Scarborough (+£220k)



- (c) the inclusion within the Capital Plan of the proposed Brook Lodge site development in Selby (£3,800k).

These schemes and changes will be funded through a combination of capital receipts from the sale of buildings released by reconfiguration of services, a contribution from the PIP fund linked to the Bright Office Strategy at the Selby site, with the balance coming from existing HAS capital funds. This is summarised in the table below:-

Item	£000
<b>Capital Expenditure</b>	
Selby – Developments on the Brook Lodge site	3,800
Croft House – Skipton	1,410
Elder Street – Scarborough	2,400
Changing Places	90
<b>Total</b>	<b>7,700</b>
<b>Funding Sources</b>	
Existing Capital Programme	5,435
Contribution to BOS development (from PIP)	1,470
Realisation of Capital Receipts	300
Utilisation of Mental Health Supported Expenditure	495
<b>Total</b>	<b>7,700</b>

There are two PIP funded programmes for Libraries included within the current Capital Plan. To reflect more realistic timescales for completion of projects, this programme, and its associated funding, have been split across 2011/12 and 2012/13. Directorate IT facilities expenditure is grant funded. The main priority for this year is ICT development resource to enhance the AIS/SWIFT system, but the rest of the funding will be slipped to the following year, to reflect the medium term priorities around increasing efficiency for frontline workers.

In respect of the Children and Young People's Directorate, total project costs, including notional acquisition costs, for the Pupil Referral Service – Selby are estimated at £1.764m, which is £554k less than the budget provision of £2,318k. The site identified is currently owned by the PCT and negotiations are at an advanced stage. A decision on planning is anticipated shortly and detailed design has commenced. The construction programme is subject to the completion of the acquisition which it is hoped will take place during August 2011. Three major Primary programme schemes are on site at Barrowcliff, Friarage and Hinderwell Schools. All three schemes have suffered significant delays due to poor weather conditions and contractors struggling to meet deadlines. The updated Capital Programme for 2011/12 has provided a top-up of £1m towards these schemes from the capital maintenance grant. The fourth scheme, at Norton CP, has received an allocation from existing funding within the Capital Plan of £950k, in order to finance the scheme. Planning permission was obtained in relation to the replacement school for Low/High Bentham in July 2011. The programme for construction, which assumes a start on site in

July 2012 and completion in September 2013, is subject to the decision by the Secretary of State, there being no further challenge to the planning decision and the discharge of a large number of planning conditions. This has resulted in slippage of £460k from 2011/12 to 2012/13. The Capital Programme for 2011/12 has provided a top-up of £1m from the existing Capital Plan funding, in order to progress the scheme. Projects to create 14-19 development programme facilities for engineering at Northallerton College and hospitality at Stokesley School are being progressed, resulting in expenditure being brought forward of £300k from 2012/13 to 2011/12. The business and educational case for the Malton School vocational scheme is being re-assessed, giving slippage of £891k from 2011/12 to 2012/13. Malton is planning to convert to Academy status.

There is a budget of £1.41m for fire safety which has been re-profiled; £400k in 2011/12 and £1.01m in 2012/13. The CYPS Strategic Planning team has identified a programme of work from the fire risk safety audits which schools are undertaking and for which costs are being reimbursed from this budget. As a result of discovering foundation problems, an alternative site for an accommodation upgrade and lab refurbishment at Ripon Grammar School has been agreed, which requires revisions to design and may need planning consent. This is expected to delay the project by three months, resulting in slippage of £515k from 2011/12 to 2012/13. Children's centres managers are considering priority works in 2011/12 which will be assessed by Strategic Services; work is expected to start in 2012/13, giving slippage of £400k from 2011/12 to 2012/13. Schools devolved capital expenditure is expected to fall from £8.6m in 2010/11 to £6.0m in 2011/12. It will therefore take longer for schools to collect sufficient funding to deliver the schemes planned; this has already been partly reflected in earlier versions of the Capital Plan, resulting in slippage of £1.3m from 2011/12 to 2012/13. £2m of the approved £6m PIP funding has been allocated to Invest to Save projects of which £150k is expected to be spent in 2011/12 and £1,850k in 2012/13. Central Government has awarded NYCC an allocation of £676k in 2011/12 and a strategy is being developed to spend these funds in 2012/13. In respect of Capitalised Repairs and Maintenance Contributions, revenue contributions have been withdrawn (£1,425k in 2012/13 and £1m in 2013/14). These funds will be passported to schools as agreed by the Schools Forum. South Craven school became an academy on the 1st May 2011 hence the scheme to replace 4 TCU's for £500k has been withdrawn from the Capital Forecast. It is understood that South Craven have been allocated £1m from the Academies Capital Maintenance Fund by the DfE. A decision is awaited by the Wrea Head Trust to progress their scheme, resulting in slippage of £527k from 2011/12 to 2012/13.

As a result of revisions to the Bright Office Strategy Scheme in Harrogate, £1,674k of expenditure has been deferred from 2011/12 to 2012/13. Ainsty Road will no longer be refurbished. It is anticipated that the "unused" funding will be required for other BOS schemes that will be the subject of separate reports to the Executive later in the year.

The Capital Plan update shown in Appendix 1D includes the Asset Management Scheme, which is a project to improve collaborative working and co-ordination within and between public sector agencies, leading to better asset management of the public estate. This is funded by capital grant (£146k) and revenue funding (£64k). Additional costs for travellers sites (£160k) in 2011/12, to be funded from revenue, have been identified, due to the delays incurred and the further procurement exercise required as a result of the modular units manufacturer going into administration.

The financing of the updated Capital Plan is set out in Appendix 1G with a summary being as follows:-

Source	2011/12	2012/13	2013/14
	£m	£m	£m
Forecast sources of finance			
Borrowing	16.8	16.6	17.5
Grants and contributions	69.1	59.4	53.5
Schemes financed from revenue	23.4	9.2	3.5
Capital receipts	5.7	9.8	3.5
= total forecast capital funding	115.0	95.1	78.0
- Updated Capital Plan	-114.9	-93.7	-78.0
= potential unallocated capital resources	0.1	1.4	0
<b>Total available over period to 2013/14</b>	£1.5m		

There is potentially £1.5m of unallocated capital funding that might (depending upon the realisation of forecast capital receipts) become available in the period to 2013/14. This sum, which arises principally from additional capital receipts identified, is higher than the £0.2m reported at 2010/11 Outturn due to several new County Farms receipts now included in the forecast. These receipts reflect holdings becoming vacant and/or tenants requesting to buy part of their holding. For the remaining capital receipts (from the sale of surplus land and property) there is a continuing impact on the level and timing, due to the depressed state of the property market. Thus the forecast value of these receipts continues to fall and be delayed which results in additional Prudential Borrowing being required to finance the Capital Plan until the receipts are ultimately realised. Any significant reductions in the expected value of potential capital receipts in the pipeline would result in the Corporate Capital Pot being 'overdrawn'. This scenario would also result in additional Prudential Borrowing being required to finance the existing Capital Plan. Assuming the forecasts remain accurate, this £1.5m could be made available for:

- (a) new capital investment (ie additional schemes), or
- (b) reducing prudential (unsupported) borrowing in any of the years up to 2013/14 and therefore achieving financing cost savings in the Revenue Budget, or
- (c) holding for the time being with no immediate decision to either spend or reduce borrowing. This course of action would result in additional short-term interest being earned within Corporate Miscellaneous.

The Executive agreed that no action should be taken, at this stage, to allocate any additional capital resources.

There are a number of surplus properties that have been 'held' at the request of Directorates and/or due to unfavourable market conditions. The consequential costs incurred (e.g. on security) are not insignificant and, therefore, a review is currently in progress to assess whether it is cost effective to continue to hold these properties or whether the point has been reached when other options (e.g. putting to auction) should now be

pursued.

The One Council Vision envisages a co-ordinated approach to the management of property assets. It also implies a 'whole-life costing' approach to the use of funds (revenue or capital) to maintain/improve/refurbish the asset portfolio. For these reasons the Property Workstream of the One Council programme will incorporate a review of all uncommitted (Capital Forecast) schemes in the Capital Plan – this review to be completed so that the results can be fed into the 2012/13 Budget/MTFS process later in the year.

**The Executive RECOMMENDS:**

That the updated Capital Plan 2011-12 be approved.

**2. Prudential Indicators 2011/12 to 2013/14:** The Prudential Code requires appropriate arrangements to be in place for the monitoring, reporting and revision of Prudential Indicators previously set; these arrangements were agreed by the County Council in February 2004. The implications of a revised Prudential Code issued by CIPFA in November 2009 were reflected in the updated Prudential Indicators for 2011/12 to 2013/14 which were approved by County Council on 16 February 2011. These Indicators were based substantially on a Capital Plan approved by Executive in November 2010.

The Annual Treasury Management and Prudential Indicators report for 2010/11 was submitted to Executive on 21 June 2011. This reported the 2010/11 outturn position on Prudential Indicators, compared with the last updated set of Indicators for the year, but did not, however, consider any consequential changes to the various Indicators set for the three year period 2011/12 to 2013/14. It is therefore necessary to consider and revise the Prudential Indicators for the three years up to 31 March 2014. As a result of Capital Plan updates and other changes, many of the Prudential Indicators need revising, particularly those for capital spending, the capital financing requirement and authorised debt levels. Rather than consider individual Prudential Indicators in isolation, a full review of all Indicators has been undertaken as part of the ongoing financial monitoring process. This is necessary because the Indicators approved in February 2011 included a number of provisional forecasts and subsequent, and more up to date, information has become available, resulting in forecasts for future years having to be refined. A Prudential Indicators update and monitoring report is therefore attached as Appendix 2 which sets out each Prudential Indicator in terms of the:

- (a) Indicators approved in February 2011
- (b) updated Indicators as at August 2011
- (c) comments on the reasons for all variations being proposed

In general the updated Indicators reflect a number of common factors including:

- (a) 2010/11 outturn – capital spending, capital financing and new borrowing as reported to Executive on 21 June 2011
- (b) an updated Capital Plan

- (c) latest information and approvals on schemes self funded from grants, contributions and from revenue
- (d) updated forecasts of debt charge estimates and interest earned on surplus cash balances
- (e) various other miscellaneous refinements

**The Executive RECOMMENDS:**

That the revised Prudential Indicators for the period 2011/12 to 2013/14, as set out in Appendix 2, be approved.

**3. Children and Young People's Plan 2011-14:** The Children Act 2004 requires local authorities to prepare and publish a plan, setting out how the local authority will discharge its statutory duty to cooperate with partners to promote the well-being of children and young people in the local area. The Children and Young People's Plan (CYPP) has been developed, in conjunction with the Children's Trust partners, to identify the strategic priorities over the next three years to improve outcomes for children and young people. The CYPP sets out the strategic direction for the Children and Young People's Service, and associated work with partner agencies in relation to children, young people and their families. Strategies and policies developed within the Children and Young People's Service will pay due attention to, and align with, the CYPP's priorities. The CYPP provides the basis for allocating resources and working across agencies on specific initiatives and is a key strategy for the County Council and, as such, requires approval from the Council.

The CYPP 2011-14 has been developed over the past five months. The strategic priorities within the plan have been based on extensive consultation with parents, children and young people and with partner agencies, via the Children's Trust. A summary of the consultation findings used to inform the CYPP is available on the North Yorkshire County Council intranet and will be published alongside the plan, once it has been approved. The CYPP 2011-14's purpose is to tackle inequalities and promote the well-being of all children and young people. It provides additional focus for groups who are more vulnerable to poor outcomes and sets out the principles of differentiated support based upon need. A draft equalities impact assessment for the CYPP 2011-14 is attached as Appendix 3C.

The background work on the Plan includes a rigorous needs assessment, which draws on performance data, on the views of over 1000 parents through the parents' survey 2010 and over 15,000 school age children and young people through the Health Related Behaviour Questionnaire 2010. In addition to this, the final draft has been shared with key stakeholders, including NYCC departments, Children's Trust partner agencies and the North Yorkshire Children's Safeguarding Board. The CYPP 2011-14 should, therefore, meet the standards for being evidence-based, which might be applied by any inspectorate or central government department. The CYPP is aligned to the Medium Term Financial Strategy, Savings and Transformation Strategy for CYPS and the 'One Council' objectives. The CYPP 2011-14 is, therefore, grounded in ensuring that required savings will be achieved, whilst maintaining front-line service provision and performance. Crucially, it presumes no additional resources and recognises that its improvement objectives are set in the context of diminishing resources for all partners. It therefore avoids over-commitment and links

performance firmly with efficiency and change. The Children's Trust partners have endorsed the proposed strategic priorities and focus areas for impact, set out in the CYPP, and have identified these latter areas as the remit of specific partnership working. A summary of the priorities is attached at Appendix 3A. The full draft of the CYPP is attached as Appendix 3B.

Local authority children's services receive an annual assessment by Ofsted, informed by a multi-layered profile of performance data and other intelligence. Ofsted carries out detailed inspections of local authority safeguarding arrangements, services for looked after children, and other aspects of children's social care such as fostering, adoption services, and children's homes. Individual service settings, such as schools, children's centres, and pupil referral units, are also inspected regularly. Within this regulatory framework some changes are imminent. 2012 will bring forth a new set of child protection performance indicators, a new framework for Ofsted inspections of local authority children's services, and an element of evidence-based payment by results for children's centres. These changes amplify the need for local authorities to demonstrate the performance and impact of their services. The CYPP 2011-14 sets out the success criteria to demonstrate progress and performance based around Key Performance Indicators (KPI), supported by local measures and feedback from service users. There is a proposed performance management framework for monitoring the implementation of plan, which includes regular reporting of progress to the Children and Young People's (CYPS) Leadership Team, Executive Members for Children's Services and the Children's Trust Board. The performance measures set out in the CYPP 2011-14 provide the foundation for quarterly performance reporting within CYPS and for ongoing service performance monitoring.

#### **The Executive RECOMMENDS**

That the draft Children and Young People's Plan 2011-14, a copy of which is attached to this report as Appendix 3B, be approved.

**4. Constitution:** The Executive has considered and agreed to support a request from the Care and Independence Overview and Scrutiny Committee that provision be made for the appointment of a representative of the independent care sector to that Committee, as a non-voting member. The Committee agreed a list of key tasks and responsibilities it would wish to stipulate if this proposal is approved. With minor changes in wording, these are the same as are used for voluntary sector representatives. In the short-term the Committee proposes that the Independent Care Group (ICG), which represents the sector, although not all providers are members, nominates an individual to serve for the remainder of the current County Council term only. The Committee would then be able to review this decision prior to the 2013 County Council elections. The Committee would also want the ICG to have the option of appointing a substitute

Two voluntary sector representatives currently sit on the Care and Independence Overview and Scrutiny Committee. They, and their substitutes, are elected from constituent organisations of the North Yorkshire and York Forum. Their term coincides with County Council elections, therefore the two current representatives will serve until May 2013. The voluntary sector representatives are non-voting members, but have full speaking rights and otherwise participate fully in the work of the Overview and Scrutiny Committee. The key role of the voluntary sector representatives is to ensure that the views of all voluntary

organisations and the people they work with and for are heard by the Committee. These appointments were first made some years ago by the, then, Social Services Committee to give the sector a formal opportunity, at a political level, to influence decision making on social care matters. This was at a time when Social Services Authorities traditionally grant aided rather than contracted with third sector organisations. As social care became increasingly provided from a mixed market and the role of the voluntary and community sector in service planning and provision broadened, the case for representation remained valid. This position remains relevant with the recent publication of a 'Vision for Social Care' with its emphasis on partnership and plurality, ie, broadening the market of care services.

The Council commissions services with many organisations from the independent care sector - residential care; nursing care; domiciliary care; home from hospital services and advice / advocacy services. The sector provides a significant percentage of social care services in the County. The social care market is dominated by the independent sector in employment terms. The County Council plays a significant, but actually a small part in terms of direct delivery of services and is more dependent upon the independent sector to meet the needs of service users. There is also a growing national expectation that local authorities and Local Health Boards not only develop robust partnerships with the independent sector, but that they also involve them in developing and delivering on key health and social care strategies and plans.

The Care and Independence Overview and Scrutiny Committee considered that there would be advantages for appointing a representative from the sector. It would provide an insight into how the sector is meeting the challenges of a commissioning environment, against a background of issues such as increasing percentage of older people, greater choice, direct payments and increased competition. Like the voluntary sector representatives, the right person would be a source of independent expertise and knowledge for Members. It would be consistent with NYCC volunteering policy - promoting civic society. It would raise the profile of the sector within the authority and build on the constructive working relationship that Adult and Community Services has with independent care sector representatives, but possibly improve links to with other directorates.

In March, 2011 the Department for Transport announced a £10m one-off fund to be allocated to local authorities to enable them to fund community transport schemes. The funding was distributed using a formula based on rurality and this Council was allocated £415,987, the third highest amount in England. The expectation from the Department of Transport is that the funding will be rolled over into the 2011/12 and 2012/13 financial years. The Executive has agreed to delegate the allocation of grant funding, to be assessed in accordance with agreed criteria, to the Corporate Director – Business and Environmental Services, in conjunction with Executive Members, for grants which are less than £100k. Requests for grants in excess of £100k will be considered by the Executive.

Appointments to Groundwork North Yorkshire are included in section 2 of Schedule 5 in the Constitution, as appointments to be made by an Area Committee. This outside body originally had a role specific to the Selby area, but now has a countywide remit and the Executive believes that it should now be included in section 1 of Schedule 5.

#### **The Executive RECOMMENDS**

- |   |
|---|
| (a) That provision be made in the Constitution for a non-voting representative of the |
|---|

independent care sector, together with a substitute member, to be appointed to the Care and Independence Overview and Scrutiny Committee.

- b) That the delegation of authority to allocate grant funding for community transport, to be assessed in accordance with agreed criteria, to the Corporate Director – Business and Environmental Services, in conjunction with Executive Members, for grants which are less than £100k, be added to section 4.4 of the scheme of delegation to officers in the Constitution.
- (c) That Groundwork North Yorkshire be transferred from section 2 of Schedule 5 to the Constitution to section 1.

**5. Appointments to Committees and other bodies:** The Executive sets out below recommendations relating to appointments to Committees, including the usual recommendation to allow political groups to put forward, at the meeting, nominations for appointments to seats on Committees, and other bodies, allocated to those groups and for the re-allocation of seats, if necessary, to achieve political proportionality.

**The Executive RECOMMENDS:**

- (a) That County Councillor Bill Hoults be appointed as the fourth named substitute for the Liberal Democrat Group on the Chief Officers Appointments and Disciplinary Committee, in place of County Councillor Geoff Webber, who is now a member of that Committee.
- (b) That any proposals for the re-allocation of seats, if necessary, to achieve political proportionality, or for changes to memberships, or substitute memberships, of Committees, or other bodies to which the Council makes appointments, put forward by the relevant political group, at or before the meeting of the Council, be approved.

JOHN WEIGHELL  
Chairman

County Hall,  
NORTHALLERTON.

4 October 2011



# CAPITAL PLAN APPENDICES

Appendix 1A	Adult and Community Services
Appendix 1B	Business and Environmental Services
Appendix 1C	Children and Young People's Service
Appendix 1D	Other County Services
Appendix 1E	Summary of overall Capital Plan and analysis of changes
Appendix 1F	Summary of changes since last Capital Plan update
Appendix 1G	Financing of Capital Plan

## HEALTH &amp; ADULT SERVICES

## 2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

ITEM	CAPITAL PROGRAMME						CAPITAL FORECAST			
	Total	Expenditure to 31.3.11	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>GROSS EXPENDITURE</b>										
Maintaining Fabric / Facilities of Properties	1,443	-	560	-	-	-	103	390	390	-
"Our Future Lives" Extra Care Scheme (Invest to Save)	10,798	-	1,219	-	496	-	-	2,000	3,083	4,000
"Our Future Lives" Older People Resource Centre	7,889	61	239	-	-	-	-	3,200	2,889	1,500
"Valuing People" Day Service Provision	7,905	205	919	6,781	-	-	-	-	-	-
Harrogate Library - Lottery Scheme	4,118	4,098	20	-	-	-	-	-	-	-
Pending Issue Provision Allocations:										
- Radio Frequency Identification Schemes	392	294	49	49	-	-	-	-	-	-
- Library in a Box schemes	135	14	61	61	-	-	-	-	-	-
IT infrastructure	702	-	53	650	-	-	-	-	-	-
<b>TOTAL GROSS SPEND</b>	<b>33,383</b>	<b>4,672</b>	<b>3,120</b>	<b>7,540</b>	<b>496</b>	<b>-</b>	<b>103</b>	<b>5,590</b>	<b>6,361</b>	<b>5,500</b>
Last Update - Q3 2010/11			6,977	353	-	-	3,190	6,133	4,690	5,500

## HEALTH &amp; ADULT SERVICES

## 2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

ITEM	CAPITAL PROGRAMME						CAPITAL FORECAST			
	Total	Expenditure to 31.3.11	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CAPITAL GRANTS &amp; CONTRIBUTIONS</b>										
Capital Grants										
- Adult Social Care I.T. Infrastructure	392 CR	-	-	392 CR	-	-	-	-	-	-
- Adult Social Care Investment for Transformation	310 CR	-	53 CR	257 CR	-	-	-	-	-	-
- PSS Capital Grant	3,853 CR	-	1,260 CR	1,293 CR	-	-	-	-	1,300 CR	-
Capital Contributions										
- Harrogate Library Lottery Funding	1,500 CR	1,500 CR	-	-	-	-	-	-	-	-
Revenue Contributions										
- Libraries Revenue Contribution (from PIP)	527 CR	308 CR	110 CR	110 CR	-	-	-	-	-	-
- Valuing People - Day Service Provision (from PIP)	1,470 CR	-	-	1,470 CR	-	-	-	-	-	-
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>	<b>8,052 CR</b>	<b>1,808 CR</b>	<b>1,422 CR</b>	<b>3,522 CR</b>	-	-	-	-	<b>1,300 CR</b>	-
Last Update - Q3 2010/11			2,062 CR	1,293 CR	-	-	-	-	1,300 CR	-
<b>TOTAL NET EXPENDITURE</b>	<b>25,330</b>	<b>2,864</b>	<b>1,698</b>	<b>4,018</b>	<b>496</b>	-	<b>103</b>	<b>5,590</b>	<b>5,061</b>	<b>5,500</b>
Last Update - Q3 2010/11			4,915	940 CR	-	-	3,190	6,133	3,390	5,500

**BUSINESS AND ENVIRONMENTAL SERVICES**

**2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011**

ITEM			CAPITAL PROGRAMME				CAPITAL FORECAST			
	Total	Expenditure to 31.3.11	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>GROSS EXPENDITURE</b>										
New and Replacement Road Lighting Columns	17,134	14,160	2,974	-	-	-	-	-	-	-
Rationalisation of Depots	18,927	15,901	3,026	-	-	-	-	-	-	-
Waste Management Service	3,411	1,962	1,252	-	-	-	196	-	-	-
Waste Procurement Project	5,684	562	-	-	5,122	-	-	-	-	-
Scarborough Integrated Transport System	36,110	35,963	147	-	-	-	-	-	-	-
Reighton A165 Bypass	8,843	8,771	72	-	-	-	-	-	-	-
Bedale-Aiskew-Leeming Bar Major Scheme	39,113	-	-	-	-	-	-	-	259	38,854
Local Transport Plan										
- Integrated Transport	11,876	-	3,694	4,091	-	-	-	-	4,091	-
- Maintenance	88,593	-	38,908	26,347	750	750	-	-	21,839	-
- Regional Funding Allocation	13,408	5,006	3,794	3,351	1,256	-	-	-	-	-
Other Minor Schemes	20	17	3	-	-	-	-	-	-	-
<b>TOTAL GROSS SPEND</b>	<b>243,118</b>	<b>82,342</b>	<b>53,869</b>	<b>33,789</b>	<b>7,128</b>	<b>750</b>	<b>196</b>	<b>-</b>	<b>26,189</b>	<b>38,854</b>
Last Update - Q3 2010/11			43,722	34,395	5,872	750	1,486	1,300	26,189	38,854

**BUSINESS AND ENVIRONMENTAL SERVICES**

**2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011**

ITEM			CAPITAL PROGRAMME				CAPITAL FORECAST			
	Total	Expenditure to 31.3.11	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CAPITAL GRANTS &amp; CONTRIBUTIONS</b>										
Capital Grants										
- Section 56 & 31 Grant	69,548 CR	34,120 CR	-	-	-	-	-	-	-	35,428 CR
- Local Transport Plan Grant	99,901 CR	4,889 CR	34,787 CR	33,039 CR	1,256 CR	-	-	-	25,930 CR	-
- Waste Capital Grants	2,801 CR	1,394 CR	1,211 CR	-	-	-	196 CR	-	-	-
Capital Contributions	329 CR	157 CR	172 CR	-	-	-	-	-	-	-
Revenue Contributions										
- from Pending issues Provision	6,000 CR	3,000 CR	3,000 CR	-	-	-	-	-	-	-
- LTP	6,782 CR	-	6,782 CR	-	-	-	-	-	-	-
- Waste Management Service	-	-	-	-	-	-	-	-	-	-
- Other Revenue Contributions	2,605 CR	1,757 CR	600 CR	-	-	-	-	-	-	248 CR
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>	<b>187,966 CR</b>	<b>45,318 CR</b>	<b>46,551 CR</b>	<b>33,039 CR</b>	<b>1,256 CR</b>	<b>-</b>	<b>196 CR</b>	<b>-</b>	<b>25,930 CR</b>	<b>35,676 CR</b>
Last Update - Q3 2010/11			36,879 CR	33,645 CR	394 CR	-	1,486 CR	1,300 CR	25,930 CR	35,676 CR
<b>TOTAL NET EXPENDITURE</b>	<b>55,152</b>	<b>37,024</b>	<b>7,318</b>	<b>750</b>	<b>5,872</b>	<b>750</b>	<b>-</b>	<b>-</b>	<b>259</b>	<b>3,178</b>
Last Update - Q3 2010/11			6,843	750	5,479	750	-	-	259	3,178

CHILDREN AND YOUNG PEOPLE'S SERVICE

2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

ITEM	CAPITAL PROGRAMME						CAPITAL FORECAST			
	Total	Expenditure to 31.3.11	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>GROSS EXPENDITURE</b>										
<b>NYCC Managed Schemes</b>										
Major Capital Schemes at Schools	7,545	3,954	319	3,272	-	-	-	-	-	-
Suitable for Purpose	14,409	11,224	2,670	515	-	-	-	-	-	-
Special Educational Needs/Behaviour Review	4,831	3,460	1,036	-	-	-	335	-	-	-
Pupil Referral Units/Special Schools	17,140	8,218	4,398	4,525	-	-	-	-	-	-
School Capacity - Numbers Led Accommodation	1,799	1,404	327	-	67	-	-	-	-	-
Primary Replacement School	1,111	7	-	-	-	-	-	1,104	-	-
Health and Safety	7,322	6,125	598	600	-	-	-	-	-	-
Other Capital Funding Schemes 2008-11	6,574	1,662	2,541	-	-	-	1,167	1,204	-	-
14-19 Rural Development Targeted Capital	311	311	-	-	-	-	-	-	-	-
Primary Capital Programme	16,450	7,966	7,434	1,050	-	-	-	-	-	-
Capital Maintenance Grant Funded Schemes	36,369	-	-	-	-	-	1,245	11,441	23,683	-
Basic Need 2011/12	9,951	-	-	-	-	-	750	2,663	6,538	-
Wrea Head Trust - Bewerley Park	527	-	-	-	-	-	-	527	-	-
Capitalised Repairs and Maintenance	10,103	4,166	2,712	-	-	-	-	2,850	375	-
Schools Access Initiative	2,247	990	450	807	-	-	-	-	-	-
Grant-Funded Provisions:										
- Childrens Centre Capital	10,157	9,088	669	400	-	-	-	-	-	-
- Early Years Settings	3,890	3,483	407	-	-	-	-	-	-	-
- Aiming High for Disabled Children	1,628	952	-	-	-	-	-	676	-	-
- National Digital Infrastructure	23,421	16,935	6,486	-	-	-	-	-	-	-
- Building Schools for the Future	35,255	30,227	5,018	10	-	-	-	-	-	-
Other Schemes	15,810	7,780	2,497	488	-	-	493	3,762	790	-
Schools Managed Schemes										
Devolved Capital	15,557	-	7,006	1,300	-	-	-	3,766	3,485	-
Self Help Schemes	5,936	-	1,786	-	-	-	-	2,150	2,000	-
Other Schemes	360	340	20	-	-	-	-	-	-	-
<b>TOTAL GROSS SPEND</b>	<b>248,702</b>	<b>118,292</b>	<b>46,372</b>	<b>12,967</b>	<b>67</b>	<b>-</b>	<b>3,991</b>	<b>30,143</b>	<b>36,871</b>	<b>-</b>
Last Update - Q3 2010/11			51,271	5,300	67	-	7,133	32,805	30,073	7,500

CHILDREN AND YOUNG PEOPLE'S SERVICE

2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

ITEM	CAPITAL PROGRAMME						CAPITAL FORECAST			
	Total	Expenditure to 31.3.11	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CAPITAL GRANTS &amp; CONTRIBUTIONS</b>										
<b>NYCC MANAGED SCHEMES</b>										
Capital Grants										
- Devolved Capital Grant	3,590 CR	1,226 CR	1,639 CR	-	-	-	-	350 CR	375 CR	-
- NDS Modernisation Grant	8,896 CR	8,896 CR	-	-	-	-	-	-	-	-
- Capital Maintenance Grant	42,272 CR	133 CR	12,265 CR	3,998 CR	-	-	1,283 CR	10,520 CR	14,073 CR	-
- Basic Need Grant	9,788 CR	-	-	-	-	-	750 CR	2,500 CR	6,538 CR	-
- Primary Capital Programme Grant	9,848 CR	7,737 CR	2,111 CR	-	-	-	-	-	-	-
- Targeted Capital Fund	1,197 CR	834 CR	363 CR	-	-	-	-	-	-	-
- Building Schools for the Future	32,350 CR	27,982 CR	4,358 CR	10 CR	-	-	-	-	-	-
- Other Capital Grants	19,196 CR	18,128 CR	322 CR	-	-	-	70 CR	676 CR	-	-
Capital Contributions										
- Section 106 Income	779 CR	261 CR	30 CR	100 CR	-	-	225 CR	163 CR	-	-
- Other Capital Contributions	1,249 CR	236 CR	486 CR	-	-	-	-	527 CR	-	-
Revenue Contributions										
- Revenue Contributions - School Budgets	5,065 CR	1,697 CR	3,368 CR	-	-	-	-	-	-	-
- Revenue Contributions - R&M	2,581 CR	2,349 CR	231 CR	-	-	-	-	-	-	-
- from Pending issues Provision	6,000 CR	-	-	-	-	-	1,150 CR	3,850 CR	1,000 CR	-
- Revenue Contributions - National Digital Infrastructure	2,977 CR	-	2,977 CR	-	-	-	-	-	-	-
- Other Revenue Contributions	4,854 CR	2,035 CR	1,231 CR	78 CR	-	-	10 CR	790 CR	710 CR	-
<b>SCHOOL MANAGED SCHEMES</b>										
Devolved Capital Grant	15,557 CR	-	7,006 CR	1,300 CR	-	-	-	3,766 CR	3,485 CR	-
Self Help Capital Contributions	1,350 CR	20 CR	330 CR	-	-	-	-	500 CR	500 CR	-
School Budgets Revenue Contributions	4,636 CR	-	1,486 CR	-	-	-	-	1,650 CR	1,500 CR	-
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>	<b>172,184 CR</b>	<b>71,533 CR</b>	<b>38,203 CR</b>	<b>5,486 CR</b>	<b>-</b>	<b>-</b>	<b>3,488 CR</b>	<b>25,292 CR</b>	<b>28,181 CR</b>	<b>-</b>
Last Update - Q3 2010/11			45,689 CR	5,300 CR	-	-	4,248 CR	27,620 CR	23,406 CR	2,500 CR
<b>TOTAL NET EXPENDITURE</b>	<b>76,518</b>	<b>46,759</b>	<b>8,169</b>	<b>7,481</b>	<b>67</b>	<b>-</b>	<b>502</b>	<b>4,851</b>	<b>8,690</b>	<b>-</b>
Last Update - Q3 2010/11			5,582	-	67	-	2,886	5,184	6,667	5,000

## OTHER COUNTY SERVICES

## 2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

ITEM	CAPITAL PROGRAMME						CAPITAL FORECAST			
	Total	Expenditure to 31.3.11	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>GROSS EXPENDITURE</b>										
Material Damage Provision	1,500	-	500	-	-	-	-	500	500	-
Public Acces to Buildings for Disabled	1,250	558	253	-	-	-	314	125	-	-
Affordable Housing Fund	5,780	3,336	1,805	640	-	-	-	-	-	-
Carbon Reduction Initiative	750	510	210	-	-	-	30	-	-	-
Traveller's Sites	1,510	1,176	333	-	-	-	-	-	-	-
Bright Office Strategy Schemes										
- Northallerton	4,190	3,819	371	-	-	-	-	-	-	-
- Skipton	2,427	1,912	515	-	-	-	-	-	-	-
- Harrogate	2,165	191	300	1,674	-	-	-	-	-	-
- Richmond	332	269	5	58	-	-	-	-	-	-
Revenue Funded Capital Schemes										
- ICT Infrastructure (FCS)	3,606	2,254	805	-	-	-	-	406	141	-
- SDT Refresh (all Directorates)	1,281	921	120	-	-	-	-	120	120	-
- Corporate Accommodation Schemes	461	401	60	-	-	-	-	-	-	-
- Farms Improvement Schemes	806	181	625	-	-	-	-	-	-	-
- Other Revenue Funded Schemes	1,387	1,263	100	23	-	-	-	-	-	-
Loans to Limited Companies	11,900	11,529	371	-	-	-	-	-	-	-
Other Schemes	2,145	1,404	499	21	21	-	-	100	100	-
<b>TOTAL GROSS SPEND</b>	<b>41,489</b>	<b>29,724</b>	<b>6,872</b>	<b>2,416</b>	<b>21</b>	<b>-</b>	<b>344</b>	<b>1,251</b>	<b>861</b>	<b>-</b>
Last Update - Q3 2010/11			5,333	635	-	-	1,720	1,251	861	-



OTHER COUNTY SERVICES

2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

ITEM	Total	Expenditure to 31.3.11	CAPITAL PROGRAMME				CAPITAL FORECAST			
			2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CAPITAL GRANTS &amp; CONTRIBUTIONS</b>										
Capital Grants										
- Travellers' Sites	346 CR	346 CR	-	-	-	-	-	-	-	-
- Regional Improvement Grant	321 CR	71 CR	208 CR	21 CR	21 CR	-	-	-	-	-
Revenue Contributions										
- from Pending issues Provision	3,759 CR	2,579 CR	460 CR	720 CR	-	-	-	-	-	-
- Revenue Funded Capital Programme	7,605 CR	5,020 CR	1,774 CR	23 CR	-	-	-	526 CR	261 CR	-
- Other Revenue Contributions	750 CR	510 CR	210 CR	-	-	-	30 CR	-	-	-
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>	<b>12,781 CR</b>	<b>8,526 CR</b>	<b>2,652 CR</b>	<b>764 CR</b>	<b>21 CR</b>	<b>-</b>	<b>30 CR</b>	<b>526 CR</b>	<b>261 CR</b>	<b>-</b>
Last Update - Q3 2010/11			1,422 CR	-	-	-	806 CR	526 CR	261 CR	-
<b>TOTAL NET EXPENDITURE</b>	<b>28,709</b>	<b>21,198</b>	<b>4,220</b>	<b>1,651</b>	<b>-</b>	<b>-</b>	<b>314</b>	<b>725</b>	<b>600</b>	<b>-</b>
Last Update - Q3 2010/11			3,912	635	-	-	914	725	600	-

**CAPITAL PROGRAMME AND FORECAST 2011/12**

**2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011**

Item	GROSS EXPENDITURE						GRANTS AND CONTRIBUTIONS						NET EXPENDITURE					
	Total	Exp to 31.03.11	2011/12	2012/13	2013/14	Later Years	Total	Exp to 31.03.11	2011/12	2012/13	2013/14	Later Years	Total	Exp to 31.03.11	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>HAS (Appendix A)</b>																		
- Programme	15.9	4.8	3.1	7.5	0.5	-	6.7 CR	1.8 CR	1.4 CR	3.5 CR	-	-	9.1	2.9	1.7	4.0	0.5	-
- Forecast	17.6	-	0.1	5.6	6.4	5.5	1.3 CR	-	-	-	1.3 CR	-	16.3	-	0.1	5.6	5.1	5.5
<b>- Total</b>	<b>33.4</b>	<b>4.8</b>	<b>3.2</b>	<b>13.1</b>	<b>6.9</b>	<b>5.5</b>	<b>8.0 CR</b>	<b>1.8 CR</b>	<b>1.4 CR</b>	<b>3.5 CR</b>	<b>1.3 CR</b>	<b>-</b>	<b>25.4</b>	<b>2.9</b>	<b>1.8</b>	<b>9.6</b>	<b>5.6</b>	<b>5.5</b>
<b>BES (Appendix B)</b>																		
- Programme	177.9	82.4	53.9	33.8	7.1	0.7	126.3 CR	45.4 CR	46.6 CR	33.0 CR	1.3 CR	-	51.6	37.0	7.3	0.8	5.9	0.7
- Forecast	65.3	-	0.2	-	26.2	38.9	61.8 CR	-	0.2 CR	-	25.9 CR	35.7 CR	3.4	-	-	-	0.3	3.2
<b>- Total</b>	<b>243.1</b>	<b>82.4</b>	<b>54.1</b>	<b>33.8</b>	<b>33.3</b>	<b>39.6</b>	<b>188.1 CR</b>	<b>45.4 CR</b>	<b>46.8 CR</b>	<b>33.0 CR</b>	<b>27.2 CR</b>	<b>35.7 CR</b>	<b>55.0</b>	<b>37.0</b>	<b>7.3</b>	<b>0.8</b>	<b>6.1</b>	<b>3.9</b>
<b>CYPS (Appendix C)</b>																		
- Programme	177.8	118.3	46.4	13.0	0.1	-	115.3 CR	71.6 CR	38.2 CR	5.5 CR	-	-	62.5	46.8	8.2	7.5	0.1	-
- Forecast	70.9	-	4.0	30.1	36.8	-	56.9 CR	-	3.5 CR	25.3 CR	28.2 CR	-	14.1	-	0.5	4.9	8.7	-
<b>- Total</b>	<b>248.7</b>	<b>118.3</b>	<b>50.4</b>	<b>43.1</b>	<b>36.9</b>	<b>-</b>	<b>172.2 CR</b>	<b>71.6 CR</b>	<b>41.7 CR</b>	<b>30.8 CR</b>	<b>28.2 CR</b>	<b>-</b>	<b>76.6</b>	<b>46.8</b>	<b>8.7</b>	<b>12.4</b>	<b>8.8</b>	<b>-</b>
<b>OCS (Appendix D)</b>																		
- Programme	39.0	29.7	6.9	2.4	-	-	12.0 CR	8.5 CR	2.7 CR	0.8 CR	-	-	27.1	21.2	4.2	1.7	-	-
- Forecast	2.5	-	0.3	1.3	0.9	-	0.8 CR	-	-	0.5 CR	0.3 CR	-	1.6	-	0.3	0.7	0.6	-
<b>- Total</b>	<b>41.5</b>	<b>29.7</b>	<b>7.2</b>	<b>3.7</b>	<b>0.9</b>	<b>-</b>	<b>12.8 CR</b>	<b>8.5 CR</b>	<b>2.7 CR</b>	<b>1.3 CR</b>	<b>0.3 CR</b>	<b>-</b>	<b>28.7</b>	<b>21.2</b>	<b>4.5</b>	<b>2.4</b>	<b>0.6</b>	<b>-</b>
<b>Total</b>	<b>566.7</b>	<b>235.1</b>	<b>114.9</b>	<b>93.7</b>	<b>78.0</b>	<b>45.1</b>	<b>381.0 CR</b>	<b>127.2 CR</b>	<b>92.6 CR</b>	<b>68.6 CR</b>	<b>57.0 CR</b>	<b>35.7 CR</b>	<b>185.6</b>	<b>107.9</b>	<b>22.3</b>	<b>25.1</b>	<b>21.0</b>	<b>9.4</b>
<b>Memorandum Item</b>																		
<b>Overall County Total</b>																		
- Programme	410.5	235.1	110.3	56.7	7.7	0.7	260.2 CR	127.2 CR	88.9 CR	42.8 CR	1.3 CR	-	150.3	107.9	21.4	13.9	6.4	0.7
- Forecast	156.2	-	4.6	37.0	70.3	44.4	120.8 CR	-	3.7 CR	25.8 CR	55.7 CR	35.7 CR	35.4	-	0.9	11.2	14.6	8.7
<b>- Total</b>	<b>566.7</b>	<b>235.1</b>	<b>114.9</b>	<b>93.7</b>	<b>78.0</b>	<b>45.1</b>	<b>381.0 CR</b>	<b>127.2 CR</b>	<b>92.6 CR</b>	<b>68.6 CR</b>	<b>57.0 CR</b>	<b>35.7 CR</b>	<b>185.6</b>	<b>107.9</b>	<b>22.3</b>	<b>25.1</b>	<b>21.0</b>	<b>9.4</b>

## EXECUTIVE SUMMARY

## 2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

SUMMARY CAPITAL PLAN	CAPITAL PROGRAMME				CAPITAL FORECAST			
	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Gross Expenditure</b>								
Health & Adult Services	3.1	7.5	0.5	-	0.1	5.6	6.4	5.5
Business & Environmental Services	53.9	33.8	7.1	0.7	0.2	-	26.2	38.9
Children & Young People's Service	46.4	13.0	0.1	-	4.0	30.1	36.8	-
Other County Services	6.9	2.4	-	-	0.3	1.3	0.9	-
	<b>110.3</b>	<b>56.7</b>	<b>7.7</b>	<b>0.7</b>	<b>4.6</b>	<b>37.0</b>	<b>70.3</b>	<b>44.4</b>
<b>Grants &amp; Contributions</b>								
Health & Adult Services	1.4 CR	3.5 CR	-	-	-	-	1.3 CR	-
Business & Environmental Services	46.6 CR	33.0 CR	1.3 CR	-	0.2 CR	-	25.9 CR	35.7 CR
Children & Young People's Service	38.2 CR	5.5 CR	-	-	3.5 CR	25.3 CR	28.2 CR	-
Other County Services	2.7 CR	0.8 CR	-	-	-	0.5 CR	0.3 CR	-
	<b>88.9 CR</b>	<b>42.8 CR</b>	<b>1.3 CR</b>	<b>-</b>	<b>3.7 CR</b>	<b>25.8 CR</b>	<b>55.7 CR</b>	<b>35.7 CR</b>
<b>Net Expenditure</b>								
Health & Adult Services	1.7	4.0	0.5	-	0.1	5.6	5.1	5.5
Business & Environmental Services	7.3	0.8	5.9	0.7	-	-	0.3	3.2
Children & Young People's Service	8.2	7.5	0.1	-	0.5	4.9	8.7	-
Other County Services	4.2	1.7	-	-	0.3	0.7	0.6	-
	<b>21.4</b>	<b>13.9</b>	<b>6.4</b>	<b>0.7</b>	<b>0.9</b>	<b>11.2</b>	<b>14.6</b>	<b>8.7</b>

SUMMARY OF CHANGES SINCE THE LAST CAPITAL PLAN UPDATE	CAPITAL PROGRAMME				CAPITAL FORECAST			
	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Capital Plan approved by Executive 22nd February 2011</b>	<b>107.3</b>	<b>40.7</b>	<b>6.0</b>	<b>0.7</b>	<b>13.5</b>	<b>41.5</b>	<b>61.8</b>	<b>51.9</b>
<b>Movement in Schemes Between Plan &amp; Forecast</b>	<b>4.7</b>	<b>6.0</b>	<b>1.7</b>	<b>-</b>	<b>4.7 CR</b>	<b>6.0 CR</b>	<b>1.7 CR</b>	<b>-</b>
<b>Schemes Funded from Prudential Borrowing</b>	<b>2.0 CR</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Schemes Funded from Earmarked Capital Receipts</b>	<b>-</b>	<b>0.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Variations in Schemes Self Funded Schemes</b>	<b>8.5</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>0.6 CR</b>	<b>0.5</b>	<b>-</b>	<b>-</b>
<b>Rephasing of Expenditure Between Years</b>								
2010/11 Variations rolled forward to 2011/12								
- Self Funded	8.4 CR	-	-	-	-	-	-	-
- Net Expenditure	8.0	-	-	-	-	-	-	-
Q1 Variations								
- Self Funded	0.8	1.6 CR	0.8	-	0.3 CR	2.0 CR	4.8	2.5 CR
- Net Expenditure	8.5 CR	9.3	0.8 CR	-	3.4 CR	3.0	5.4	5.0 CR
<b>Total Rephasing Between Years</b>	<b>8.2 CR</b>	<b>7.7</b>	<b>-</b>	<b>-</b>	<b>3.7 CR</b>	<b>1.0</b>	<b>10.1</b>	<b>7.5 CR</b>
<b>Updated Gross Capital Spend</b>	<b>110.3</b>	<b>56.7</b>	<b>7.7</b>	<b>0.7</b>	<b>4.6</b>	<b>37.0</b>	<b>70.3</b>	<b>44.4</b>
<b>Grants &amp; Contributions</b>	<b>88.9 CR</b>	<b>42.8 CR</b>	<b>1.3 CR</b>	<b>-</b>	<b>3.7 CR</b>	<b>25.8 CR</b>	<b>55.7 CR</b>	<b>35.7 CR</b>
<b>Net Expenditure</b>	<b>21.4</b>	<b>13.9</b>	<b>6.4</b>	<b>0.7</b>	<b>0.9</b>	<b>11.2</b>	<b>14.6</b>	<b>8.7</b>
<b>Capital Plan approved by Executive 22nd February 2011</b>	<b>21.3</b>	<b>0.4</b>	<b>5.5</b>	<b>0.7</b>	<b>7.0</b>	<b>12.0</b>	<b>10.9</b>	<b>43.6</b>
<b>Change in Net Capital Spend</b>	<b>0.1</b>	<b>13.5</b>	<b>0.9</b>	<b>-</b>	<b>6.1 CR</b>	<b>0.8 CR</b>	<b>3.7</b>	<b>34.9 CR</b>

## EXECUTIVE SUMMARY

2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

## SUMMARY OF CHANGES TO THE CAPITAL PLAN AT DIRECTORATE LEVEL

HEALTH & ADULT SERVICES	CAPITAL PROGRAMME				CAPITAL FORECAST			
	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Capital Plan approved by Executive 22nd February 2011</b>	<b>7.0</b>	<b>0.4</b>	<b>-</b>	<b>-</b>	<b>3.2</b>	<b>6.1</b>	<b>4.7</b>	<b>5.5</b>
<b>Movement in Schemes Between Plan &amp; Forecast</b>	-	1.9	-	-	-	1.9 CR	-	-
<b>Schemes Funded from Earmarked Capital Receipts</b>	-	0.3	-	-	-	-	-	-
<b>Variations in Schemes Self Funded Schemes</b>	-	1.5	-	-	-	-	-	-
<b>Rephasing of Expenditure Between Years</b> 2010/11 Variations rolled forward to 2011/12								
- Self Funded	0.1	-	-	-	-	-	-	-
- Net Expenditure	-	-	-	-	-	-	-	-
<b>Q1 Variations</b>								
- Self Funded	0.8 CR	0.8	-	-	-	-	-	-
- Net Expenditure	3.2 CR	2.7	0.5	-	3.1 CR	1.4	1.7	-
<b>Total Rephasing Between Years</b>	<b>3.9 CR</b>	<b>3.5</b>	<b>0.5</b>	<b>-</b>	<b>3.1 CR</b>	<b>1.4</b>	<b>1.7</b>	<b>-</b>
<b>Updated Gross Capital Spend</b>	<b>3.1</b>	<b>7.6</b>	<b>0.5</b>	<b>-</b>	<b>0.1</b>	<b>5.6</b>	<b>6.4</b>	<b>5.5</b>
<b>Grants &amp; Contributions</b>	<b>1.4 CR</b>	<b>3.5 CR</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.3 CR</b>	<b>-</b>
<b>Net Expenditure</b>	<b>1.7</b>	<b>4.1</b>	<b>0.5</b>	<b>-</b>	<b>0.1</b>	<b>5.6</b>	<b>5.1</b>	<b>5.5</b>

BUSINESS & ENVIRONMENTAL SERVICES	CAPITAL PROGRAMME				CAPITAL FORECAST			
	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Capital Plan approved by Executive 22nd February 2011</b>	<b>43.7</b>	<b>34.4</b>	<b>5.9</b>	<b>0.8</b>	<b>1.5</b>	<b>1.3</b>	<b>26.2</b>	<b>38.9</b>
<b>Movement in Schemes Between Plan &amp; Forecast</b>	1.1	1.5	-	-	1.1 CR	1.5 CR	-	-
<b>Variations in Schemes Self Funded Schemes</b>	8.0	-	-	-	-	-	-	-
<b>Rephasing of Expenditure Between Years</b> 2010/11 Variations rolled forward to 2011/12								
- Self Funded	0.7 CR	-	-	-	-	-	-	-
- Net Expenditure	0.9	-	-	-	-	-	-	-
<b>Q1 Variations</b>								
- Self Funded	1.3	2.1 CR	0.8	-	0.2 CR	0.2	-	-
- Net Expenditure	0.4 CR	-	0.4	-	-	-	-	-
<b>Total Rephasing Between Years</b>	<b>1.1</b>	<b>2.1 CR</b>	<b>1.2</b>	<b>-</b>	<b>0.2 CR</b>	<b>0.2</b>	<b>-</b>	<b>-</b>
<b>Updated Gross Capital Spend</b>	<b>53.9</b>	<b>33.8</b>	<b>7.1</b>	<b>0.8</b>	<b>0.2</b>	<b>0.0</b>	<b>26.2</b>	<b>38.9</b>
<b>Grants &amp; Contributions</b>	<b>46.6 CR</b>	<b>33.0 CR</b>	<b>1.3 CR</b>	<b>-</b>	<b>0.2 CR</b>	<b>-</b>	<b>25.9 CR</b>	<b>35.7 CR</b>
<b>Net Expenditure</b>	<b>7.3</b>	<b>0.8</b>	<b>5.8</b>	<b>0.8</b>	<b>-</b>	<b>0.0</b>	<b>0.3</b>	<b>3.2</b>

## EXECUTIVE SUMMARY

2011/12 CAPITAL BUDGET MONITORING - POSITION TO 30 JUNE 2011

CHILDREN & YOUNG PEOPLE'S SERVICE	CAPITAL PROGRAMME				CAPITAL FORECAST			
	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Capital Plan approved by Executive 22nd February 2011</b>	<b>51.3</b>	<b>5.3</b>	<b>0.1</b>	<b>-</b>	<b>7.1</b>	<b>32.8</b>	<b>30.1</b>	<b>7.5</b>
<b>Movement in Schemes Between Plan &amp; Forecast</b>	<b>2.2</b>	<b>2.7</b>	<b>1.7</b>	<b>-</b>	<b>2.2 CR</b>	<b>2.7 CR</b>	<b>1.7 CR</b>	<b>-</b>
<b>Variations in Schemes Self Funded Schemes</b>	<b>-</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>0.6 CR</b>	<b>0.6</b>	<b>-</b>	<b>-</b>
<b>Rephasing of Expenditure Between Years</b>								
2010/11 Variations rolled forward to 2011/12								
- Self Funded	8.6 CR	-	-	-	-	-	-	-
- Net Expenditure	4.4	-	-	-	-	-	-	-
Q1 Variations								
- Self Funded	1.0	1.0 CR	-	-	-	2.2 CR	4.8	2.5 CR
- Net Expenditure	3.9 CR	5.5	1.7 CR	-	0.3 CR	1.6	3.7	5.0 CR
<b>Total Rephasing Between Years</b>	<b>7.1 CR</b>	<b>4.5</b>	<b>1.7 CR</b>	<b>-</b>	<b>0.3 CR</b>	<b>0.6 CR</b>	<b>8.5</b>	<b>7.5 CR</b>
<b>Updated Gross Capital Spend</b>	<b>46.4</b>	<b>13.0</b>	<b>0.1</b>	<b>-</b>	<b>4.0</b>	<b>30.1</b>	<b>36.9</b>	<b>-</b>
<b>Grants &amp; Contributions</b>	<b>38.2 CR</b>	<b>5.5 CR</b>	<b>-</b>	<b>-</b>	<b>3.5 CR</b>	<b>25.3 CR</b>	<b>28.2 CR</b>	<b>-</b>
<b>Net Expenditure</b>	<b>8.2</b>	<b>7.5</b>	<b>0.1</b>	<b>-</b>	<b>0.5</b>	<b>4.9</b>	<b>8.7</b>	<b>-</b>

OTHER COUNTY SERVICES	CAPITAL PROGRAMME				CAPITAL FORECAST			
	2011/12	2012/13	2013/14	Later Years	2011/12	2012/13	2013/14	Later Years
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Capital Plan approved by Executive 22nd February 2011</b>	<b>5.3</b>	<b>0.6</b>	<b>-</b>	<b>-</b>	<b>1.7</b>	<b>1.3</b>	<b>0.9</b>	<b>-</b>
<b>Movement in Schemes Between Plan &amp; Forecast</b>	<b>1.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.4 CR</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Schemes Funded from Prudential Borrowing</b>	<b>2.0 CR</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Variations in Schemes Self Funded Schemes</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Rephasing of Expenditure Between Years</b>								
2010/11 Variations rolled forward to 2011/12								
- Self Funded	0.8	-	-	-	-	-	-	-
- Net Expenditure	2.7	-	-	-	-	-	-	-
Q1 Variations								
- Self Funded	0.8 CR	0.8	-	-	-	-	-	-
<b>Total Rephasing Between Years</b>	<b>2.7</b>	<b>0.8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Updated Gross Capital Spend</b>	<b>7.9</b>	<b>1.4</b>	<b>-</b>	<b>-</b>	<b>0.3</b>	<b>1.3</b>	<b>0.9</b>	<b>-</b>
<b>Grants &amp; Contributions</b>	<b>2.7 CR</b>	<b>0.8 CR</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.5 CR</b>	<b>0.3 CR</b>	<b>-</b>
<b>Net Expenditure</b>	<b>5.2</b>	<b>0.6</b>	<b>-</b>	<b>-</b>	<b>0.3</b>	<b>0.8</b>	<b>0.6</b>	<b>-</b>

## APPENDIX 1G

## FINANCING OF CAPITAL PLAN (Updated to July 2011)

A FORECAST FUNDING AVAILABLE	2011/12	2012/13	2013/14	Later Yrs
	£000s	£000s	£000s	£000s
<b>1 Borrowing</b>				
DCLG Supported Borrowing approvals (none after 2010/11)	0	0	0	0
Prudential (Unsupported) Borrowing Approved	1,478	-940	-930	-4,963
Rephased borrowing (capital expenditure & receipts slippage)	15,326	17,587	18,496	5,991
	<b>16,804</b>	<b>16,647</b>	<b>17,566</b>	<b>1,028</b>
<b>2 Capital Grants and Contributions</b>				
Children & Young People's Service				
Devolved funding to schools	8,645	5,416	3,860	0
Building Schools for the future	4,358	10	0	0
Capital Maintenance Grant Funded Schemes	13,548	14,518	14,073	0
Primary Capital Programme Grant	2,111	0	0	0
Basic Need Grant	750	2,500	6,538	0
School Self Help schemes - private contributions	330	500	500	0
Various other grants and contributions	1,496	1,466	0	0
Business & Environmental Services				
LTP	34,787	33,039	27,186	0
Waste Capital Grant	1,407	0	0	0
Bedale Bypass	0	0	0	35,428
Various other grants and contributions	172	0	0	0
Health & Adult Services	1,313	1,943	1,300	0
Other County Services	208	21	21	0
	<b>69,124</b>	<b>59,412</b>	<b>53,479</b>	<b>35,428</b>
<b>3 Schemes financed from Revenue</b>				
Children & Young People's Service				
School Budgets Revenue Contributions	4,854	1,650	1,500	0
Schemes funded from Corporate Pending Issues Provision	1,150	3,850	1,000	0
National Digital Infrastructure	2,977	0	0	0
Other CYP Revenue contributions	1,472	868	710	0
BES				
Streetlighting - from Pending Issues Provision	3,000	0	0	0
LTP Maintenance	6,782	0	0	0
Other	600	0	0	248
HAS				
Valuing People - Day Service Provision (from PIP)	0	1,470	0	0
Other	110	110	0	0
Other County Services - various schemes & provisions				
Harrogate Bright Office Strategy	300	720	0	0
Traveller's Sites	160	0	0	0
Capital Expenditure Funded from Revenue	1,774	549	261	0
Other	240	0	0	0
	<b>23,419</b>	<b>9,218</b>	<b>3,471</b>	<b>248</b>
<b>4 Capital Receipts available to finance Capital Spending</b>				
County Farms receipts	509	2,255	500	0
Earmarked for Depots rationalisation programme receipts	1,751	1,900	0	0
Other capital receipts from sale of properties	3,404	4,120	980	0
Company Loan repayments (treated as capital receipts)	0	1,500	2,000	8,400
	<b>5,664</b>	<b>9,775</b>	<b>3,480</b>	<b>8,400</b>
<b>= Total Forecast Funding Available</b>	<b>115,011</b>	<b>95,051</b>	<b>77,996</b>	<b>45,104</b>
<b>B CAPITAL PLAN</b> Updated gross spend July 2011	<b>-114,867</b>	<b>-93,696</b>	<b>-77,996</b>	<b>-45,104</b>
<b>C FUNDING REMAINING</b> July 2011	<b>144</b>	<b>1,355</b>	<b>0</b>	<b>0</b>
<b>D TOTAL FUNDING REMAINING 13/14</b>				<b>1,499</b>

PRUDENTIAL INDICATORS UPDATE – FOR 2011/12 TO 2013/14

CAPITAL EXPENDITURE & EXTERNAL DEBT INDICATORS	Comment																																																															
<p><b>1 Estimated Ratio of capital financing costs to the net Revenue Budget</b></p> <p>(a) <i>Formally required Indicator</i></p> <p>This reflects capital financing costs (principal plus interest) on external debt plus PFI (from 2009/10) and finance leasing charges (from 2010/11) less interest earned on the temporary investment of surplus cash balances.</p> <p>The estimated ratios of financing costs to the net Revenue Budget for the current and future years, and the actual figures for 2009/10 and 2010/11 are as follows:</p> <table border="1" data-bbox="210 722 1167 946"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="2">Executive 8 February 2011</th> <th colspan="2">Update August 2010</th> </tr> <tr> <th>Basis</th> <th>%</th> <th>Basis</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>actual</td> <td>7.8</td> <td>actual</td> <td>7.8</td> </tr> <tr> <td>2010/11</td> <td>probable</td> <td>8.1</td> <td>actual</td> <td>8.1</td> </tr> <tr> <td>2011/12</td> <td>estimate</td> <td>8.8</td> <td>estimate</td> <td>8.6</td> </tr> <tr> <td>2012/13</td> <td>estimate</td> <td>8.6</td> <td>estimate</td> <td>8.6</td> </tr> <tr> <td>2013/14</td> <td>estimate</td> <td>8.1</td> <td>estimate</td> <td>8.3</td> </tr> </tbody> </table> <p>(b) <i>Local Indicator</i></p> <p>This local Indicator reflects a policy decision to cap Capital Financing costs at 11% of the net annual Revenue Budget. The indicator is different to the formally required Indicator at (a) above in that it only reflects the cost components of interest on external debt plus lost interest on internally financed capital expenditure, together with a revenue provision for debt repayment. Unlike the formally required PI it does not reflect interest earned on surplus cash balances or PFI charges.</p> <table border="1" data-bbox="203 1246 1167 1437"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="2">Executive 8 February 2011</th> <th colspan="2">Update August 2011</th> </tr> <tr> <th>Basis</th> <th>%</th> <th>Basis</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>actual</td> <td>9.0</td> <td>actual</td> <td>9.0</td> </tr> <tr> <td>2010/11</td> <td>probable</td> <td>9.4</td> <td>actual</td> <td>9.4</td> </tr> <tr> <td>2011/12</td> <td>estimate</td> <td>9.2</td> <td>estimate</td> <td>9.1</td> </tr> <tr> <td>2012/13</td> <td>estimate</td> <td>9.3</td> <td>estimate</td> <td>9.1</td> </tr> </tbody> </table>	Year	Executive 8 February 2011		Update August 2010		Basis	%	Basis	%	2009/10	actual	7.8	actual	7.8	2010/11	probable	8.1	actual	8.1	2011/12	estimate	8.8	estimate	8.6	2012/13	estimate	8.6	estimate	8.6	2013/14	estimate	8.1	estimate	8.3	Year	Executive 8 February 2011		Update August 2011		Basis	%	Basis	%	2009/10	actual	9.0	actual	9.0	2010/11	probable	9.4	actual	9.4	2011/12	estimate	9.2	estimate	9.1	2012/13	estimate	9.3	estimate	9.1	<p>The estimates of financing costs include current Capital Plan commitments based on the latest 2011/12 Q1 Capital Plan.</p> <p>The updated estimates for 2011/12 to 2013/14 reflect the net effect of a range of factors, principally</p> <p>(a) savings being achieved in 2011/12 (and into 2012/13) through the policy of financing capital borrowing requirements internally from cash balances</p> <p>(b) variations in the level of annual borrowing requirements due to</p> <ul style="list-style-type: none"> <li>• capital expenditure re-phasing (including the impact of 2010/11 outturn) between years</li> <li>• capital receipts slippage between years</li> <li>• variations in the levels of the Corporate Capital Pot which is used in lieu of taking out new borrowing until the pot is required</li> <li>• reductions in interest earned on cash balances resulting from updated investment rates being lower than previously forecast but partially offset by continuing higher than projected cash balances (formal indicator only)</li> <li>• various other refinements and approvals in relation to the Capital Plan</li> </ul> <p>(c) variations in borrowing costs reflecting latest interest rate forecasts through to 2013/14</p>
Year		Executive 8 February 2011		Update August 2010																																																												
	Basis	%	Basis	%																																																												
2009/10	actual	7.8	actual	7.8																																																												
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2013/14

estimate 9.1

estimate 9.1

Prudential Indicator	Comment																				
<p><b>2 Estimates of the incremental impact of capital investment decisions on the Council Tax</b></p> <p>In considering its programme for future capital investment, the County Council is required within the Prudential Code to have regard to:</p> <ul style="list-style-type: none"> <li>➔ affordability (eg implications for Council Tax)</li> <li>➔ prudence and sustainability (eg implications for external borrowing)</li> <li>➔ value for money (eg option appraisal)</li> <li>➔ stewardship of assets (eg asset management planning)</li> <li>➔ service objectives (eg strategic planning for the authority)</li> <li>➔ practicality (eg achievability of the Capital Plan)</li> </ul> <p>A key measure of affordability is the incremental impact on Council Tax. The County Council can consider different options for its capital investment programme based on their differential impact on the Council Tax.</p> <p>The estimate of the incremental impact on Council Tax (at Band D) of past capital investment decisions which are reflected in the latest Capital Plan and also in the Revenue Budget for 2011/12 and Medium Term Financial Strategy compared with the 2010/11 Council Tax are:</p> <table border="1" data-bbox="212 1054 1113 1214"> <thead> <tr> <th data-bbox="212 1054 342 1118">Year</th> <th colspan="2" data-bbox="387 1054 772 1118">Executive 8 February 2011 Basis £ - p</th> <th colspan="2" data-bbox="801 1054 1113 1118">Update August 2011 Basis £ - p</th> </tr> </thead> <tbody> <tr> <td data-bbox="212 1118 342 1150">2011/12</td> <td data-bbox="387 1118 517 1150">estimate</td> <td data-bbox="517 1118 772 1150">+ 2.51</td> <td data-bbox="801 1118 931 1150">estimate</td> <td data-bbox="931 1118 1113 1150">+ 2.51</td> </tr> <tr> <td data-bbox="212 1150 342 1182">2012/13</td> <td data-bbox="387 1150 517 1182">estimate</td> <td data-bbox="517 1150 772 1182">+ 4.77</td> <td data-bbox="801 1150 931 1182">estimate</td> <td data-bbox="931 1150 1113 1182">+ 4.77</td> </tr> <tr> <td data-bbox="212 1182 342 1214">2013/14</td> <td data-bbox="387 1182 517 1214">estimate</td> <td data-bbox="517 1182 772 1214">+ 6.01</td> <td data-bbox="801 1182 931 1214">estimate</td> <td data-bbox="931 1182 1113 1214">+ 6.01</td> </tr> </tbody> </table>	Year	Executive 8 February 2011 Basis £ - p		Update August 2011 Basis £ - p		2011/12	estimate	+ 2.51	estimate	+ 2.51	2012/13	estimate	+ 4.77	estimate	+ 4.77	2013/14	estimate	+ 6.01	estimate	+ 6.01	<p>This Indicator shows the incremental impact on Band D Council Tax of the capital financing costs resulting from borrowing required to fund the Capital Plan. This borrowing includes the funding shortfall of capital bids approved by Executive on 3 February 2004, as part of the 10 year Capital Forecast projection, together with a number of subsequent funding approvals. The 10 year Capital Forecast is due to be reviewed during the current financial year using a new capital prioritisation methodology.</p> <p>Debt charges from Invest to Save schemes and certain other capital provisions are, however, excluded as these are deemed to be self financed from within Directorate revenue budgets and thus do not impact on Council Tax levels</p> <p>As indicated above, debt charges resulting from borrowing approvals issued by the Government in the years prior to 2011/12 are also excluded from this calculation.</p> <p><b>No changes are proposed to these figures for the time being.</b></p> <p>The estimated figures for the three years 2012/13 to 2014/15 will need to be updated as part of the 2012/13 Budget process and review of the Medium Term Financial Strategy.</p>
Year	Executive 8 February 2011 Basis £ - p		Update August 2011 Basis £ - p																		
2011/12	estimate	+ 2.51	estimate	+ 2.51																	
2012/13	estimate	+ 4.77	estimate	+ 4.77																	
2013/14	estimate	+ 6.01	estimate	+ 6.01																	



Prudential Indicator	Comment																																		
<p><b>3 Capital Expenditure - Actual and Forecasts</b></p> <p>The actual capital expenditure that was incurred in 2009/10 and 2010/11 and the latest estimates of capital expenditure to be incurred for the current and future years are:</p> <table border="1" data-bbox="212 475 1113 695"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="2">Executive 8 February 2011 Basis</th> <th colspan="2">Update August 2011 Basis</th> </tr> <tr> <th></th> <th>£m</th> <th></th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>actual</td> <td>114.9</td> <td>actual</td> <td>114.9</td> </tr> <tr> <td>2010/11</td> <td>probable</td> <td>125.4</td> <td>actual</td> <td>130.8</td> </tr> <tr> <td>2011/12</td> <td>estimate</td> <td>106.1</td> <td>estimate</td> <td>115.1</td> </tr> <tr> <td>2012/13</td> <td>estimate</td> <td>82.6</td> <td>estimate</td> <td>93.9</td> </tr> <tr> <td>2013/14</td> <td>estimate</td> <td>77.3</td> <td>estimate</td> <td>78.2</td> </tr> </tbody> </table> <p>The above figures reflect the updated Capital Plan (Q1 2011/12) together with expenditure on fixed assets funded directly from the Revenue Budget and not included in the Capital Plan.</p>	Year	Executive 8 February 2011 Basis		Update August 2011 Basis			£m		£m	2009/10	actual	114.9	actual	114.9	2010/11	probable	125.4	actual	130.8	2011/12	estimate	106.1	estimate	115.1	2012/13	estimate	82.6	estimate	93.9	2013/14	estimate	77.3	estimate	78.2	<p>The Indicators approved by Executive on 8 February 2011 were based on a Capital Plan approved by Executive in November 2010 as adjusted for a number of provisional variations. This Indicator now reflects the Capital Outturn in 2010/11 and the Capital Plan update for Q1 2011/12.</p> <p>The significant variations are principally a result of:-</p> <ul style="list-style-type: none"> <li>(a) additional provisions and variations to existing provisions which are self-funded from Capital Grants and Contributions, revenue contribution, (including the PIP) and earmarked capital receipts</li> <li>(b) Capital expenditure re-phasing between years including significant sums brought forward from 2010/11</li> <li>(c) various other Capital approvals and refinements reflected in the Capital Plan update (Q3 2010/11 and Q1 2011/12)</li> </ul>
Year		Executive 8 February 2011 Basis		Update August 2011 Basis																															
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**Prudential Indicator**

**Comment**

**4 Capital Financing Requirement (CFR)**

Actuals and estimates of the Capital Financing Requirement (CFR) at the defined year ends are as follows:

Date	Executive 8 February 2011				Update August 2011			
	Basis	Borrowing	Other Long Term liabilities (PFI etc)	Total	Basis	Borrowing	Other Long Term liabilities (PFI etc)	Total
		£m	£m	£m		£m	£m	£m
31 Mar 10	actual	380.4	5.5	385.9	actual	380.4	5.5	385.9
31 Mar 11	probable	414.5	6.5	421.0	actual	408.8	6.5	415.3
31 Mar 12	estimate	410.0	6.2	416.2	estimate	408.1	6.2	414.3
31 Mar 13	estimate	401.7	6.0	407.7	estimate	403.1	6.0	409.1
31 Mar 14	estimate	399.7	5.8	405.5	estimate	406.3	5.8	412.1

The February 2011 figures were based on a Capital Plan approved by Executive in November 2010, as adjusted for a number of provisional variations.

The updated figures now recommended for approval reflect the following variations to the February 2011 figures

- (a) expenditure re-phasing between years that is funded from borrowing
- (b) capital receipts (including company loans) slippage between years that affect year on year borrowing requirements
- (c) variations in the level of the Corporate Capital Pot which is used in lieu of new borrowing until the pot is required
- (d) additions and variations to schemes/provisions approved that are funded from Prudential Borrowing
- (e) variations in the annual minimum revenue provision for debt repayment which arise from the above
- (f) various other refinements

The CFR measures the underlying need for the County Council to borrow for capital purposes. In accordance with best professional practice, the County Council does not earmark borrowing to specific items or types of expenditure. The County Council has an integrated treasury management approach and has adopted the CIPFA Code of Practice for Treasury Management. The County Council has, at any point in time, a number of cashflows, both positive and negative, and manages its treasury position in terms of its overall borrowings and investments in accordance with its approved Annual Treasury Management Strategy. In day to day cash management, no distinction is made between revenue and capital cash. External borrowing arises as a consequence of all the financial transactions of the County Council as a whole and not simply those arising from capital spending. In contrast, the CFR Indicator reflects the County Council's underlying need to borrow for capital purposes only.

Prudential Indicator	Comment																																		
<p><b>5 Net Borrowing Requirement (external borrowing, net of investments)</b></p> <p>The revised 2009 Prudential Code emphasises that in order to ensure that over the medium term net borrowing will only be for a capital purpose, the County Council should ensure that net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the proceeding year, plus the estimate of any additional capital financing requirement for the current and next two financial years.</p> <p>This Prudential Indicator is referred to as net borrowing requirement and its comparison with the capital financing requirement is a key indicator of prudence.</p> <p>For transparency purposes this net borrowing requirement is therefore now being reported separately to Members with the figures being compared as described in the first paragraph above, with the Capital Financing Requirement figures shown at Indicator 4 above.</p> <table border="1" data-bbox="226 868 1093 1174"> <thead> <tr> <th rowspan="2">Date</th> <th colspan="2">Executive 8 February 2011</th> <th colspan="2">Update August 2011</th> </tr> <tr> <th>Basis</th> <th>£m</th> <th>Basis</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>31 Mar 10</td> <td>actual</td> <td>248.0</td> <td>actual</td> <td>248.0</td> </tr> <tr> <td>31 Mar 11</td> <td>probable</td> <td>295.1</td> <td>actual</td> <td>247.8</td> </tr> <tr> <td>31 Mar 12</td> <td>estimate</td> <td>311.2</td> <td>estimate</td> <td>296.2</td> </tr> <tr> <td>31 Mar 13</td> <td>estimate</td> <td>307.6</td> <td>estimate</td> <td>276.8</td> </tr> <tr> <td>31 Mar 14</td> <td>estimate</td> <td>308.9</td> <td>estimate</td> <td>287.2</td> </tr> </tbody> </table> <p>The Corporate Director – Finance and Central Services has previously reported that the County Council had no difficulty in meeting this requirement up to 2010/11 nor are any difficulties envisaged for the current or future years of the Medium Term Financial Strategy. This opinion takes into account spending commitments, existing and proposed Capital Plans and the proposals in the Revenue Budget 2011/12 and Medium Term Financial Strategy report.</p>	Date	Executive 8 February 2011		Update August 2011		Basis	£m	Basis	£m	31 Mar 10	actual	248.0	actual	248.0	31 Mar 11	probable	295.1	actual	247.8	31 Mar 12	estimate	311.2	estimate	296.2	31 Mar 13	estimate	307.6	estimate	276.8	31 Mar 14	estimate	308.9	estimate	287.2	<p>These net borrowing figures (external borrowing net of investments) are significantly below the Capital Financing Requirement (CFR) figures shown in <b>Indicator 4</b> for three main reasons:</p> <ul style="list-style-type: none"> <li>(a) a significant level of investments (surplus cash balances – core cash plus cash flow generated).</li> <li>(b) internally funded capital expenditure which is included in the CFR (this is covered in more detail in the Treasury Management <b>Section 9</b> of this Quarter report.</li> <li>(c) other long term liabilities (PFI and finance leases) being reflected in the CFR from 2009/10 onwards (IFRS related) but not included in this definition of net borrowing.</li> </ul> <p>The Prudential Code requires that where there is a significant difference between the net borrowing figure and the gross borrowing requirement, as demonstrated by the CFR, then the risks and benefits associated with this strategy should be clearly stated in the annual Treasury Management Strategy. This is covered in <b>paragraphs 8.4 to 8.12</b> of the Annual Treasury Management and Investment Strategy for 2011/12.</p> <p>The updated figures differ from those approved in February 2011 principally as a result of</p> <ul style="list-style-type: none"> <li>(a) refinements which are also common to the Capital Financing Requirement (<b>see indicator 4</b>)</li> <li>(b) the current continuing high level of cash balances available for investment.</li> </ul>
Date		Executive 8 February 2011		Update August 2011																															
	Basis	£m	Basis	£m																															
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<p><b>6 Authorised Limit for External Debt</b></p> <p>In respect of its external debt, it is recommended that the County Council approves the following Authorised Limits for its total external debt for the next three financial years.</p> <p>The Prudential Code requires external borrowing and other long term liabilities (PFI and Finance leases) to be identified separately.</p> <p>The authorised limit for 2011/12 will be the statutory limit determined under section 3(1) of the Local Government Act 2003.</p> <table border="1" data-bbox="129 842 1317 1126"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="3">Executive 8 February 2011</th> <th colspan="3">Update August 2011</th> </tr> <tr> <th>External Borrowing</th> <th>Other long term liabilities</th> <th>Total Borrowing Limit</th> <th>External Borrowing</th> <th>Other long term liabilities</th> <th>Total Borrowing Limit</th> </tr> <tr> <td></td> <td>£m</td> <td>£m</td> <td>£m</td> <td>£m</td> <td>£m</td> <td>£m</td> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>450.3</td> <td>6.5</td> <td>456.8</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>2011/12</td> <td>460.4</td> <td>6.2</td> <td>466.6</td> <td>450.3</td> <td>6.2</td> <td>456.5</td> </tr> <tr> <td>2012/13</td> <td>457.3</td> <td>6.0</td> <td>463.3</td> <td>460.0</td> <td>6.0</td> <td>466.0</td> </tr> <tr> <td>2013/14</td> <td>437.4</td> <td>5.8</td> <td>443.2</td> <td>443.6</td> <td>5.8</td> <td>449.4</td> </tr> </tbody> </table>	Year	Executive 8 February 2011			Update August 2011			External Borrowing	Other long term liabilities	Total Borrowing Limit	External Borrowing	Other long term liabilities	Total Borrowing Limit		£m	£m	£m	£m	£m	£m	2010/11	450.3	6.5	456.8	N/A	N/A	N/A	2011/12	460.4	6.2	466.6	450.3	6.2	456.5	2012/13	457.3	6.0	463.3	460.0	6.0	466.0	2013/14	437.4	5.8	443.2	443.6	5.8	449.4	<p>The Corporate Director – Finance and Central Services confirms that these authorised limits are consistent with the County Council’s current commitments, updated Capital Plan and the financing of that Plan, the 2011/12 Revenue Budget and updated Medium Term Financial Strategy and with its approved Treasury Management Policy Statement.</p> <p>The Corporate Director - Finance and Central Services also confirms that the limits are based on the estimate of most likely prudent, but not worst case, scenario with sufficient headroom over and above this to allow for operational issues (eg unusual cash movements). To derive these limits a risk analysis has been applied to the Capital Plan, estimates of the capital financing requirement and estimates of cashflow requirements for all purposes.</p> <p>The updated figures reflect a number of refinements which are also common to the Capital Financing Requirement (see <b>Indicator 4</b>) and Operational Boundary for external debt (see <b>Indicator 7</b>). Explanations for these changes are provided under <b>Indicators 4 and 7</b> respectively.</p>
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<p><b>7 Operational Boundary for External Debt</b></p> <p>It is recommended that the County Council approves the following Operational Boundary for external debt for the same period.</p> <p>The proposed operational boundary for external debt is based on the same estimates as the Authorised Limit (ie <b>Indicator 6</b> above) but also reflects an estimate of the most likely prudent, but not worst case, scenario without the additional headroom included within the Authorised Limit to allow for eg unusual cash flows.</p>				<p>The Operational Boundary represents a key management tool for the in year monitoring of external debt by the Corporate Director - Finance and Central Services.</p> <p>The updated figures reflect refinements which are common to the Capital Financing Requirement (see <b>Indicator 4</b> above), together with</p> <p>(a) relative levels of capital expenditure funded internally from surplus cash balances rather than taking external debt</p> <p>(b) loan repayment cover arrangements and the timing of such arrangements</p> <p>These two financing transactions affect external debt levels at any one point of time during the financial year but do not impact on the Capital Financing Requirement.</p>																																																				
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<b>8 Actual External Debt</b>									<p>The year on year movement in the borrowing element of external debt between 31 March 2010 and 31 March 2011 is as follows</p> <table border="0"> <tr> <td>External debt at 31 March 2010</td> <td>£m</td> <td>323.9</td> </tr> <tr> <td>New borrowing in the year (including 2009/10 capital borrowing requirement and residual refinancing of premature debt repayment in 2008/09 and 2009/10)</td> <td></td> <td>+75.0</td> </tr> <tr> <td>Loan repayments in 2010/11</td> <td></td> <td>-8.8</td> </tr> <tr> <td>= External debt at 31 March 2011</td> <td></td> <td><b>390.1</b></td> </tr> </table> <p>The updated estimates for the 3 years to 31 March 2014 reflect refinements which are common to the Capital Financing Requirement (see <b>Indicator 4</b> above) together with the relative levels of capital expenditure internally funded from cash balances rather than taking external debt.</p> <p>The estimate for 31 March 2012 includes the 2011/12 borrowing requirement of £20.1m which may be rolled over into 2012/13.</p>	External debt at 31 March 2010	£m	323.9	New borrowing in the year (including 2009/10 capital borrowing requirement and residual refinancing of premature debt repayment in 2008/09 and 2009/10)		+75.0	Loan repayments in 2010/11		-8.8	= External debt at 31 March 2011		<b>390.1</b>																																																									
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<p>It should be noted that actual external debt is not directly comparable to the Authorised Limit (<b>Indicator 6 above</b>) and Operational Boundary (<b>Indicator 7 above</b>) since the actual external debt reflects a position at one point in time.</p>																																																																														
<b>9 Limit of Money Market Loans (Local Indicator)</b>									<p>This limit was introduced as a new Local Prudential Indicator in 2009/10, although the 30% limit has featured as part of the Borrowing Policy section of the County Council's Annual Treasury Management and Investment Strategy for many years.</p>																																																																					
<p>Borrowing from the money market for capital purposes (as opposed to borrowing from the PWLB) is to be limited to 30% of the County Council's total external debt outstanding at any one point in time.</p> <p>The actual position at 31 March 2011 was 5% (£20m out of a total of £390.1m) against an upper limit of 30%</p>																																																																														

Prudential Indicator	Comment																														
<p><b>TREASURY MANAGEMENT INDICATORS</b></p> <p><b>10 Adoption of CIPFA Code of Practice for Treasury Management</b></p>	<p>The County Council formally adopted the original CIPFA Code of Practice for Treasury Management in the Public Service at its meeting on 15 May 2002 and subsequently adopted the revised Code on 17 February 2010.</p>																														
<p><b>11 Interest Rate Exposures</b></p> <p>In accordance with the Code of Practice the County Council sets upper and lower limits on its fixed and variable interest rate exposures as a percentage of outstanding principal sums for 2010/11, 2011/12 and 2012/13 as set out below -</p> <table border="0" data-bbox="224 734 1030 1133"> <thead> <tr> <th></th> <th style="text-align: center;">Lower %</th> <th style="text-align: center;">Upper %</th> </tr> </thead> <tbody> <tr> <td>Borrowing</td> <td></td> <td></td> </tr> <tr> <td>- Fixed</td> <td style="text-align: center;">60</td> <td style="text-align: center;">100</td> </tr> <tr> <td>- Variable</td> <td style="text-align: center;">0</td> <td style="text-align: center;">40</td> </tr> <tr> <td>Investments</td> <td></td> <td></td> </tr> <tr> <td>- Fixed</td> <td style="text-align: center;">0</td> <td style="text-align: center;">30</td> </tr> <tr> <td>- Variable</td> <td style="text-align: center;">70</td> <td style="text-align: center;">100</td> </tr> <tr> <td>Combined Net Borrowing and Investments</td> <td></td> <td></td> </tr> <tr> <td>- Fixed</td> <td style="text-align: center;">110</td> <td style="text-align: center;">150</td> </tr> <tr> <td>- Variable</td> <td style="text-align: center;">-10</td> <td style="text-align: center;">-50</td> </tr> </tbody> </table>		Lower %	Upper %	Borrowing			- Fixed	60	100	- Variable	0	40	Investments			- Fixed	0	30	- Variable	70	100	Combined Net Borrowing and Investments			- Fixed	110	150	- Variable	-10	-50	<p><b>No changes to these limits are required.</b></p> <p>This means that the Corporate Director – Finance and Central Services, will</p> <p>for <b>borrowing</b> manage fixed interest rate exposure within the range 60% to 100% of outstanding principal and variable interest rate exposure within the range 0% to 40% of outstanding principal</p> <p>for <b>investments</b> manage fixed interest rate exposure within the range 0% to 30% of outstanding principal and variable rate exposure within the range 70% to 100% of outstanding principal. The split of investments between fixed and variable rates is based on the market convention that investments up to 365 days are regarded as being at variable rates.</p> <p>The <b>combined net borrowing and investment</b> position represents the formal Prudential Indicator for Interest Rate Exposures. On its own however it does not show clearly how borrowing and investments will be managed, hence the two separate 'local indicators' shown above.</p>
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Prudential Indicator	Comment																																													
<p><b>12 Maturity Structure of Borrowing</b></p> <p>The upper and lower limits for the maturity structure of County Council borrowings are as follows:-</p> <p>The amount of projected borrowing maturing in each period as a percentage of total projected borrowing that is fixed rate:</p> <table border="1" data-bbox="230 564 1225 991"> <thead> <tr> <th data-bbox="230 564 629 660">Period</th> <th data-bbox="629 564 754 660">Lower Limit %</th> <th data-bbox="754 564 873 660">Upper Limit %</th> <th colspan="2" data-bbox="873 564 1225 596">Memo item - actual at</th> </tr> <tr> <td></td> <td></td> <td></td> <th data-bbox="873 596 1050 660">1 April 10 %</th> <th data-bbox="1050 596 1225 660">1 April 11 %</th> </tr> </thead> <tbody> <tr> <td data-bbox="230 660 629 708">under 12 months</td> <td data-bbox="629 660 754 708">0</td> <td data-bbox="754 660 873 708">50</td> <td data-bbox="873 660 1050 708">4</td> <td data-bbox="1050 660 1225 708">6</td> </tr> <tr> <td data-bbox="230 708 629 756">12 months &amp; within 24 months</td> <td data-bbox="629 708 754 756">0</td> <td data-bbox="754 708 873 756">15</td> <td data-bbox="873 708 1050 756">7</td> <td data-bbox="1050 708 1225 756">7</td> </tr> <tr> <td data-bbox="230 756 629 804">24 months &amp; within 5 years</td> <td data-bbox="629 756 754 804">0</td> <td data-bbox="754 756 873 804">45</td> <td data-bbox="873 756 1050 804">16</td> <td data-bbox="1050 756 1225 804">11</td> </tr> <tr> <td data-bbox="230 804 629 852">5 years &amp; within 10 years</td> <td data-bbox="629 804 754 852">0</td> <td data-bbox="754 804 873 852">75</td> <td data-bbox="873 804 1050 852">13</td> <td data-bbox="1050 804 1225 852">21</td> </tr> <tr> <td data-bbox="230 852 629 900">10 years and within 25 years</td> <td data-bbox="629 852 754 900">10</td> <td data-bbox="754 852 873 900">100</td> <td data-bbox="873 852 1050 900">18</td> <td data-bbox="1050 852 1225 900">16</td> </tr> <tr> <td data-bbox="230 900 629 948">25 years and within 50 years</td> <td data-bbox="629 900 754 948">10</td> <td data-bbox="754 900 873 948">100</td> <td data-bbox="873 900 1050 948">42</td> <td data-bbox="1050 900 1225 948">39</td> </tr> <tr> <td data-bbox="230 948 629 991"></td> <td data-bbox="629 948 754 991"></td> <td data-bbox="754 948 873 991"></td> <td data-bbox="873 948 1050 991">100</td> <td data-bbox="1050 948 1225 991">100</td> </tr> </tbody> </table>	Period	Lower Limit %	Upper Limit %	Memo item - actual at					1 April 10 %	1 April 11 %	under 12 months	0	50	4	6	12 months & within 24 months	0	15	7	7	24 months & within 5 years	0	45	16	11	5 years & within 10 years	0	75	13	21	10 years and within 25 years	10	100	18	16	25 years and within 50 years	10	100	42	39				100	100	<p><b>No changes to these limits approved by Executive on 8 February 2011 are proposed.</b></p> <p>The lower limits of 10% for the periods 10 to 25 years and 25 to 50 years is designed to ensure that the County Council does not have the risk of having to repay all debt within a ten year period.</p>
Period	Lower Limit %	Upper Limit %	Memo item - actual at																																											
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Prudential Indicator	Comment
<p><b>13 Total Principal Sums Invested for periods longer than 364 days</b></p> <p>The 2011/12 aggregate limit of £12m for 'non specified' investments longer than 364 days is based on a maximum of 20% of 'core cash funds' being made available for such investments.</p> <p>As a result of forecast reductions in core cash funds (reserves, provisions and balances etc) over the next three years, however, the current £12m limit is likely to exceed the 20% maximum level previously agreed. However, given the overall forecasts for cash balances over the next three years, the need for liquidity and day to day cash flow requirements, it is still forecast that £12m can be prudently committed to longer term investments over 365 days.</p> <p>The purpose of this prudential limit for principal sums invested for longer than 364 days is for the County Council to contain its exposure to the possibility of loss that might arise as a result of it having to seek early repayment or redemption of principal sums invested.</p>	<p><b>No change to this limit is proposed.</b></p> <p>The County Council currently has no such investments that fall into this category.</p> <p>Prior to 1 April 2004, Regulations generally prevented local authorities from investing for longer than 364 days. As a result of the new Prudential Regime however, these prescriptive regulations were abolished and replaced with Government Guidance from April 2004.</p> <p>This Guidance gives authorities more freedom in their choice of investments (including investing for periods longer than 364 days) and recognises that a potentially higher return can be achieved by taking a higher (ie longer term) risk.</p> <p>The new flexibility requires authorities to produce an Annual Investment Strategy that classifies investments as either <b>Specified</b> (liquid, secure, high credit rating &amp; less than 365 days) or <b>Non Specified</b> (other investments of a higher risk). Non Specified investments are perfectly allowable but the criteria and risks involved must be vigorously assessed, including professional advice, where appropriate. Therefore investments for 364 days+ are now allowable as a Non Specified investment under the Government Guidance. The use of such investments is therefore now incorporated into the County Council's Annual Treasury Management and Investment Strategy.</p> <p>The original 2004 Government Investment Guidance was updated with effect from 1 April 2010, but there has been no impact on this Prudential Indicator.</p>

## CHILDREN AND YOUNG PEOPLE'S PLAN 2011-14: SUMMARY OF PRIORITIES

<b>Ensuring Good Prospects for North Yorkshire's Children</b>							
Strategic Framework Priority	<b>Local priorities to protect the front line</b>			<b>Purposeful leadership through system-wide change</b>			
Key Strategic Drivers	SF1.1 Delivering the CYPS Savings and Transformation Strategy successfully. SF1.2 Embed integration to improve service to users, impact and efficiency. SF1.3 Do things differently as part of 'One Council'.			SF2.1 Enabling schools autonomy with North Yorkshire as a positive choice for school success. SF2.2 Empower parents and young people through participation, information and advocacy. SF2.3 Improve chances for vulnerable groups and localities by being proactive and joining up well.			
<b>Every Child and Young Person should...</b>							
Outcome	<b>Succeed in good schools and other settings</b>	<b>Lead healthy lifestyles and have good health care</b>	<b>Be kept safe and protected from harm</b>	<b>Make positive choices for personal responsibility</b>	<b>Be economically secure</b>		
Strategic Priority	GS1- Enabling high standards in schools and settings through autonomy, accountability and capacity building.	HL1- Maintaining progress together on health priorities.	SS1- Maintaining capability and high standards to reduce, and act decisively on, risk at all levels of need.	PC1- Enabling children and young people to participate well and make good decisions.	ES1- Enabling young people to achieve economic independence in adulthood.		
	GS2- Increasing progress towards best practice and best outcomes at all learning stages and levels of need.	HL2- Working well together on NHS changes.	SS2- Improving outcomes for those most at risk by increasing the impact of our work on their care.	PC2- Enabling people to be confident parents and carers.	ES2- Developing strategic approaches to reducing child poverty and mitigating its impact.		
Key Delivery Objectives	For detail on the key delivery objectives, three year implementation priorities and success measures, please refer to the full CYPP 2011-14 document						
<b>Integrating for Impact: Areas of Priority Work</b>							
<b>Looked After Children (LAC)</b>	<b>Special Educational Needs and Disability (SEND)</b>	<b>Teenagers with multiple-vulnerabilities</b>	<b>Tackling risky behaviours</b>	<b>Supporting Parents and Carers</b>	<b>Improving Literacy</b>	<b>Behaviour, Discipline and Attendance</b>	<b>High Needs Localities</b>
				<ul style="list-style-type: none"> <li>Integrate early help for families</li> <li>Support families with level 3 needs</li> <li>Tackle families with multiple and serious problems</li> </ul>			

# **North Yorkshire's Children and Young People's Plan**

**2011-2014**

Draft  
September 2011

## **Contents Page:**

### **SECTION 1 – WHAT WE WANT TO ACHIEVE**

#### Introduction

- Vision for the next three years
- Policy Context
- Key Principles
- North Yorkshire Overview

#### Our Shared Strategic Priorities

### **SECTION 2 – HOW WE WILL ACHIEVE IT**

#### Children and Young People's Service plan for delivering on the strategic priorities

#### Part 1 – Ensuring Good Prospects for North Yorkshire's Children

#### Part 2 – The Improvement Strategies

- Succeed in good schools and settings
- Lead healthy lifestyles and have good health care
- Be kept safe and protected from harm
- Make positive choices for personal responsibility
- Be economically secure

### **SECTION 3 – INTEGRATING FOR IMPACT: PRIORITY AREAS OF WORK**

### **SECTION 4 – SUPPORTING DELIVERY**

#### Partnership working

- North Yorkshire Children's Trust Statement of Purpose & Governance

#### Workforce Development

#### Performance Management

#### Budget and Financial Management

- Summary of the MTFS
- Statement of Resources by Plan Priorities

# SECTION 1 - WHAT WE WANT TO ACHIEVE:

## Statement of Purpose

This plan is about the children and young people of North Yorkshire. Its aim is to secure good prospects for them all. Since that involves them having good outcomes, it thinks through how to achieve that over the next three years.

We have pursued excellence for every child for a long time here, and a lot has been achieved. Our task now is maintaining and improving on that when financial challenges affect most people and all the public services who work for them.

So to be serious about good prospects for all children, the plan must find ways of improving against the odds. That is why this time it includes sections on efficiency, savings and organisational change as a framework for actions on children's health, safety, learning, positive behaviour and economic wellbeing. Without one, we can't do the others.

The programmes and strategies brought together in the plan are designed round the same priorities and principles, and rooted in needs in North Yorkshire. This is a local plan, as well as a statutory one. It gives us and our partners a lot to do, but mapping it out in a purposeful way helps us to get the result – really good prospects for the next generation. It's what they deserve, and the whole community needs.

## Policy Context

The **Children Act 2004** requires local authorities and partner agencies to work together to improve the well-being of children and young people in their local area. This Plan sets out the priorities for improving well-being for children and young people in North Yorkshire and discharges the statutory function in section 17 of the Children Act 2004 to prepare and publish a Children and Young People's Plan.

**The Council Plan** for North Yorkshire 2011-14 sets the vision and priorities for our overall purpose and work. The Council plan has six aims to improve the lives of North Yorkshire residents:

- ensure good access for all;
- help people to live in safe communities;
- help all children and young people to develop their full potential;
- promote a flourishing economy;
- maintain and enhance our environment and heritage; and
- improve health and well-being and give people effective support when they need it

For the next three years, the Council will prioritise four areas of service delivery:

1. Protecting and supporting vulnerable people;
2. Supporting economic growth and employment;
3. Improving accessibility for all our communities and supporting active communities; and
4. Managing our environment and promoting environmental sustainability

The Children and Young People's Plan 2011-14 provides the detail of how the Children and Young People's Service will contribute to the County Council's priorities through helping all children and young people to develop their full potential and to protect and support vulnerable children and young people.

## Key Principles

### **North Yorkshire's Children and Young People's Service will work with partners to:**

- Enable school autonomy within North Yorkshire as a positive choice for effective schools;
- Empower parents and young people through participation, information and advocacy;
- Improve chances and outcomes for vulnerable groups by being proactive and joining up well;
- Improve outcomes by joint work in localities most in need;
- Support the economy through services, purchasing and influence; and
- Maintain an effective workforce

The commitments laid out within this plan seek to embed these principles in service priorities and local delivery.

North Yorkshire will continue to provide a comprehensive children's service, with support available across the spectrum of needs, whilst meeting the necessary reductions in public spending. Principles of working have been established for each 'level' of support services offer.

Level	Expectation
Universal	Mainstream services 1. have quality and capacity to keep public confidence 2. are widely available and access is fair
Early Prevention	1. Personal circumstances do not prevent children from fulfilling their potential 2. Services join up locally so families and children solve problems simply and move forward
Targeted Prevention	1. Deeply integrated work for complex needs clears pathways and has impact 2. Guidance to families knows how to get them to nurture their children and meet their needs
Acute / Intensive	1. We are decisive and fair on acting on signs of acute need 2. High needs interventions are skilful, well-informed and make things better

## North Yorkshire Overview

At 3,300 square miles, North Yorkshire is England's largest County, however although large, it is sparsely populated with 40% of the area being within either the North Yorkshire Moors or Yorkshire Dales National Parks, and over half the population living in areas classed as "sparse" or "super sparse." Although largely rural, 20% of the population live in the two main urban centres of Harrogate and Scarborough.

North Yorkshire has a population of almost 600,000 of which 138,000 are aged 0 to 19 and almost 85,000 are of school age. The school age cohort is predominately White British with only 2.7% BME; this is less than the Service Children cohort that accounts for about 3% of the school age population. This relatively high percentage of Service Children brings its' own issues, such as the transitory nature of this group and, due to the large number of Commonwealth soldiers in the area, 20% of their children do not speak English as their first language. Over 440 children in the County are "looked after" and 370 have a Child Protection Plan.

Although the total population of North Yorkshire is increasing, this is largely down to an ageing population; the population predictions for children and young people in North Yorkshire predict a 7% decrease in the 15-19 population from 2009 to 2015. Conversely, the 0 to 4 population is predicted to increase by 5% over the same period creating issues for strategic planning locally.

North Yorkshire is served by 323 Primary and 47 Secondary maintained and academy schools and 11 Special Schools that provide a high standard of education, with average attainment levels for North Yorkshire being above the National Average for almost every indicator at all stages. There is, however, variation across the County with Craven, Hambleton, Harrogate and Ryedale consistently being well above the regional and national averages, compared to generally poorer academic performance in the District of Scarborough, which is often below the national averages.

Achievement of Level 2 and 3 at age 19 is also higher than the National average with 82% of North Yorkshire residents achieving a Level 2 qualification by 19 (National 80%) and 56% achieving a Level 3 qualification, (National 52%). However, despite almost 1,000 learners coming into the County to access school sixth form provision, North Yorkshire is a net exporter of learners post 16, with over a third of learners leaving the County to access Further Education, mainly in York and Darlington.

North Yorkshire is relatively prosperous with only 10.7% of North Yorkshire children in out of work families compared to a National rate of 20.2%. However, this does vary from District to District with a low of 8.4% in Craven to 19.5% in Scarborough. This economic well-being is also reflected in the County "Not in Employment, Education or Training" (NEET) figure of 4.4%, compared to a National rate of about 6%.

According to the 2010 Public Health Observatory and Department of Health Profile for the County, the health of children in North Yorkshire is generally better than the England average; the percentage of children who are physically active and the percentage classified as obese are all better than the England average, but the percentage of mothers smoking in pregnancy and the rate of road injuries and deaths are worse than the England average. The rate of teenage conceptions in the County is also very low with 25.8 conceptions per 1,000 females aged 15 to 19 in 2009 (National 38.2); but like many indicators, there is significant variation across the County with 12 North Yorkshire Wards (6 of which are in Scarborough) having a rate in the highest 20% in the Country.

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## **Our Shared Strategic Priorities 2011-14**

North Yorkshire is committed to working together across agencies to improve the experience and outcomes for children and young people in the local area.

### **Part 1 - Strategic Framework**

#### 1. [Ensuring good prospects for North Yorkshire's children](#)

We will achieve this through:

- **Local priorities to protect the front line**
- **Purposeful leadership through system-wide change**

### **Part 2 - Every child and young person in the County should:**

#### 1. [Succeed in good schools and other settings](#)

We will achieve this through:

- **Enabling high standards in schools and settings through autonomy, accountability and capacity building;**
- **Increasing progress towards best practice and best outcomes at all learning stages and levels of need.**

#### 2. [Lead healthy lifestyles and have good health care](#)

We will achieve this through:

- **Maintaining progress together on health priorities;**
- **Working well together on NHS changes.**

#### 3. [Be kept safe and protected from harm](#)

We will achieve this through:

- **Maintaining capability and high standards to reduce, and act decisively on, risk at all levels of need;**
- **Improving outcomes for those most at risk by increasing the impact of our work on their care.**

4. [Make positive choices for personal responsibility](#)

We will achieve this through:

- **Enabling children and young people to participate well and make good decisions;**
- **Enabling people to be confident parents and learners.**

5. [Be economically secure](#)

We will achieve this through:

- **Enabling young people to achieve economic independence in adulthood;**
- **Developing strategic approaches to reducing child poverty and mitigating its impact.**

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## SECTION 2 - HOW WE WILL ACHIEVE IT

### Children and Young People’s Service Plan for delivering on the strategic priorities

#### Part 1: Our Strategic Framework

#### Ensuring Good Prospects for North Yorkshire’s Children

Strategic Framework Priority	SF1	Local Priorities to Protect the Front Line	SF2	Purposeful Leadership through System-wide Change
<b>Key Strategic Drivers</b>	SF1.1	Delivering the CYPS Savings and Transformation Strategy successfully	SF2.1	Enabling school autonomy with North Yorkshire as a positive choice for school success
	SF1.2	Embed integration to improve service for users, impact and efficiency	SF2.2	Empower parents and young people through participation, information and advocacy
	SF1.3	Do things differently as part of ‘One Council’	SF2.3	Improve chances for vulnerable groups and localities by being proactive and joining up well

<b>Strategic Framework Priority</b>	<b>Local Priorities to Protect the Front Line</b>				
<b>Key Strategic Driver</b>	<b>SF1.1 – Delivering the CYPS Savings and Transformation Strategy successfully</b>				
		<b>Key Plan Reference Points</b>			
Implementation Drivers	<ul style="list-style-type: none"> <li>Ensure savings and change projects are delivered to target on time;</li> </ul>	1.1	FA2	1.5, 2.5	1.4
	<ul style="list-style-type: none"> <li>Maintain control on areas of financial pressure;</li> </ul>	1.1		1.5, 2.5	1.3, 1.5
	<ul style="list-style-type: none"> <li>Ensure workforce development plan supports staff effectiveness within budget;</li> </ul>	2.4	1.5	1.2, 1.3	1.4,
	<ul style="list-style-type: none"> <li>Ensure an effective mixed economy of providers through good commissioning;</li> </ul>		1.3, 1.6		1.3, 1.4, 1.2
	<ul style="list-style-type: none"> <li>Ensure comprehensive performance arrangements to drive effectiveness and VfM;</li> </ul>	Section 4			
<ul style="list-style-type: none"> <li>Support the economy through services, purchasing and influence.</li> </ul>	1.1	1.6		1.2, 1.1, 1.2	
<b>Key Strategic Driver</b>	<b>SF1.2 – Embed integration to improve service to users, impact and efficiency</b>				
		<b>Key Plan Reference Points</b>			
Implementation Drivers	<p>Ensure systemic integration is achieved through organisation practice changes in the following areas:</p> <ul style="list-style-type: none"> <li>Special Educational Needs and Disability Improvement and Integration Plan;</li> </ul>	2.2	1.6, FA2	1.3	2.1, 1.5
	<ul style="list-style-type: none"> <li>Support and interventions provided at level 3 on the vulnerability checklist by Integrated Services, Youth Support Services and Children’s Social Care;</li> </ul>	2.1	1.3, 1.6	2.1, 2.4	1.5, 1.2, 1.3, 2.3
	<ul style="list-style-type: none"> <li>Teenagers with multiple vulnerabilities;</li> </ul>	2.1	2.2, FA4	FA3	1.4, 1.2, 1.3, 1.5
	<ul style="list-style-type: none"> <li>Improving literacy;</li> </ul>	2.3, FA6			2.4
	<ul style="list-style-type: none"> <li>Streamlining partnership arrangements for increased efficiency and added value.</li> </ul>		2.1		2.1
<b>Key Strategic Driver</b>	<b>SF1.3 – Do things differently as part of ‘One Council’</b>				
		<b>Key Plan Reference Points</b>			
Implementation Drivers	<ul style="list-style-type: none"> <li>Streamlining Business Support;</li> </ul>	Section 4 – Supporting Delivery			
	<ul style="list-style-type: none"> <li>Managing spans of Management and Supervision;</li> </ul>	Section 4 – Supporting Delivery			
	<ul style="list-style-type: none"> <li>Improving Customer Access;</li> </ul>	2.1			
<ul style="list-style-type: none"> <li>Using premises and co-location opportunities efficiently.</li> </ul>	Section 4 – Supporting Delivery				

\*FA – Focus Area

<b>Strategic Framework Priority</b>	<b>Purposeful Leadership through System-wide Change</b>				
<b>Key Strategic Driver</b>	<b>SF2.1 – Enabling school autonomy with North Yorkshire as a positive choice for school success</b>				
		<b>Key Plan Reference Points</b>			
Implementation Drivers	This will be secured through the following priorities in the plan:	1.1	1.2	2.4	
<b>Key Strategic Driver</b>	<b>SF2.2 – Empower parents and young people through participation, information and advocacy</b>				
		<b>Key Plan Reference Points</b>			
Implementation Drivers	This will be secured through the following priorities in the plan:	1.4			
		1.3	1.4	2.1	
<b>Key Strategic Driver</b>	<b>SF2.3 – Improve chances for vulnerable groups and localities by being proactive and joining up well</b>				
		<b>Key Plan Reference Points</b>			
Implementation Drivers	<p>Priorities based on needs assessment will target improvement for children and young people or families:</p> <ul style="list-style-type: none"> <li>Improving outcomes for Looked After Children;</li> <li>Special Educational Needs and Disability Improvement and Integration (SEND);</li> <li>Teenagers with multiple vulnerabilities;</li> <li>Reducing risky behaviours;</li> <li>Integrating early help for families;</li> <li>Families with level 3 (targeted prevention) needs;</li> <li>Families with multiple and serious problems (complex needs);</li> <li>Improving literacy;</li> <li>Strategy for behaviour, discipline and attendance;</li> <li>High needs localities.</li> </ul>	2.1, 2.2	1.6, FA2	2.3, FA1, 1.3	1.3, 1.4, 1.5
		2.1, 2.2	1.3, 1.6	FA3	1.1, 1.2
		2.1	1.4, 1.5, FA4	2.4	1.4, 1.4
		1.3	1.2	FA5	2.2, 2.1, 2.2
		2.1	1.3	1.2	1.1, 2.3, 2.2
		2.1	1.3	1.2, 2.1	2.3, 1.3, 1.4
		2.3, FA6			1.4, 1.3, 2.4
		1.4, 2.5, FA7	1.3	1.1	1.4, 1.1, 1.2
		FA8			

\*FA – Focus Area

## Part 2 – The Improvement Strategies

### Succeed in good school and other settings

We will achieve this through:

- GS1 Enabling high standards in schools and settings through autonomy, accountability and capacity building;**  
and
- GS2 Increasing progress towards best practice and best outcomes at all learning stages and levels of need.**

#### Why this is important for North Yorkshire:

North Yorkshire's schools continue to perform well and, compared to the rest of the country, more of our schools are judged as 'outstanding' or 'good' by Ofsted. However, although we remain considerably higher than the national average in these areas, fewer of our schools are now rated as 'good' or better than they were. Therefore, opportunities exist to make sure that more of our schools are rated highly in the future, and that the standards of our highest performing schools are shared by all settings, and we have addressed this as a countywide priority for the next few years.

In addition to positive performance nationally, the quality of education provision is also recognised locally, with the large majority of parents being satisfied with both the standard of education their child receives and the curriculum that they are taught. Parents are also satisfied with the work done in schools to tackle poor attendance and rates of persistent absence have fallen in the county's secondary schools, with increased attendance recorded at Key Stage 4. However, parents of children with Special Educational Needs and Disabilities (SEND) are generally less satisfied with educational provision and the achievement of SEN pupils is lower than that of non-SEN children. This difference in achievement is also evident with other vulnerable groups and we have therefore targeted this as a priority, in order to maximise achievement for all and to close the attainment gaps for vulnerable groups through targeted support.

The number of children in the county receiving 5 GCSE grades A\*-C (including Maths and English) has risen and the gap between the average pupil performance and that of the lowest achievers at the Early Years Foundation Stage has also been narrowed, meaning that outcomes for the county's lowest achieving young children continue to improve. Inclusion in schools has also improved over recent years, through the use of the Inclusion Passport, and the number of schools achieving quality standards for inclusion has also risen notably. However, although the majority of parents of children without SEN are satisfied with levels of support in school for children's needs, there is still work to do to raise these standards for children with SEN. Parents

have also told us that links between services for SEN children across the county and school procedures and curricula for SEN children could be improved further and we are committed to helping schools and settings to improve access and provision for all pupils, by making sure that transitions and services are well co-ordinated and that curricula remains appropriate for all learners.

**We will make an impact by:**

- [Maximising](#) resources and using them fairly across North Yorkshire schools and settings;
- [Providing](#) differentiated support and challenge to schools and settings which ensures effective self-evaluation, helps to identify appropriate development priorities and supports them to meet the demands of external Ofsted inspection;
- [Strengthening](#) the network of opportunities for learning through well-planned provision or coordination;
- [Ensuring](#) fair access to schools & settings and positive attendance, with parents and partners;

and

- [Helping](#) to maximise achievement for all and to close the attainment gaps for vulnerable groups through targeted support;
- [Helping](#) schools and settings – individually and as part of an area – to improve access and provision for all pupils through appropriate curriculum and co-ordinated transition;
- [Raising](#) levels of Literacy and Numeracy of children and young people across North Yorkshire;
- [Supporting](#) the development of effective school and setting leaders and classroom practitioners;
- [Supporting](#) schools and settings in ensuring that children and young people grow up happy and healthy in safe communities.

**To achieve these objectives, over the next three years we will:**

Enable high standards in schools and settings through autonomy, accountability and capacity building:

*GS1.1 Maximise resources and use them fairly across North Yorkshire schools and settings.*

- Ensure strong North Yorkshire advocacy in national formula review;
- Maximise headroom in the Dedicated Schools Grant (DSG) to support school autonomy and schools' shared priorities, and demonstrate effective management of centrally co-ordinated DSG resources;
- Ensure Enhanced Mainstream Schools (EMS) and Pupil Referral Services (PRS) deliver good value for money (VfM) to all schools and relevant parents/pupils;
- Deliver effective strategy to maintain VfM CYPS funded services which are priorities for Local Authority schools and which are free at the point of use for maintained schools, or provided on fee basis to Academies or Out of Local Area schools;
- Demonstrate VfM and sound prioritisation in use of reduced capital resources.

*GS 1.2 Provide differentiated support and challenge to schools and settings which ensures effective self-evaluation, helps to identify appropriate development priorities and supports them to meet the demands of external Ofsted inspection.*

- Establish an effective School Improvement Core Service (free at point of use) following re-organisation, providing well-informed Monitoring, Support, Challenge and Intervention (MSCI);
- School Improvement Networks (County), Families of Schools (local) and AST coordination enable effective collaboration for well-informed self-evaluation and improvement;
- Cross-Directorate monitoring via Schools Causing Concern ensure schools with early difficulties receive timely and effective challenge and support which leads to improvement;
- Schools with difficulties and/or in an Ofsted category receive appropriate support and intervention which stabilises school and produces improvement;
- Deploy locality strategies which coordinate whole Directorate support to build capacity in and around schools in areas where difficulties affect several schools and aspects of children's lives.



*GS 1.3 Strengthen the network of opportunities for learning through well-planned provision or coordination.*

- Assess the implications of the James review of Capital and establish revised arrangements for the management of capital and maintenance;
- Implement transitional planning in areas of the county where school reorganisations have been previously agreed: North Craven, Scarborough and Wharfedale;
- Build capacity for two-year old funded provision;
- Create Early Years Learning Communities around Children's Centre hubs;
- Develop Locality Improvement Plans.

*GS 1.4 Ensure fair access to schools and settings plus positive attendance, with parents and partners*

- In response to national consultation, review draft codes (Admissions and Appeals) to assess impact and to ensure equity;
- Monitor admission arrangements of academies and other own-admission arrangement schools to ensure compliance with the code and to support parents and children as required;
- Promote positive school attendance and provide well co-ordinated and targeted early support for pupils with attendance difficulties;
- Further develop links with parents, supporting their advocacy rights in relation to school admission, educational entitlement and exclusion appeal;
- Achieve a continued reduction in number of permanent and fixed term exclusions.

Increase progress towards best practice and best outcomes at all learning stages and levels of need:

*GS 2.1 Help maximise achievement for all and close the attainment gaps for vulnerable groups through targeted support.*

- Ensure all support, development and training offered to schools is focussed on maximising achievement for all pupils;
- Ensure the gap in absolute terms is narrowed between vulnerable pupils and their mainstream peers;
- Target co-ordinated key support to identified groups, settings and schools;
- Establish further integrated links between service areas with a shared focus of maximising achievement.

*GS 2.2 Help schools and settings – individually and as part of an area – to improve access and provision for all pupils through appropriate curriculum and co-ordinated transition.*

- Advise schools on best curricula to ensure all Local Authority (LA) schools provide curriculum and learning accessible and appropriate to all children, including those who are vulnerable – for example, those who are Looked After, disabled and young carers;
- Improve transitions within and between schools, settings and phases;
- Work in partnership with families of schools and with settings to secure good local school and settings improvement.

*GS 2.3 Raise levels of Literacy and Numeracy of children and young people across North Yorkshire (also, see Focus Area 6).*

- Establish a cross-CYPS Literacy Strategy which encompasses cross-CYPS work with children, young people and parents/carers;
- Establish a cross-CYPS Numeracy Strategy.

*GS 2.4 Support the development of effective school and setting leaders and classroom practitioners.*

- Consolidate and further develop the North Yorkshire Leadership Academy;
- Fully establish co-ordinated annual training and development programme for teachers, teaching assistants and other school/setting para professionals;
- Refresh and develop training and development programme for governors;
- Fully establish co-ordinated annual training and development programme for Early Years practitioners.

*GS 2.5 Support schools and settings in ensuring that children and young people grow up happy and healthy in safe communities.*

- Promote and support schools and settings to understand their statutory well-being duties and use appropriate CYPS services;
- Ensure Children Centres play a pivotal role in their communities and have a strong working relationship with local schools and settings;
- Develop school ethos to promote enjoyment and participation and celebration of achievement;
- Work in partnership with schools and settings to deliver advice and guidance about behaviour, discipline and safety.

## **How we will evidence progress and impact:**

### **Ofsted inspection judgements for overall effectiveness of North Yorkshire schools are maintained at 2009-10 academic year levels**

- The percentage of primary schools judged 'good' or 'outstanding' for overall effectiveness
- The percentage of secondary schools judged 'good' or 'outstanding' for overall effectiveness
- The percentage of special schools judged 'good' or 'outstanding' for overall effectiveness

### **School attendance levels are improved from the 2010-11 baselines**

- The level of overall absence in primary and secondary schools
- The level of persistent absence in primary and secondary schools
- The level of holiday absence in primary and secondary schools
- The level of school attendance of looked after children and other vulnerable groups

### **Fewer North Yorkshire schools are below the floor targets for attainment**

- The number and proportion of primary schools below the floor target at KS2
- The number and proportion of secondary schools below the floor target at GCSE

### **Standards in literacy are improved from 2010-11 baselines**

- The percentage of pupils reaching Level 2+ in reading at KS1
- The percentage of pupils reaching Level 2+ in writing at KS1
- The percentage of pupils reaching Level 4+ in reading at KS2
- The percentage of pupils reaching Level 4+ in writing at KS2
- The percentage of pupils reaching Level 4+ in English at KS2

### **Educational attainment is improved from the 2010 baselines**

- The percentage of children achieving 78 points, including 6+ in both CLL and PSED, in the Early Years Foundation Stage
- The percentage of pupils achieving Level 4+ in both English and Maths at KS2
- The percentage of pupils achieving 5 GCSEs at A\* to C, including English and Maths
- The percentage of pupils achieving the English Baccalaureate at GCSE
- Average points score at A-Level

### **Educational attainment at KS2 and GCSE is improved for key vulnerable groups from the 2010 baselines**

- The SEN / non-SEN attainment gap at KS2 and GCSE
- The FSM / non-FSM attainment gap at KS2 and GCSE
- Attainment of BME groups at KS2 and GCSE
- Attainment of Looked After Children at KS2 and GCSE

## Lead healthy lifestyles and have good health care

We will achieve this through:

- **Maintaining progress together on health priorities;**
- **Working well together on NHS changes.**

### Why this is important for North Yorkshire:

Generally, children and young people living in North Yorkshire are healthy, active and happy. Since 2008, the rates for obesity in both Reception-aged and Year 6 children have fallen steadily and almost all of North Yorkshire's schools have now achieved 'Healthy Schools' status. The vast majority of parents in the county are happy with the nutrition of school meals, available information on healthy eating and the availability of sports and fitness activities for their children. Parents are also satisfied with drugs and alcohol education and fewer of North Yorkshire's children now drink alcohol or smoke cigarettes. Also, more of our children and young people are happier with themselves, as levels of high self esteem have increased amongst both primary and secondary pupils.

However, although this is all encouraging news, further improvements can be made to make sure that all of our children and young people enjoy these improved health outcomes. There is work still to do. For example, fewer primary and secondary pupils now eat at least 5 portions of fruit and vegetables and over a quarter of secondary pupils have engaged in extreme dietary behaviour, with nearly half of secondary pupils also admitting that they would like to lose weight. In addition, the more vulnerable children within our county continue to display greater levels of risky behaviour than those overall, and parents of children with SEND are less satisfied with standards of health care available for their children and about information available. We have therefore identified these areas as priorities for the next few years, as we want to ensure that all children and young people have active, safe and healthy lives, irrespective of their personal circumstances.

Parents are also satisfied with the level and quality of sex and relationships education in North Yorkshire and under 18 conception rates have also fallen. However, an increased number of the county's young people have had unprotected sex and there has also been a slight increase in the rates of smoking during pregnancy. Consequently, we are also committed to improving the sexual health of all young people in the county and making sure that young people have access to advice and support when required.

**We will make an impact by:**

- [Promoting](#) a healthy weight, healthy eating and active lives;
- [Supporting](#) new parents for a confident start in family life;
- [Supporting](#) and promoting good mental and emotional health;
- [Improving](#) sexual health of young people;
- [Reducing](#) alcohol and substance misuse;
- [Keeping focus](#) on acute and additional health care priorities;

and

- [Securing](#) integration with new community health provider(s) for best outcomes;
- [Maintaining](#) a strong public health programme for children and young people as a positive start to Public Health changes;

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**To achieve these objectives, over the next three years we will:**

Maintain progress together on health priorities:

*HL 1.1 Promote healthy weight, healthy eating and active lives.*

- Encourage all schools to secure the profile, quality and impact of Health and Well-being provision;
- Continue to implement a range of strategies to promote healthy eating, including improving the uptake of school meals;
- Support the development of the School Sports Partnerships to focus on active lifestyles, participation and sports club development;
- Deliver the local authority elements of the Healthy Child Programme.

*HL 1.2 Support new parents for a confident start in family life.*

- Improve and co-ordinate access to appropriate parenting support;
- Embed the Early Support programme;
- Support teenage parents;
- Work with health colleagues to promote breastfeeding and smoking cessation in pregnancy through Children Centres and local services.

*HL 1.3 Support and promote good mental and emotional health.*

- Engage with commissioning changes to achieve mental and emotional health services that provide a comprehensive CAMHS offer across each level of need;
- Jointly evaluate CAMHS commissioned services to improve integration, prevention and targeting;
- Work with health colleagues to improve transitions for young people moving from CAMHS to adult mental health services;
- Achieve greater integration across emotional and mental health services, social care and health visiting;
- Better identify parents or those in caring roles with mental health issues to enable appropriate support.

*HL 1.4 Improve sexual health of young people.*

- Ensure there is universal support on relationships, sexual health and drug education for children, young people and adults;
- Develop early identification, targeting and support of young people at risk of teenage pregnancy;
- Provision and maintenance of appropriate contraceptive services for young people;

- CYPS has co-ordinated referral pathways and packages of support for pregnant teenagers and teenage parents that includes a focus on preventing second unplanned pregnancies;
- Establish a health promotion campaign that is implemented consistently across CYPS to promote sexual health services for young people.

*HL 1.5 Reduce alcohol and substance misuse.*

- Ensure there is universal support on drug education for children, young people and adults;
- Develop early identification, targeting and support of young people at risk of drug/alcohol misuse;
- Commission services to support young people who are using drugs and/or alcohol;
- Develop workforce training around drugs and/or alcohol;
- Ensure robust care pathways are in place for prevention and support.

*HL 1.6 Keep focus on acute and additional health care priorities.*

- Strengthen relationships with Clinical Commissioning Consortia;
- Protect integrated approaches to community health countywide;
- Ensure consistent standards of safeguarding practice with NHS countywide;
- Progress integrated approaches with NHS for assessment, decision-taking and provision for children and young people with SEND;
- Jointly evaluate CAMHS commissioned services to improve integration, prevention and targeting;
- Maintain focus on assessment of pathways and provision for acute and additional health needs.

Work well together on NHS changes

*HL 2.1 Secure integration with new community health provider(s) for best outcomes.*

- Successful delivery of health programmes with consistency countywide;
- Further embedding integrated working in preventative programmes;
- Stabilising and strengthening where possible targeted programmes for health inequalities;
- Ensuring sufficient and consistent health contributions to safeguarding.

*HL 2.2 Maintain a strong public health programme for children and young people as a positive start to public health changes.*

- Progress healthy weight, healthy eating and active lives programme with impact (See HL 1.1)
- Progress good sexual health and relationship programmes with impact; (See HL 1.4)
- Progress alcohol and substance misuse reduction programmes with impact; (See HL 1.5)
- Improve local joint planning and intervention practice in areas of health inequality;
- Maintain and develop further needs analysis and practice knowledge to strengthen public health programme for children and young people.

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## **How we will evidence progress and impact:**

### **More children and young people adopt healthy lifestyles**

- The percentage of schools with Healthy Schools Status
- Take up of schools meals in primary and secondary schools
- The proportion of children who are obese: reception year
- The proportion of children who are obese: Year 6
- The percentage of children's centres judged 'good' or 'outstanding' for the extent to which children are healthy and families have healthy lifestyles

### **Support for new parents is improved**

- The percentage of babies for whom breastfeeding is sustained at 8 weeks and 6 months
- The percentage of children's centres achieving the Breastfeeding Quality Mark
- The uptake of Healthy Start vouchers
- The number of registrations at children's centres
- The percentage of children's centres judged 'good' or 'outstanding' for the extent to which the range of services, activities and opportunities meet the needs of users and the wider community

### **Mental and emotional health services are improved**

- The percentage of new cases waiting less than four weeks to see a CAMHS professional
- The number of children and young people who access CAMHS
- Customer satisfaction rates amongst CAMHS service users
- The percentage of schools engaged in the SEAL programme

### **Sexual health services for young people are improved**

- The number of outlets providing contraception
- The number of staff trained in condom distribution
- The rate of teenage pregnancy
- The number of teenage pregnancies

### **Alcohol and substance misuse amongst young people are reduced**

- The percentage of young people aged over 16 in drug treatment services who receive a TOPS assessment
- The percentage of young people who leave drug treatment in a planned way
- The number and percentage of young people who self-report cannabis use
- The number and percentage of young people who self-report drinking alcohol above recommended levels

## Be kept safe and protected from harm

We will achieve this through:

- **Maintaining capability and high standards to reduce, and act decisively on, risk at all levels of need;**
- **Improving outcomes for those most at risk by increasing the impact of our work on their care.**

### Why this is important for North Yorkshire:

North Yorkshire continues to be a place where the majority of children and young people feel safe, with children saying that they feel safe where they live, when at school and during journeys to and from these places. Parents also recognise recent work to improve safety and report being happy with policing and how safe their communities are for their children. Children and young people have more safe places to play across the county, receive more help and support about how to keep safe on-line and are happier with how their schools deal with bullying. Parents are also happy with the work done in schools to tackle bullying and to address issues of internet safety. However, with reference to the number of safe walking and cycling routes to schools, parents have told us that there is still room for further improvement. The number of children and young people killed or seriously injured on the county's roads has also gone up, a minority of children and young people continue to experience bullying in and around school and children now worry more about internet safety than they used to. Therefore, we continue to remain completely focused on providing an increasingly safe environment for all children and young people to grow up in throughout the county.

Improvements have also been made with reference to the most vulnerable within our county. The timeliness of children's social care assessments has continued to improve over the last few years, meaning that the county's most vulnerable children are supported and helped more quickly and North Yorkshire's Adoption Agency has recently been rated as 'outstanding' by Ofsted. Also, the number of children and their families benefiting from the Short Breaks programme has steadily increased, as has the rate for overnight care in the home and the overall stability of placements.

However, although we are making progress and moving in the right direction, there is still more work to do to ensure the safety of all of the county's children and young people, particularly with reference to North Yorkshire's most vulnerable children. Outcomes for the county's Looked After Children have gone down and figures show that these vulnerable young people continue to be most at risk of participating in risky behaviours, have lower self esteem than the county overall and are less likely to stay in full-time education after

Year 11. Children with disabilities or long-term illnesses also seem to experience lower outcomes, with higher chances of being bullied, worrying about being different and more chance of injury and risk-taking behaviour.

Our strategic plan for the next three years clearly identifies these areas of work as priorities for North Yorkshire, with clear commitments to improving the safety and outcomes for all of our children and young people, including the most vulnerable, and increasing and supporting families to address and resolve their issues through targeted and integrated services.

**We will make an impact by:**

- [Providing](#) safe environments for children and young people;
- [Reducing](#) the impact of domestic abuse on children and young people;
- [Ensuring](#) safeguarding issues for those with SEND are covered well;
- [Embedding](#) further improved performance, practice and systems in Contact, Referral and Assessment work for Children in Need and Child Protection in line with national recommendations
- [Ensuring](#) CYPS Savings and Transformation Strategy protects capacity for safeguarding at all levels of need;

and

- [Reducing](#) numbers of LAC by building capacity around best practice for Family Interventions which work;
- [Reducing](#) the incidence of family breakdown through effective, rapid response work and outreach services;
- [Improving](#) the lives of Looked After Children;
- [Improving](#) integration and impact of work for teenagers with multiple-vulnerabilities, including care leavers and those leaving custody;
- [Ensuring](#) effective practice and good financial management deliver Value for Money and meet MTFS targets.

**To achieve these objectives, over the next three years we will:**

Maintain capability and high standards to reduce, and act decisively on, risk at all levels of need:

*SS 1.1 Provide safe environments for all children and young people.*

*Safety Promotion*

- Maintain and develop high quality anti-bullying and equalities advice and guidance to all schools and settings;
- Implement the e-safety strategy to enable children to stay safe online;
- Promote safe practices in the recruitment and supervision of persons who work with children;
- Ensure all schools and settings have recent and relevant Child Protection training.

*Protecting vulnerable children*

- Ensure that systems are in place to identify and support children who are missing from home, care and education.

*Community & Infrastructure*

- Reduction in road traffic collisions involving children through the Implementation of the Safety and Health section of the Local Transport Plan (LTP);
- Establish revised arrangements for the management of capital and revenue maintenance to ensure children are educated and cared for in buildings that are safe and fit for purpose;
- Revise and re-issue co-ordinated and appropriate health and safety advice to schools and settings;
- Ensure all outdoor and adventurous activity policies and procedures meet statutory requirement and responsibilities and represent best practice.

*SS 1.2 Reduce the impact of domestic abuse on children and young people.*

- Provide appropriate and timely early-intervention services to children and young people affected by domestic abuse;
- Engage with service users to develop good quality equitable services and ensure that resources are deployed effectively;
- Provide sustainable education packages, resources and training to all school settings;
- Deliver programme to raise awareness of prevalence and impact of domestic abuse on families.

*SS 1.3 Ensure safeguarding issues for those with SEND are covered well.*

- Achieve full integration of SEN and Disabled Children's Service teams;
- Implement changes set out in the SEN Green Paper;
- Ensure the SEND workforce are skilled in the identification of safeguarding concerns.

*SS 1.4 Embed further improved performance, practice and systems in Contact, Referral and Assessment work for Children in Need and Child Protection in line with national recommendations.*

- Have in place a reviewed and re-designed model for delivery, drawing on evidence based practice;
- Enhance performance management arrangements and ICT systems to support front-line managers and staff;
- Enhance Quality Assurance processes for assessment, planning and review in casework across children's services;
- Implement a review system of thresholds to achieve consistency across the county;
- Ensure assessment and planning practices are robust;
- Respond proactively to areas for improvement identified through inspection.

*SS 1.5 Ensure CYPS Savings and Transformation Strategy protects capacity for safeguarding at all levels of need.*

- Successfully deliver Project 2 – Transformation in Children's Social Care to grow capacity by practice change and integration;
- Successfully deliver Project 3 – Review and develop Integrated Services to strengthen prevention;
- Successfully deliver Project 4 – Review of Youth and Integrated Youth Support to drive improvement through targeted work;
- Successfully deliver Projects 5, 10, 12, 13 and 17 which protect capacity in specialist services with safety and safeguarding roles.

*SS 2.1 Reduce numbers of LAC by building capacity around best practice for Family Interventions which work.*

- Implement national and local evidence-based interventions;
- Put in place strong commissioning arrangements to ensure timely and appropriate responses;

- Introduce rapid response to families where children are at risk of becoming Looked After;
- Enable children to safely move out of the care system through adoptions, alternative family care or return to the family, building on the strength of North Yorkshire's high quality and efficient adoption service.

*SS 2.2 Reduce the incidence of family breakdown through effective, rapid response work and outreach services*

- Implement the social care transformation structure to deliver earlier, targeted and more intensive interventions;
- Implement evidence-based interventions that demonstrate reduction in risk with families;
- Develop a culture of commissioning through assessment, planning, implementation and review;
- Embed robust financial strategy to ensure that sufficient resources are deployed effectively;
- Identify families with high levels of multiple problems and develop responsive multi-agency strategies to offer effective, intensive support.

*SS 2.3 Improve the lives of Looked After Children (also, see Focus Area 1)*

- Looked After Children live in stable placements which provide high-quality care and support;
- Looked After Children and care leavers have access to a comprehensive health needs assessment which they are encouraged to attend;
- Looked After Children have access to high quality education and are supported to achieve in their education;
- Leaving Care services are improved through the transformation of Children's Social Care;
- Looked After Children are supported with access to Higher Education through the Post-18 Family Placement Arrangements;
- Ensure LAC can influence their services through a strong Young People's Council and robust advocacy and complaints support.

*SS 2.4 Improve integration and impact of work for teenagers with multiple-vulnerabilities, including care leavers and those leaving custody (also, see Focus Area 3)*

- Develop protocols to integrate planning and practice for early intervention (CSC, IYSS, YJS, CAMHS);
- Ensure consistent implementation of strategy to improve housing and homelessness provision and support;
- Secure access to health pathways for high risk young people with high level health needs;

- Ensure earlier planning and strengthened support results in increased participation and progress in work or learning.

*SS 2.5 Ensure effective practice and good financial management deliver Value for Money and meet MTFS targets.*

- Ensure delivery of MTFS project targets (2,8,17,18) through investment in effective practice and evidence-based interventions;
- Develop the Child Placement Strategy (including Leaving Care) to reduce the number of LAC by 2014;
- Ensure a performance focus and embed accountability for resources (finance, people etc) within management structures through the transformation;
- Review financial support arrangements to families and carers.

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## **How we will evidence progress and impact:**

### **Environments for children and young people in North Yorkshire are safe**

- The number of hospital admissions caused by intentional and unintentional injuries to children and young people
- The number of children and young people killed or seriously injured on North Yorkshire roads
- The percentage of primary schools judged to be 'good' or 'outstanding' for keeping pupils safe
- The percentage of secondary schools judged to be 'good' or 'outstanding' for keeping pupils safe
- The percentage of children's centres judged to be 'good' or 'outstanding' for keeping children safe
- The percentage of children's homes judged to be 'good' or 'outstanding' for keeping children safe

### **Contact, referral and assessment arrangements are improved**

- 100% of contacts are screened and a decision made within 24 hours
- The number and percentage of referrals that are repeat referrals
- The percentage of referrals that require no further action
- The percentage of initial assessments completed within 7 working days
- The percentage of core assessment completed within 35 working days

### **The child protection system is improved**

- The number of child protection plans
- The percentage of child protection reviews completed within timescale
- The proportion of child protection plans that last for two years or more
- The proportion of children subject to a second or subsequent child protection plan

### **The cost of commissioning external placements is reduced**

- The number of external placements
- The cost of external placements
- The percentage of external placements commissioned from 'good' or 'outstanding' providers

### **The number of looked after children is reduced (to 400)**

- The number of children and young people in care
- The number of children and young people entering care
- The proportion of care placements which last no more than 28 days
- The proportion of families of children on the edge of care who are offered rapid response support within 7 days of identification
- The proportion of referrals to the Family Intervention Team who do not go on to enter care within six months



### **The stability of Looked After Children placements is improved**

- Short term stability: the percentage of Looked After Children who experience three or more placements in the year
- Long-term stability: the percentage of Looked After Children placements lasting two years or more
- The percentage of Looked After Children reviews completed within timescale

### **Health and educational outcomes for Looked After Children are improved**

- The percentage of Looked After Children who receive an annual health assessment
- The percentage of Looked After Children who receive an annual dental check
- The percentage of Looked After Children who reach Level 4+ at KS2 Maths
- The percentage of Looked After Children who reach Level 4+ at KS2 English
- The percentage of Looked After Children who achieve 5 GCSE grades A\*-C

### **Housing, educational and employment outcomes for care leavers are improved**

- The percentage of care leavers engaged in ETE
- The percentage of care leavers in suitable accommodation

## **Make positive choices for personal responsibility**

We will achieve this through:

- **Enabling children and young people to participate well and make good decisions;**
- **Enabling people to be confident parents and learners.**

### **Why this is important for North Yorkshire:**

Children and young people in North Yorkshire play an active and important role in their services and communities and, according to Ofsted, all of the county's learners are making a positive contribution to the community. The majority of primary and secondary pupils feel that their opinions and views are listened to at school and a Youth Council network has now been successfully established across the county, giving all children and young people the opportunity to make themselves heard and to influence decision-making. Additionally, all of our schools now offer the full core offer of extended services and the vast majority of parents are happy with the opportunities that their children have to get involved in sports, arts and culture, in addition to other positive activities across the county. However, although the picture is positive for most children and young people, differences exist between the county as a whole and children and young people from certain vulnerable groups. For example, involvement in volunteering remains lower for black and minority groups, disabled young people and those not in education, employment or training. Also, whilst many still get involved in positive activities, the overall figure for North Yorkshire decreased over the last year. Although national and local circumstances continue to change, we remain committed to protecting and promoting opportunities for all children and young people in the county to get involved in their services and communities and to have access to support, information and guidance at these key points in their lives.

In North Yorkshire, there has been a continued commitment to tackling anti-social behaviour and youth offending and, over the past few years, the number of young people going into the youth justice system has fallen, as has the number of proven re-offending by young offenders. The number of parents satisfied with work to help children and young people understand and reduce anti-social behaviour has also gone up and, overall, residents of North Yorkshire now see perceived anti-social behaviour and teenagers on the streets as less of a problem than in previous years. However, although these are all steps in the right direction, we remain focused on reducing risky behaviour amongst all of the county's children and young people, including teenage pregnancies, substance misuse, anti-social behaviour and contact with the youth justice system. A key part of this work depends on supporting and helping parents and carers across the county; hence our commitment to ensuring that parents have access

to good information, advice and guidance and the provision of effective early help when required.

**We will make an impact by:**

- [Ensuring](#) young people are active in service, school and community decisions;
- [Protecting](#) and promoting opportunities for outdoor education, arts and culture;
- [Exercising](#) influence so young people retain high quality Information, Advice and Guidance under national changes;
- [Ensuring](#) young people have access to quality youth services and targeted support;
- [Reducing](#) offending and re-offending.

and

- [Ensuring](#) that parents have access to good Information, Advice and Guidance;
- [Providing](#) integrated early help to improve parents' ability to meet children's needs and is value for money;
- [Improving](#) integration and impact for families with Level 3 needs to improve nurture and children's progress;
- [Ensuring](#) the Local Authority's role in Adult Learning is targeted effectively with good results.

**To achieve these objectives, over the next three years we will:**

Enable children and young people to participate well and make good decisions:

*PC 1.1 Young people are active in service, school and community decisions.*

- Embed the existing network of Youth Councils and other forums representing the voice of vulnerable young people across North Yorkshire and establish arrangements in areas currently not represented;
- Focus on developing school ethos to promote enjoyment and participation and celebration of achievement; (See GS 2.5)
- Ensure the voice of young people influences service development and review through effective engagement and feedback mechanisms.

*PC 1.2 Protect and promote opportunities for outdoor education, arts and culture.*

- Re-launch and develop the new outdoor education (learning) and music services;
- Re-establish and re-develop the creative and performing arts strategy, with associated programmes of events encouraging schools, Children Centres, settings and youth services to work together;
- Take action through localised development work to increase access to the arts for vulnerable and/or disadvantaged groups.

*PC 1.3 Exercise influence so young people retain high quality Information, Advice and Guidance under national changes.*

- Develop and implement a countywide response to changing national contexts and budget constraints to ensure that all young people retain access to high quality Information, Advice and Guidance;
- Ensure that Careers IAG is part of the support programmes available to all vulnerable / at risk teenagers.

*PC 1.4 Ensure young people have access to quality youth services and targeted support.*

- Ensure that the Youth Support Service (YSS) demonstrates effectiveness and positive outcomes for young people with a management structure that can assure quality and high standards of practice;

- Continue to provide a good quality, accessible universal service, which provides greater opportunities for the early identification of need and intervention with young people;
- Prepare a joint development plan with Strategic Services to establish integrated systems for early intervention and prevention;
- Ensure that all young people can access Information, Advice and Guidance on risk-taking behaviours, including their sexual health and substance misuse, from all youth settings and that CYPS has established co-ordinated referral pathways and appropriate packages of support;

*PC 1.5 Reduce offending and re-offending.*

- Work with partners to review service provision in readiness for the introduction of proposals arising from the Green Paper 'Breaking the Cycle' and in the context of reduced resources;
- Develop further the range of appropriate services to young people in relation to the prevention of offending and re-offending at the Universal, Early Prevention and Targeted Prevention stages.

Enable people to be confident parents and learners:

*PC 2.1 Parents have access to good Information, Advice and Guidance.*

- Reform approaches to information provision to ensure parents have the ability to contact us in a way that suits their location and lifestyle;
- Respond to the OneCouncil 'Customer Access' programmes through developing easily accessible information that is easy to use;
- Provide improved and more relevant web-based information;
- Enable front-line staff to signpost effectively, providing 'one point of contact' for parents;
- Consider mechanisms for enhancing the availability of information on the quality of local services.

*PC 2.2 Integrated early help improves parents' ability to meet children's needs and is value for money.*

- Embed the Common Assessment Framework as the shared assessment tool for practitioners to assess needs at an earlier stage and then work with families, alongside other agencies, to meet them;

- Work collaboratively through our network of Children's Centres to provide integrated and coherent early intervention services that are focused on positive outcomes for children and their families.
- Review and refresh the County Parenting Strategy.

*PC 2.3 Improve integration and impact for families with Level 3 needs to improve nurture and children's progress (also, see Focus Area 5)*

- Strengthen cross-Directorate integration around families with more complex needs, through a planned approach to be monitored by CYPLT
- Ensure that the Parenting strategy draws on best practice and is used consistently across teams and service groups;
- Ensure three key services (IS, CSC, IYSS) report simultaneously and consistently on caseloads and impact to enable evaluation of VfM and resource allocation;
- Mitigate the long term impact of neglect through evidence-based techniques.

*PC 2.4 Ensure the Local Authority's role in Adult Learning is targeted effectively with good results.*

- Effectively and efficiently plan learning opportunities;
- Consolidate and develop partnership work to ensure learners' needs are met, with a particular emphasis on developing employability skills which support the local economy. This includes the delivery of post 19 apprenticeships;
- Engage hard to reach learners back into learning through a diverse curriculum offer which includes family learning and softer learning outcomes, such as confidence building and personal development.

## **How we will evidence progress and impact:**

### **Targeted support services for young people demonstrate a positive impact**

- The percentage of young people who report that working with TYS has been of benefit
- The percentage of young people who exit from TYS to universal provision

### **The rate of teenage pregnancy is reduced from the 2008 level**

- The number of teenage pregnancies
- The rate of reduction of teenage pregnancies

### **The proportion of vulnerable young people engaged in ETE is increased**

- The percentage of young parents who remain in ETE
- The percentage of care leavers who are engaged in ETE
- The percentage of young offenders who are engaged in ETE

### **The number of first-time entrants to the youth justice system is reduced**

- The number of first-time entrants to the youth justice system
- The number and proportion of young people supported by TYS who do not go on to offend
- The number of young people who enter the criminal justice system at the targeted prevention or intensive stage

### **The rate of re-offending amongst young offenders is reduced**

- The rate of re-offending amongst young offenders
- The number and proportion of young people exiting the YJS who do not go on to re-offend

### **Provision of advice and guidance to parents is improved**

- The percentage of families with children aged 0-5 who receive advice and guidance from children's centres
- The percentage of children's centres which provide advice and guidance to at least 40% of families with children aged 0-5
- The percentage of children's centres judged 'good' or 'outstanding' for the quality of care, guidance and support offered

### **Integrated early help for families is effective**

- The number of families accessing Common Assessment
- The number and proportion of families reporting a positive outcome from their Common Assessment
- The number and percentage of children's centres which provide services to at least 40% of families with children aged 0-5

### **Targeted services for families at Level 3 are effective**

- The number and proportion of Common Assessments that result in referral to children's social care
- The number and proportion of re-referrals to children's social care following de-escalation to Common Assessment

## **Be economically secure**

We will achieve this through:

- **Enabling young people to achieve economic independence in adulthood;**
- **Developing strategic approaches to reducing child poverty and mitigating its impact.**

### **Why this is important for North Yorkshire:**

Overall, the number of young people in North Yorkshire who are involved in education, employment or training has risen, alongside a rise in those accessing and enrolling on diploma courses. For the past few years, more and more of our young people have achieved 5 GCSE grades A\*-C including Maths and English and the inequality gap at Level 3 by the age of 19 has also reduced. Parents are also happy with the work done to prepare pupils for employment or training, as well as the number of opportunities for 16-19 year olds to get involved in FE courses. However, this positive trend isn't shared by all young people in the county. When looking at specific vulnerable groups, opportunity for improvement exists to improve outcomes and narrow the gap between them and the county overall. For example, the number of care leavers and young offenders involved in education, training and employment has fallen, more children with SEND are now classified as NEET (not in education, employment or training) and fewer teenage mothers accessed care to learn last year than in 2009-10. Therefore, one of our priorities is to prepare all young people to participate in learning and to support those at risk of becoming disengaged back into education, employment or training, in order to help them to succeed in working and adult life.

Parents have informed us that they are happy with the standard and level of childcare in their area and that they are satisfied with the opportunities that they had to improve their own skills. However, although most thought that childcare was good value for money, many were unhappy with how much it cost. Also, parents of children with SEND were generally less satisfied than those with children without SEND, in addition to being less satisfied with the accessibility of information about services across the county.

Also, parents on the whole remained dissatisfied with the amount of affordable accommodation available throughout North Yorkshire. Consequently, this has also been identified as a priority area of work and we are focused on securing consistent and equitable accommodation provision for vulnerable young people in North Yorkshire.



**We will make an impact by:**

- [Preparing](#) children and young people to continue to participate in learning and succeed in working life;
- [Ensuring](#) a wide range of 14-19 learning opportunities with strong progression routes;
- [Providing](#) support to young people who are NEET or are at risk of becoming NEET;
- [Securing](#) consistent and equitable provision of accommodation for vulnerable young people;
- [Developing](#) the capacity of young people with SEND to manage their transition to adult life;

and

- [Developing](#) multi-agency support to help all families engage in training and employment;
- [Developing](#) a multi-agency Child Poverty Strategy to help mitigate the impact of multiple problems within families.

**To achieve these objectives, over the next three years we will:**

Enable young people to achieve economic independence in adulthood:

*ES 1.1 Prepare children and young people to continue to participate in learning and succeed in working life.*

- Prepare for raising participation to enable all young people to stay on in education and training to 17 in 2013 and 18 in 2015;
- Develop effective links to the economy and skills agenda and to employers to ensure provision for young people is relevant and appropriate and that young people are prepared for the world of work;
- Ensure schools are offering a broad, balanced, relevant and pastorally supportive curriculum which promotes the holistic development of children.

*ES 1.2 Ensure a wide range of 14-19 learning opportunities with strong progression routes.*

- Ensure a wide choice of options are available for all young people in the 14-19 age range in each locality, particularly in vocational options linked to the needs of the local economy, and encourage greater numbers of young people to take up apprenticeships;
- Help schools develop appropriate curricula and pathways for all learners – supporting the emphasis on the English Baccalaureate;
- Identify and meet the needs of the most vulnerable young people, including Looked After Children, those in receipt of FSM, those with SEND and young offenders.

*ES 1.3 Provide support to young people who are NEET or are at risk of becoming NEET.*

- Implement a delivery model that supports NEET young people and enables them to acquire the skills, knowledge and experience to re-engage with learning or obtain employment;
- Improve participation rates in ETE of young offenders, care leavers, and others engaging in risky behaviours;
- Ensure CYPS has co-ordinated referral pathways and packages of support for pregnant teenagers and teenage parents.

*ES 1.4 Secure consistent and equitable provision of accommodation for vulnerable young people.*

- Re-engineer accommodation-related services for young people aged 16-25, to secure consistent, equitable and evidence-based provision
- Develop performance management arrangements for accommodation services that encompass joint agency working;
- Fully implement procedures, needs & risk assessment tools and operational protocol;
- Improve the capacity and quality of provision of accommodation/support for high risk young people.

*ES 1.5 Develop the capacity of children and young people to manage their transition to adult life.*

- Develop and implement a strategy to improve the availability, quality and sustainability of provision for post 16 SEND at moderate and complex and severe need levels;
- Work with other agencies to ensure smooth transitions to adulthood (including information-sharing and jointly funded provision if required);
- Working with local providers, build capacity to offer more localised personalised pathways for post 16 SEND learners to support transition to further learning, employment and adult life.

Develop strategic approaches to reducing child poverty and mitigating its impact

*ES 2.1 Develop multi-agency support to help all families engage in training and employment.*

- Support parents with a history of worklessness and disadvantage to be economically viable;
- Consolidate and develop partnership work to ensure adult learners' needs are met, with a particular emphasis on developing employability skills which support the local economy;
- Support the provision of sufficient high quality, affordable and accessible childcare, to enable parents to attend work or training.

*ES 2.2 Develop a multi-agency Child Poverty Strategy to help mitigate the impact of multiple problems within families.*

- Develop and implement a multi-agency Child Poverty Strategy;
- Implement a programme of bespoke multi-agency interventions to prevent or reduce child poverty, or mitigate its impact, in targeted areas.

#### **How we will evidence progress and impact:**

##### **The proportion of young people participating in post-16 education and training is increased**

- The percentage of young people aged 17 participating in education and training
- The percentage of young people achieving a Level 2 qualification by age 19
- The percentage of young people achieving a Level 3 qualification by age 19

##### **The proportion of young people who are NEET remains low**

- The percentage of young people who are NEET
- The percentage of care leavers who are engaged in ETE
- The percentage of young offenders who are engaged in ETE

##### **Post-16 provision for young people with SEND is improved**

- The number of young people with SEND accessing Independent Specialist Providers
- The number of young people with SEND undertaking personalised pathways
- The number of young people with SEND accessing local provision

##### **Homelessness amongst young people is reduced**

- The number of homeless young people
- The number of repeat presentations of young people as homeless
- The number of homeless young people returned to their families

##### **Levels of child poverty remain low**

- The percentage of children living in poverty
- The percentage of pupils claiming free school meals
- The percentage of lone parent households with dependent children
- The number of households with annual incomes of £15k or less

## **SECTION 3 – INTEGRATING FOR IMPACT: AREAS OF PRIORITY WORK**

### **Focus Area 1: Improving Outcomes for Looked After Children (LAC)**

#### **Why are we focussing on this group?**

Children and young people who are Looked After by the local authority are vulnerable to poorer outcomes than their non-Looked After peers. The challenges they have faced in their family life can impact on their educational attainment, friendships and aspirations for future life. National data on LAC also confirms they have poor outcomes compared to their peers:

- 45% of LAC require services from CAMHS compared to 8% of children who are not LAC
- Twice as many LAC abuse alcohol and drugs compared to their peers who are not Looked After.
- Only 8% of LAC achieve 5 or more grades A\* to C at GCSE compared to 50% children who are not LAC
- 25% of young people in care are disabled
- 30% of young homeless people have been in care
- 38% of young prisoners have been in care
- 83% of care leavers who were young mothers had no qualifications compared to 65% of care leavers without children (Biehal et al 1992)
- Young people in care are two and a half times more likely to become a teenage parent
- 50% of girls become mothers within 18-24 months of leaving care
- There are greater numbers of deaths in children 16 -18 who are leaving care than in other age groups

#### **What do we want to achieve for LAC?**

We want Looked After Children and care leavers to:

- live in stable placements which provide high-quality care and support;
- to safely move out of the care system where possible through adoptions, alternative family care or return to the family,
- have access to a comprehensive health needs assessment which they are encouraged to attend;
- have access to high quality education and to be supported to achieve in their education;;
- be supported with access to Higher Education through the Post-18 Family Placement Arrangements;
- influence their services through a strong Young People's Council and robust advocacy and complaints support.

## **What we plan to do over the next three years to achieve it:**

A comprehensive strategy for improving LAC outcomes will be developed, including the commitments to:

- Review health provision for LAC, with improved information sharing and monitoring systems to enable and ensure all LAC young people receive health assessments, annual health reviews and dental checks;
- Improve the attainment of Looked After Children (LAC) at all Key Stages through the E-LAC Virtual School;
- Reduce disruption in LAC placements to increase stability for young people to enable them achieve improved outcomes;
- Implement the accommodation pathways plan to ensure that young people access safe and secure accommodation that meets their needs;
- Prioritise the involvement of young people in decision-making and participation in transition plans to adulthood;
- Increase the number of care leavers in ETE to 80%.
- have improved Leaving Care services through the transformation of Children's Social Care

## **How we will evidence progress and Impact:**

### **The stability of Looked After Children placements is improved**

- Short term stability: the percentage of Looked After Children who experience three or more placements in the year
- Long-term stability: the percentage of Looked After Children placements lasting two years or more
- The percentage of Looked After Children reviews completed within timescale

### **Health and educational outcomes for Looked After Children are improved**

- The percentage of Looked After Children who receive an annual health assessment
- The percentage of Looked After Children who receive an annual dental check
- The percentage of Looked After Children who reach Level 4+ at KS2 Maths
- The percentage of Looked After Children who reach Level 4+ at KS2 English
- The percentage of Looked After Children who achieve 5 GCSE grades A\*-C

### **Housing, educational and employment outcomes for care leavers are improved**

- The percentage of care leavers engaged in ETE
- The percentage of care leavers in suitable accommodation

## Focus Area 2: Special Educational Needs and Disability (SEND)

### Why are we focussing on this group?

Children and young people with SEND face additional challenges to their peers in their childhood and adolescence, which can impact on their outcomes.

From our data analysis, we know that:

- Children with SEND can have poorer outcomes, for example; nationally, children in the care system are 3 ½ times more likely to have SEN than the whole child population.
- There is a significant gap in educational performance locally, and nationally, between children with SEN and their non-disabled peers.
- Young people with SEND are less likely to stay in full time education after Year 11 and are more likely to not be in education, employment or training by the age of 18, than their non-disabled peers.
- Children and young people with SEND are more likely to have low self-esteem and locally report higher rates of bullying than their non-disabled peers.
- Children and young people with SEND are more likely to require free school meals, indicating lower levels of family income.

In North Yorkshire, at the time of publication, there are approx 1670 pupils with a statement of special educational need and 470 cases open to the disabled children's team. These children and young people will be the focus of improved integration across the Children and Young People's Service.

### What we want to achieve for children and young people with SEND:

- **More families stay together** because of improved local provision, based on analysis of assessments and improved commissioning;
- **Families have greater control / influence**, through having a say in assessment and provision;
- **Children and young people reach their potential** via appropriate education and support services;
- **Children and young people enjoy their lives** through better access to social and leisure opportunities.

This will be delivered through the SEND Improvement and Integration Strategy

## **Improvement priorities for supporting children with SEND 2011-14:**

- Improve attainment in English and Maths for children with SEND;
- Ensure the gap in absolute terms is closed between vulnerable learners and their mainstream peers;
- Evaluate the effectiveness of Enhanced Mainstream Schools
- Progress integrated approaches with NHS for assessment, decision-taking and provision for children and young people with SEND;
- Develop and publish strategies to meet the needs of children and young people relating to
  - Speech, language and communication;
  - Specific learning difficulties;
  - Autism;
- Ensure safeguarding issues for those with SEND are covered well;
- Reduce the incidence of family breakdown for teenagers with SEND through effective, rapid response work and outreach services;
- Support parents by providing up to date and relevant information on the SEND services available to their children and offering advice and support where needed;
- Develop and implement a strategy to improve the availability, quality and sustainability of provision for Post 16 SEND at moderate and complex and severe need levels;
- Work with local providers to build capacity to offer more localised, personalised pathways for post 16 SEND learners to support transition to further learning, employment and adult life;
- Achieve full integration of SEN and Disabled Children's Service teams;
- Implement changes set out in the SEND Green Paper;
- Ensure the SEND workforce are skilled in the identification of safeguarding concerns;

## **How we will evidence progress and Impact:**

### **Educational outcomes for children with SEND are improved**

- SEN/ non-SEN Gap: KS2 Maths and English (57.6% baseline)
- SEN/ non SEN Gap: 5 A\*-C GCSE, incl. Maths and English (47.8% baseline)
- % statements within statutory timescales
- All young people with a statement of SEN receive a Section 139a within the required timescales

### **Post-16 provision for young people with SEND is improved**

- The number of young people with SEND accessing Independent Specialist Providers
- The number of young people with SEND undertaking personalised pathways
- The number of young people with SEND accessing local provision
- % young people with SEND who are NEET (10% baseline)



## **Focus Area 3: Teenagers with Multiple Vulnerabilities**

### **Why we are focussing on this group:**

Whilst there has always been dedicated attention on particular characteristics of young people, for example if they are Looked After, have special educational needs or are involved in offending behaviour, some young people experience a number of these factors in their lives. Changing the focus from single issue characteristics to a more holistic view of the individual and all the challenges they face will enable more targeted and appropriate support.

The young people included in this group may be teenage parents, be in the care system, have special educational needs, be involved in alcohol or substance misuse, be homeless or involved in anti-social or criminal behaviour; or a combination of some or all of these factors. Redesigning our services to enable effective identification of our most vulnerable young people and providing tailored support will help to achieve improved outcomes for this group.

### **Improvement priorities for supporting teenagers with multiple vulnerabilities 2011-14:**

A comprehensive strategy for supporting teenagers with multiple vulnerabilities will be developed to:

- Develop protocols to integrate planning and practice for early intervention (CSC, YSS, YJS, CAMHS);
- Better coordination and sequencing of multiple assessments
- Ensure multi-agency collaboration in order to enable early identification, targeting and appropriate support;
- Ensure that staff in schools and other settings play a full part in responding to the needs of teenagers with multiple vulnerabilities in a collaborative and joined-up way;.
- Work with schools to develop appropriate and personalised curriculum in order to respond to the needs of these youngsters;
- Ensure the availability of appropriate levels of CAMHS support across the county. Clarify and simplify referral routes;
- Ensure consistent implementation of strategy to improve housing and homelessness provision and support;
- Secure access to health pathways for high risk young people with high level health needs;;
- Ensure that support to parents is available in a variety of ways (including access to intensive, evidence based, programmes);
- Work with other agencies to ensure smooth transitions to adulthood (including information-sharing and jointly funded provision if required).

- Provide support to increase participation in ETE

### **How we will evidence progress and impact:**

#### **The proportion of young people who are NEET remains low**

- The percentage of young people who are NEET
- The percentage of care leavers who are engaged in ETE
- The percentage of young offenders who are engaged in ETE

#### **Homelessness amongst young people is reduced**

- The number of homeless young people
- The number of repeat presentations of young people as homeless
- The number of homeless young people returned to their families

#### **The proportion of vulnerable young people engaged in ETE is increased**

- The percentage of young parents who remain in ETE
- The percentage of care leavers who are engaged in ETE
- The percentage of young offenders who are engaged in ETE

#### **The number of first-time entrants to the youth justice system is reduced**

- The number of first-time entrants to the youth justice system
- The number and proportion of young people supported by TYS who do not go on to offend
- The number of young people who enter the criminal justice system at the targeted prevention or intensive stage

#### **The rate of re-offending amongst young offenders is reduced**

- The rate of re-offending amongst young offenders
- The number and proportion of young people exiting the YJS who do not go on to re-offend

## Focus Area 4: Tackling Risky Behaviours

### Why we are focussing on this area:

Risk taking can be a part of growing up for young people. However, for some young people, risky behaviour can negatively impact on their lives. Young people who have unprotected/risky sex or who use drugs and alcohol are more likely to experience poorer outcomes.

National and local data shows that:

- 40% of sexually active 13-14 year olds were drunk or has used cannabis at first intercourse
- 11% of 15-16 year olds have engaged in 'regretted' sex after drinking alcohol
- Young people are three times as likely to have unprotected sex when they are drunk than when sober
- North Yorkshire data: 13% of sexually active Year 10's said they had taken risks with sex (infection or pregnancy) after drinking alcohol or drug use (10% were not sure)
- Young mothers have 3 times the rate of post-natal depression and a higher risk of poor mental health for 3 years after the birth
- Young mothers are also 3 times more likely to smoke throughout their pregnancy, and 50% less likely to breastfeed, with negative health consequences for the child
- Children of teenage mothers have a 63% increased risk of being born into poverty and are more likely to have accidents and behavioural problems
- The infant mortality rate for babies born to teenage mothers is 60% higher than for all mothers
- Young parents are 20% more likely to have no qualifications at age 30

### What do we want to achieve?

- Improve the sexual health of young people
- Reduce the negative impact of young people's substance misuse and improve the health and well-being of young people misusing drugs and alcohol
- Prevent young people who use substances (including alcohol) from continuing to use them problematically into adulthood
- Contribute to reducing the risk of harm through domestic abuse

## **Improvement priorities for tackling Risky Behaviours:**

Through the Risky Behaviours Strategy, we will:

- Train the workforce on the early identification of risky behaviours
- Ensure that staff in schools and other settings play a full part in providing young people with information, advice, guidance and support in relation to risk taking behaviours;
- Establish a health promotion strategy specifically related to young people's risk taking behaviours (including sexual health and drugs and alcohol) and ensure that it is implemented consistently across CYPS;
- Ensure the consistent implementation of the strategy to improve housing and homelessness provision and support;
- Ensure that all young people can access information, advice and guidance in relation to risk taking behaviours (including their sexual health and substance misuse) from all settings
- Establish CYPS co-ordinated referral pathways and appropriate packages of support;
- In relation to support for parents, ensure the availability of appropriate support (including access to intensive, evidence-based programmes);
- Improve participation rates in ETE of young offenders and care leavers (and others engaging in risky behaviours).

## **How we will evidence progress and impact:**

### **Sexual health services for young people are improved**

- The number of outlets providing contraception
- The number of staff trained in condom distribution
- The rate of teenage pregnancy
- The number of teenage pregnancies
- Reduce the rate of teenage pregnancies (in particular, reduce the gap between Scarborough and the rest of North Yorkshire)

### **Alcohol and substance misuse amongst young people are reduced**

- The percentage of young people aged over 16 in drug treatment services who receive a TOPS assessment
- The percentage of young people who leave drug treatment in a planned way
- The number and percentage of young people who self-report cannabis use
- The number and percentage of young people who self-report drinking alcohol above recommended levels

### **Reduce risk of harm**

- Reduce the number of alcohol related admissions to hospital for young people
- Contribute to the reduction of domestic violence amongst young people

## **Focus Area 5: Supporting Parents and Carers**

### **Why we are focussing on parents and carers:**

Parents and carers are the most influential people in a child's life. A child's home life has a significant impact on achievement and well-being, regardless of the parent/ carer's social class or level of education. Parenting can also affect the likelihood of a child developing issues such as childhood obesity, offending and anti-social behaviours, smoking and teenage pregnancy. Caring for children and young people can be very complex and parents and carers can sometimes find it difficult to access support for many different reasons. Parents say there are times when they would like more advice and support; this can be in the form of encouragement, advice and guidance or much more intensive support.

Through a comprehensive strategy for supporting parents and carers, we seek to:

### **A: Integrate early help for families**

#### **What do we want to achieve for these families?**

- Support new parents for a confident start in family life
- Ensure parents receive good quality information, advice and guidance
- Empower parents to deal with challenges their children may face

#### **Improvement priorities for integrating early help for families:**

- Review and refresh the county parenting strategy
- Build capacity for two year old funded provision
- Create EY learning communities around children's centre hubs
- Fully establish co-ordinated annual training and development programme for EY practitioners
- Embed the Early Support programme and implement Early Support Parent Workshops
- Support teenage parents
- Work with health colleagues to promote breastfeeding and smoking cessation in pregnancy through children's centres and local services
- Improve rates of child immunisation through co-ordinated programmes through health visitors and children's centres
- Work collaboratively through children's centres to provide integrated and coherent early intervention services that are focused on positive outcomes for children and their families

- Proactively identify families with additional needs and, using the common assessment framework, offer them appropriate early help
- Based on a robust local needs assessment, ensure every Children's Centre delivers efficient and effective children's centre services.
- Provide access for all parents to FIS by making the service fully available through all children's centres and making parental information, advice and support available through the website
- Improve and coordinate access to appropriate parenting support

## **B: Support families with Level 3 (targeted prevention) needs**

### **What do we want to achieve for these families?**

- Reduce the incidence and impact of neglect through targeted support
- Improve the economic security of families to help mitigate the impact of child poverty

### **Improvement priorities for supporting families with Level 3 (targeted prevention) needs:**

- Strengthen cross-Directorate integration around families with more complex needs.
- Work with schools to ensure high quality education and learning opportunities for young people with complex and high level needs
- Implement robust commissioning arrangements for CAMHS services
- Ensure timely and co-ordinated health services are offered to families
- Assess 100% of families where domestic violence is prevalent, in line with the police protocol
- Strengthen the interface between CAF and social care, ensuring the seamless transfer of cases
- Prioritise the involvement of parents, children and young people on planning and decision-making
- Mitigate the long term impact of neglect through evidence-based techniques
- Support parents with a history of worklessness and disadvantage to be economically viable.

## **C: Tackle families with multiple and serious problems**

### **What do we want to achieve for these families?**

- Prevent family breakdown through effective outreach
- Reduce the risk of harm to children and young people

### **Improvement priorities for families with multiple and serious problems:**

- Embed a robust financial strategy to ensure that sufficient resources are deployed effectively
- Better identify parents, or those in caring roles, with mental health issues
- Deliver programmes through schools to raise awareness of prevalence and impact of domestic abuse on families.
- Provide appropriate and timely early intervention services to children and young people affected by domestic abuse
- Introduce rapid response to families where children are at risk of becoming Looked After
- Implement evidence-based interventions that demonstrate a reduction in risk with families
- Identify families with high levels of multiple problems and develop responsive multi-agency strategies to offer effective, intensive support
- Mitigate the long term impact of neglect through evidence-based techniques

### **How we will evidence progress and impact:**

#### **Support for new parents is improved**

- The number of registrations at children's centres
- The percentage of children's centres judged 'good' or 'outstanding' for the extent to which the range of services, activities and opportunities meet the needs of users and the wider community

#### **Provision of advice and guidance to parents is improved**

- The percentage of families with children aged 0-5 who receive advice and guidance from children's centres
- The percentage of children's centres which provide advice and guidance to at least 40% of families with children aged 0-5
- The percentage of children's centres judged 'good' or 'outstanding' for the quality of care, guidance and support offered

### **Integrated early help for families is effective**

- The number of families accessing Common Assessment
- The number and proportion of families reporting a positive outcome from their Common Assessment
- The number and percentage of children's centres which provide services to at least 40% of families with children aged 0-5

### **Targeted services for families at Level 3 are effective**

- The number and proportion of Common Assessments that result in referral to children's social care
- The number and proportion of re-referrals to children's social care following de-escalation to Common Assessment

### **The number of looked after children is reduced (to 400)**

- The number of children and young people in care
- The number of children and young people entering care
- The proportion of care placements which last no more than 28 days
- The proportion of families of children on the edge of care who are offered rapid response support within 7 days of identification
- The proportion of referrals to the Family Intervention Team who do not go on to enter care within six months

### **Levels of child poverty remain low**

- The percentage of children living in poverty
- The percentage of pupils claiming free school meals
- The percentage of lone parent households with dependent children
- The number of households with annual incomes of £15k or less



## Focus Area 6: Improving Literacy

### Why we are focussing on this:

Good literacy is a building block for personal, social and educational success in life. Being able to read is a life skill and one many people take for granted. Poor literacy can have negative effects both in children and young people's outcomes, and throughout life. Research from the Every Child a Chance Trust<sup>1</sup> identifies that nationally:

- Over 5% of children (including nearly 1 in 10 boys) leave English primary schools and go into secondary education without even the most basic skills in reading and writing.
- A very high proportion (68%) of the children with very poor literacy skills are boys. This over-representation is much greater for literacy than for mathematics.
- More of the children [than would be expected from total population figures] are summer-born – 40% in the low attaining group compared to 34% of the total cohort.
- These children are much more likely to be living in poverty than their better-reading peers. 38% of those attaining below Level 3 in English are eligible for free school meals, compared to 17% of all children.
- They are more likely to be learning English as an Additional Language (EAL) than the population as a whole (15% compared to 10%), and slightly less likely to be of white UK origin (72% compared to 77%).
- Poverty appears to be more influential than either EAL status or ethnicity
- The largest group of children requiring special educational needs (SEN) provision are those with literacy difficulties.
- Pupils entering secondary school below Level 3 in English made up 6% of the cohort but 18% of truants.
- People with very low literacy or numeracy skills, compared to those with good skills, were up to eight times as likely to be living in a household where both partners were out of paid employment.

Tackling poor literacy is essential for children and young people to fulfil their potential, both in their childhood and in their adult life.

### What do we want to achieve?

- To raise the levels of literacy of children and young people across North Yorkshire

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<sup>1</sup> The long term costs of literacy difficulties 2nd edition (Jan 09)  
<http://www.everychildachancetrust.org/every-child-a-reader/case-studies>

### **Improvement priorities for improving literacy:**

- Establish a cross-CYPS Literacy Strategy which encompasses cross-CYPS work with children, young people and parents/carers
- Fully establish the key responsibilities and functions of service areas across CYPS in relation to children and families' literacy needs
- Identify, establish and communicate North Yorkshire's preferred and proven methodologies and practices in relation to literacy
- Establish a programme of CYPS training relevant to the literacy strategy
- Establish the resources allocated and required to launch and sustain the literacy strategy
- Ensure all schools and settings receive high quality advice and guidance on literacy
- Ensure all young offenders are offered and receive 25 hours provision, including appropriate literacy intervention
- Investigate the quality and appropriateness of post-16 choices for young people who have a history of low-level literacy

### **How we will evidence progress and Impact:**

- Achievement of 78+ and 6+ CLL and PSED
- Progress by 2 levels in English between KS1 and KS2
- % children with a Level 4+ at KS2
- % children making expected progress in English between KS2 and KS4
- Young Offenders accessing full time ETE

## **Focus Area 7: Behaviour, Discipline and Attendance**

### **Why we are focussing on this area:**

The behaviour, discipline and attendance of children and young people in North Yorkshire is broadly very good. We have high standards of behaviour in our schools, high attendance (4% persistent absence rate) and few incidents of bullying. However, there is a constant need to focus on those children and families that need support to ensure they attend school and behave well. We also need to support schools in maintaining high standards and ensure that children are not excluded or, if they are, that we provide the very best alternative education that we can through our pupil referral service and our enhanced mainstream primary schools. This includes ensuring a high quality education for our most challenging children – young offenders and those attending our special schools or living in social care children's homes.

The real challenge in this area of work is to ensure that the services we provide are integrated, accountable and uncomplicated.

The changing Ofsted framework – with the emphasis on discipline and safety – means that we must be able to be very clear and give the very best advice to schools whilst protecting and advocating for children, young people and their families.

### **What do we want to achieve?**

We want:

- To achieve a joined-up, integrated, coherent response to children with challenging behaviour, giving the very best advice we can
- All children to be successfully educated in the local school or school of their choice and not to be excluded.
- On the occasions exclusions happen, to help schools manage this as best as possible.
- Reduce exclusions.
- All schools to successfully meet the standards of behaviour, discipline and safety as measured by Ofsted.
- Our responses to incidents of bullying and associated complaints to be swift, decisive and successful.

## **Improvement priorities for addressing behaviour, discipline and attendance:**

Through the Behaviour, Discipline and Attendance Strategy, we will:

- Review and restructure Behaviour and Attendance services to meet current national and local demands and to ensure efficiency and coherence of the service;
- Establish county-wide fair access protocols to PRS, including establishing access from Academies;
- Monitor the admission arrangements of academies and other 'own-admission arrangement' schools to ensure compliance with the code and to support parents and children as required;
- Secure and establish Selby Area PRS;
- Promote positive school attendance and provide well co-ordinated and targeted early support for pupils with attendance difficulties;
- Improve attendance for vulnerable groups;
- Reduce levels of persistent absence through targeted interventions;
- Developing closer working practices at transition and transfer points to promote positive discipline and to avoid exclusion and failure;
- Ensure co-ordinated targeted interventions to vulnerable groups, those children attending EMS or the PRS;
- Establish co-location and joint working practices from PRS delivering education and, where possible, psychological and health-related services;
- Review role, impact and coverage of Educational Psychologists in relation to working with children with challenging behaviour – particularly those in EMS and PRS;
- Ensure medical and health needs of excluded pupils and those on the fringes of mainstream education are not overlooked;
- Review role, impact and coverage of Education Social Workers;
- Ensure, as far as practicable, that children educated at home are safe and have access to high quality education opportunities;
- Establish closer working relationships between PRS and Social Care Children Homes – particularly in relation to the education offer;
- Maintain and develop high quality anti-bullying advice and guidance;
- Further develop links with parents, supporting their advocacy rights in relation to school admission, educational entitlement and exclusion appeals;
- Ensure all young offenders are offered and receive 25 hour provision - through a tighter working relationship between schools, specialist provision, youth service and Youth Justice service;
- Improve the tracking and planning for excluded young people and those not attending mainstream provision;
- Increase post-16 choices for young people who have a history of exclusion and/ or non-attendance.

### **How we will evidence progress and impact:**

- Ofsted Behaviour and Safety judgement is good or better for all schools
- Ensure the two Schools for BESD are good or better
- Ensure all Enhanced Schools for BESD are good or better
- Ensure all PRSs are good or better
- Reduced number of permanent and fixed term exclusions
- The level of overall absence in primary and secondary schools
- The level of persistent absence in primary and secondary schools
- The level of holiday absence in primary and secondary schools
- The level of school attendance of looked after children and other vulnerable groups

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## **Focus Area 8: High Needs Localities**

### **Why we are focussing on this area:**

Children and young people grow up in local areas. The environment and communities in which they live can have a significant influence on their lives and aspirations. The majority of children and young people in North Yorkshire have the benefit of growing up in safe and stable communities in a picturesque county. However, for some local areas, additional support or attention is needed to help children and young people fulfil their potential.

We will develop strategies for co-ordinating multi-faceted work in targeted localities, including:

- Parts of Selby
- Catterick and Colburn
- Parts of Scarborough
- Parts of Southern Ryedale.

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## SECTION 4 - SUPPORTING DELIVERY

### North Yorkshire Children's Trust Board - Statement of Purpose

- We are ambitious for all the children and young people in North Yorkshire and have a shared responsibility for them.
- We will act together to ensure they can:
  - lead healthy lifestyles
  - be kept safe
  - succeed in good schools
  - make positive choices
  - be economically secure
- We aim to ensure that more young people have good outcomes on all five measures by improving the opportunities on offer to them and how we work together for that.
- We will seek and respect their views and their families' in pursuit of these objectives, and will continue listening to them on all our work.
- We are committed to all children having good lives as adults and we value their childhood and teenage years as important in their own right.
- Our objective is to enable individuals, families and communities to be independent and have the capacity to deal with their own challenges or difficulties when they arise.
- To do well for them all we will strive for high quality in all that we do. You will see this
  - **in our mainstream services** which are there for every child or young person (for example, our schools, GPs, health visitors, early years settings, youth service, Connexions);
  - **in our preventative services** which are there to help the many who have problems or greater needs, whether briefly or over time (for example, our Early Years and Sure Start schemes, our paediatric, sensory and disabilities specialists, our public health and health support work, our behaviour and learning support, our family learning work and support to families in need);
  - **in our targeted services** which are there to support those who face multiple or protracted difficulties which need co-ordinated help from several services (for example, our autism or disabilities services, children at risk of substance abuse or those with no school place);

- **in our high needs services** for those whose acute difficulties call for intensive help (for example, our social care, youth justice and specialist health services).
- We will be proactive, making it our priority to:
  - maximise children's progress
  - prevent difficulties
  - when they do occur, identify them early and respond to them effectively
  - be vigilant and persistent on complex problems
  - act urgently where there is high risk
- We will integrate practice, share information and use it strategically to improve prevention and casework.
- To improve what we offer, we will work well together all the way through, from planning services to delivering them. We will pool our skills and capacity to solve shared problems and maximise use of resources.
- We will invest in our workforce so that they have shared knowledge and skills which they can keep up-to-date.
- We will commission services to get the best for children and their parents/families, researching their views and making sure that service providers perform well.
- We will welcome partnership with all those who can help achieve better outcomes for children and young people, in their families and their communities.
- We will ensure our Governance arrangements are robust, transparent and well-understood.
- We are committed to achieving local access to equal opportunities across the County. We may deliver services differently in some places from others, but entitlement will be equal. We will have more to do for children with multiple needs.
- We will measure ourselves against high standards, and be clearly accountable for what we do as individual organisations and when acting jointly.
- We will pool knowledge of the national standards framework for all services, and partners will support one another in achieving their objectives.

Not all change will come quickly but we are committed to real change for children and will see things through.



## **Governance and Trust Arrangements**

The governance arrangements for the North Yorkshire Children's Trust are the subject of a legal agreement between partner agencies.

These arrangements include:

- The principles of co-operation
- Governance arrangements
- Financial arrangements
- Arrangements for the North Yorkshire Children's Trust Board
- Arrangements for Localities.

The purpose of the governance arrangements is to promote co-operation between the agencies involved, with a view to improving the well-being of children and young people in North Yorkshire in relation to the five statutory outcomes for children. They set out this responsibility, and the commitment of all the agencies, to co-operation, communication, taking opportunities and sharing information. The arrangements also address principles of probity, organisational and professional accountability, and best value.

The North Yorkshire Children's Trust is aligned to the Local Government North Yorkshire and York Strategic Partnership and the Chief Executive's Group North Yorkshire and York.

## **Future Partnership Arrangements**

Agencies are committed to working together to deliver good outcomes for children and young people. North Yorkshire has four principle partnerships for children and young people:

- The Children's Trust
- North Yorkshire Safeguarding Children's Board
- Youth Justice Management Board
- North Yorkshire Schools Forum

These are underpinned by a range of 'sub-groups' or task groups taking forward key pieces of collaborative work.

During the period of this plan, we are committed to ensuring our partnership arrangements are effective, efficient and accountable. We will review our partnership arrangements to ensure we work together where:

- We have joint statutory duties
- We can 'add-value' by doing things together rather than separately for priority groups or areas.
- We can do so efficiently to reduce the burden on staff and provide value for money for the public

Our partnerships will have strong governance and clear lines of accountability.

We will achieve this through:

- **Refreshing partnership arrangements for 2012-13 onwards and reducing the number of meetings officers are required to attend.**
- **Implementing the Partnership Governance Framework to the principal partnerships.**

This will be evidenced by

- a) Reduction in spend by 10% on Partnership costs by 2014 (from the 2010-11 baseline)
- b) High % attendance from agencies at each Partnership Board (over 70%)

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## Workforce development

The delivery of the CYPP depends upon a workforce who is well placed, confident, competent and well equipped to deliver positive outcomes for children, young people and their families.

The Government published the 2020 Children and Young Person's Workforce Strategy (2020 CWS) setting out the vision that everyone who works with children and young people should be:

- Ambitious – for every child and young person;
- Excellent – in their practice;
- Committed to partnership and integrated working;
- Respected – and valued as professionals.

The CYPS Workforce (WF) Strategy will support NYCC's Change Programme 'One Council, One Vision' to identify and maximise opportunities for children and young people, whilst delivering savings and encouraging a culture of customer excellence, being responsive to local community needs and having a strong focus on performance.

Training plans will be informed by both national and local workforce strategies, such as the Government's response to the Munro Review of Child Protection, in partnership with and across service areas and, where appropriate, external partners.

The WF Strategy is a live document; it will respond to changes in national policy and expectations, and be refined and refocused as a result of ongoing processes of monitoring and evaluation.

We will achieve this through:

**A prioritised programme of workforce development supports staff effectively within reduced resources**

**Developing a CYPS WFD Plan to ensure all staff are equipped with the required skills & knowledge to deliver services to C&YP in North Yorkshire**

Priority Actions for 2011-12

- To identify the skills and knowledge, which are either core or mandatory, which are needed, by managers & staff, to deliver services.
- To further develop informal supportive opportunities to develop staff through coaching, mentoring and job shadowing.
- To further explore flexible/blended learning routes.

## Performance management

In recent times public services have witnessed swift, deep, and wide-ranging changes. Standing steadfast against the winds of change, one feature of the public service landscape remains intact: services for children and young people are subject to an extensive national framework of performance monitoring and regulation.

Local authority children's services receive an annual assessment by Ofsted, informed by a multi-layered profile of performance data and other intelligence. Ofsted carries out detailed inspections of local authority safeguarding arrangements, services for looked after children, and other aspects of children's social care such as fostering, adoption services, and children's homes. Individual service settings, such as schools, children's centres, and pupil referral units, are also inspected regularly. Government departments maintain various other monitoring arrangements and statutory data collections.

Within this regulatory framework some changes are imminent. 2012 will bring forth a new set of child protection performance indicators, a new framework for Ofsted inspections of local authority children's services, and an element of evidence-based payment by results for children's centres. These changes amplify the need for local authorities to demonstrate the performance and impact of their services.

Services for children and young people have evolved significantly in recent years, and arrangements to monitor performance and demonstrate impact must similarly evolve. During 2010-11 national policy reviews concerning early intervention and preventative services (Allen), child poverty and life chances (Field), child protection (Munro), and early years (Tickell) have extended the agenda around earlier intervention and greater integration of services. These approaches are embedded in this 2011-14 Plan. It is now important to demonstrate their impact; to evidence clearly that local investment in integration and early intervention is delivering a return in terms of cost-effective services which improve outcomes for children and young people in North Yorkshire.

Within the Children and Young People's Service, a performance board will oversee the performance management of this Plan. Delivery and impact will be monitored in terms of the five main outcomes sections in the Plan, but there will also be close and joined-up monitoring of the cross-cutting focus areas in order to demonstrate impact for specific groups or certain other themes. In addition, individual service areas within the directorate will be expected to monitor their own contribution to delivery of the Plan.

The delivery and success of this Plan will be assessed through a set of quantitative and qualitative performance measures and other success criteria. These will provide evidence of progress in delivering commitments and,

importantly, will demonstrate their impact on the lives of children and young people. Performance will be reported in a regular and timely manner, and in ways that are accessible and effective. The Plan will be subject to a detailed performance review every six months, and this will be reported to a variety of audiences, including Executive Members and the Children's Trust board.

In 2014 we will look back and ask whether we did what we said we would do in this Plan, and whether, in doing so, we improved outcomes for children and young people in North Yorkshire. The evidence provided through our enhanced performance arrangements will enable us to answer these questions.

We will achieve this through:

**Evidencing the impact of early intervention work**

**Rigorous monitoring of performance across all aspects of the Children and Young People's Plan and highlighting areas of strong and weak performance.**

**Clear and regular reporting to the Children's Trust, Executive Members and Senior Management.**

Priority Actions for 2011-12

- Establish the Performance Board and associated monitoring arrangements
- Implement enhanced performance frameworks for those areas where we intend to integrate for greater impact.
- Respond to national changes in standards and inspection across all aspects of children's services.

## Budget and financial management

The current economic climate and the actions taken by Government to reduce public spending mean that significant savings are required in all public sector organisations over the next few years. The County Council has developed its Medium Term Financial Strategy (MTFS) as the basis for moving ahead with planned savings and transformation process over the period up to March 2015.

During that time, the CYPS Directorate will see reductions in spending amounting to £15.9m, which, together with some £7.6m already saved in 2010-11 amounts to £22.5m over 5 years – or nearly a quarter of the Directorate's budget.

The Children's Trust Board has recognised previously that the changing financial context for all partners is a significant part of the context for joint planning for future priorities.

Within this context, our strategy is to allocate resources to match the needs of children and young people identified in the plan. This sets the vision and key objectives within specific work priorities and targets. This is a joint process between the County Council and all other partners co-ordinated through the Trust Board.

Our strategy aims to optimise the resources at our disposal to address the vision and key activities in the plan. The underlying aim is to ensure that we have the capacity to develop targeted preventative services, even during a period of extreme financial constraints where difficult choices have to be made.

The County Council and partner agencies will align the plan's priorities into their financial strategies and plans. To enable full visibility of this, we will build on the work begun last year to implement a framework of financial reporting to the Trust Board and a joint approach to assessing Value for Money. Key to this will be the ability to demonstrate the impact of spending on the priorities outlined in the CYPP.

Our strategy will demonstrate how resources are being used to improve outcomes for children, young people and their families but will also emphasise the best and most efficient use of resources, which may include early intervention and prevention to reduce dependency on targeted services.

Over £600m will be spent this year on services for children in North Yorkshire by all partners of the Trust. The bulk of this – nearly £500m – is spent by North Yorkshire County Council and an analysis showing how this amount can be broken down between universal, preventative and more acute services is shown at Appendix A. Our aspirations to deliver better outcomes for children and young people is underpinned by our MTFS which seeks where possible to direct resources for co-ordinated and early intervention strategies.

Our priorities:

- We will develop the financial reporting framework on the use of resources to the Trust Board and map spending with outcomes
- This will underpin the CYPP in demonstrating how priorities are costed and how resources are identified to deliver these priorities and will support the Trusts' commissioning framework.
- We will develop the joint approach to the assessment of Value for Money of services to enable the Trust to identify potential for optimising efficiency through integration, joint commissioning or the pooling of resource by Trust partners.
- We will progress developments in procurement across services for children and young people aligned with the Trust's priorities, measuring the respective movement between intensive support, complex support, early intervention and universal provision.

We will achieve this through:

- **Refreshing the work to develop a framework for financial reporting to the Trust, covering the budgets and spending of all key partners**
- **Ongoing provision to the Trust Board of key staffing indicators, financial performance and, more general, performance indicators, capital project progress reports and benchmarking with other agencies. These will show the impact of spending on services**

This will be evidenced by

- a) Publication of relevant budget statements, including analysis of support level
- b) VfM comparisons and benchmarking with other agencies
- c) Details of procurement and achievement of VfM
- d) Publication of reports aligning financial with service performance

## Summary of the Medium -Term Financial Strategy

As with all Directorates in the County Council, CYPS has been set a difficult and challenging savings target to be met for the period 2010-15. In 2010-11, a target of £7.386m was set and achieved: indeed, the target was exceeded by £300k due to the early realisation of Home to School Transport Budget efficiencies.

The CYPS Savings and Transformation strategy, approved by Executive Members in July 2010, is comprehensive in that it:

- covers every part of the service
- is prioritised
- removes expenditure from discretionary services
- involves a fundamental review of what is done and how things are done
- is committed to a mixed economy approach to who provides services

Highest priority is given to frontline statutory responsibilities, whilst recognising that total protection of the frontline is not always possible. The strategy addresses where increased income from charges can be used, but only against a background of low and further reducing costs in the Directorate itself.

Our strategy is coherent and thorough. Over the past year, it has been developed further to deliver further, and sometimes faster, savings within the strategy, rather than by changing the strategy.

The total target, as agreed by the Council in May 2011, is £23.236m for the period 2010-15.

In 2010-11, £7.386m was achieved, leaving a target of £15.85m over the next 4 years. This target has been allocated to 18 projects which cover all areas of the Directorate. The table below provides a summary of the figures during 2010-15.

Much of the MTFS Strategy is built around the reduction in various government grants. "Project 19" accounts for areas where corresponding savings are achieved when the grant-related expenditure is being turned off.

The commitment to frontline services is reflected in the detailed savings proposals for each project. In relation to staff for example, it is likely that the overall reduction in numbers will exceed 250, but weighted so that management and strategic support services would reduce by a significantly higher percentage (probably exceeding 30%) than the frontline (estimated around 8%)



**2010-11   2011-12   2012-13   2013-14   2014-15   TOTAL**

1	Whole Directorate Business Support, Admin and Training	556	400	100	0	100	1,156
2	Social Care Transformation including premises/co-location	525	100	245	240	0	1,110
3	Integrated Services plus Children's Fund projects	1,556	1,138	150	0	0	2,844
4	Integration of Youth & Youth Support Services	595	755	0	0	130	1,480
5	Q&I: fundamental review of School Improvement Services	840	2,288	375	0	0	3,503
6	Music Service - removal of County Council subsidy	60	80	220	120	0	480
7a	Home to School Transport - policy, procurement and efficiency	578	700	400	0	400	2,078
7b	Home to School Transport - charge to all users and headroom	0	541	0	359	450	1,350
8	Procurement (incl Child Placements)	443	100	100	100	450	1,193
9	Severance Scheme for School Teachers	450	350	0	0	0	800
10	Outdoor Education - removal of County Council subsidy	0	700	300	0	0	1,000
11	Efficiencies from implementing SEN/BESD Review	170	65	95	0	150	480
12	Staffing Efficiencies/Productivity (additional to other projects)	205	300	260	0	0	765
13	Management Productivity (additional to other projects)	361	470	325	0	0	1,156
14	Decommissioning Local Projects	20	0	0	0	0	20
15	Maximising DSG Headroom and grants ending	497	653	0	0	0	1,150
16	Cross Project co-location/systems and workforce change	0	0	0	0	0	0
17	SEND/LDD Integration	530	175	100	100	250	1,155
18	Reduced Funding to Joint Services	0	200	200	0	0	400
19	Grant-related expenditure to be stopped	0	1,116	0	0	0	1,116
		7,386	10,131	2,870	919	1,930	23,236

It should be noted that the MTFs will be subject to ongoing revisions over the next few months and years and that the figures above are correct at the date of publication of the CYPP. The figures reflect savings of around 25% of available resources but it is also worth noting that they do not take account of the impact of reducing levels of grant which can otherwise remain hidden within the budget.

## Statement of Resources by Plan Priorities

The process for determining needs-led priorities concentrates on protecting investment in preventative services, not least its contribution to initiatives on safeguarding and well-being. This is the highest priority for all parts of the service in developing integrated provision.

However, the pressures arising over the last few years on acute services such as safeguarding should also be noted. These impact on NHS and Police services as well as North Yorkshire County Council.

The table below shows the estimated split of NYCC funding between universal, preventative and more acute services and is illustrated in the "pyramid" at Appendix A. At this stage, the calculations include all funding directed to schools as universal but of course some of this (such as funding for deprivation or for SEND) will be targeted on preventative and acute services.

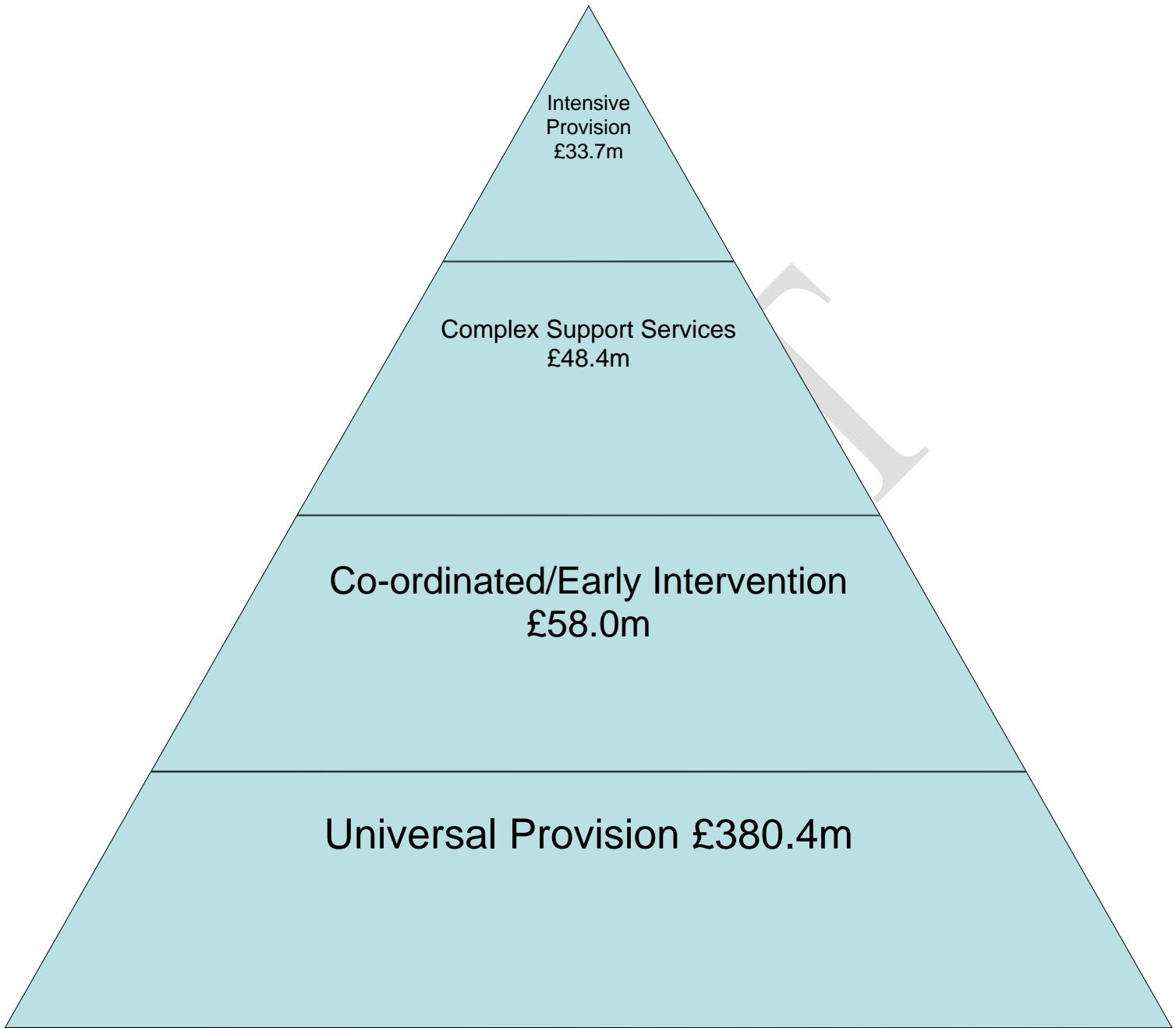
The figures incorporate LA budgets and grants, including the Dedicated Schools Grant. We have continued our policy of maximising the resources made available to schools (by over £5m in 2011-12) and to increase the non-delegated resources to support schools and the Every Child Matters agenda (by £500k in 2011-12).

<b>NORTH YORKSHIRE COUNTY COUNCIL GROSS BUDGET 2011-12</b>	
	£000
<b>Intensive Support Services</b>	
Child death review processes	36
Contribution to health care of individual children	691
Fostering services	8,273
Individual Schools Budget - Special schools	14,582
Residential care	5,245
Short breaks (respite) for disabled children	1,908
Short breaks (respite) for Looked After disabled children	2,958
<b>Total Intensive Provision</b>	<b>33,693</b>
<b>Complex Support Services</b>	
Adoption services	1,547
Advocacy services for children Looked After	158
Asylum seeker services - children	105
Children placed with family and friends	658
Commissioning and social work	12,844
Education of Looked After Children	229
Education out of school	2,718
Education Psychology Service	1,371
Equipment and adaptations	68
Excluded pupils	69
Home to school transport: SEN transport expenditure	6,360
Home to post-16 provision transport: SEN/ LLDD	582

<b>NORTH YORKSHIRE COUNTY COUNCIL GROSS BUDGET 2011-12</b>	
Leaving care support services	638
Other children Looked After services	3,363
Other children's and families services	827
Other family support services	2,056
Other Youth Justice Services	67
Provision for pupils with SEN (including assigned resources)	1,858
Pupil Referral Units	3,870
Secure accommodation (welfare)	1,113
SEN support services	2,084
Special guardianship support	445
Substance misuse services (Drugs, Alcohol and Volatile substances)	372
Teenage pregnancy services	152
Youth Offender Teams	4,806
<b>Total Complex Support Services</b>	<b>48,358</b>
<b>Co-ordinated/Early Intervention</b>	
14 - 16 More practical learning options	102
14 - 19 Reform	910
Behaviour Support Services	254
Contribution to combined budgets	3,934
Direct payments	150
Education Welfare Service	965
Fees for pupils with SEN at independent special schools & abroad	2,674
Funding for individual Sure Start Children's Centres	7,807
Area-wide services delivered through Sure Start Children's Centres	220
Home to post-16 provision transport	1,807
Home to school transport: other home to school transport expenditure	17,474
Inter-authority recoupment	1,451
LA functions in relation to child protection	434
Local safeguarding children's board	259
Monitoring of SEN Provision	451
Parent Partnership, guidance and information	341
Pupil premium allocated to schools	3,595
Pupil premium managed centrally	60
Pupil support	105
SEN administration, assessment & co-ordination	932
Student Support Awards	120
Support for inclusion	4,209
Support to under-performing ethnic minority groups and bilingual learners	498
Youth Work	9,219
<b>Total Co-ordinated/Early Intervention</b>	<b>57,970</b>
<b>Universal Provision</b>	
Asset management - education	1
Central commissioning function	1,690
Central expenditure on education of children under 5	794
Early Years contingency	412

<b>NORTH YORKSHIRE COUNTY COUNCIL GROSS BUDGET 2011-12</b>	
Existing early retirement costs	1,281
Free school meals - eligibility	110
Early Years provision	287
Individual Schools Budget	355,388
Insurance	3
Insurance	220
Monitoring national curriculum assessment	13
Museum and Library Services	20
Music services	2,205
Other Early Years Funding	1,841
Outdoor Education	1,539
Partnership costs	56
Premature retirement costs/ Redundancy costs	135
School admissions	1,229
School Improvement	5,394
School Meals - nursery, primary and special schools	839
School-specific contingencies	2,959
Servicing of schools forums	50
Staff costs - supply cover (not sickness)	128
Statutory/Regulatory Duties (new provisions)	3,588
Support for schools in financial difficulty	176
Visual and performing arts (other than music)	57
<b>Total Universal Provision</b>	<b>380,413</b>
<b>TOTAL</b>	<b>520,434</b>

Appendix 1: NYCC: Provision, Support and Intervention 2011-12<sup>2</sup>



<sup>2</sup> Published budget reports providing detail on the Savings and Transformation strategy are available at: [www.northyorks.gov.uk](http://www.northyorks.gov.uk)

## Glossary of Terms

AD	Assistant Director
AL	Adult Learning
AST	Advanced Skills Teacher
BME	Black, Minority Ethnic
BQM	Breastfeeding Quality Mark
CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Services
CCC	Clinical Commissioning Consortia
CIN	Children in Need
CP	Child Protection
CSC	Children's Social Care
CTB	(North Yorkshire) Children's Trust Board
CYP / C&YP	Children and Young People
CYPLT	Children and Young People's Leadership Team
CYPS	North Yorkshire County Council's Children and Young People's Service
DA	Domestic Abuse
DC / BC	District Councils / Borough Councils
DCS	Director of Children's Services
DFE / DfE	Department for Education
DSG	Designated School Grant
EMS	Enhanced Mainstream Schools
ESP	Early Support Programme
ETE	Education, Employment or Training
EYFS	Early Years Foundation Stage
FE	Further Education
FIP / FIT	Family Intervention Programme / Family Intervention Team
FSM	Free School Meals
HCP	Healthy Child Programme
HE	Higher Education
HRBQ	Health Related Behaviour Questionnaire
HWB	Health and Well-being Board
IAG	Information, Advice and Guidance
ICS	Integrated Children's System(s)
ICT	Information and Communication Technology
IQM	Inclusion Quality Mark
IS	Integrated Services
ISP	Independent Specialist Placement
IYSS	(Integrated) Youth Support Services
Keyfund	Voluntary and Community Funding Programme
KS (1-4)	Key Stage
LA	Local Authority
LAC	Looked After Children
LGNY	Local Government North Yorkshire
LSCB	Local Safeguarding Children Board

LSP	Local Strategic Partnership
LTP	Local Transport Plan
MARAC	Multi-agency Risk Assessment Conference
MSCI	Monitoring, Support, Challenge and Intervention
MTFS	Medium Term Financial Strategy
NEET	Not in Education, Employment or Training
NHS	National Health Service
NHS NYY	National Health Service North Yorkshire and York
NY	North Yorkshire
NYCC	North Yorkshire County Council
NYSCB	North Yorkshire Safeguarding Children Board
OFSTED	Office for Standards in Education, Children's Services and Skills
One Council	Internal North Yorkshire County Council Transformation Programme
POST 18 FPA	Post 18 Family Placement Arrangements
PRS / PRU	Pupil Referral Services / Pupil Referral Unit
QA	Quality Assurance
SCC	Schools Causing Concern
SEAL	Social and Emotional Aspects of Learning
SEND	Special Educational Needs and Disability
SIN	School Improvement Network
SSP	School Sports Partnership
TOPS	Treatment Outcome Profile
TYS	Targeted Youth Support
VFM/ VfM	Value for Money
YJ Management Board	Youth Justice Management Board
YJS	Youth Justice Service (formerly YOT)
YOT	Youth Offending Team
YSS	Youth Support Service



North

Yorkshire County Council

# Equality Impact Assessment

## Children and Young People's Plan 2011-14

### Draft August 2011

If you would like this information in another language or format such as Braille, large print or audio, please contact the Communications Unit on 01609 53 2013 or email [communications@northyorks.gov.uk](mailto:communications@northyorks.gov.uk).

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔



### Undertaking an Equality Impact Assessment

Equality Impact Assessments (EIA) should be undertaken at the business case stage when:-



- You are developing a new service or policy
- You are reviewing an existing service or policy
- You are proposing a change to an existing service or policy
- You are reviewing a service or policy carried out on behalf of the council or another organisation
- Your service is re-organised.

They should be referenced in your final recommendations on the service changes so that decision makers can reach an informed decision on the service/policy.

An EIA should cover all the social identity characteristics protected by equality legislation – referred to as ‘**protected characteristics**’ or equality strands. These are;

- Sex
- Sexual orientation
- Religion or belief
- Race – this include ethnic or national origins, colour and nationality
- Disability – including carers
- Pregnancy and maternity
- Gender reassignment
- Age
- Marital/civil partnership status

There is a lot of information available to support you in completing this assessment on the EIA pages on the NYCC intranet

**The Council must publish your equality impact assessment and a summary will be included on the NYCC website in line with statutory requirements. Please be aware that it will become a public document.**

<b>Name of the Directorate and Service Area</b>	Children and Young People's Service		
<b>Name of the service/policy being assessed</b>	Children and Young People's Plan 2011-14		
<b>Is this the area being impact assessed a</b>	<b>Policy &amp; its implementation?</b>	<b>x</b>	<b>Service?</b>
	<b>Function</b>		<b>Initiative?</b>
	<b>Project?</b>		<b>Procedure &amp; its implementation?</b>
<b>Is this an Equality Impact Assessment for a</b>  (Note: the Equality Impact Assessment (EIA) is concerned with the policy itself, the procedures or guidelines which control its implementation and the impact on the users)	<b>Existing service or a policy and its implementation?</b>		
	<b>Proposed service or a policy and its implementation?</b>		
	<b>Change to an existing service or a policy and its implementation?</b>		<b>X</b>
	<b>Service or Policy carried out by an organisation on behalf of NYCC?</b>		
<b>How will you undertake the EIA?</b> Eg team meetings, working party, project team, individual Officer	The EIA will be undertaken by the performance and outcomes team on behalf of the Children and Young People's Leadership Team.		
<b>Names and roles of people carrying out the Impact Assessment</b>	Dave Chapman, Performance and Review Officer, David O'Brien, Performance and Outcomes Manager, Simon Moss, Principal Research and Information Officer and Lynette Dodds, Principal Performance Officer		
<b>Lead Officer and contact details</b>	Dave Chapman, Performance and Review Officer dave.chapman@northyorks.gov.uk, 01609 532284		
<b>Date EIA started</b>	1 <sup>st</sup> August 2011		
<b>Date EIA Completed</b>			
<b>Sign off by Service Head/ Business Unit Head</b>			
<b>Sign off by Assistant Director (or equivalent)</b>			
<b>Date of Publication of EIA</b>			

**Monitoring and review process for EIA**

The EIA will be reviewed as part of the review process for the Children and Young People's Plan and will be linked to quarterly review of Service Performance Plans and annual re-fresh.

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## 1. Operating Context

Please consider issues around impacts (positive or negative) raised for **all [protected characteristics](#)** and show your evidence

### **1.1 Describe the service/policy**

What does the service/policy do and how? How would you describe the policy to someone who knows very little about Council Services?

If there is a proposal to change the service or policy, describe what it looks like now and what it is intended to look like in the future. What are the drivers for this proposed change?

Who does it benefit? What are its intended outcomes? Who is affected by the policy? Who is intended to benefit from it and how? Who are the stakeholders? identify those protected characteristics for which this service is likely to have an impact (positive or negative)

Are there any other policies or services which might be linked to this one? Have you reviewed the EIA for these policies/services? What do they tell you about the potential impact?

How will the policy be put into practice? Who is responsible for it?

This Children and Young People's Plan is a statutory document, outlining the North Yorkshire Children's Trust's strategy for enabling all children and young people within North Yorkshire to achieve well-being, as defined by five outcomes, under Section 17 of the Children Act 2004.

The purpose of the Children and Young People's Plan and the arrangements for its development, implementation and monitoring are detailed in the Governance Arrangements for the Children's Trust. <http://cyps.northyorks.gov.uk/index.aspx?articleid=16826>

The stakeholders for the Children and Young People's Plan are primarily children, young people and their families, but also include the children's workforce (across all agencies that work with children and their families), Councillors and the wider public of North Yorkshire. Within these stakeholders is the full range of socio-economic and ethnic groups, and groups which may be vulnerable due to their circumstances, for example children who are Looked After by the Local Authority.

The Children and Young People's Plan reflects the legal frameworks supporting children and young people's services, and the frameworks surrounding local authorities in respect of equalities. Through the Governance Arrangements of the Children's Trust, compliance with legal requirements is ensured, and supported by a joint 'General Framework for Information Sharing', which includes as an appendix the legal framework surrounding the work of the Children and Young People's Plan. ([www.northyorks.gov.uk/infosharing](http://www.northyorks.gov.uk/infosharing))

The Children and Young People's Plan links to the North Yorkshire

Sustainable Community Strategy, this sets out the overall priorities for the citizens of North Yorkshire, and to the NYCC Council Plan.

The Children and Young People's Plan sets the priorities and policy direction for Children's Services across North Yorkshire. All policies and strategies relating to children and young people's well-being link to the Children and Young People's Plan.

The Children's Trust governance arrangements outline how the Children and Young People's Plan will be developed and implemented across all children's services, including compliance with equalities and it is applicable to voluntary organisations. Where services are commissioned under the Children and Young People's Plan, this is done in accordance with the with NYCC Corporate Procurement guidelines to ensure fairness and equity.

The statement of purpose within the Children and Young People's Plan (Section 4) outlines the commitment to work for all children and young people to achieve well-being, focusing on individualised support and differentiated services to cater for a range of needs. A model of universal, early prevention, targeted prevention and intensive support has been applied across our services, with assessment processes in place to ensure the right service for child, young person or family's needs.

For each action within the Children and Young People's Plan, a lead is assigned (Children and Young People's Service Plan) and the action should be included in the relevant service's action plan. The training requirements will be detailed in the affiliated Workforce Development Plan.

The 'Budget and Financial Management' section within the Children and Young People's Plan, outlines the differential resource to meet specific needs, to ensure the five outcomes can be supported for all children. Appendix 1 of the CYPP shows the planned spend for the

	<p>different levels of need and for specific groups. This is linked to the County Council's Mid-term financial plan.</p>
<p><b>1.2 How do people use the policy/service?</b></p> <p>How is the policy/service delivered? How do people find out about the policy/service? Do they need specialist equipment or information in different formats? How do you meet customer needs through opening times/locations/facilities? Can customers contact your service in different ways? How do you demonstrate that your service/policy is welcoming to all groups within the community?</p> <p>Does the policy/service support customers to access other services? Do you charge for your services? Do these charges affect everyone equally? Do some customers incur greater costs or get 'less for their money'? Are there eligibility criteria for the service/policy?</p> <p>How do you ensure that staff/volunteers delivering the service follow the Council's equality policies? Does the Council deliver this policy in partnership or through contracts with other organisations? How do you monitor that external bodies comply with the Council's equality requirements?</p>	<p>The Children and Young People's Plan includes specific priorities on improving access to information for children, young people and their families. The detail for each priority can be found in the Children and Young People's Service Plan.</p> <p>The Children and Young People's Plan is distributed electronically on completion to all Libraries, Children's Centres, NYCC Access Points, Schools and Settings. It is available electronically on the North Yorkshire County Council website and cyps.info.</p> <p>The Children and Young People's Plan is a comparatively large and contains some technical terms in relation to services and policies. All such terms/acronyms are explained in the Glossary in the document.</p> <p>The document has been re-designed for 2011-14 to increase accessibility, through the use of colours and larger text format than the previous editions. The document will primarily be available electronically, although a small number of hard copies will be available, and the document complies with the NYCC policy for requesting alternative versions (details on how to access alternative versions are published on the back cover)</p> <p>All publications are available in other languages or in audio on request via the Communications Unit. A symbol with an accessibility statement will be included on the refresh document to highlight access to this.</p> <p>The Children and Young People's Service is accessible in a number of ways, through the customer contact centre, local access points, internet, telephone and email; and also through local children's services, including Children's Centres, Integrated Youth Support Hubs, Youth Centres, Outdoor education facilities, Children's Social Care residential units, helplines such as the Families Information</p>

Service and social media sites such as Twitter and the 'GIMI' youth portal.

The Children and Youth People's Plan images have been selected to show a range of children and young people from different groups of people and from a range of ages, with as many local images as possible. There are very few images of adults as the plan is for children and young people.

The commitments in CYPP are analysed by vulnerable groups and the equalities categories of disability and age. This enables tailored reporting as the CYPP progresses.

## **2. Understanding the Impact (using both qualitative and quantitative data)**

Please consider issues around impacts (positive or negative) raised for **all protected characteristics** and show your evidence

### **2.1 What information do you use to make sure the service meets the needs of all customers?**

What data do we use now? Is it broken down across protected characteristics (and are these categories consistent across all data sets)? How current is the data? Where is it from? Is it relevant?

What engagement work have you already done that can inform this impact assessment? Who did you talk to and how? What are the main findings? Can you analyse the results of this consultation across the protected characteristics? Are there differences in response between different groups? How has this changed the plans for the policy/service?

The Children and Young People's Plan is based upon a comprehensive needs analysis which includes:

- analysis of consultation from children, young people, parents and staff (including 15,000 school age children through the health related behaviour questionnaire and 1000 parents through the Parent's Survey 2010)
- performance and statistical data across all services for children and young people.

The data is collected through the Performance and Outcomes Management Information Team, and includes a range of educational, care, health and activity data. The majority of data can be analysed against vulnerable groups and most equality and diversity categories. The data used is the most up to date available, drawn from live case systems, surveys and national statistics.

Consultation with parents, children and young people carried out over

	<p>the previous three-year period is analysed and aggregated.</p> <p>The data and feedback has been shared with partner agencies through the Children's Trust Development Day, to identify areas of shared priority. These formed the basis of the CYPP structure. Staff consultation sessions were held during the spring and summer to review the data available and proposed priorities.</p> <p>Equalities monitoring is available for case work as well as use of the majority of services. All new systems commissioned to support children's services include equalities monitoring.</p> <p>The needs assessment will be published alongside the CYPP</p>
<p><b>2.2 What does the information tell you?</b></p> <p>Are there any differences in outcome for different groups e.g. differences in take up rates or satisfaction levels across groups? Does it identify the level of take-up of services by different groups of people? Does it identify how potential changes in demand for services will be tracked over time, and the process for service change?</p> <p><b>Please include data and analysis as an appendix</b></p>	<p>See the Needs Assessment for full details (to be published Oct 2011).</p> <p>The annual review 2010-11 identified some areas for priority attention, with the care population increasing (in line with national trends) and evidence of some declined performance on key indicators for vulnerable groups. These have been reflected in the 'Areas of Priority Work' section in the CYPP.</p> <p>The parent's consultation also identified that parents of children with special educational needs and disabilities had lower satisfaction rates than the whole cohort for a range of indicators. Again this has resulted in prioritised work to improve services for SEND.</p> <p>Each section of the CYPP provides an overview of what the information has told us, both in terms of areas of strength and areas for improvement.</p> <p>The supporting dataset for the CYPP is monitored quarterly as part of the performance management arrangements, detailed in the Plan to identify any trends or performance changes and enable remedial action if required.</p>



**2.3 Are there areas where we need more information? How could we get this information?**

What data is available? Do other directorates, partners or other organisations hold relevant information? Is there relevant information held corporately e.g. compliments and complaints? Are there national datasets that would be useful? Is there relevant census data? Do you need to collect more data? How could you do this?

Do you need to do more engagement work to inform this impact assessment? Have you identified information in other sections of this EIA that you need to assess the impact on different groups of people? What do you want to find out? Which existing mechanisms can you use to get this information?

Please refer to the Community Engagement toolkit on the NYCC intranet

Information is gathered from a range of services to inform the needs assessment. There is a considerable amount of data available, both through case work analysis and national performance indicators. The detailed surveys of parents and children and young people provide a wealth of information on the issues faces children, young people and their parents in North Yorkshire.

There is limited faith data, partially as a result of non inclusion in the national school census collection.

There are very few examples of analysis by sexual orientation. This is primarily due to the age group served by the Children and Young People's Plan.

Additional consultation mechanisms are being explored through the corporate community engagement group and the enhanced development of young people's groups, such as Flying High group for disabled young people, Young People's Council for children in care and the North Yorkshire Youth Council.

**2.4 How will you monitor progress on your policy/service, or take-up of your service?**

What monitoring techniques would be most effective? What performance indicators or targets would be used to monitor the effectiveness of the policy/service? How often does the policy/service need to be reviewed? Who would be responsible for this?

There is a comprehensive performance management cycle for the CYPP 2011-14, including the identification of named individuals for each action within the CYPP. These lead officers are held to account through bi-annual reviews of progress, quarterly monitoring of performance indicators and reporting to the Children and Young People's Service Executive Member and Leadership Team; and to the Children's Trust.

A performance board model is being established within the Children and Young People's Service to maintain scrutiny on the delivery of the commitments with the CYPP.

Within CYPS, the senior management teams ensure the actions are included within the service group's action plan, including any additional

	<p>training issues and equality and diversity issues. It is recommended these are monitored quarterly, in accordance with the Service Performance Plan guidance.</p> <p>The Children and Young People's Plan must be reviewed annually in line with statutory guidance, and this is conducted by the Children's Trust, with the Director of the Children and Young People's Service accountable for this work. It is the responsibility of the Principal Performance Officer to ensure this takes place. The Equalities and Diversity group within CYPS provides challenge for the actions and progress within the CYPP.</p>
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### **3. Assessing the Impact**

Please consider issues around impacts (positive or negative) raised for **all protected characteristics** and show your evidence.

#### **3.1 Has an adverse impact been identified for one or more groups?**

Has this assessment shown anything in the policy, plan or service that results in (or has the potential for) disadvantage or discrimination towards people of different groups? Which groups?

Do some needs/ priorities 'miss out' because they are a minority not the majority? Is there a better way to provide the service to all sections of the community?

There is no evidence to suggest this plan disadvantages vulnerable people or discriminates on the grounds of disability or age.

This plan does aim to advantage vulnerable groups, or groups in vulnerable locations. This is justified on the basis that considerable long term financial and quality of life benefits will accrue to wider society, from the full engagement and inclusion of potentially excluded groups and individuals.

Specific service impact is identified at service group level, through the Service Performance Planning Framework.

The Children and Young People's Plan outlines the priorities for improvement across all services for all children and young people. The priorities and supporting actions are based upon a rigorous and comprehensive needs assessment. The CYPP makes provision for universal services to all, improving equity and access to services, and provision for differentiation based upon individual needs and circumstances.

<p><b>3.2 How could the policy be changed to remove the impact?</b></p> <p>Which options have been considered? What option has been chosen?</p>	<p>The Children and Young People's Plan is reviewed annually and the actions within it will be monitored quarterly through Service Performance Plans. This provides the opportunity to revise the Children and Young People's Plan in light of the impact reviewed quarterly</p>
<p><b>3.3 Can any adverse impact be justified?</b></p> <p>If the adverse impact will remain, can this be justified in relation to the wider aims of the policy or on the grounds of promoting equality of opportunity for one target group?</p> <p><b>Please seek legal advice on whether this can be justified.</b></p>	<p>Specific service impact is identified at service group level, through the Service Performance Planning Framework. Where adverse impact is identified it will need to be addressed and qualified</p>
<p><b>3.4 Are you planning to consult people on the outcome of this impact assessment?</b></p> <p>When and how will you do this? How will you incorporate your findings into the policy?</p>	<p>The Equalities Impact Assessment will be published alongside the Children and Young People's Plan on the internet, and identified actions will be incorporated into the final revision of the Children and Young People's Plan or through the Annual Review.</p>
<p><b>3.5 How does the service/policy promote equality of opportunity and outcome?</b></p> <p>Does the new/revised policy/service improve access to services? Are resources focused on addressing differences in outcomes?</p>	<p>The Children and Young People's Plan is designed to improve outcomes for children and young people. The document is focussed on improving outcomes, with outcome measures identified and detailed in section 2.</p>
<p><b>Don't forget to transfer any issues you have identified in this section to the <a href="#">Equality Action Plan</a></b></p>	

<b>Action Plan</b>					
<b>What are you trying to change (outcome)?</b>	<b>Action</b>	<b>Officer responsible</b>	<b>Deadline</b>	<b>Other plans this action is referenced in (e.g. Service Performance Plan, work plan)</b>	<b>Performance monitoring</b>
Improve data analysis by faith data and sexual orientation where possible	Review case systems and data available to identify any opportunities for improvement	Simon Moss	Ongoing		Reporting to the Performance Board
Enhance mechanisms for consultation with specific target groups	Further develop links between the NY Youth Council, the Flying High Group and Young People's Council	Jon Coates	March 2012	PC1.1 in CYPP	Area youth councils cover all areas of North Yorkshire and some evidence that they represent the interest of young people (including those who are vulnerable and/or at risk)
Enhanced performance management arrangements through the creation of the performance board	Establish the performance board and associated monitoring arrangements	David O'Brien	March 2012	Performance Management section of the CYPP	Board established and delivering appropriate challenge to service performance