

**SAFEGUARDING ADULTS  
PARTNERSHIP BOARD  
(NORTH YORKSHIRE & YORK)**

**Annual Report  
2007-2008**

**SAFEGUARDING ADULTS PARTNERSHIP BOARD  
(NORTH YORKSHIRE AND YORK)**

**ANNUAL REPORT 2007-2008**

<b>CONTENTS</b>	<b>Pages</b>
<b>MESSAGE FROM THE CHAIR</b>	2
<b>SAFEGUARDING ADULTS PARTNERSHIP BOARD - PROGRESS</b> Key Achievements Progress on key priorities	3-6
<b>Training and awareness</b> Achievements/Progress 2007/8	7-8
<b>ADULT PROTECTION ACTIVITY</b>	9-14
<b>WORK OF THE LOCAL SAFEGUARDING ADULTS GROUPS</b> Achievements/Progress/Key Local Issues	15
<b>WORK OF THE SAFEGUARDING ADULTS CO- ORDINATOR</b>	16
<b>USE OF RESOURCES</b>	17
<b>KEY PRIORITIES 2006-2009</b>	18-19
<b>APPENDIX ONE</b> • EXECUTIVE	20
<b>APPENDIX TWO</b> • CONTACT DETAILS - GROUPS	21

## Message from the Chair

This is the fifth Annual Report on the work of the Safeguarding Adults Partnership Board (formerly the Adult Protection Committee). Looking back over the messages from the previous years one constant theme has been there from the start – the need to ensure that the protection of vulnerable adults has the same status and priority in our society as the protection of children.

It's now clear that public awareness and concerns have risen and as a consequence adult protection issues have become much more prominent. Sadly, this is partly due to some very serious incidents in other areas of the country, which have caused people to question why arrangements to protect vulnerable adults are not stronger.

At the same time, local authorities have been encouraged by government to improve their procedures for safeguarding adults and to ensure that effective partnerships are in place to achieve this. To reinforce this message a programme of inspections is underway across England with Safeguarding as the principal focus. The main aim of these inspections is to foster good practice and raise standards.

Local authorities, through the Association of Directors of Adult Social Services have advised government of the need to introduce a stronger legislative framework to support safeguarding work.

As a consequence, I feel that the commitment to improving adult protection arrangements is stronger than ever before and it is the task of the Safeguarding Board to lead this process in our area.

This will be my final message as Chair of the North Yorkshire and York Safeguarding Board. At the meeting in July 2008 the Board unanimously agreed that it was now timely to set up separate Board structures in York and North Yorkshire to strengthen the local focus on improvement. It's been a privilege to work with so many dedicated people and I know we will benefit from the solid foundations and joint policies and procedures we will carry forward into the new Boards.

Finally, I would like to thank Sally Anderson for all her work hard work as Safeguarding Adults Co-ordinator. She has given tireless support to ensure that effective systems and local groups are in place and must take a lot of the credit for what has been achieved so far.

**Bill Hodson**  
Director of Housing and Adult Social Services, City of York Council  
Chair of the North Yorkshire and York Safeguarding Adults Partnership Board

## **Safeguarding Adults Partnership Board – Progress in 2007/8**

### **Key Achievements**

#### **Partnership/ Partner organisations (Standards 1&2)**

- Development of Executive Group with lead managers from City of York Council, North Yorkshire County Council, North Yorkshire Police and North Yorkshire and York Primary Care Trust
- Executive Group to oversee the strategic development of the safeguarding adults work in North Yorkshire and York, through the Safeguarding Adults Partnership Board.
- Working with the North Yorkshire Strategic Partnership (NYSP) under the Local Area Agreement 2007-2010 (LAA) to deliver improved protection of vulnerable adults from abuse.

#### **Training and Awareness (Standard 5)**

- Multi-agency awareness events attended by 90 delegates in York – May 2007, 30 delegates in Hambleton – October 2007.
- Practice workshop for Selby and York (February 2008) to develop Local Safeguarding Adults Group work plan.
- Training for Chairs of Strategy Meetings delivered Autumn 2007.
- Multi-agency Training Strategy adopted Autumn 2007
- Additional training delivered; includes cascade training for trainers, targeted training for managers and investment in training resources materials.
- Half-time training officer appointed as part of LAA delivery plan to support Safeguarding Adults Co-ordinator.
- Development of in house learning solutions for Level 2 Referrers and Level 1 Trainers, to be delivered from June 2008.
- Purchase of e-learning package (Kwango) for partnership use as part of blended learning approach to alerter training.

#### **Effective procedures (Standard 9)**

- Consultation on revised multi-agency procedures based on Safeguarding Adults Guidance
- Testing of procedures with groups of operational staff
- Independent audit of processes within CYC as part of preparation for Independence, Well Being and Choice inspection.
- Appointment of half time performance and quality support officer to support delivery of NY LAA target (started April 2008) supporting work of Safeguarding Adults Co-ordinator.

#### **Engaging Citizens (Standard 11)**

- Development of process to measure outcomes from safeguarding adults' process as part of the LAA delivery.

## **Safeguarding Adults Partnership Board**

From 30 April 2007, the City of York and North Yorkshire Adult Protection Committee (APC) changed its title to the Safeguarding Adults Partnership Board (North Yorkshire and York)

This change was the result of a review of the purpose and business of the APC, following the publication of the Association of Directors of Social Services guidance on Safeguarding Adults.

### **The Safeguarding Adults Partnership Board aims to**

- **Co-ordinate local work to safeguard and promote welfare of adults, by**
  - Developing policies and procedures for safeguarding and promoting the welfare of adults
  - Participating in the planning of services
  - Communicating the need to safeguard and promote the welfare of adults
  - Focussing on the core protection agenda of 'working together on the prevention, identification, investigation and treatment of the abuse of vulnerable adults'
  
- **Ensure effectiveness of that work, by**
  - Monitoring effectiveness of what is done to safeguard and promote the welfare of adults

### **The Safeguarding Adults Partnership Board agrees to**

- Carry out its work in such a way as to improve the outcomes agreed in the White Paper (Our Health, Our Care, Our Say), particularly
  - Outcome 5: Freedom from discrimination and harassment: equal access to services without hindrance from discrimination or prejudice; they feel safe and are safeguarded from harm
  - Outcome 7: Personal Dignity and Respect: not being subject to abuse. Keeping clean and comfortable. Enjoying a clean and orderly environment. Availability of appropriate personal care
- Support the principles in the 'Multi-agency policy for North Yorkshire and York' –
- Work toward meeting the standards in Safeguarding Adults (ADASS guidance 2005)
- Implement recommendations in 'No Secrets' (DOH 2000)
- Develop an outcomes framework based on these principles

The existing membership was strengthened and a new Executive Group set up with senior officers from North Yorkshire County Council, City of York Council, North Yorkshire and York Primary Care Trust and North Yorkshire Police. This group oversees the strategic development of the safeguarding adults work and aims to: -

- ❖ Review performance on safeguarding adults and make recommendations about changes that need to be made within partner agencies
- ❖ Make recommendations about the future of safeguarding adults services
- ❖ Ensure that effective links are made to Local Strategic Partnerships and the Crime and Disorder Reduction Partnerships
- ❖ Give guidance and direction to the local groups
- ❖ Champion good practice

## Safeguarding Adults Partnership Board – Progress in 2007-8

<b>The Partnership/ Partner organisations (Standards 1&amp;2)</b>		
➤ Develop programme for Safeguarding Adults Partnership Executive	2007-8	Key priorities identified for Executive
➤ Review the vision and objectives of the Adult Protection Committee	2006-7	Safeguarding Adults Partnership Board launched April 2007
➤ Review partnership effectiveness and working arrangements	2006-7	Achieved – as above
➤ Review partnership membership and identify which local partnerships the APC and LAPGs need to have links with	2006-7	Achieved - as above
➤ Conduct an audit of partner agencies capacity for adult protection to inform future strategy ➤ Develop action plan derived from the audit of partner agencies	2007-9	Work conducted within individual agencies – particularly, CYC conducting internal audit in preparation for CSCI inspection and NYCC conducting self-audit to ensure fitness for purpose. PCT identified need for Safeguarding Co-ordinator. Executive to develop joint action plan.
➤ Review performance on safeguarding adults and make recommendations about changes that need to be made within partner agencies	2007-9	As above – emphasis on responsibilities of lead authorities
➤ Respond to national reporting requirements	ongoing	Responded to new CSCI requirements as appropriate. Awaiting outcome of pilot of national reporting requirements
➤ Develop a 'serious case review' protocol	2007-8	Executive agreed to adopt recommended SCR protocol October 2007.
<b>Training and Awareness (Standard 5)</b>		
➤ Support local multi-agency awareness raising events	ongoing	Events in 2007-8; Selby and York – May 2007 and Feb 2008; Hambleton/Richmondshire October 2007.
➤ Commission and deliver training for chairs of strategy meetings	2006-7	2007/8 - 3 sessions delivered. 2008/9 - 3 sessions commissioned. Now ongoing – built into regular base commissioning.
➤ Develop multi-agency training for managers and lead officers	2007-8	Some delivered in local events (see above) – Level 2 training agreed as part of training strategy – plan to roll out from July.
➤ Develop and implement Safeguarding Adults Training Strategy	2007-8	Training Strategy signed off Nov 2007.
➤ Ensure that the training strategy is appropriately resourced	2007-9	Some resources identified – more work to do on Training Needs Analysis

<b>Effective procedures (Standard 9)</b>		
➤ Review and publish revised multi-agency safeguarding adults procedures	2007-8	Draft procedures consultation Autumn 2007. Practitioner workshops March /April 2008. Signed off by Partnership Board July 2008.
➤ Develop information sharing protocol	2007-8	Consultation as part of procedures above.
<b>Engaging Citizens(Standard 11)</b>		
➤ Develop information for the public and service users.	2007-9	Public information on websites being updated. Each LD Partnership Board included safeguarding in workshops and anti-bullying work. Freedom from discrimination and harassment is included in Equal Lives strategy (PSI) Improved training materials will enable staff to communicate key information to users and carers.
➤ Consider ways to involve service users and carers in all aspects of the work	2007-9	Membership of Local Safeguarding Adults Groups includes user and carer representative groups e.g. advocacy and carers centres Consultation being carried out as part of Equalities Impact Assessment

Not started		In progress		Completed	
-------------	--	-------------	--	-----------	--

## TRAINING AND AWARENESS

### Achievements/Progress in 2007-2008

#### Awareness Raising

- **Multi-agency awareness events** attended by 90 delegates in York – May 2007 and 30 delegates in Richmondshire – October 2007.
- **Skills for Care training** delivered for social care staff on older people, LDAF and mental health skills for care. Includes module on recognising and responding to abuse and neglect
- Half-time **training officer** appointed as part of LAA delivery plan to support Safeguarding Adults Co-ordinator.
- **Alerter training** delivered to over 300 care staff from independent sector.
- Adult Protection Officer developed **presentations** and supported a number of **information sessions** to private providers, supporting people, voluntary organisations, registered managers and Learning Disability Partnership Boards.
- Delivered **Training for Managers** in Selby
- A variety of **learning resources** were purchased to support training and development. Agreement to lend to 'trainers' through libraries.
- Purchase of **e-learning package** (Kwango) for partnership use as part of blended learning approach to alerter training.

#### Specialist

- **Training for investigators** training was delivered to both City of York and North Yorkshire care management staff, by the Ann Craft Trust. Further courses will be delivered on a rolling programme as necessary.
- Two sessions of **training for chairs of strategy meetings** were delivered by the Ann Craft Trust in September 2007. Further sessions are planned for 2008/9.
- Five sessions on **Training the Trainer** were delivered by Action on Elder Abuse, offering up to 80 places, with priority given to staff from provider organisations, resulting in more than 500 people receiving training by Level 1 Trainers.
- A consultant worked with the Board to deliver a new **training strategy**, adopted November 2007 and develop training for Level 2 managers and a train the trainer programme for Level 1. This is being rolled out from June 2008.



## Multi-agency Training Strategy

This strategy was adopted by Safeguarding Adults Partnership Board (North Yorkshire and York) in November 2007. It comprises 10 key components that form the task areas within an implementation plan. The multi-agency training group was established in February and will monitor progress of the implementation plan.

<b>Component:</b>		<b>Year of implementation Year 1(2007- 8)</b>
1	3 year phased implementation schedule	1
2	A multi-agency training group with a clear role and remit	1
3	A multi-agency 'pool' of trainers	1/2
4	5 levels of training which allow for progression and flexible combinations to meet training needs	1
5	Mandatory awareness training (Level 1 – <i>Recognising &amp; Reporting</i> ) delivered 'in-house' by each partner agency/organisation	1-3
6	Training delivery targets relating to priority staff/professional groups	1-3
7	Training for trainers programme and support network	1-3
8	Multi-agency endorsement option for Level 1 training	1-3
9	Benchmarking framework for existing and new courses	2
10	Accreditation of courses (addressing course content, learning objectives & delivery methods)	2/3

## Activity 2007-8

**During the year 2007-2008** the records show that there have been a total of 298 cases investigated in North Yorkshire and 88 in York. In the majority of cases the investigation included a multi-agency strategy meeting or case conference. Of these cases, it was shown that 94% were completed during the year in North Yorkshire and 80% in York.

This shows a significant increase since March 2007. (York increase from 70 to 88 and North Yorkshire increase from 187 to 298)

Increased reporting is due to increased awareness of the issues and procedures through;

- Increased delivery of alerter training particularly for independent registered care staff (additional care staff trained, NY – 500, Y - 300) and training on Mental Capacity Act.
- Increased understanding of best practice in inter-agency working through review of procedures and multi-agency partnership awareness and practice events.
- Continued emphasis on specialist training and awareness of good practice has increased skills and confidence in assessing adult protection concerns.
- Increased emphasis on performance and quality arrangements and resources for practitioners.

In North Yorkshire

- Delivery of action plan for LAA stretch target supported by dedicated training capacity and systems to improve quality assurance of response to abuse.

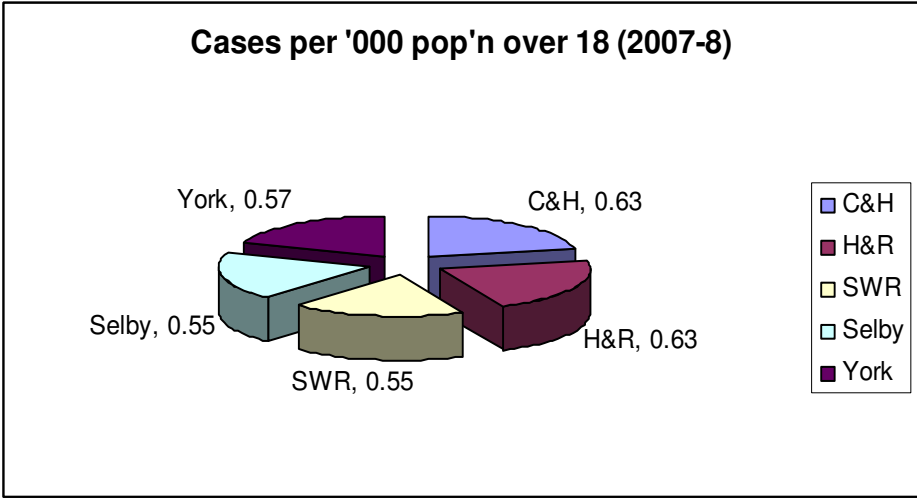
In York,

- Implementation of Framework1 and targeted focus on data quality and recording of cases in preparation for CSCI inspection has encouraged more systematic recording of referrals.

The following charts give a summary of the following information

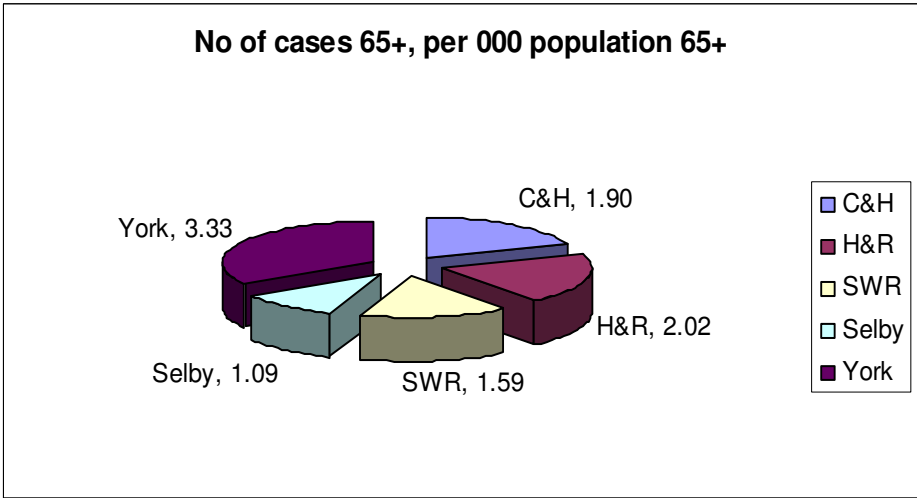
- Number of Cases
- Type of abuse
- Client type
- Outcome of cases
- Location of abuse

**NUMBER OF CASES**



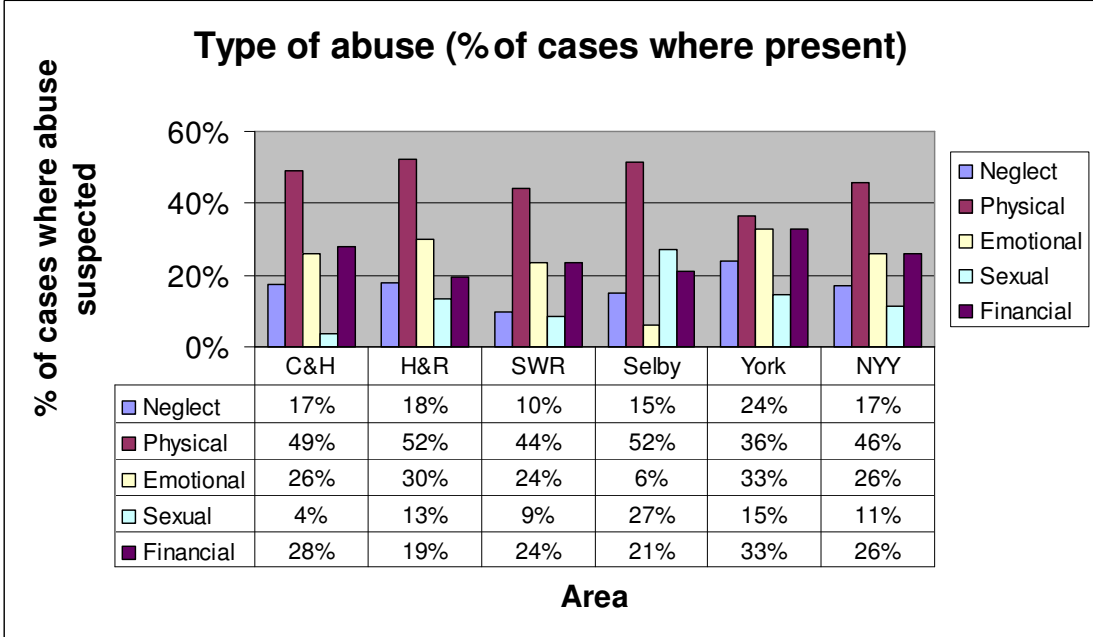
The chart above shows that the number of cases per '000 population over 18 in each Local Safeguarding Adults Group area varies from 0.55 in Selby and Scarborough, Whitby, Ryedale to 0.63 in Craven and Harrogate and Hambleton/Richmondshire.

**NUMBER OF CASES – OLDER PEOPLE**



There is more variation in the number of cases involving older people. The chart above shows that the number of cases per '000 population over 65 in each Local Safeguarding Adults Group area varies from 1.09 in Selby to 3.33 in York.

**TYPE OF ABUSE**

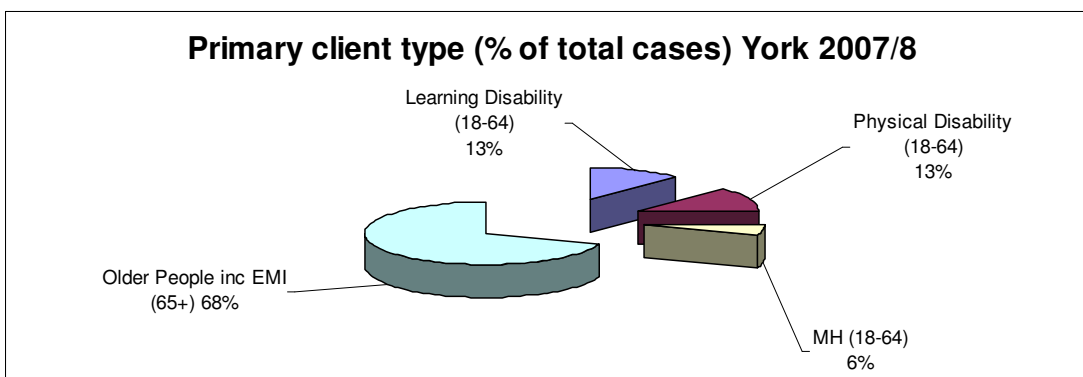
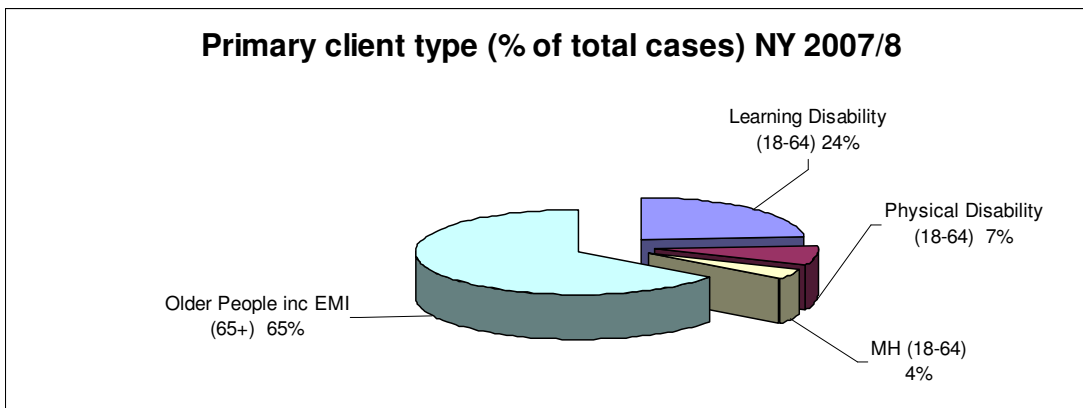
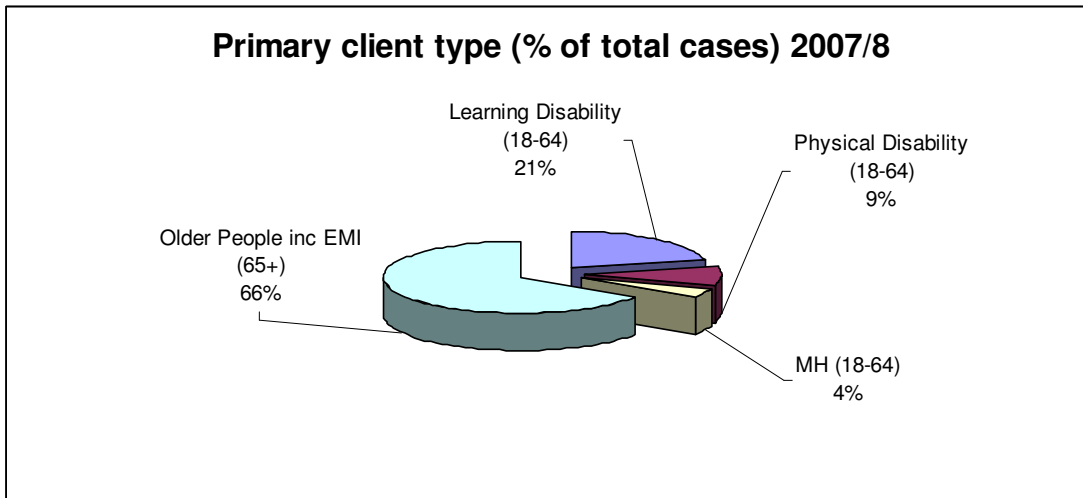


The chart above shows the proportion of cases in which different types of abuse were suspected. It is not possible to show the relative proportions of the type of abuse because the recording system recognises that more than one type of abuse can occur in each case and multiple abuse is found in many cases.

The most prevalent types of abuse for the whole period are physical, financial and emotional abuse. Physical abuse occurs in 46% cases compared with 36% in 2006-7, financial abuse 26%, compared with 25% for 2006-7.

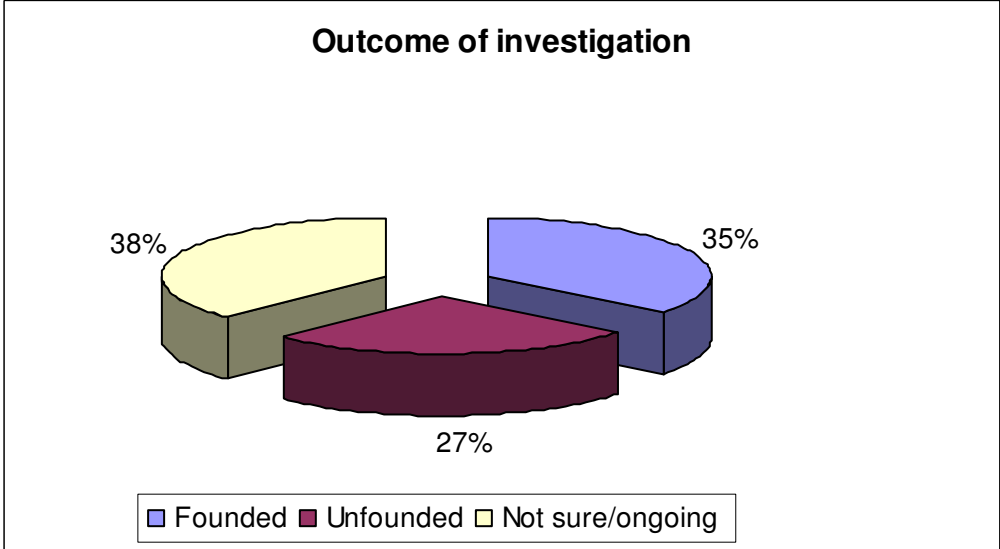
There is variation between the areas, for example York has a higher than average proportion of cases involving financial abuse (33% compared to NYY of 26%) but a lower than average proportion of cases involving physical abuse (33% compared to 46% for NYY)

**CLIENT TYPE**



The majority of cases in each area affect older people aged 65 and over (including older people with mental health problems) (66%), and people with learning disabilities (21%). A very small proportion of cases affect people with physical disabilities (9%) and adults with mental health problems (4%). The pattern varies for North Yorkshire and York, particularly for Learning Disabilities (North Yorkshire 24%, York 13%) and Physical Disability (North Yorkshire 7%, York 13%),

OUTCOME OF INVESTIGATION

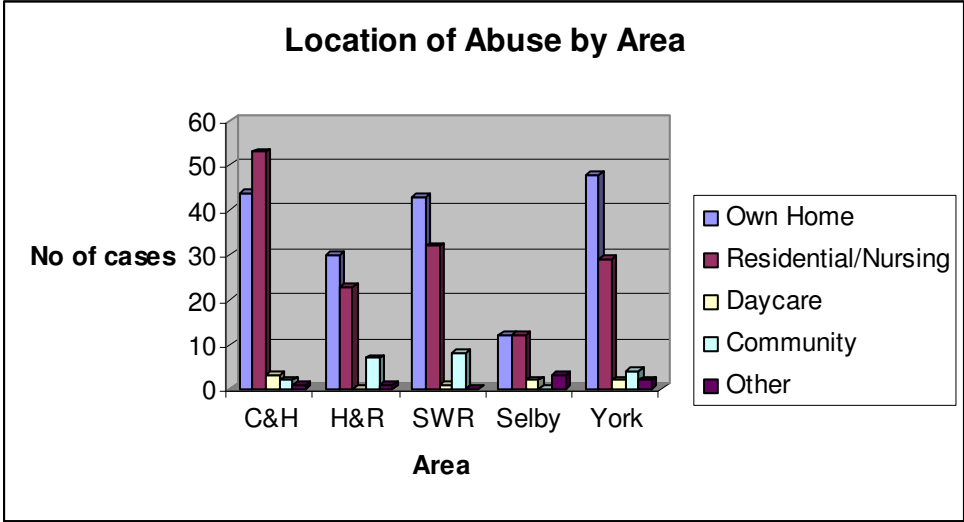


The chart above shows the findings of abuse following an investigation. In just over a third of the cases (35%) abuse was founded and plans were made to protect the vulnerable adult.

In a quarter of the cases (27%) abuse was not founded, while in the remainder of the cases (38%), the investigation was inconclusive or still ongoing at the end of the monitoring period (each quarter).

The majority of cases were completed during the year (94% North Yorkshire, 80% York) which means that these are cases where one or more of the following 'outcomes' occur – prosecution/final warning, disciplinary action against staff member, service terminated, case put on review, managed access to alleged victim arranged, CSCI taking regulatory action, management of victim's finances or a decision is taken to take no further action.

LOCATION OF ABUSE



The majority of abuse recorded took place either in a person’s own home or in residential and nursing care. There were differences between areas with Craven and Harrogate having a much higher number of cases in residential and nursing care while York has the highest number of cases in a person’s own home.

## Work of the Local Safeguarding Adults Groups Achievements/Progress 2007-8

### During the year the Local Safeguarding Adults Groups have: -

- **Promoted effective inter-agency working** and co-operation at a local level and responded to issues raised at meetings and in consideration of case studies.
- **Reviewed the activity monitoring figures** and considered reasons for local variations and ways of increasing the level of reporting.
- **Promoted awareness of the multi-agency policy and procedure** through local events.
- **Reviewed purpose of local events** and recommended two kinds of event
  - **Practice workshop** – to allow practitioners to learn from local cases and evaluate outcomes.
  - **Awareness event** – to increase awareness across all partners of the procedures; including launch of new procedures and training strategy.
- **Contributed to review of multi-agency procedures** and provided opportunities to test the procedures with 'real life' case studies.

## Key Local Issues

Each Local Group reports to each Safeguarding Adults Partnership Board (SAPB) meeting, and includes issues that need consideration by the SAPB, so that there can be a co-ordinated approach across the area.

Following the change to a Safeguarding Adults Partnership Board and the establishment of the Executive, the local groups agreed that a number of issues raised during 2006-7 were now being more effectively addressed particularly the development of training strategy and increased resources for training delivery.

It was agreed that the local groups still required more direction from the Board, in the following areas

- Providing a clearer framework of performance and outcomes for safeguarding
- Developing more effective performance management systems
- Clarifying the role of the local groups in delivering the training strategy.
- Ensuring the full commitment to the training strategy from all partners
- Ensuring consistent representation from key agencies, such as the Police

### Good Practice

The Selby and York group held a multi-agency half-day practice workshop to look at case examples and draw out lessons learned. The aim of the workshop was to

- Share practice in a small multi-agency group as an 'informal learning exercise'
- Identify local application of safeguarding adults procedure
- Identify improvements and action points for individual agencies, local group and Safeguarding Adults Partnership Board



## Work of the Safeguarding Adults Co-ordinator

During the year the Safeguarding Adults Co-ordinator has continued to support the Safeguarding Adults Partnership Board and its working groups and concentrated on the main priorities of the Partnership.

### The Partnership/Partner organisations

- Establishment and support of Executive.
- Administrative and professional support to the Partnership Board, working groups and Local Groups

### Training and Awareness

- Development of Training Strategy – provided advice to consultant; organised Training Group.
- Development of work plan for Senior Development Officer (Safeguarding)
- Development and support of multi-agency training events
- Delivery of presentations to private providers, supporting people, voluntary organisations and registered managers
- Organised and delivered practice workshop for Selby and York
- Co-ordinated delivery of Action on Elder Abuse training (Time for Action)
- Delivered training for North Yorkshire elected members (Jan 08)

### Effective Procedures

- Performance monitoring of NY Local Area Agreement Delivery Plan and recruitment of new posts to support delivery plan
- Consultation on draft multi-agency safeguarding adults procedures
- 'Testing' draft procedures with real cases in small groups of operational managers

### Other activity

- Information provision for statutory returns e.g. Self Assessment Survey
- Regional networking – meetings and Regional ADASS Safeguarding Adults Conference
- Support to City of York Council for pre-inspection preparation
- Support to North Yorkshire County Council to develop action plan following case file audit
- Consultation responses on behalf of lead authorities and Board

## USE OF RESOURCES

The work of the Safeguarding Adults Partnership Board (North Yorkshire and York) is supported with financial contributions from partner agencies.

### INCOME 2007/8

Partner	Amount
City of York Council	£12331
North Yorkshire Police	£5138
North Yorkshire and York PCT	£14489
North Yorkshire County Council	£17142*
<b>TOTAL</b>	<b>£49,100</b>

\*In addition to this funding, NYCC provide support to the Safeguarding Adults Co-ordinator including office accommodation, administrative support services and line management.

### EXPENDITURE 2007/8

Heading	£Amount
Co-ordinator	41,731
Co-ordinator (training)	385.25
Support to Local Groups including Multi-agency awareness events	£588.41
Training delivery inc E-learning package (Kwango)	6141.63
<b>Sub total</b>	<b>48846.29</b>
Uncommitted	253.71
<b>Total</b>	<b>49100.00</b>

<b>North Yorkshire LAA delivery (2007-2010)– NYCC</b> Pump priming grant includes costs of half-time Senior Development Officer and associated training delivery costs (part year effect)	<b>£14000</b>
--	---------------

## KEY PRIORITIES 2006-2009 – 3 year plan

<b>The Partnership/ Partner organisations</b>	
➤ Develop programme for Safeguarding Adults Partnership Executive	2007-8
➤ Review the vision and objectives of the Adult Protection Committee	2006-7
➤ Review partnership effectiveness and working arrangements	2006-7
➤ Review partnership membership and identify which local partnerships the APC and LAPGs need to have links with	2006-7
➤ Conduct an audit of partner agencies capacity for adult protection to inform future strategy	2007-9
➤ Develop action plan derived from the audit of partner agencies	2007-9
➤ Review performance on safeguarding adults and make recommendations about changes that need to be made within partner agencies	2007-9
➤ Respond to national reporting requirements	ongoing
➤ Develop a 'serious case review' protocol	2007-8
<b>Training and Awareness</b>	
➤ Support local multi-agency awareness raising events	ongoing
➤ Commission and deliver training for chairs of strategy meetings	2006-7
➤ Develop multi-agency training for managers and lead officers	2007-8
➤ Develop Safeguarding g Adults Training Strategy	2007-8
➤ Ensure that the training strategy is appropriately resourced	2007-9
<b>Effective procedures</b>	
➤ Review and publish revised multi-agency referral and investigation procedures	2007-8
➤ Develop information sharing protocol	2007-8
<b>Engaging Citizens</b>	
➤ Develop information for the public and service users.	2007-9
➤ Consider ways to involve service users and carers in all aspects of the work	2007-9

## **KEY PRIORITIES FOR 2008-9**

➤ Review governance of Board
➤ Review performance on safeguarding adults and make recommendations about changes that need to be made within partner agencies
➤ Respond to national reporting requirements – being introduced from April 2009
➤ Publish and implement revised procedures and information sharing protocol
➤ Respond to recommendations from CSCI inspection for CYC arrangements
➤ Increase capacity for Safeguarding Adults with focus on good quality practice and positive outcomes for users/carers (NY and York)
➤ Increase emphasis on preventative safeguarding and ensuring that safeguarding is embedded in practice of lead authorities and partner agencies

**CONTACT DETAILS – EXECUTIVE**

**CITY OF YORK**

Bill Hodson  
Director  
Housing and Adult Social Services  
City of York Council  
10/12 George Hudson Street  
York YO1 6ZE  
[bill.hodson@york.gov.uk](mailto:bill.hodson@york.gov.uk)

**NORTH YORKSHIRE COUNTY COUNCIL**

Derek Law  
Director  
Adult and Community Services  
North Yorkshire County Council  
County Hall  
Racecourse Lane  
Northallerton  
North Yorkshire  
DL7 8DD  
[derek.law@northyorks.gov.uk](mailto:derek.law@northyorks.gov.uk)

**NORTH YORKSHIRE POLICE**

DCI Lucy Pope  
North Yorkshire Police  
Headquarters  
Newby Wiske  
Northallerton  
DL7 9HA  
[Lucy.pope@northyorkshire.pnn.police.uk](mailto:Lucy.pope@northyorkshire.pnn.police.uk)

**NORTH YORKSHIRE AND YORK PRIMARY CARE TRUST**

John Clare  
Assistant Director Mental Health – Operations  
North Yorkshire and York PCT  
Sovereign House  
York  
[John.clare@nyypct.nhs.uk](mailto:John.clare@nyypct.nhs.uk)

## CONTACT DETAILS - GROUPS

Bill Hodson (**Chair**)  
Director (Housing and Adult Social Services)  
City of York Council  
10/12 George Hudson Street  
York YO1 6ZE  
01904 613161  
[bill.hodson@york.gov.uk](mailto:bill.hodson@york.gov.uk)

Sally Anderson  
Safeguarding Adults Co-ordinator  
Adult and Community Services  
North Yorkshire County Council  
County Hall  
Northallerton  
DL7 8DD  
01609 532438  
[sally.anderson@northyorks.gov.uk](mailto:sally.anderson@northyorks.gov.uk)

Linda Denham  
Area Manager – Health and PSI  
North Yorkshire County Council  
Jesmond House  
33 Victoria Avenue  
Harrogate  
01609 535088  
[Linda.denham@northyorks.gov.uk](mailto:Linda.denham@northyorks.gov.uk)

Kevin Egan  
General Manager (Scarborough/Ryedale)  
North Yorkshire County Council  
North Yorkshire House, 442-444 Scalby Road,  
Scarborough  
YO12 6EE  
01609 454481  
[Kevin.egan@northyorks.gov.uk](mailto:Kevin.egan@northyorks.gov.uk)

Keith Martin  
Head of Adult Services (Housing and Adult Social Services)  
City of York Council  
10/12 George Hudson Street,  
York  
YO1 6ZE  
01904 613161  
[keith.martin@york.gov.uk](mailto:keith.martin@york.gov.uk)

Chris Phillips  
Care Services Manager  
Brentwood Lodge  
Leyburn  
01609 536189  
[Chris.phillips@northyorks.gov.uk](mailto:Chris.phillips@northyorks.gov.uk)