

# Public Document Pack

## NORTH LINCOLNSHIRE COUNCIL

<b>CABINET</b>
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**25 July 2022**

**Chairman:** Councillor R Waltham MBE      **Venue:** Conference Room,  
Church Square House,  
Scunthorpe

**Time:** 4.00 pm      **E-Mail Address:**  
richard.mell@northlincs.gov.uk

### AGENDA

1. Declarations of Disclosable Pecuniary Interests and Personal or Personal and Prejudicial interests.
2. To approve as a correct record the minutes of the meeting of the Cabinet held on 28 March 2022 (enclosed) (Pages 1 - 8)
3. Performance and Financial Position 2021/22 (Pages 9 - 26)  
Report of the Director: Governance and Communities.
4. Humber and North Yorkshire Integrated Care Board (Pages 27 - 40)  
Report of the NHS Place Director North Lincolnshire.
5. North Lincolnshire Vulnerable Adults 'Experts Together' (Pages 41 - 46)  
Report of the Director: Adults and Health.
6. Children in Care and Care Leavers Sufficiency Strategy 2022-2024 (Pages 47 - 92)  
Report of the Director: Children and Families.
7. Multi-Agency Children in Care, Care Leavers Plan 2022-2024 (Pages 93 - 120)  
Report of the Director: Children and Families.
8. Employability and Skills Events (Pages 121 - 124)  
Report of the Director: Economy and Environment.
9. North Lincolnshire Skills Eco-System and Framework (Pages 125 - 132)  
Report of the Director: Economy and Environment.

10. North Lincolnshire Litter Plan (Pages 133 - 148)  
Report of the Director: Economy and Environment.
11. Armed Forces Covenant North Lincolnshire (Pages 149 - 152)  
Report of the Director Governance and Communities.
12. North Lincolnshire Council Community Facilities - SAFE SPACES for children and young people and vulnerable adults (Pages 153 - 156)  
Report of the Director: Governance and Communities.
13. Any other items which the Chairman decides are urgent by reason of special circumstances which must be specified.

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**PRESENT:** - Councillor R Waltham MBE in the Chair

Councillors Hannigan (Vice Chair), J Davison, Reed, Rose and C Sherwood.

Peter Thorpe, Simon Green, Ann-Marie Brierley, Karen Pavey, Becky McIntyre, Helen Manderson and Richard Mell, attended the meeting.

The meeting was held at Church Square House, Scunthorpe.

#### **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND PERSONAL OR PERSONAL AND PREJUDICIAL INTERESTS.**

There were no declarations of interest declared at the meeting.

1466 **MINUTES**

**Resolved** - That the minutes of the meeting of Cabinet held on 24 January 2022 having been circulated amongst the members, be taken as read and correctly recorded and be signed by the chair.

1467 **GREATER LINCOLNSHIRE JOINT STRATEGIC OVERSIGHT COMMITTEE**

**Resolved** – That the minutes of the meeting of the Joint Committee held on 10 December 2021 be received and where necessary approved and adopted.

1468 **COVID 19 - LIFTING RESTRICTIONS - PRESENTATION**

The Deputy Chief Executive on behalf of the Director of Public Health gave an oral presentation updating the cabinet on –

- Key Milestones from the Government's 'Living with Covid19 Strategy'
- Government's Response to Living with Covid19, and
- Greater Lincolnshire Public Health's response to 'Living with Covid19 Strategy.'

**Resolved** – That the Deputy Chief Executive and Director of Public Health be thanked for the presentation, and (b) that officers of the council and its partners be thanked for their continuing hard work.

1469 **CARE LEAVING SERVICE FINANCIAL POLICY**

The Director: Children and Families submitted a report seeking approval of the updated Care Leavers Financial Policy, which outlined the package of financial support available to young people leaving care. The updated policy

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was attached as an appendix to the report.

The Director in her report explained that the Children Act 1989 'Guidance and Regulations Volume 3: Planning Transition to Adulthood for Care Leavers' set out the requirement for Local Authorities to have a 'clear written and transparent financial policy' that 'sets out what entitlements young people have'. The guidance also stated that the financial policy should be reviewed every year by the local authority and set out how the local authority as a 'good corporate parent' would assist the young person with financial support to achieve economic well-being and make a positive and successful transition to adulthood. North Lincolnshire's financial policy to care leavers was therefore a key component in successfully delivering the outcomes identified within the Multi-Agency Children in Care and Care Leavers Plan 2020-2022.

The report stated that the policy continued to contain financial support available to young people in specific areas, to raise ambitions and promote outcomes. This included financial support to young people to access further and higher education; to promote education and career opportunities; support for young parents to ensure they could be best possible parents to their children and reduce the risk of children of care leavers becoming looked after; financial support to support young people's social development, in order to reduce social isolation and promote positive emotional wellbeing.

The revised policy contained additional financial support with an increase in the living allowance for young people to help towards their living costs. The plan would be to review this element of the financial policy within six months. In addition, the revised policy included an increase to the financial support ensuring that care leavers aged 18+ were able to keep in touch including the provision of Wifi/Mifi and, in exceptional circumstances, through the provision of a mobile phone. In order to support effective transition to adulthood, access to this support would be needs assessed through identification within the young person's Pathway Plan. In the case of young people accessing further or higher education or training, the provision of Mifi/Wifi/digital connectivity would always be provided to support ongoing education and learning. Furthermore, the revised financial policy included an increase in financial support towards driving lessons recognising the cost of lessons. It was considered important to support young people in the steps to obtaining a driving licence which could open up further opportunities for employment.

**Resolved** – That the implementation of the revised Financial Policy attached as an appendix to the Director's report, be approved in order to provide greater tools and resources to support young people in line with and exceeding national best practices.

1470 **OFSTED/CQC LOCAL AREA SEND INSPECTION OUTCOME**

The Director: Children and Families submitted a report presenting the outcomes detailed in the North Lincolnshire Ofsted/CQC Special Educational Needs and/or Disabilities (SEND) inspection letter. The letter details the many strengths of the local area and identifies some areas for further development, notably, there are no significant weaknesses identified and no

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Written Statement of Action was issued. The excellent inspection outcome should be noted and celebrated.

The report explained that between 6 December and 10 December 2021, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of North Lincolnshire to judge the effectiveness of the area in implementing the SEND reforms as set out in the Children and Families Act 2014. During the inspection week, inspectors spoke with children and young people, parents and carers, local authority and NHS officers. They visited a range of providers and spoke to leaders, staff and governors about how they were implementing the special educational needs reforms.

Inspectors looked at a range of information about the performance of the local area, including the local area's self-evaluation. Inspectors met with leaders from the local area for health, social care and education. They reviewed performance data and evidence about the local offer and joint commissioning.

Ofsted reported on the outcome of the inspection in a published letter with judgements in narrative form rather than a 4-point grading scale. The letter outlined areas of strength and key priorities for improvement. Where inspectors have significant concerns in how a local area is meeting its duty to children and young people with SEND, a Written Statement of Action was issued. At the time of the North Lincolnshire local area inspection, of the 11 local areas inspected since the resumption of inspections in June 2021, 10 (91%) had received a Written Statement of Action. Similarly, the outcomes of 13 local areas in the Yorkshire and Humber region were known and of these 13 local areas, 8 (62%) had received a Written Statement of Action.

The report stated that the inspection outcome was a positive assessment of the high quality of North Lincolnshire's services across the early years, education, health and social care. Inspectors praised the suite of strategies that were in place in North Lincolnshire to help young people achieve better outcomes, access opportunities and lead better lives. Inspectors recognised the strong partnership working that existed across the local area between the council, health partners, our schools, early years services, colleges and other professionals to enable early identification and continuing support for children and young people with SEND and their families. Inspectors also acknowledged the effectiveness of the support provided by all agencies at key transition points and the range of opportunities available to develop independence and life skills. Also highlighted were the quality of leadership, the strength of partnerships, a clear commitment to co-production and the dedication of the teams within North Lincolnshire which clearly helped children, parents and carers in our local communities. A summary of the statements from Ofsted were summarised in the report.

**Resolved** – (a) That the excellent inspection outcome, which is a testament to the hard work and commitment of everyone working in local services across North Lincolnshire for children and young people with SEND be noted and celebrated, and (b) that the Cabinet thanks the Director and her team,

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together with all partners for their hard work and support during the inspection, and for their ongoing work and commitment to improving and enhancing the offer provided to young people with SEND/and or disabilities.

1471 **REFUGEE RESETTLEMENT, UK RESETTLEMENT SCHEME (UKRS) AFGHAN RELOCATION AND ASSISTANCE POLICY (ARAP)**

The Director: Governance and Communities submitted a report which updated Cabinet on the renewed pledges for Refugee Resettlement in North Lincolnshire, to seek approval for North Lincolnshire Council to support the extension of the local offer previously agreed in June 2021 for both the Afghan Relocation and Assistance Policy (ARAP) and the United Kingdom Resettlement Scheme (UKRS) and confirmed North Lincolnshire Council's support and involvement in any future Ukraine Resettlement Programme.

The Director in her report explained that North Lincolnshire had been involved in the resettlement of refugees since 2015 and in that period had resettled ten families from Syria and Iraq within the UKRS Scheme. In August 2021 North Lincolnshire Council agreed to be part of the Afghan Locally Employed Staff (LES) Scheme and the Afghan Relocation and Assistance Policy (ARAP) Commitment was made to relocate and house six families in North Lincolnshire in 2021/22. All the commitments were based on a fair share allocation across Yorkshire and Humber and on population and capacity.

The report stated that a collaborative, cross government approach was being taken to support the effective integration of all Refugees who chose to come to the UK including engagement with local authorities and each of the eleven Strategic Migration Partnerships across the UK. The two Refugee resettlement schemes were continuing, and North Lincolnshire were required to renew its pledge on future numbers for each of the two schemes over the next two years to March 2024. From a North Lincolnshire perspective, our newly suggested combined allocation, based on the fair share was 30 people, 15 for ARAP and 15 for UKRS, this was likely to constitute six households, with three families from each scheme.

On 14th March 2022 the Government (DLUHC) announced the "Homes for Ukraine" Scheme. The scheme would allow individuals, charities, community groups and businesses in the UK to bring Ukrainians to safety – including those with no family ties to the UK. Phase one of the scheme would allow sponsors in the UK to nominate a named Ukrainian or a named Ukrainian family to stay with them in their home or in a separate property. The Council would support and promote the scheme acting as a link to DLUHC for Charities, faith groups and local community organisations and individuals who wish to be involved in the scheme. If a Phase Two Resettlement Scheme for Ukrainians was launched, North Lincolnshire Council was committed to participate in the scheme based on a fair share agreement and in line with national policy. Financial and related resource implications were set out in the report.

**Resolved** - That the Cabinet approves the renewal of North Lincolnshire

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Council's pledge for 2022- 24 as detailed in the report and receive the number of refugees set out in the report.

**1472 NORTH LINCOLNSHIRE INTEGRATED STRATEGIC ASSESSMENT (ISA) 2022/23**

The Director: Governance and Communities submitted a report presenting an overview of the ISA and how it would be used to inform strategy development and to seek approval to share the ISA with key stakeholders. The North Lincolnshire Integrated Strategic Assessment (ISA) provided an evidence-based overview of the place and population of North Lincolnshire, highlighting the strengths and challenges, with spotlights on key assets and areas for focus.

The report explained that the production of the ISA had involved the bringing together of a wide range of national and local data sources which had been interpreted and collated to provide a holistic overview of the place and population of North Lincolnshire. The ISA was structured into four key chapters to reflect the strategic outcomes detailed within the Council Plan, these being – Safe, Well, Prosperous and Connected. It would also help to inform the direction of other strategic activity, for example the work of the Health & Wellbeing Board, including the production of the Joint Strategic Needs Assessment (JSNA) and would also assist the Community Safety Partnership to produce the Joint Strategic Intelligence Assessment (JSIA).

The previous ISA was produced in June 2019 and this iteration provided an updated position since that time, against a range of macro and micro indicators. The ISA would be published online, made available on the Council's intranet and shared with partners as a source of reference to be used by colleagues. A summary of the key findings contained within the ISA was provided in appendix 1 to the report.

**Resolved** - That the North Lincolnshire Integrated Strategic Assessment (ISA) be approved and published.

**1473 COVID-19 MID TERM RECOVERY UPDATE**

The Director: Governance and Communities submitted a report updating Cabinet on the delivery of the COVID-19 Mid-Term Recovery Plan, highlighting the Council's progress and achievements in responding to and recovering from the COVID-19 pandemic between September 2021 and March 2022. It also sought confirmation that the recovery period had now reached a natural conclusion and the Mid-Term Recovery Plan could be ended.

The Director in her report emphasised that but as national legal restrictions had come to an end, the council's efforts to keep people safe from COVID-19 and continue the local recovery would form part of business-as-usual activity and be guided by the new Council Plan 2022-25. The Council would continue to monitor local COVID-19 data and respond to any further national policy changes as they arise. The local 'Living with Covid Framework' remained in use to keep the Council workforce safe and well, keep local resilience at a

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generally manageable level and ensure that COVID-19 positive cases among staff remained low. The update Mid-Term Recovery Plan was attached as an appendix to the report.

**Resolved** – That the report be noted and the decision that the COVID-19 Mid-Term Recovery Plan is brought to a close and that going forward, the Council’s COVID-19 protection efforts will be integrated into regular business-as-usual activity be endorsed.

1474 **GREATER LINCOLNSHIRE DEVOLUTION - BUSINESS ENGAGEMENT**

The Deputy Chief Executive submitted a report which briefed Cabinet on Central Government policy regarding Devolution policy, and sought its approval for a proposed joint engagement through the Greater Lincolnshire Local Enterprise Partnership with the business community of Greater Lincolnshire seeking their views to help inform potential future policy decisions.

The report referred to devolution options and opportunities provided through and since the Cities and Local Government Devolution Act 2016, and new opportunities proposed through the Government’s Levelling Up White Paper. The Deputy Director in his report stated that the Government saw Devolution Deals as a central plank towards their Levelling Up agenda. As such, the key and prioritised elements of their framework are economic in focus. The key identified economic areas included:

- Skills – at all levels, including skills improvement plans and contracted employment programmes,
- Business Support – through bespoke and measured schemes, Shared Prosperity Funds and an enhanced advocacy role,
- Infrastructure – enhanced and better aligned budgets for transport, broadband and utilities, and
- Investment – new regeneration partnership role for Homes England, possibility of Development Corporations and access to Brownfield land remediation.

The report recommended as Option1 that a structured and prioritised business engagement model was entered into to ensure that the possible benefits of devolution were conveyed successfully to the business community and that in return this sectors views were heard and understood. Such an approach would help both direct and strengthen any final “deal” submission to Government. It was proposed that the central coordinating organisation for undertaking such an approach is the Greater Lincolnshire Local Enterprise Partnership (GLLEP). The GLLEP had both an existing three – county reach and direct contact to both larger and SME businesses. The GLLEP would utilise a model of information, advice and guidance on what a “deal” may bring and the implications for the business community.



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To enable this approach to happen both quickly and to have the desired reach the three upper tier authorities and districts would make available commensurate resources from their respective business development teams. The aim was to receive both qualitative and quantitative business and business organisations responses by the end of June 2022. The outcome would be truly representative engagement and endorsement from business and their sector and trade organisations to help set direction and support any future potential bid for a devolution deal. The report also outlined a further two options.

**Resolved** – That a joint engagement through the Greater Lincolnshire Local Enterprise Partnership with the business community of Greater Lincolnshire seeking their views to help inform potential future policy decisions be approved.

1475 **NORTH LINCOLNSHIRE 20MPH SPEED LIMIT POLICY**

The Director: Economy and Growth submitted a report which considered and sought approval of a policy for the implementation of 20mph speed limits and zones in North Lincolnshire.

The Director in her report explained that a '20mph limit' was where the speed limit had been reduced but there are no physical measures to reduce vehicle speeds in the area. Drivers were alerted to the speed limit with 20mph signs and repeaters. A '20mph zone' used traffic calming measures to reduce the adverse impact of motor vehicles on built up areas. The principle was that the traffic calming slowed vehicles down to speeds below the limit and in this way the zone becomes 'self-enforcing'. Speed humps, chicanes, planting and other measures could be used to physically and visually reinforce the nature of the road. There was good evidence that traffic calming measures reduced speed to at least 24mph or less.

The report stated that to allow for more consistency in the application of speed limits the Department for Transport (DfT) had produced guidelines for local authorities to follow when applying speed limits. The government currently advised that 20mph should be self-enforcing. Guidance from both the Department for Transport (DfT) on implementing a 20mph limit and National Police Chief Council (NPCC) on enforcement, must be observed. Guidance from the Department for Transport and the National Police Chiefs Council was that both 20mph limits and 20mph zones should be self-enforcing.

A proposed 'North Lincolnshire Council 20mph Speed Limit Policy' was detailed in an appendix to the report enabling requests for 20mph limits or zones to be assessed using the policy. Streets meeting the criteria could then be considered for a reduction in speed limit where resources allowed. Where demand was greater than the resources available the scheme prioritisation criteria would be used to manage that demand.

**Resolved** – (a) That the proposed 'North Lincolnshire Council 20mph Speed Limit Policy' and accompanying prioritisation criteria for managing demand for

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20mph speed limit requests as set out in appendix 1 be approved, and (b) that Cabinet be kept informed of progress on delivery of programmes associated with 20mph speed limits.

## NORTH LINCOLNSHIRE COUNCIL

### CABINET

#### Performance and Financial Position 2021/22

#### 1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1. To inform Cabinet of the Council's priority and financial performance in 2021/22:
  - 1.1.1. Revenue investment of £159.4m, 98% of budgeted spend.
  - 1.1.2. Capital investment of £28.7m, 76% delivery against plan
  - 1.1.3. Enhanced financial resilience through £2.2m revenue contribution to reserves.
  - 1.1.4. Performance has been improved or maintained in the majority of indicators.
- 1.2. To update Cabinet on the changes to the annual Accounts timetable.
- 1.3. To update Cabinet on the restated capital investment previously approved as projects have been rephased.

#### 2. BACKGROUND INFORMATION

- 2.1. The Council set a revenue investment budget of £162.8m for 2021/22 for delivery of its functions and strategic priorities.
- 2.2. Funding for capital investment in 2021/22 was set at £47.3m although the net effect of additional investment and rephasing to future years reduced this to £43.9m as reported to Full Council in February 2022.
- 2.3. The budget policy framework set out the investment plans for each priority intended to achieve the outcomes for North Lincolnshire. Appendix 1 provides some further analysis in respect of financial performance and highlights areas of impact the investment has made.
- 2.4. The council has been able to strengthen its financial resilience and contributed £2.2m to reserves in 2021/22. Appendix 3 provides the reserves account in detail.
- 2.5. The Medium-Term Financial plan approved in February 2022 included the capital programme 2021/25 totalling £137m. This is updated to reflect actual investment in 2021/22 as set out at Appendix 4.

- 2.6. By law, the annual accounts must be published in draft by the end of May each year and a final audited version published by the end of July. The Government have recognised the combination of impact of the COVID 19 pandemic and capacity pressures in the external audit sector and has again amended this timetable to end of July 2022 for draft accounts and end of November 2022 for publication of the final audited accounts.

### **3. OPTIONS FOR CONSIDERATION**

- 3.1. To consider the information contained in the report and note the financial outturn position and impact of investment.
- 3.2. To approve the revised capital investment budget profile reflecting the final investment in 2021/22 and virement as per Appendix 4.
- 3.3. The report reflects the historic position that has been achieved, and therefore there are no other options to consider.

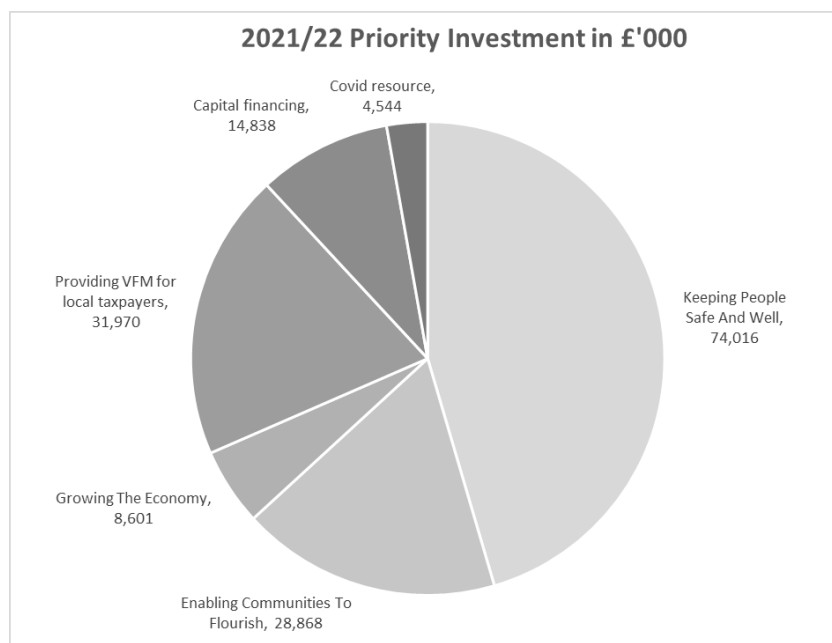
### **4. ANALYSIS OF OPTIONS**

- 4.1. The outturn position provides evidence that the council invested the available resources wisely and that the investment enabled the council to fulfil its policy objectives and priorities: keeping people safe and well; enabling resilient and flourishing communities and enabling economic growth and renewal. Resources have been utilised as intended and remaining within overall investment limits.
- 4.2. The position contained in this report is positive, with high performance matched by strong financial management reflected in a favourable outcome position. This will be invaluable as we progress through 2022/23 and the challenges associated with the current operating environment, such as persistent high levels of inflation.
- 4.3. The financial outturn report and position provides external stakeholders with evidence of the integrity of the council's financial conduct and performance and demonstrates fiscal discipline. It also gives the executive confidence that the Council is well placed to navigate future challenges.
- 4.4. The council set a revenue investment budget of £162.7m and a total spend of £159.4m, or 97.9%, has been achieved. The funding assumptions that Full Council agreed in February 2021 included income from Council Tax, Business Rates and Government Grants as detailed below. It was estimated that the council would receive £1.13m COVID funding under the Local Income Tax Guarantee Fund. However, due to the final collection rates being slightly better than forecast, the claim under this grant was lower.

		<b>Budget 2021/22 £000</b>	<b>Actual 2021/22 £000</b>
<b>Settlement Funding</b>			
	Revenue Support Grant	(6,232)	(6,232)
	NNDR Baseline Funding	(33,171)	(33,171)
<b>Base Funding</b>			
	Council Tax and ASC precept	(78,488)	(78,488)
	NNDR retention	(11,516)	(14,347)
	Collection Fund Surplus	(2,091)	(1,373)
	Government Grants	(23,130)	(23,153)
	COVID funding	(7,070)	(5,649)
<b>Use of Reserves</b>			
	Risk & Transformation	(1,139)	856
	General Fund	0	0
	<b>TOTAL FUNDING</b>	<b>(162,837)*</b>	<b>(161,557)*</b>

(\*Includes additional Public Health grant allocation £184k confirmed following council budget approval of £162,653k)

4.5. The overall investment is summarised below by priority. Further detail on net operating expenditure compared to budget is set out in Appendix 1.



## 5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)

5.1. The financial implications are set out in this report.

5.2. The Council's Draft Accounts for 2021/22 will be published by 31 July 2022 and will include public notice that draft accounts are available for inspection for 30 days. The Council's external auditors, Mazars, will complete their audit and present their opinion on the Accounts to the Audit Committee by 30<sup>th</sup> November 2022.

## **6. OTHER RELEVANT IMPLICATIONS (e.g., CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1. The investment made in 2021/22 enabled the Council to meet the ambition and priorities of the Council Plan, contributing to people in North Lincolnshire being safe, well, prosperous and connected.

## **7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 Not applicable.

## **8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTEREST DECLARED**

8.1 Not applicable for the purpose of this report.

## **9. RECOMMENDATIONS**

9.1 Cabinet is asked to:

9.1.1 Note the financial position for the 2021/22 against the budget policy framework set in February 2021 and the impact the investment has had on performance.

9.1.2 Note the latest position in respect of the Council's financial resilience through its useable reserves statement.

9.1.3 Note the changes to the timescales for publication and audit of the Council's Statement of Accounts for 2021/22.

9.1.4 Note the final capital investment for 2021/22 and approve the virement and movement between years on the budget profile from 2021/22 to future years as detailed in Appendix 4, including the allocation of funding for the Brigg Allotment Scheme.

**DIRECTOR OF GOVERNANCE AND COMMUNITIES**

Church Square House  
High Street  
Scunthorpe  
North Lincolnshire  
DN15 6NL

Author: Nina Torr, Mark Kitching  
Date: July 2022

**Background Papers used in the preparation of this report:**

Reports to Full Council:

- Financial Strategy, Budget 2021/22 and Medium-Term Financial Plan 2021/24
- Capital Investment Strategy and Capital Programme 2020/2024
- Treasury Management and Investment Strategy 2021/22

Reports to Cabinet:

- 2021/22 Q1 Financial Management and Medium-Term Financial Plan Update
- 2021/22 Q2 Financial Management and Medium-Term Financial Plan Update
- 2021/22 Q3 Financial Management and Medium-Term Financial Plan Update

Other background papers:

- Revenue and capital budget adjustments
- Local Government Finance Settlement 2021/22 (DLUHC, December 2020)
- Council Plan 2018/19

1. On 25<sup>th</sup> February 2021, the budget setting meeting of Full Council approved plans for revenue and capital investment. This was constructed taking into account multiple factors, such as the local government financing framework, national policy and the local strategic context.
2. Investment plans were agreed in line with the policy framework determined through two key strategic documents: the Local Plan (place shaping) and Council Plan (ambition, purpose, priorities and use of resource). The outturn position provides an opportunity to confirm that the Council fulfilled its policy objectives and priorities: keeping people safe and well, enabling resilient and flourishing communities, and enabling economic growth and renewal, utilising resources as intended and remaining within overall investment limits.
3. Full Council approved revenue investment of £162.8m, funded through a combination of council tax, business rates and grant funding. During the year, the Council invested £159.4m and therefore achieved an overall underspend which strengthens its financial resilience position going forward.
4. The council invested £28.7m in its Capital Programme in 2021/22. This included a wide range of schemes with significant investment in the area's road network, schools' facilities, the Council's ICT infrastructure, community hubs, community grants and energy efficiency initiatives.
5. The capital programme delivery has been subject to some project delays due to continuing impact of the pandemic along with supply chain challenges, with the spend in-year of £28.7m being 76% of the Capital Investment planned budget. A further £10m Investment was rephased to 2022/23 at the year-end for ongoing schemes.
6. Where capital investment has been delayed, the budget has been rephased to future years. Whilst there is no reduction in the overall programme, the change of phasing of the programme has meant a reduction in both interest costs and funding costs totalling £0.6m of revenue saving in-year.
7. Covid-19 related grants totalling £32.2m have been applied during the 2021/22 financial year, some intended to fund the Council's additional costs in response to the pandemic as well as income losses suffered through reduced sales, fees & charges. See Appendix 3 for more details. Of these grants £16.4m supported businesses to remain viable, £4.6m supported individuals and £11.2m was used to finance the Council's Covid-19 response.
8. The budget policy framework set out the investment plans for each priority intended to achieve the outcomes for North Lincolnshire. The table below highlights areas of impact the investment has made:



## Priority: Keeping people safe and well

### What did we do?

North Lincolnshire Council worked with residents and partners to lead the place of North Lincolnshire to promote wellbeing, prevent harm and prioritise the most vulnerable. We provided a range of services directly, together with partners or through contracts with other organisations to keep children and adults safe and achieve a better quality of life for everyone. We worked with children, young people, adults, families and carers to enable people to live well for longer, in their own homes, families and communities.

### Outcome Theme

### Council Contribution

Safer People

The council has invested £0.2m capital in the provision of complex care facilities improving outcomes for disabled people

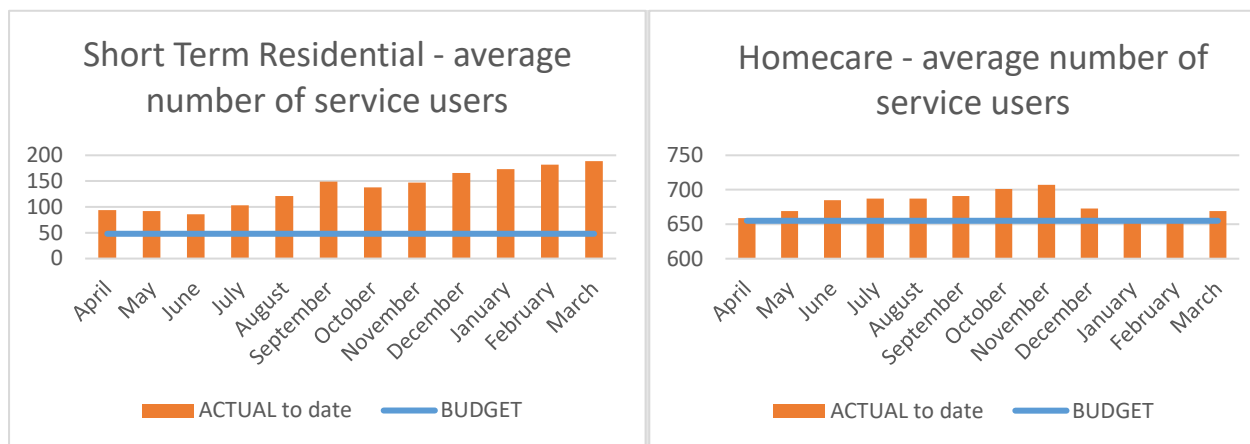
£0.2m capital has been invested in the One Family Hub which provides help and advice on child and family health, parenting, money, training and employment. The Hub also provides early learning activities and support.

Whilst the number of children's and young peoples' assessment numbers have increased during 2021/22, the actual numbers of children in care, children in need, unaccompanied asylum-seeking children and placements out of area have decreased. This can be attributed to the success of the One Family Approach and effective partnership working with schools, health, police and the voluntary community sector. Our ambition for children to be in their families, in their schools and in their communities has also led to total spend being lower than the budgeted investment.

No child was on a protection plan for two years or more, in line with the best performers across the country and 100% of child protection conferences were held within 15 days which was above the national average of 78%.

Additional investment was made in Adults Social Care to manage the continuing effects of the pandemic which resulted in higher demand for provision of both care at home and short-term residential care to support people to live independently in the longer term. We worked in

partnership with local NHS partners to secure and utilise additional specific grant funding to partially mitigate the impact on costs caused by reducing hospital discharge times. Performance data relating to both the effectiveness of rehabilitation and reablement and the outcome of short-term services continues to be positive, both recording an upward trend in outcomes during 2021/22.



We supported 2,092 people with longer term needs to have choice and control over the way they want to live their lives.

100% of Adult Social Care provided by the Council was rated either good or outstanding.

Good health and wellbeing

The prevalence of adult smoking dropped from 17.8% to 11.6% and is now lower than the national average. This demonstrates the effectiveness of our partnership with the Northern Lincolnshire Smoke Free Alliance.

## Priority: Enabling resilient and flourishing communities

### What did we do?

North Lincolnshire Council promoted communities where people are proud to live, where neighbours look out for each other and people enjoy a strong sense of belonging. We engaged with residents to understand how they view their local areas and worked with communities to take ownership of place and improving the outcomes people achieve. We provided information, advice and guidance that supports residents to participate in activities that matter to them and enables opportunities for people of all ages to take part in activities that contribute to their health and wellbeing.

### Outcome Theme

### Council Contribution

Cleaner, greener and safer spaces and environments

52.6% of household waste was reused, recycled, and composted and is in the top quartile nationally and the amount of waste land filled was minimal and also places the Council in the top quartile nationally.

Over seven million waste and recycling collections were undertaken, with a completion rate of 99.91% which is an improvement on last year.

From 71 independent inspections of litter across North Lincolnshire, 97% reported improvements in litter levels and 100% of inspections relating to the incidence of graffiti found reduced levels.

Safe Places, housing and Communities

We helped communities to help themselves through the investment of £0.2m in grants to community groups to invest in their own capital schemes

Investment of £1.6m in Green Homes improved the energy efficiency of North Lincolnshire housing and enabled a reduction in the levels of fuel poverty.

We have enabled a consistent level of housing growth within North Lincolnshire to derive economic and community benefit in line with the Council and Local Plan

	<p>Forty two private sector rented properties were made safe from hazards - the financial return on investment to the NHS and society as a whole as a result of this work is estimated to be over £1.6m.</p>
Vibrant Leisure and Culture	<p><b>Community Hubs, Active Lifestyles and Culture</b>  £0.5m capital investment in enhancing Community Hubs, making it easier for residents to access information, advice and support, and take part in activities to improve their health and wellbeing</p> <p>Provided a range of community facilities that enable an active lifestyle, with almost 600 active members per month partaking in swimming sessions and over 5,100 per month using fitness facilities</p> <p>Promoted participation in positive, recreational and community learning opportunities</p> <p>Enabled access to arts, culture and entertainment, celebrating the heritage of North Lincolnshire and promoting North Lincolnshire as a place to visit</p> <p>We have continued to fully support the Imagination Library. During 2021/22 a further 88,000 books were issued to children aged up to five, bringing the total number issued to over 700,000 since the scheme began. Across North Lincolnshire, nine out of every 10 children under five are registered for the programme. The impact of this scheme is evidenced through analysis of Year 1 phonics screening tests, which demonstrate that children registered with the Imagination Library achieve better outcomes than their unregistered peers – a pattern repeated year on year on a child’s journey through school.</p>
Excellent Education	<p><b>Educational Access &amp; Inclusion</b>  We have delivered £2.7m capital investment in a range of improvements to schools enabling learning environments that are well maintained</p>

	<p>The percentage of two-year-old children benefitting from funded early education in North Lincolnshire was 97% in 2021; above the regional and national average and overall, 98% of children attended early years provision rated good or better</p> <p>90% of children attended good or better schools, a 2% improvement on last year with 94% of children being given their first choice of school; above the national average</p>
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## Priority: Enabling economic growth and renewal

### What did we do?

North Lincolnshire Council worked with residents and partners to lead the growth of North Lincolnshire to promote prosperity for all. We provided a range of services directly, together with partners or through contracts with other organisations to create new businesses, jobs and opportunities for all. We continue to aim to be a sustainable council, becoming more commercial, enabling innovation to invest back into communities by promoting North Lincolnshire as best place to invest and live, leading to a more resilient tax base. These intentions are based on the principles of promoting excellence and equality of opportunity.

### Outcome Theme

### Council Contribution

Safe Roads, better roads and rail

We prioritised the improvement of unclassified roads. This has led to the percentage of roads that do not require maintenance rising from 67% to 79%.

We invested £6.7m in enhancing roads and carriageways, including major works on the A15 to ensure a well-maintained Highway Network.

We filled 1,500 potholes, investing £0.5m in repair and prevention and in addition to our programmed works, handled 2,682 calls in relation to safer roads.

	<p>Our drivers drove in excess of 33,000 miles and used 5,500 tonnes of salt treating our roads</p>
Accessible Transport	<p>We invested £0.3m in making road travel safer</p> <p>£0.4m has been invested in extending Scunthorpe Ridgeway helping to connect more people to employment, education, leisure and other cycling facilities</p> <p>We invested £0.1m in the Wheels to Work scheme improving young people's mobility, job prospects and enabling them to get to work</p> <p>We supported over 14,000 passenger journeys using the Just Go service</p>
Growing business, more jobs, better paid jobs	<p>We were awarded funding of £10.7m, as part of the Future High Street Fund for Scunthorpe and £20.9m as part of the Towns Fund, driving long term economic growth of which £0.7m was invested on regeneration of Scunthorpe High Street</p> <p>We invested £1.3m in improving access to the internet across the area; average download speed has increased from 71.4 to 96.8Mbps</p> <p>£0.8m has been invested in providing infrastructure to enable the development of the Lincolnshire Lakes</p> <p>Over 250 local small and medium businesses were supported with grants to enable start-up, expansion, IT investment and diversification.</p>
Enhanced skills and employability	<p>We supported skills transformation and the use of the apprenticeship levy</p> <p>93.3% of 16- and 17-year-olds are in education and training, above the national average</p> <p>51.3% of jobs in North Lincs were classed as highly skilled, an increase of 2.2% since 2020</p>

## Priority: Running the business well

### What did we do?

North Lincolnshire Council is a public body serving the whole of North Lincolnshire responsible for providing hundreds of essential services. As a public accountable body, we must make sure that we run the business well and continue to be able to operate as a going concern. That means spending money wisely and looking after our assets to ensure we can get things done as promised and to ensure that we can demonstrate this to our residents and regulators. We continually strive to keep our running costs as low as possible and adapt the way we work to remain financially sustainable.

### Council Contribution

#### Elected members and decision making

We facilitated almost 200 statutory council meetings through MS Teams, enabling public access and participation with over 1000+ hits recorded on the Council's website for live streaming

#### Professional and Technical Advice

We invested £1.4m in modernising council IT systems and enhancing cyber-security  
Our finances were given a clean bill of health by our External Auditors and they were also satisfied with our arrangements to secure Value for Money

#### Maintaining Council Assets

£0.3m was invested in replacing council vehicles with more efficient and modern models

#### Customer Access, Taxation and Benefits

We maximised collection of income to invest in our priorities for North Lincolnshire, with collection rates at 97.08% of non-domestic rates and 94.6% of council tax collected in year

#### Financing and Levies

During 2021/22 the Council's cash balances remained healthy due to the continued availability of government grants relating to COVID response and recovery. This, combined with the rephasing of some of the larger capital investment schemes to the later part of the year, meant that new borrowing could be deferred. As a result, the cost of borrowing was temporarily less in 2021/22 than planned. The annual Treasury Management report to the Audit Committee provides further detail on the investment and borrowing strategy and demonstrates effective deployment and probity regarding handling of the Council's cash balances.

## Reserve Statement

9. Overall, the Council reserves reduced in 2021/22, but by less than had been anticipated. The favourable outturn position has enabled the Council to increase its General Balances to 5% of its net revenue budget in 2022/23. The Council was also able to set aside funds in its Risk and Transformation Reserve providing some additional financial resilience.
10. The Council set aside £2.2m from revenue investment in 2021/22, with £1.3m added to the general reserve, retained at 5% of net expenditure. The balance of £0.9m has been transferred to the risk and transformation reserve. A further £5.8m has been transferred to the risk and transformation reserve from the COVID-19 un-ringfenced grant balance to provide future financial resilience. In addition, there has been an increase in schools' reserves of £2.3m.
11. The largest usage of reserves (£9.9m) was to meet the costs of Business Rate relief awarded to businesses during the Covid Pandemic. This was built into the budget as the Government had provided a grant to meet these costs in previous years. See Appendix 3 for more detail on council reserves.



**OUTTURN DETAIL :**  
**Subjective analysis and Management accountability**

**APPENDIX 2**

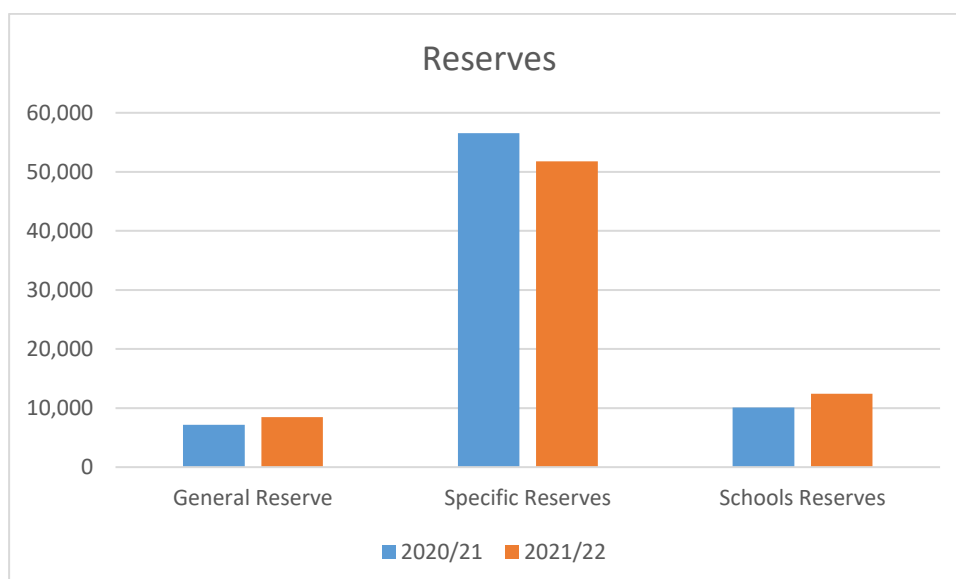
	Budget	Actuals	Variance	Commentary
	£'000	£'000	£'000	
Employees	104,369	100,371	-3,998	The largest category of expenditure across numerous functions, professions, technical experts. Staff turnover for the year was 12.32%. To enable the council to achieve its objectives in 21/22 the budget provided for approximately 3,100 posts. The average number of staff employed in 2021/22 was approximately 2,960. Based on trend analysis the Council reduced the budget for Employees in 2022/23 by £2.5m, with £1m of this being a permanent reduction.
Premises Costs	7,072	7,169	97	
Transport Costs	6,413	7,141	728	Travel expenses paid to staff have remained lower than the budget partially offsetting increased costs of Home to School transport and the council's fleet running costs.
Supplies & Services	45,501	46,147	646	Increased care costs have been partially offset by a reduction in rent allowances.
Third Party Payments	141,058	143,612	2,554	
Capital Financing Costs	13,202	12,621	-581	The council has maintained its policy of not borrowing before there is a cashflow need resulting in a saving on interest payable.
	<b>317,615</b>	<b>317,061</b>	<b>-554</b>	
Income	-311,831	-313,623	-1,792	The post lockdown recovery of income has been greater than anticipated.
Earmarked Reserves	-5,784	-5,627	157	This has been transferred to reserves: £1.3m to general fund reserve and £0.9m to risk & transformation reserve
Total	<b>0</b>	<b>-2,189</b>	<b>-2,189</b>	

Management Accountability	Assistant Director	Budget	Actual	Variance
		£'000	£'000	£'000
	Adult Social Services	19,716	21,329	1,613
	Integrated Health & Care	2,926	1,731	-1,195
	Adults Early Help & Prevention	21,081	21,979	898
	<b>Adults &amp; Health</b>	<b>43,723</b>	<b>45,039</b>	<b>1,316</b>
	Education	4,164	4,270	106
	Children's Help & Protection	10,379	9,480	-899
	Children's Standards & Regulation	10,843	8,806	-2,037
	<b>Children &amp; Families</b>	<b>25,386</b>	<b>22,556</b>	<b>-2,830</b>
	Place	25,587	27,824	2,237
	Public Protection	873	632	-241
	Organisational Development	13,639	13,765	126
	<b>Economy &amp; Environment</b>	<b>40,099</b>	<b>42,221</b>	<b>2,122</b>
	Governance & Partnerships	4,896	4,809	-87
	Resources & Performance	8,013	6,073	-1,940
	Community Enablement	6,986	7,292	306
	<b>Governance &amp; Communities</b>	<b>19,895</b>	<b>18,174</b>	<b>-1,721</b>
	Central & Technical	26,556	24,759	-1,797
	Public Health	7,178	6,619	-559
	Schools	0	0	0
	<b>Total Other Services</b>	<b>33,734</b>	<b>31,378</b>	<b>-2,356</b>
	<b>Service Total</b>	<b><u>162,837</u></b>	<b><u>159,368</u></b>	<b><u>-3,469</u></b>
	<b>Funding</b>	<b><u>-162,837</u></b>	<b><u>-161,558</u></b>	<b><u>1,279</u></b>
	<b>Council Position</b>	<b><u>0</u></b>	<b><u>-2,190</u></b>	<b><u>-2,190</u></b>

## RESERVES STATEMENT

## APPENDIX 3

Reserve	2021/22 Opening £'000	(Increase) / Decrease £'000	2021/22 Closing £'000
<b>General Reserve</b>			
General Fund Balance	(7,158)	(1,335)	(8,493)
<b>Specific Reserves</b>			
Risk & Transformation	(24,331)	(6,750)	(31,081)
Grants	(15,001)	1,328	(13,673)
NNDR Smoothing	(12,461)	9,898	(2,563)
Public Health	(1,752)	(585)	(2,337)
DSG Council element	(392)	(58)	(450)
Licensing	(273)	(16)	(289)
Safety Camera Partnership	(255)	0	(255)
Care Leavers	(218)	(14)	(232)
Adult Social Care Staffing	(430)	218	(212)
Scunthorpe Special Expenses	(207)	75	(132)
Covid PPE	(697)	697	0
Other	(556)	(8)	(564)
	<b>(56,573)</b>	<b>4,785</b>	<b>(51,788)</b>
<b>Total Council Reserves</b>	<b>(63,731)</b>	<b>3,450</b>	<b>(60,281)</b>
<b>Schools Reserves</b>			
Dedicated Schools Grant	(3,860)	(1,705)	(5,565)
School's Balances	(6,217)	(639)	(6,856)
	<b>(10,077)</b>	<b>(2,344)</b>	<b>(12,421)</b>
<b>Total Reserves</b>	<b>(73,808)</b>	<b>1,106</b>	<b>(72,702)</b>



## CAPITAL INVESTMENT

## APPENDIX 4

	Budget £'000	Actual £'000
Capital Programme	37,711	28,682
<b>Financed by:</b>		
Grants	24,679	20,998
Council Resources	1,954	1,920
Borrowing*	11,078	5,764

\*Currently met from council cash balances

The capital programme has been adjusted to reflect the £10m of cost that has been rephased from 2021/22 to future financial years. The table below reflects the profile of investment over the financial years 2022/23 to 2024/25.

Proposed Programme*	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's	Total £000's
<b>Investment in Priority</b>					
Keeping People Safe and Well	2,699	10,989	985	185	14,858
Enabling Resilient and Flourishing Communities	7,006	12,148	7,681	6,166	33,001
Enabling Economic Growth and Renewal	15,909	28,818	14,092	9,612	68,431
Running the Business Well	3,063	9,536	6,447	1,442	20,488
<b>Total Investment</b>	<b>28,677</b>	<b>61,490</b>	<b>29,205</b>	<b>17,405</b>	<b>108,100</b>
Capital Investment Allocation	5	0	860	7,664	8,529
<b>Capital Investment Limit</b>	<b>28,682</b>	<b>61,490</b>	<b>30,065</b>	<b>25,069</b>	<b>145,306</b>
<b>Funding Analysis</b>					
External & Grant Funding	20,999	34,982	17,223	12,948	86,153
Internal funding	7,683	26,508	12,842	12,121	59,153
<b>Total</b>	<b>28,682</b>	<b>61,490</b>	<b>30,065</b>	<b>25,069</b>	<b>145,306</b>

\*This table reflects the allocation of £390k of the approved priority investment fund to meet the additional investment in the Brigg Allotment scheme.

Capital Programme Reconciliation	Council Approved Budget	Additional Financing	Latest Capital Programme
<b>Funding Analysis</b>	£'000	£'000	£'000
External & Grant Funding	<b>78,649</b>	7,504	<b>86,153</b>
Internal funding	<b>59,069</b>	84	<b>59,153</b>
<b>Total</b>	<b>137,718</b>	7,588	<b>145,306</b>

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## NORTH LINCOLNSHIRE COUNCIL

### CABINET

## HUMBER AND NORTH YORKSHIRE INTEGRATED CARE BOARD

### 1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To inform Cabinet of the newly established Humber and North Yorkshire Health and Care Partnership Integrated Care System (ICS) and the creation of the Humber and North Yorkshire Integrated Care Board (ICB).
- 1.2 The report provides an overview of the responsibilities of the ICS/ICB and relationship with North Lincolnshire Council and wider partners.
- 1.3 As part of the new arrangements each area within the ICS is required to establish Place Based Partnerships. The North Lincolnshire Place Partnership has developed a Strategic Intent, Cabinet is asked to endorse the NL Strategic Intent and confirm the membership of the partnership.

### 2. BACKGROUND INFORMATION

#### The Humber and North Yorkshire Integrated Care System

- 2.1 Integrated Care Systems (ICSs) are a partnership between the organisations that provide health and care needs across an area, coordinate services and plan in a way that improves population health and reduces inequalities between different groups. The Humber and North Yorkshire Health and Care Partnership (ICS) was established in 2016 and comprised 28 organisations from the NHS, local councils, health and care providers and voluntary, community and social enterprise (VCSE) organisations.
- 2.2 The Health and Care Bill which puts ICSs on a statutory footing, has now been enacted and ICSs formally came in to being on the 1<sup>st</sup> July 2022, at which point Clinical Commissioning Groups (CCGs) were formally dissolved. ICSs have two statutory components: integrated care boards (ICBs) and integrated care partnerships (ICPs). ICBs take on the commissioning functions of CCGs and are responsible for developing integration and collaboration, and for improving population health across the system. ICBs are accountable for NHS expenditure and performance within the system. They can exercise their functions through place-based arrangements. ICPs are a statutory committee bringing together all system partners to produce a health and care strategy. The Integrated Care Board for

Humber and North Yorkshire was established on 1<sup>st</sup> July 2022. The ICS governance arrangements and decision map are shown in Appendix 1.

- 2.3 The Humber and North Yorkshire ICS comprises six Places (East Riding of Yorkshire, Hull, North East Lincolnshire, North Lincolnshire, North Yorkshire, and City of York) and five Provider Collaboratives (primary care; community health and care; mental health, learning disability and autism; acute services; and the voluntary and community sector). Places will be key to driving forward the local ambitions and priorities for the six geographies and will receive delegated resources to enable this.
- 2.4 A responsibility agreement/memorandum of understanding is under development which will outline the delegation arrangements to the six Place Partnerships. The ICB has established NHS Place Directors for each of the six Places who will have delegated authority from ICB Executives to enable decision making at Place and to ensure business continuity as arrangements continue to be developed.
- 2.5 Provider Collaboratives are arrangements where providers come together to work across the ICS, working across a range of programmes and assisting providers to work together to plan, deliver and transform services. The collaboratives are all currently reviewing their priorities and objectives to ensure that they are able to work effectively with Places to deliver their core objectives
- 2.6 The statutory duties previously conferred on CCGs and some duties of NHS England transferred across to the ICB on the 1<sup>st</sup> July 2022. This includes statutory duties such as Continuing Health Care, SEND and Safeguarding. Statutory NHS responsibilities will be delegated through the ICB executive to key ICB personnel at Place including the NHS Place Director and Place Nurse Director and Finance Director. This will ensure senior capacity is available to the Place to enable the discharge of these functions with key partners such as the local authority.
- 2.7 The Humber and North Yorkshire ICP is responsible for developing an integrated care strategy (Appendix 2) to set out how the wider health and wellbeing needs of local populations will be met and reflect the core aims of the ICS: improving our population's health; addressing inequalities; and contributing to the wider socioeconomic challenges such as unemployment and securing inward investment.
- 2.8 The ICP core leadership includes Place Lead Chief Executives and Place Elected Members plus the independent joint Chair of the ICP and ICB, the ICP Vice chair, the ICB Chief Executive and the ICB Chief Operating Officer. It is anticipated that Humber and North Yorkshire ICP will be inaugurated during the first quarter of 2022/23.

### **Development of Place Arrangements in North Lincolnshire**

- 2.9 Building on existing place based partnership working a Place Partnership for North Lincolnshire was established in shadow form in January 2022 and from 1<sup>st</sup> July 2022 is formally established as part of the ICB arrangements. Place governance arrangements are shown at Appendix 3. The Terms of Reference and membership is attached at Appendix 4. The intent of the ICB is that the Place Partnerships will be committees of the ICB with delegated authority.
- 2.10 The Place Partnership has Chief Executive/senior Executive level membership from all partners in the Place. The ICB has confirmed its intent to primacy of Place with a

key principle of subsidiarity and an expectation that that majority of delivery should be at Place and that Place ambition should shape the overall strategy of the ICS. The Place Partnership have confirmed the Deputy Leader as chair.

2.11 The North Lincolnshire Place Partnership has agreed its core values and principles and priority areas of focus and has created the Strategic Intent for North Lincolnshire to feed into the Humber and North Yorkshire ICB Strategy. The Strategic Intent is attached at Appendix 5. A review of the Health and Care Integration Plan will further develop work programmes, resources and action plans to achieve the Strategic Intent.

2.12 A Place level team will continue to operate at a North Lincolnshire level which will ensure we have the capacity and capability to deliver our collective outcomes working with partners. This includes the personnel to deliver core statutory functions such as Safeguarding, Continuing Health Care and safeguarding. The team that enabled the CCG functions to be delivered remain at a Place level. Where it makes sense to do so, staff will link into wider work on an ICB basis. There is also a clear commitment to continue to deliver integrated arrangements that previously existed between the CCG and partners in particular the local authority such as the BCF arrangement and joint contracting arrangements and Section 75 which will transfer on existing terms.

2.13 The Place Partnership will have regard to the wider health and wellbeing responsibilities and will need to provide assurance to the Health and Wellbeing Board that the strategic plans for health provision meet the needs of North Lincolnshire residents as set out in the Joint Strategic Needs Assessment and contribute to the Health and Wellbeing Strategy.

### **3. OPTIONS FOR CONSIDERATION**

3.1 Cabinet are asked to note the information contained in the report, endorse the NL Strategic Intent and confirm the North Lincolnshire member representation on the NL Place Partnership.

### **4. ANALYSIS OF OPTIONS**

4.1 The Humber and North Yorkshire ICS arrangements recognise the importance of Place through its structures and delegations. The North Lincolnshire Place Partnership through its shadow form has had an excellent level of engagement from all place partners. The North Lincolnshire Strategic Intent confirms the commitment to transformation through a community first approach. This core ambition will thread through the key strategies and delivery plans as a Partnership.

4.2 The Cabinet have a direct role in influencing the strategic direction of the partnership through the cabinet member members. Assurance will be sought through the formal role of the Health and Wellbeing Board and scrutiny of the health system arrangements sits with the Health Scrutiny Panel.

### **5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

- 5.1 NHS resources and responsibilities are allocated to the ICB and then will be delegated from the ICB Executive through the NHS Place Directors. There is work underway to develop a scheme of delegation to Place Partnerships. Further guidance from the Department of Health is required to enable this to be enacted. Movement to a formal legally binding joint committee of the Place requires further legislation and it is not anticipated nationally that this will be before April 2023.
- 5.2 Health Place Brigg will continue to be utilised by the ICS and Place teams and the ICB Executive are also using this as a base on a rotational basis. Communications will be coordinated at ICB level but with local communications teams continuing to work at Place. Staff have been transferred from CCGs to the ICB through TUPE regulations with the expectation that that majority of staff will continue to operate at Place.
- 5.3 The Place Partnership will also have oversight of the Section 75 arrangements that exist between the ICB and North Lincolnshire Council and will also receive reports on collective use of resources such as the Better Care Fund

**6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

- 6.1 The ICB Constitution, Standing Orders, Standing Financial Instructions and Scheme of Reservation and Delegation were taken to the first meeting of the ICB on the 1<sup>st</sup> July 2022. The ICB Policy on the Development of Policies was also approved at the ICB board and included reference to the adoption of existing former CCG policies until such time as the process to update / consolidate them has been completed this is going through due processes with a deadline for completion of April 2023.

**7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

- 7.1 The ICB has developed an Integrated Impact Assessment Tool (IIA). As part of the due diligence in the establishment of the ICB a review of all current policies has been undertaken to establish differences between the policies across the Places. This includes commissioning policies. A risk assessment has been undertaken to establish if there are any significant differences and work is underway look at any issues that need to be addressed in terms of policy alignment.

**8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

- 8.1 The arrangements for the ICS and ICB have been subject to relevant NHS consultation processes and local stakeholders have informed the development and proposed Terms of Reference for the North Lincolnshire Place Partnership.
- 8.2 There are no conflicts of interest declared.

**9. RECOMMENDATIONS**



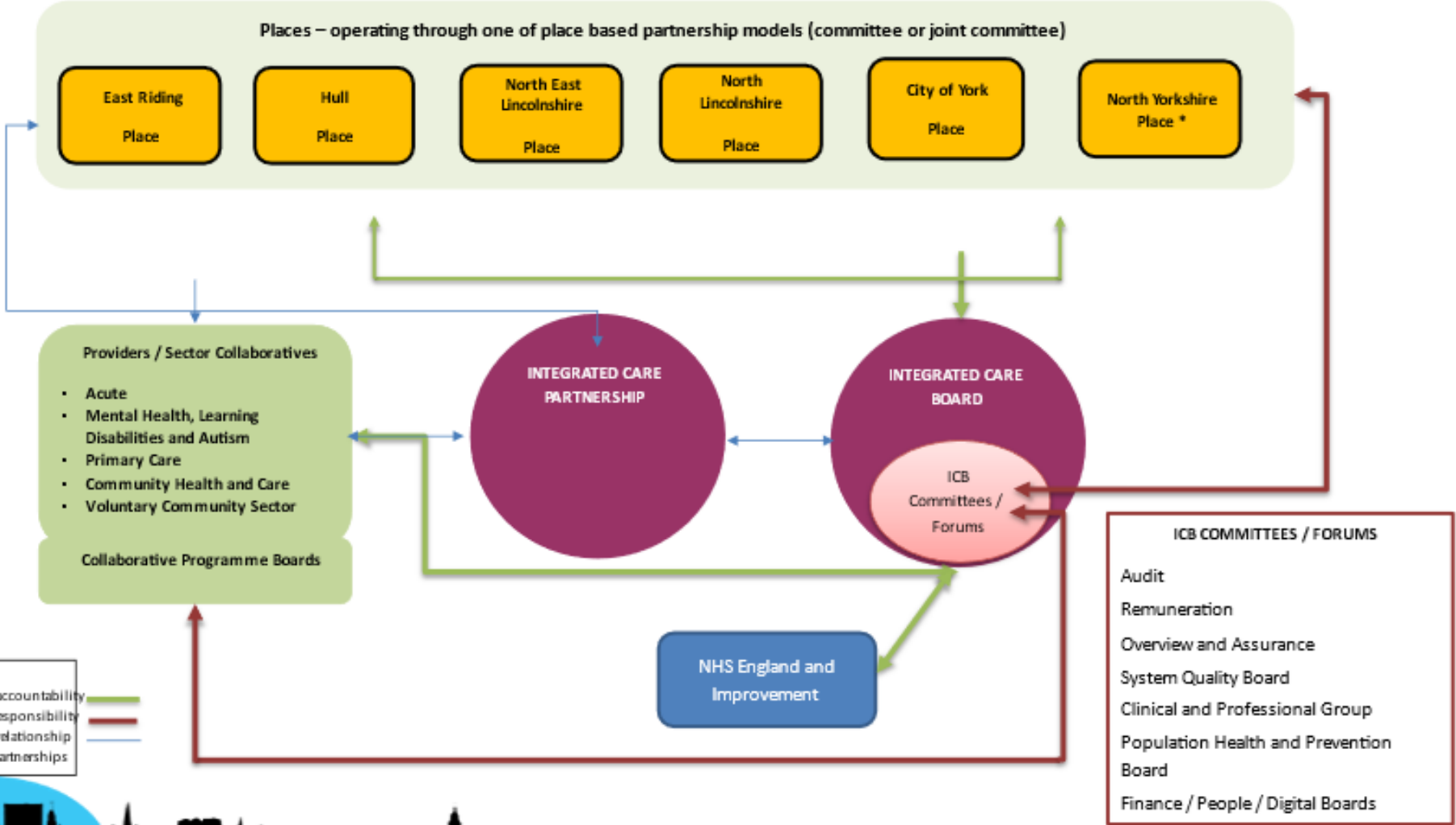
- 9.1 That Cabinet notes the information contained in the report, and endorses the NL Strategic Intent and confirms the North Lincolnshire member representation on the NL Place Partnership.
- 9.2 That Executive oversight for the ICS arrangements is provided via the Health and Wellbeing Board.

HUMBER AND NORTH YORKSHIRE NORTH LINCOLNSHIRE NHS PLACE  
DIRECTOR

Health Place  
Wrawby Road  
Brigg  
North Lincolnshire  
DN20  
Author: Alex Seale  
Date: July 2022

**Background Papers used in the preparation of this report**

# ICS Governance Structure



# Humber and North Yorkshire: Functions and Decisions Map

## Integrated Care Partnership (ICP)

### Key role and responsibilities are to:

- Develop and agree an **integrated care strategy** across Humber and North Yorkshire
- Make recommendations to the ICB on delivery of integrated care strategy
- Have **oversight** of delivery of the integrated care strategy
- Work effectively, collaboratively with partners and to have **shared accountability**

**Membership:** ICB Independent Chair, Representatives from the ICB, Local Authorities, Healthwatch, and other partner organisations.

## Health and Wellbeing Boards (HWBB)

### Key role and responsibilities are to:

- Agree the **Joint Strategic Needs Assessment** and the Joint Health and Wellbeing Strategy for their Place
- Encourage the organisations that are responsible for commissioning health or social care services to work together and to work closely with the Board;

A partnership between each Local Authority and 'place': York, East Riding, Hull, North Lincs, North East Lincs and North Yorkshire.

Strategy

Strategy

Strategy

## Integrated Care Board (ICB)

### Key role and responsibilities are to:

- Develop and agree a **5 year delivery plan** that reflect the integrated care strategy
- Discharge the functions of an ICB including **the a accountability for NHS spend and performance**
- Hold the executive to account for financial and operational objectives delivery
- Create an environment and conditions for **effective partnership working**

**Membership:** Independent Chair, Chief Executive, Executive Directors, Non-Executive Directors, and members selected from nominations made by Trusts, Local Authorities and General Practice, VCSE and HealthWatch

## Place Committees of the ICB

### Key Role and Responsibilities are to:

- Deliver integration and service transformation in line with Place priorities and as required to deliver outcomes for the population
- Address health inequalities at a Place level

**Membership:** Place Chief Executive Lead, NHS Place based directors, NHS, public health, social care, local health and care providers, VCSE, HealthWatch

Delegation

Accountability

Delegation

Assurance

Delegation

Assurance

Agreements

Agreements

## Integrated Care Board Committees

Provide the Integrated Care Board with assurance about specific functions e.g. Audit, Risk, Remuneration, Quality, Performance, Finance

## Place-based committees of the ICB

Provide the Place Committee with assurance about place delegated functions e.g. Quality, Finance

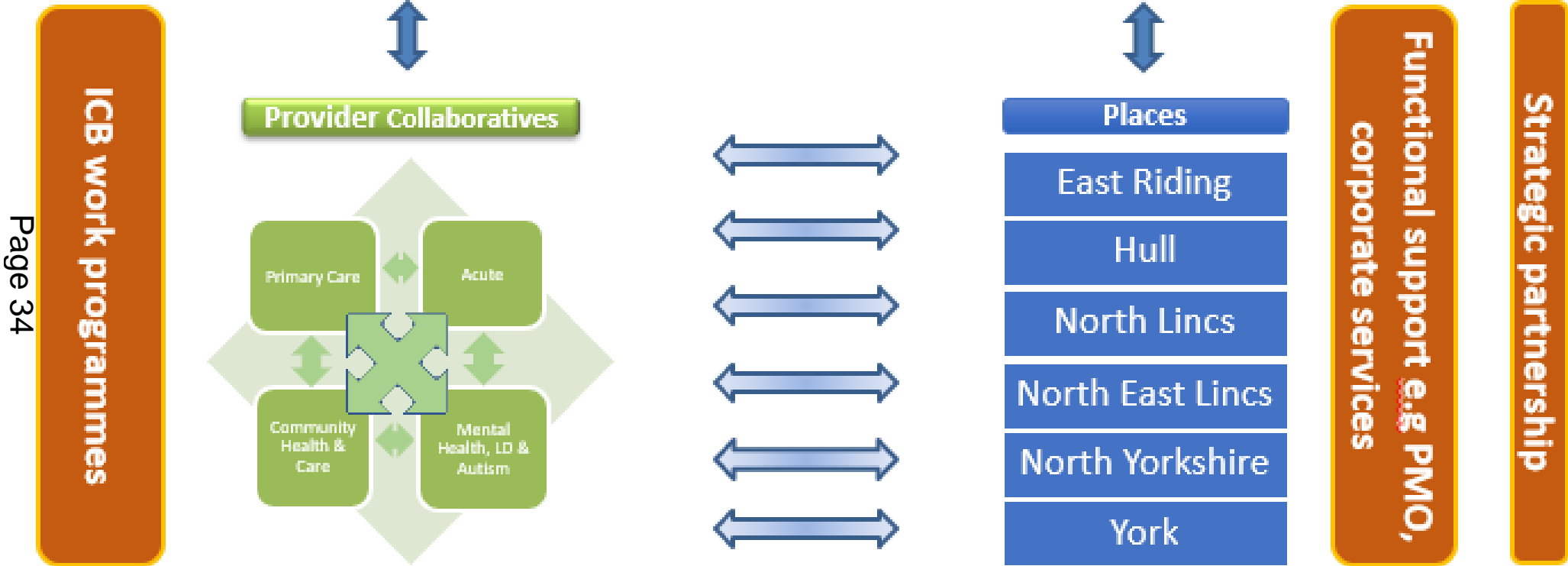
## Sector Collaboratives

Sector Collaboratives will deliver key responsibilities agreed with the ICB where it makes sense to work together across Humber and North Yorkshire to meet the needs of the population.

## Provider Partnerships

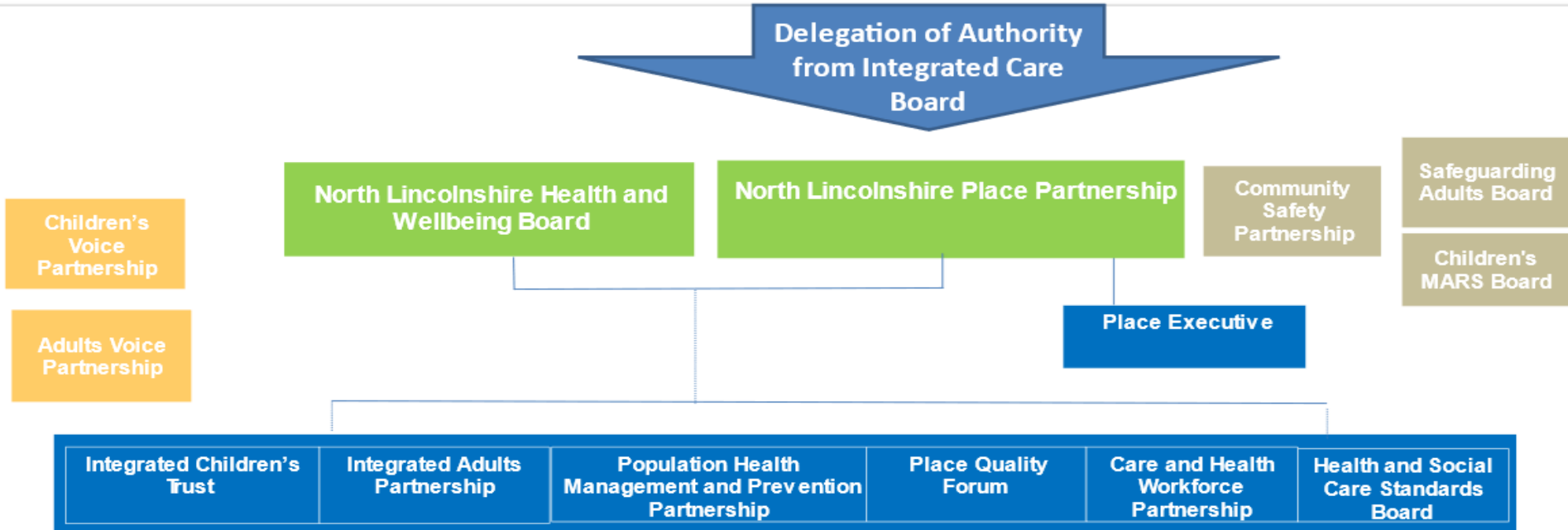
Provider Partnerships will collaborate to deliver plans that transform services to meet the needs of the population in a specific place

# ICS Strategy and Strategic Delivery Plan



# Integrated Care System/Place Governance Arrangements

Page 35



Key :

- Formal Partnership Governance
- Statutory Partnership Boards
- Partnership Delivery Groups
- Voice Groups

## North Lincolnshire Place Partnership

### Terms of Reference - DRAFT

#### 1. Purpose

The role of the North Lincolnshire (NL) Place Partnership is to set the health and care strategy and approve the plans that will deliver the strategy, allocate NHS resource for North Lincolnshire, provide assurance of delivery of the plans through performance and risk management and assurance on the quality and safety of services for the population.

#### Roles and Responsibilities

- i. To lead and drive the vision and strategy for the North Lincolnshire health and care system as identified in our Health and Care Integration Plan and support its focus on transforming the lives of people of North Lincolnshire, through developing a sustainable, enabling integrated health and social care system that empowers our local population and unlocks and builds community capacity.
- ii. To act as the strategic governing body for the North Lincolnshire health and care system, leading and directing strategic development and the effective use resources and ensuring appropriate arrangements are in place to exercise these functions.
- iii. To act as the formal strategic interface between the NHS and Local Government in North Lincolnshire, in furtherance of the duty to collaborate
- iv. To engage on the current, future and prospective Section 75 arrangements entered into between North Lincolnshire Council and the Integrated Care Board (ICB) and as between any other bodies that may be permitted by statute from time to time.
- v. To be the forum for mutual accountability for delivery of outcomes between partners, and the oversight of pooled and aligned funds allocated to the North Lincolnshire health and care system.
- vi. To ensure that the North Lincolnshire Council Director of Public Health, Director of Adults and Health and Director of Children and Families are integral to the development of system leadership and the formulation of key priorities in partnership with the ICB.
- vii. To develop and approve the local health and care system's strategic direction and plans addressing local health inequalities and the wider determinants of health in support of the North Lincolnshire Health and Care Integration Plan and in support of the wider roles of the Health and Wellbeing Board and the ICS respectively
- viii. To ensure that the Strategy is supported by plans to develop shared approaches to the use of local infrastructure and an integrated approach to the development of the health and care workforce

- ix. To support the effective interface between local democratic and clinical leadership across the system. To ensure that citizen public and patient involvement is integral to the operation and governance of the committee's and wider system's responsibilities.
- x. To oversee and facilitate the role of the health and care system in support of Covid-19 recovery, learning and future planning.
- xi. To ensure that the services delivered across North Lincolnshire are of high quality, safe and effective in meeting the needs of the local population.
- xii. The North Lincolnshire Place Partnership will have a key relationship with the North Lincolnshire Health and Wellbeing Board

## **2. Membership**

The Partnership will comprise:

- Chair (Deputy Leader Council)
- Place Leader (North Lincolnshire Council Chief Executive)
- North Lincolnshire NHS Place Director
- Clinical and Professional Lead for Place
- Nurse Lead for Place
- Council Member for Children and Families
- Independent lay representative (TBC)
- Local Authority Executive Officers
  - Director of Adults and Health, Director of Children and Families and Director of Public Health
- Rotherham Doncaster and South Humber NHS FT – Chief Executive or Nominated representative
- Northern Lincolnshire and Goole Hospitals NHS FT – Chief Executive or Nominated representative and Divisional Medical Director Community and Therapies NL&G
- East Midlands Ambulance Service – Divisional Director, Lincolnshire Division
- Primary Care Networks x 4
- Voluntary and Community Sector representative

## **3. Voting**

It is anticipated that decisions of the Partnership will be consistent with its responsibilities and through discussion, with the aim of reaching consensus between members. Whilst the Partnership will not have formal voting rights for members, where attempts to achieve consensus have been exhausted, the Chair may seek an indication from representatives of their preferred options

Decisions of the Partnership will be subject to approval of the North Lincolnshire NHS Place Director through which the authority of the ICB is delegated.

## **4. Quoracy**

The Partnership will be quorate if 50% of the membership are present including one representative from the ICB and one representative from the local authority

## **5. Meeting Frequency**

The Partnership will meet, in public, at least 4 times per annum with 2 wider forum sessions per annum

## **6. Declarations of Interest and Decision Log**

Declarations of interest will be requested and logged at the start of each meeting

and a decision log will be completed following every meeting.

## **7. Review**

These Terms of reference will be reviewed at least annually and in line with the expected continued development of the ICS.



# North Lincolnshire Strategic Intent

## Our Ambition

Our ambition is for North Lincolnshire to be the best place for all our residents to be safe, well, prosperous and connected; experiencing better health and wellbeing



## People will;

- enjoy good health and wellbeing at any age and for their lifetime.
- live fulfilled lives in a secure place they can call home.
- have equality of opportunity to improve their health and play an active part in their community and enjoy purpose within their lives.



## Our community first approach

Our transformation approach empowers and facilitates individuals of all ages including children and young people to participate in their own communities, putting people and communities at the heart of health and care. People will have personalised care, be enabled to self care and have control over their lives. People will get the best care closest to home. We will use our collective resources to improve outcomes for people and be informed by the voices of our diverse communities. We will use our Place assets and resources to strengthen prevention and community support, reducing the need for higher levels of care which is safe, effective and high quality in the right place at the right time. We will use the North Lincs £1 wisely and with integrity. We will ensure participation and prevention threads through all that we do. We will foster a culture of one team, enabling our workforce to achieve great outcomes for people and support the workforce to be well. We will ensure we have the most effective systems and enablers of change.

The ICS and Place Partnership will invest locally to deliver this strategic intent ensuring the community health and care system is the right size for the population, is organised to meet levels of need and inequalities; focuses on prevention at every level and opportunity; and is high quality. The Partnership will utilise digitally enabled care to support the individual and integration of the workforce. We will prioritise those most in need. We will enable partners to manage risk effectively, to work together to promote positive risk taking to improve the outcomes we aspire to.

## Priorities for Collective Investment



The integrated practise model will be person centred

Mental health and wellbeing will thread through all that we do across all age

There will be a single workforce strategy covering: leadership and management, recruitment and retention, reward and recognition, career pathways, and talent development

Asset based community development will identify and work with the strengths of communities to level up North Lincolnshire



People with long term conditions such as lung and heart disease, will improve experience proportionately good health

Healthy life expectancy will improve for our population

Access to health and care will take account of rural challenges

The health inequalities gap will reduce across our wards

Innovation will be supported including digital tools that enable individuals to maximise their health and wellbeing

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## **NORTH LINCOLNSHIRE COUNCIL**

### **CABINET**

#### **North Lincolnshire Vulnerable Adults ‘Experts Together’**

##### **1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 Cabinet is asked to support the Adults Voice Partnership request for the council to sign the North Lincolnshire Vulnerable Adults Pledge Experts Together and encourage partners to do the same, supporting the council and its partners to understand what is important to vulnerable people who live in the area and how they wish their lives to be.

##### **2. BACKGROUND INFORMATION**

- 2.1. North Lincolnshire Council is committed to listening to the voice of people with lived experience. To support this, a number of the voice partnership groups provide insight and feedback on what life is like for them in North Lincolnshire and offer in advice on what would make life better.
- 2.2 The various voice partnership groups are attended by people with lived experience, carers and officers of the council. These groups bring people together to share their lived experience, to work with the council and its partners to co-produce solutions to the issues they may face in everyday life.
- 2.3 The groups have come together to create the Pledge, the broad content of which is described in their wheel in appendix A. They have shared it with the various partnership groups for consultation. In addition, the draft pledge was presented at the Adult’s Partnership board on 13<sup>th</sup> June 2022 where it was agreed the council would support the formal design of it. The adults themselves will approve the final design which will be launched at the signing event in the coming weeks.

- 2.4 People with care and support needs and their carers have stated that they wish to be treated as a true partner, Experts together- the pledge centres around this and their words are that we ASK, their views and opinions, for organisations to LISTEN and ACT. By hearing the voice of people with lived experiences, understanding the challenges they face, and working with them as partners will ensure the council can enable people to achieve their outcomes and to support the ambition that North Lincolnshire is the Best Place for residents to be safe well prosperous and connected.
- 2.5 The pledge will enable vulnerable people, to hold organisations accountable in enabling and supporting them to live the lives they wish to live, listening will offer an opportunity to express the impact of challenges they face day to day in different areas of their lives and acting on their views will enable coproduction of service design to 'get it right first time' across the council.
- 2.6 The adults describe the lives they wish to live as follows:
- To be independent in all settings, have choice and control and live in a home of their own
  - To be healthy and enabled to easily access good health care
  - To be safe and safeguarded
  - To be connected and maximise the use of technology and digital opportunities
  - To plan for inevitable life events with their families and friends
  - To seek employment, learning and volunteering opportunities to give back and be active, and
  - to be enabled to manage their finances and maximise their income and outgoings safely
- 2.7 The council and partners will need to respond to theses 'asks' and to pledge their support for the above and consider ways to enable vulnerable people more opportunity and to encourage partners to do the same
- 2.8 The signing up event will be co-produced with the working group and will be held in October 2022. Details to follow

### **3. OPTIONS FOR CONSIDERATION**

3.1 Option 1 Cabinet is asked to support the Adults Voice Partnership request for the council to sign the North Lincolnshire Vulnerable Adults Pledge Experts Together and encourage partners to do the same, supporting the council and its partners to understand what is important to vulnerable people who live in the area and how they wish their lives to be.

3.2 Option 2 Cabinet delays support pending the formal design approval from the group.

#### **4. ANALYSIS OF OPTIONS**

4.1 Option 1 this paper recommends supporting this pledge now which will support the council's ambition for North Lincolnshire to be the Best Place for residents to be safe well prosperous and connected. The council can use this interim time to agree a response in readiness and partners can be alerted to the forthcoming event and to the purpose of the pledge.

4.2 Option 2 delaying commitment could reduce the opportunity for the Council to lead the way to support vulnerable people.

#### **5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 Experts together will be the new title of the Adult Voice Partnership chaired by the Cabinet Member for Adults and Health. The terms of reference for this will be reviewed and membership will be those organisations that sign up to the pledge at the formal event and annually thereafter.

5.2 The Council will support the signing up event financially and continue to organise and chair the partnership.

#### **6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 There are no environmental impact issues contained within this report.

6.3 In signing the North Lincolnshire Vulnerable Adults Pledge Experts together and encouraging partners to do the same, the council will be supporting the council priorities and outcomes as set out in the North Lincolnshire Council Plan of safe well prosperous and connected.

#### **7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 N/A

#### **8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 The North Lincolnshire Pledge Experts Together had been written by people with lived experience who wish to be seen a true partners in

designing solutions from individual assessment right through to strategic place shaping. The pledge will continue to be shared widely with people and partnership organisations ahead of the formal event to widen support.

## **9. RECOMMENDATIONS**

- 9.1 Cabinet supports the Adults Voice Partnership request for the council to sign the North Lincolnshire Vulnerable Adults Pledge 'Experts Together' and encourage partners to do the same, supporting the council and its partners to understand what is important to vulnerable people who live in the area and how they wish their lives to be.

### **DIRECTOR OF ADULTS AND HEALTH**

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Author: Wendy Lawtey, Assistant Director Integrated care

Date: 14<sup>th</sup> July 2022



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## NORTH LINCOLNSHIRE COUNCIL

### CABINET

## CHILDREN IN CARE AND CARE LEAVERS SUFFICIENCY STRATEGY 2022-2024

### 1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To inform and seek the Cabinet's endorsement of the revised Placement Sufficiency Strategy for Children in Care and Care Leavers 2022- 2024.

### 2. BACKGROUND INFORMATION

- 2.1 The Statutory guidance on securing sufficient accommodation for looked after children (2010) requires local authorities to take steps to secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of its children in care, ('the sufficiency duty').
- 2.2 The Children in Care and Care Leavers Sufficiency Strategy 2022-24 is underpinned by our One Family Approach and the ambition and belief that children should be in their families, in their schools and in their communities.
- 2.3 Where it is not possible for children to remain within or return to their own family networks, we want children who enter care to live within a family setting where they are able to build positive relationships with trusted adults. Where it is in the child's interests to live in a residential children's home we expect this to be the best provision that provides the best care.
- 2.4 We want children to be able to remain in their home as long as they wish in line with their needs and wishes and we seek to provide high quality supported and independent accommodation for care leavers as they progress on to adulthood that enables them to build their resilience, confidence and life skills as independent adults.
- 2.5 The Children in Care and Care Leavers Sufficiency Strategy 2022-24 is based upon thorough knowledge of our children in care and care leavers and ensuring that we have the best care available to meet the needs of children who need to be cared for by the Council. The strategy also complements and works in conjunction with the 'Multi-Agency Children in Care and Care Leavers Plan 2022-2024'.

### **3. OPTIONS FOR CONSIDERATION**

3.1 The Children in Care and Care Leavers Sufficiency Strategy 2022-2024 details the progress made in delivery sufficient high-quality provision to meet the needs of children in care and care leavers.

This includes:

- Further investment in local provision to build on and develop North Lincolnshire Fostering, Adoption and Family Support provision
- Building on and developing the best provision suitable to the needs of care leavers as they progress into adulthood that include:
  - Staying Put arrangements with carers
  - Staying close to their carers so they can be supported
  - Supported accommodation including supported lodgings
  - Tenancies within social housing
- Robust and effective recruitment to increase the availability and choice of foster and adoptive carers
- Enhanced training, support and development for all carers
- Increased availability and choice of foster families matched to the needs of the children
- Low and reducing numbers of children placed with external providers – where none have been placed for over 2 years
- Increased and improving stability for children in care and care leavers

3.2 The Children in Care and Care Leavers Sufficiency Strategy 2022-2024 projects and is informed by the current and anticipated care and care leavers population to identify further developments and build on the progress to date.

### **4. ANALYSIS OF OPTIONS**

4.1 The Children in Care and Care Leavers Sufficiency Strategy 2022-2024 includes the 'Sufficiency Delivery Plan 2022-2024' detailing the plans, developments and actions to continue to provide sufficiency and choice during the lifetime of the plan.

4.2 Children in care numbers have continued to reduce, and the vast majority of children in care are placed locally. To build on this success and continue to meet the needs of children in care and care leavers through achieving the key aims in relation to placement sufficiency, the Council has made a commitment to:

- Ensure all children and families receive the right help at the right time through our One Family Approach

- Continue and build on the recruitment and retention of foster carers to ensure availability and choice – including further additional capacity within the Fostering Service
- Continue and prioritise the focus on improving stability for children in care and care leavers through family solutions approaches and enhanced training for carers.
- Build on and further develop the integrated service for care leavers including:
  - Tiered Pathway Planning based on the individual needs of young people.
  - Continuing to build and Increase the portfolio of high-quality accommodation
  - All young people connected through free WiFi
  - Delivery of a dynamic housing model, which enables young people to reside within supported accommodation provided by the Council
  - Working closely with our corporate family to build on and expand the amount of opportunities available for work experience, training and employment

5. **FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

- 5.1 Financial - there are no additional costs to the Council identified within the Children in Care and Care Leavers Sufficiency Strategy 2022-2024.
- 5.2 Legal - the Children in Care and Care Leavers Sufficiency Strategy 2022-2024 sets out the strategic intentions of the Council in fulfilling our sufficiency duty (S.22 Children Act 1989) towards these children.

6. **OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

- 6.1 In ensuring there is sufficiency of provision, the Children in Care and Care Leavers Sufficiency Strategy 2022-2024 contributes to the Council priorities in achieving positive outcomes for children and young people that will have a positive impact in:

**Prosperous** - through providing an environment that supports children's confidence, success and engagement with education, employment and training

**Safe and well** - through the provision of sufficient accommodation that supports positive outcomes and success for children in care and care leavers; and enabling safe and successful transitions to their own accommodation

**Connected** - through enabling children in care and care leavers to take an active part in their communities through the support of their carers and workers, building community resilience and social capital.

7. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 An Integrated Impact Assessment Stage 1 Initial Screening Template was completed in relation to Children in Care and Care Leavers Sufficiency Strategy 2022-2024 and did not identify any negative potential impacts.

## 8. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 Children in care and care leavers are consulted in relation to all aspects of their care, accommodation and support. The Children in Care and Care Leavers Sufficiency Strategy 2022-2024 takes into account the feedback from children and young people in developing the provision of accommodation.

## 9. **RECOMMENDATIONS**

9.1 That Cabinet welcome the positive review of the strategy and endorse the revised Children in Care and Care Leavers Sufficiency Strategy 2022-2024

DIRECTOR OF CHILDREN AND FAMILIES

Church Square House  
SCUNTHORPE  
North Lincolnshire  
Author: Paul Cowling  
Director of Children and Families: Ann-Marie Matson  
Date: 03/05/2022

### **Background Papers used in the preparation of this report:**

- Children in Care and Care Leavers Sufficiency Strategy 2022-2024



SAFE WELL PROSPEROUS CONNECTED

# Children in Care and Care Leavers Sufficiency Strategy 2022-2024



**North  
Lincolnshire  
Council**

[www.northlincs.gov.uk](http://www.northlincs.gov.uk)

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## Purpose

The **Statutory guidance on securing sufficient accommodation for looked after children (2010)** requires local authorities to take steps to secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of its children in care, whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation ('the sufficiency duty').

This document sets out the strategic intentions of North Lincolnshire Council in fulfilling our sufficiency duty (S.22 Children Act 1989) towards children in care and care leavers. Securing sufficient accommodation that provides the best care, promotes self-confidence, resilience and emotional well-being for children in care and care leavers is vital in achieving the best possible outcomes for this vulnerable group.

The introduction of statute and Home Office transfer expectations including the Unaccompanied Asylum Seeking and Refugee Children (UASC) transfer scheme (Immigration Act 2016), the Concordat on Children in Custody and the local offer to care leavers (Children and Social Work Act 2017) has placed additional duties on Local Authorities to provide services and accommodation to those children who need it.

North Lincolnshire Council's sufficiency strategy is based upon thorough knowledge of our children in care and care leavers and what we need to have available to enable strong and safe communities through an approach embedded in One Council, One Family, One Place.

The sufficiency duty applies in respect of all children who enter the Council's care under the 1989 Act.





## Vision and Principles

We are proud of our place and our people and our **One Family Approach** aims to create a system that works for all children, young people and families, where we work together to enhance our partnerships and commission integrated services for children and young people.

Our ambition is for children to be in their families, their schools and their communities.



Within this, the **One Family Approach - Helping Children and Families in North Lincolnshire 2020-2024** document sets out how services support children, young people and families to participate, find help online and in their networks and communities, promoting independence and maximising opportunities. With a focus on one Council, one family and one place, and enabling strong and safe communities, North Lincolnshire Council has agreed with its partners a vision for all children and young people living in North Lincolnshire and this vision is expressed through the **North Lincolnshire Children's Strategy 2020 – 'Children and Young People's Challenge'**.

Central to this strategy is a commitment to equality, diversity, and inclusion. This commitment is inherent in our council values of equality of opportunity, excellence, self-responsibility, and integrity, and underpins our focus on prioritising the most vulnerable. Additionally, North Lincolnshire Council believes that it is our role, and indeed our responsibility alongside our partners, to challenge racism and prejudice in all its forms by upholding our values and the highest standards of behaviour, and by committing to anti-racist and anti-oppressive practices to reduce inequalities.

**North Lincolnshire Council believes that place based family care is the best provision of care for most children or young people who enter the care of the Council.** It has therefore invested heavily in the development and expansion of its fostering provision.

Furthermore we are of the view that a high quality of care is best achieved by providing a foster care service that protects children, promotes their rights and maximises their life chances.

We have high expectations of ourselves as partners with families and communities to deliver positive outcomes and we have high aspirations for our children and young people. Using their strengths, assets, views and experiences and by working together using our values, influence and statutory roles, we will make the best decisions regarding local services and support, to help achieve the very best for our children and young people through the fewest, best interventions.



We hold a long-standing and deeply held ambition for all children and young people within North Lincolnshire. Being the champion for the vulnerable child is our over-riding purpose. We ensure that every child has equitable opportunities to be the best they can be irrespective of their individual backgrounds or circumstances. We use our values, influence and authority to engender greater aspiration for children across our partner agencies - so that all children can achieve outstanding outcomes.

Where children enter care our aim is wherever possible to reunite children with their families or extended families in a timely and supportive way through holistic and strengths based approaches. Where it is not possible for children to remain within or return to their own family, we want children who enter the care of the Council to live within a family setting where they are able to build positive relationships with trusted adults. Where it is in the child's interests to live in a residential children's home we expect this to be the best provision that provides the best care.

We want children to be able to remain in their home as long as they wish in line with their needs and wishes and seek to provide high quality supported and independent accommodation for care leavers as they progress on to adulthood that enables them to build their resilience, confidence and life skills as independent adults who access opportunities and contribute to a vibrant local economy.

**For those children who enter care, securing sufficient local accommodation that meets their needs is a critical step in delivering improved outcomes for this vulnerable group.**

**Having the right home to live in at the right time where no additional moves are made, is a vital factor in improving stability, which in turn is a critical success factor in achieving better outcomes for children in care and care leavers.**

There is long-standing Elected Member support for children in care and care leavers and this strategy reflects the commitment of the Council to achieve the best outcomes for the children who enter our care as one Council.

The strategy, it is underpinned by the continuing commitment of the Council to children in care and care leavers shown through the ongoing investment in the fostering service. The commitment to the belief that children should live in their families, schools and communities is also further demonstrated by the Council supporting the development of the One Family Approach Hub that provides help to enable families to remain together including the use of overnight accommodation as part of our prevention work.



## Sufficiency to achieve the best Outcomes

To enable children to achieve the best outcomes possible within their own families and local communities, or within a suitable care environment we will ensure sufficiency of care and leaving care provision that:

Continues and builds on our ambition and belief that children should live with their own or extended family wherever possible.

Promotes permanence and the importance of family and community by seeking to strengthen and improve parent/families ability to care.

Ensures there is place based choice and flexibility of placement options that enables children who enter care to live in a family setting where they feel cared for, valued and where their needs are fully met for as long as is needed.

Is creative, flexible and developmental in being responsive to a changing environment

Has a thorough understanding of the individual needs of children and young people entering care, living in care or leaving care.

Ensures that we listen to, hear and learn from the voice of children in care and care leavers

Provides excellent support and training to all North Lincolnshire carers including to children whose parents foster as we recognise that this support helps to maintain stability within the family home.

Carries out detailed assessments of prospective carers (including family and friends – Connected Persons - carers) to ensure their suitability and to ascertain the level of support the carers need to meet the child(ren)s needs.

Delivers a 'no moves' approach for all children who are in care with a clear intent that they will remain in their foster family home or with connected persons for as long as they need to.

Ensures that where a child or young person's identified needs are best met within residential care, we proactively work with the child and the relevant professionals to provide them with stability and when they are ready prepare them for family life either with their birth or extended family or with a foster family.

Develops an agreed range of place based accommodation options for our young people leaving care requiring alternative accommodation and for care leavers returning to North Lincolnshire from out of area.

Continues to achieve timely permanence for children and young people who do enter care.

These principles are set within a framework of strong corporate parenting, excellent individual care planning and a focus on the voice, needs and wishes of children and young people.

This strategy, in conjunction with the **Multi-Agency Children in Care and Care Leavers Plan 2022-2024**, is monitored and reviewed through our well-established performance improvement mechanisms, including monthly performance monitoring and tracking and the quarterly self-evaluation and review process.

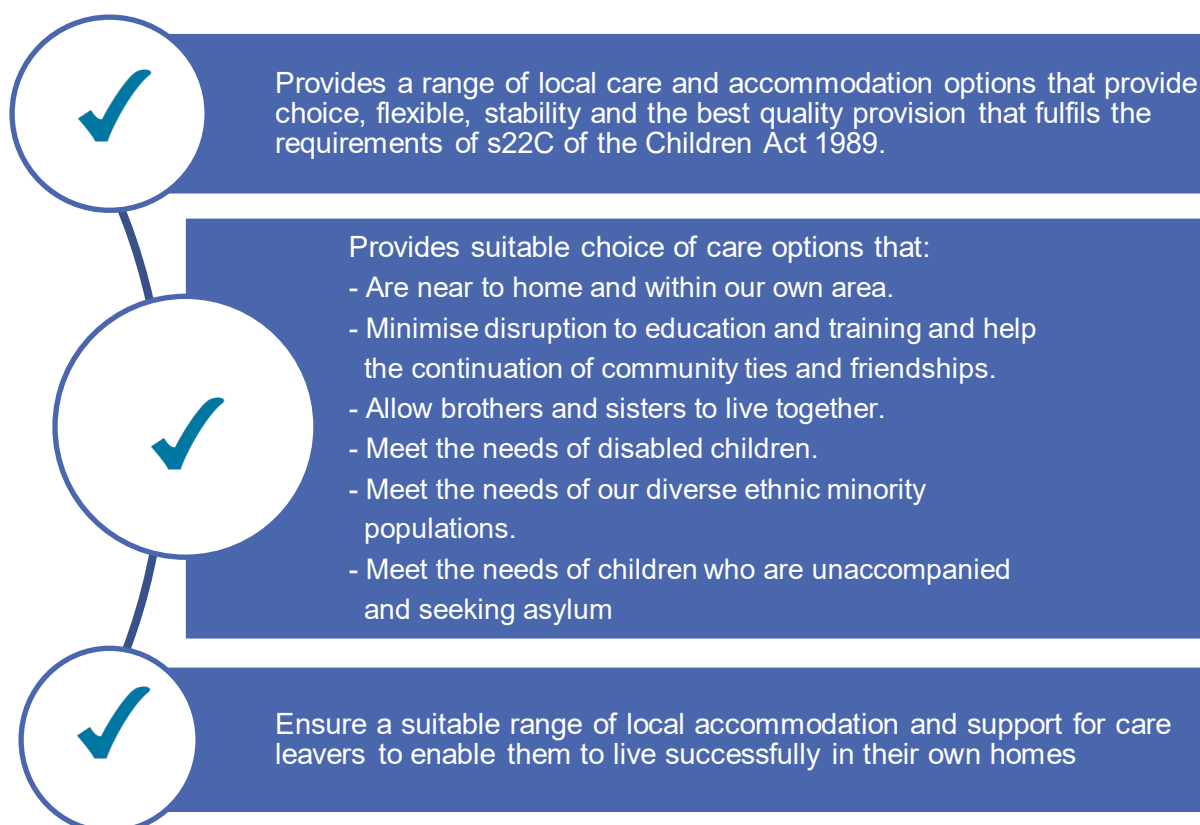




## Provision of Sufficient Accommodation

**We have high aspirations** for our children in care and care leavers. In line with our Practice Model, we want children, young people and families to be able to build upon their strengths, their resilience to find or be enabled to find solutions when things are not going so well and always strive for children to be cared for by their family. Where this is not possible we will ensure that all children and young people who require care are provided with a local, safe, stable foster family, residential children's home or supported living options that have been matched to their needs and enable them to form meaningful relationships with trusted adults for as long as they need them.

To achieve this, the Council:



We will continue to work hard to increase the range and scope of in-house provision and ensure we have families available to offer choice to children and young people who are best placed to meet their needs.

We will ensure the use of residential provision is in line with the child's needs and supports young people leaving the children's home to return to a family living arrangement at the earliest opportunity. Where it continues to be in the child's needs to remain in care through to adulthood we will proactively support young people to successfully move to suitable provision that is in line with their wishes and needs, supporting them to make the successful transition to adulthood and their own home including through the use of our own staying close provision.

North Lincolnshire Council will also continue to develop relationships with external providers where this is best placed to meet the individual needs of the small number of children who cannot be

accommodated within our provision. This includes close scrutiny, high expectations and rigorous oversight of the quality of care provided.

We will continue to ensure the contribution that IRO's make to sufficiency by ensuring the IRO's continue to develop high support/ challenge and to continue asking difficult questions to encourage reflection, review and creativity.





## The Needs of Children in our Care and Care Leavers

### Profile

Through consistent and effective delivery of early help and a partnership approach that builds resilience and is strengths based, North Lincolnshire continues to enable children to successfully remain within their family networks. As a result of this, children only enter care when it is necessary, with achievable and consistent engagement, planning and support across the partnership to enable children to return to their family where possible.

We use detailed analysis of this data to plan current and future sufficiency needs.

The care and care leavers population:

- ✓ As at 31 March 2022, the child in care population was 190, showing a sustained reduction throughout 2021/22 (from 207 on 31/03/2021).
- ✓ During 2021/22 only 61 children entered care which has continued the reduction in children entering care and demonstrating that the families continue to receive the right help, at the right time that is holistic and enables children to remain within their families, schools and communities.
- ✓ Within this context, the number of children in care who are unaccompanied and seeking asylum has continued to reduce to 6 at the end of 2021/22 (compared with 9 at the end of 2020/21), equating to 3% of the CIC population.
- ✓ The number of Care Leavers has continued to increase – reflecting the previous increased children in care population during 2018/19. This has increased to 115 at the end of 2021/22 compared to 109 at the end of 2020/21.
- ✓ There continue to be a small number of children placed with external providers. The number of children placed in agency placements has reduced year on year. As at 31/03/22 only 7 children are placed in externally commissioned provision which is 3.7% of the care population.
- ✓ 84% of children in care live with foster carers or are placed for adoption with 98% of children in foster care living with North Lincolnshire approved carers.
- ✓ The largest group of children in care continues to be the 10-15 year olds.
- ✓ 20 children lived with Connected Persons as at 31/03/22, equating to 11% of the care population and in line with the latest national comparator of 13%





## Outcomes for Children in Care and Care Leavers

We know our children and young people well and are therefore able to respond to their individual and wider needs quickly and effectively. The strength of knowing and listening to the children and young people is enhanced by comprehensive performance data and a systematic approach to the analysis of this. Management oversight is embedded at all levels within a comprehensive performance and quality assurance framework.

We actively work to maintain children at home wherever possible. If this is not possible we seek alternative family based permanence through, adoption, foster care, Special Guardianship and Child Arrangement Orders at the earliest opportunity.

Key measures highlight the successful and improving outcomes achieved by children in care and care leavers during 2021/22. These include:



More children experiencing stability within families

*The stability of children in care improved during 2021/22 and continues to improve with 8% of children experiencing 3 placements and 74% of children who have been in care for 2.5 years+ living in the same home for the last 2 years.*



Children experience sustained and meaningful relationships

*In 2021, 2% of children experienced 2 or more changes of social worker over the previous 12 months. This was an improvement on 2020 figure when it was 8%. Performance is better than the latest national figure of 27%.*



Children in care are able to be part of their communities in North Lincolnshire

*As at the year-end 2021/22 13% of the CIC population were placed out of the area. This compares very well to the latest published National figure of 42%.*



All care leavers who live in the community live in suitable accommodation with support in line with their needs



The majority of care leavers are in education, employment and training and this continues to improve.

*The 2021/22 year end figure for those aged 19-21 years in EET is 75%. This compares well to the latest National figure of 52% and Statistical Neighbours at 50%.*

*The figure for 17 and 18 year olds in EET is 79%, compared to the latest National figure of 65% and Statistical Neighbour figure of 63%.*



Very low numbers of children in care are engaged in criminal behaviour

*Only 2.8% of children in care over a year received a final warning or conviction during 2021/22 compared to the latest national figure of 2% and Statistical Neighbour figure of 3%.*



Children in Care continue to make more progress in Reading and Writing between Key Stage 1 and Key Stage 2 than the national average.



Children progress to permanence through adoption if it is the right thing for them whatever their age and needs. This has meant that in some cases this has taken longer and the 3-year average timescale from entering care to placement has risen to 406 days compared to the England average of 367 days and statistical neighbours of 338 days.



More children progress from care to permanence. During 2021/22, 44% (34/78) of children leaving care did so to legal permanence via adoption, SGO or CAO. This compares to 28% nationally and statistical neighbours at 37%. In addition, 28% returned to their families and 10% remained with their foster carer as a 'Staying Put' arrangement



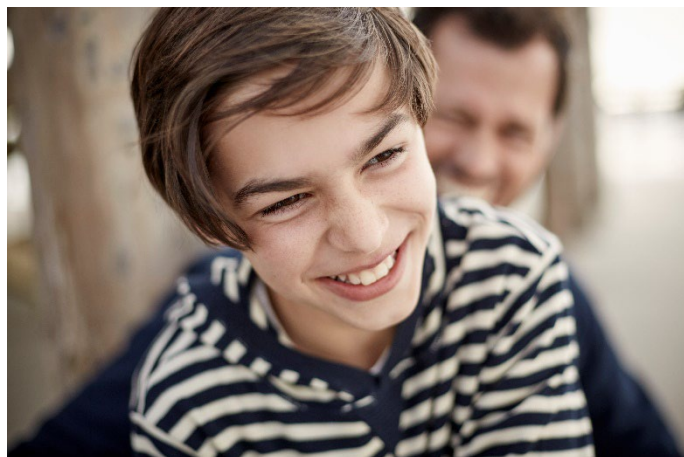
During the Covid-19 period, appropriate matches continued to be found for children with adoptive and foster carers – including returning children to local carers as part of their plan who were placed in external settings.



Children in care and care leavers consistently say that they feel listened to and are able to articulate any issues or concerns.

The above information highlights the success of both the One Family Approach which is fully embedded in practice and early permanence planning, meaning that children do not change placements. This means that we are enabling children to live with a family who can offer both support to return to their birth family or stability and permanency where this is not possible.

### Stable Relationships



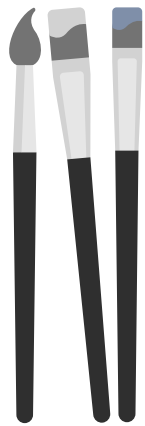
Extensive support and oversight is in place to prevent children experiencing unplanned changes in their care. This includes Family Support Meetings, oversight by managers, regular stability meetings and review. Carers receive the training, support and communication they need to continue to provide a stable home for children where they can build and develop relationships. The number of children in care experiencing no or only one move continues to improve and increased further over the year.

During 2021/22 the multi-agency 'You Say Who' practice framework, enabling children to identify who is important to them and be supported to make reconnections with family members and others, continued to be embedded in practice to place sustainable relationships at the heart of planning for children. This includes building on the strengthened practice in relation to reunification of children in long-term care to their family utilising the NSPCC Reunification Framework.

Further strengthening of practice in this area has enabled a workforce culture that is aligned to our practice model of children being within their families, their schools and their communities. We focus on who is important to a young person and support the notion that if they say they are important to

them, then we have a duty to work towards promoting such contact, addressing any barriers to this. This has actively expanded the support networks of many of our young people over the last 3 years and reconnected some young people with important adults whom they may have otherwise lost contact with.

The implementation and development of You Say Who has also supported our work in embedding the NSPCC reunification practice framework into care planning. Having greater and more sustainable support networks has enabled us to objectively consider whether any of these members of the child's 'team' can offer increased levels of support and care to our young people, and even full time care in some cases.



Achieving permanence for our children in care has also been supported by the use of the You Say Who Model and reunification work. During 2021/22 we have successfully restored home 7 children who may not otherwise have returned to their families through the use of this model and successfully discharged their care orders. Six of the seven children had an original care plan of long term foster care and subsequently been successfully restored home to their parents through work that enabled parental change and a Reunification Assessment. The model has enabled social workers to work holistically with children and parents and to support, monitor and enable the parental changes, and reassess previous risk. These children have been able to return to live within their birth family and community and no longer require social work intervention. Using the You Say Who/reunification assessment framework has strengthened the child's and parents relationships and enabled them to be one family unit again.

### **Adoption**

We continue to and have consistently achieved excellent outcomes for children where adoption is their plan. We can evidence our success in finding permanent families for children with complex needs and older children. Whilst the increased proportion of children we have placed who are older or have more complex needs has adversely affected our Adoption Scorecard performance, we strongly



believe in the right plan for the right child and ensure that adoption decisions are based on the child's needs not their age or complexities.

If adoption is deemed to be the right plan for the child in securing permanency, then this is the plan that is progressed with our search for a family taking into account how a child's needs will be met. Our figures tell us that we do consider adoption for all children who are unable to return home or to their birth families and who need a permanent alternative home.

North Lincolnshire Council continues to be committed to building upon the success of regional working to ensure timely placement for children by way of adoption and in ensuring that the recruitment of adopters is based upon the needs of the children who require an adoptive placement, not only locally but regionally and nationally. North Lincolnshire continue to be a part of the **Regional Adoption Agency 'Family Adoption Links'**.





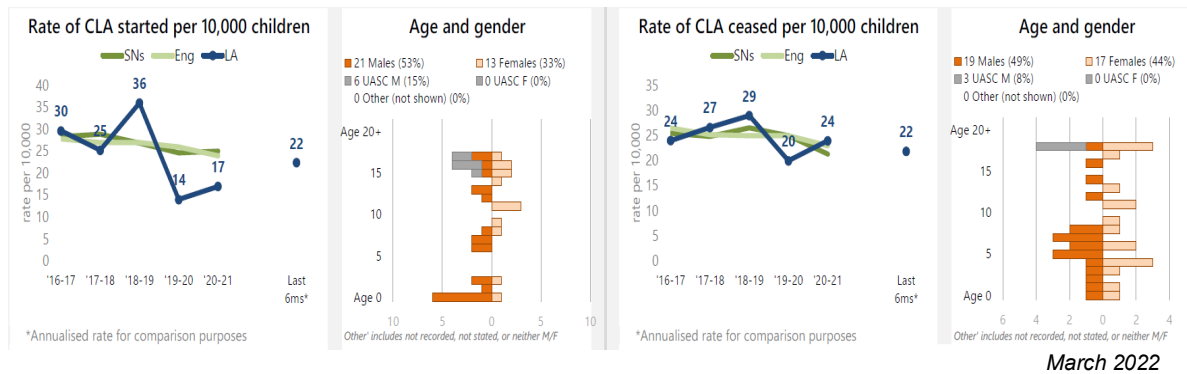
## Projecting the Needs of the Children in Care and Care Leaver Population

### Children in Care

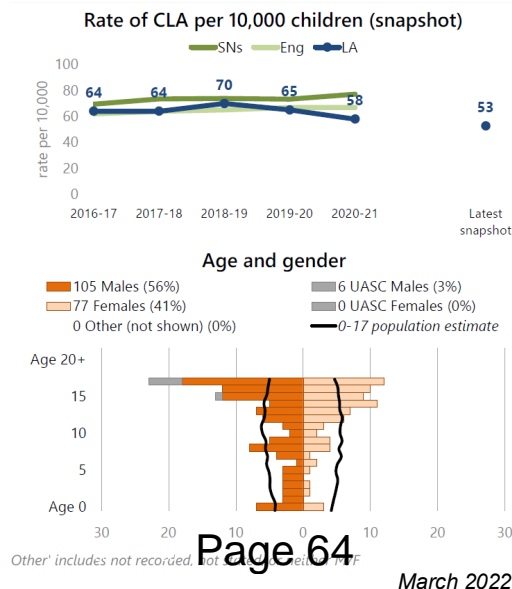
Over the last year the number of children entering care has continued to be low and the overall population has continued the decrease in line with the trend over the last 3 years evidencing the success of the One Family Approach. Those children who do enter care and those who remain within the care system have increasingly complex needs, emphasising the importance of continuing to build the choice, support, skills and availability of carers.

Whilst future trends in relation to unaccompanied asylum-seeking children are subject to variation, the significant increase during 2018/19 has subsequently reduced. Alongside this, there has been an increase in children remaining within their family through the effective use of family solutions, the PLO process and alternatives within wider family being identified.

The age profile of the care population is projected to continue to have the majority of children aged 10-15. However there are fewer older children entering care and more returning to their family networks as solutions within their own family or alternative family arrangements are identified. This highlights the continuing need for carers to care for children of all ages and provide stability for as long as is needed to match the child's needs.



The care population continues to have the largest group being those aged 15+, reflecting the importance of ensuring stability, carers able to provide care for older children and the support provided to foster families and other care providers to meet the needs of children as they progress to adulthood. To ensure stability for these children it continues to be a priority to recruit sufficient carers to provide choice and suitable care that enables good matching and the children to remain within the same family for as long as is needed.



## Care Leavers

Since 2014/15, the overall North Lincolnshire Care Leaving population has increased by 95%. This increase can be correlated to the increase in young people entering care who are unaccompanied asylum seekers and refugees, alongside the practice principles around young people remaining in care until 18 where required.

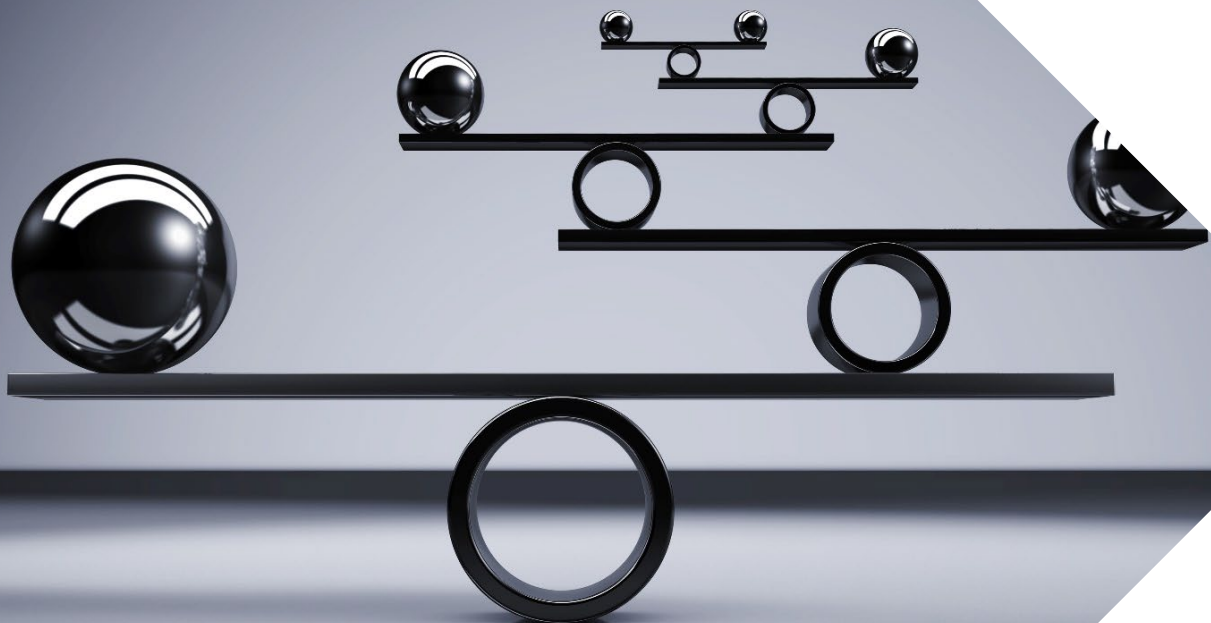
With this increase and change in the population, the complexity of the work of the service has diversified. Key areas of recent practice development include the work with young people who face risks relating to exploitation/CCE and other Risks Outside the Home. We have also built on and developed the partnership support to our unaccompanied asylum seeking and refugee children including navigating the cultural changes, asylum and immigration systems.

The current position in relation to their accommodation shows that the biggest proportion of our young people reside within supported accommodation, with the majority of these being provided directly by North Lincolnshire Council as part of our service offer to the young people.

Of the current population of 115 Care Leavers:

- 42% live in supported accommodation
- 39% live in their own (independent) accommodation
- 10% live with their former foster carers in 'Staying Put' arrangements

The remaining 9% of care leavers live in alternative settings including with their family or friends, residential care and in a very small number of cases, custody.





## Delivering the 2020 – 2022 Sufficiency Strategy – Progress so far

The 2020 – 2022 Sufficiency Strategy identified 4 key areas of further development:

- Strengthen the 'edge of care' offer through the One Family Approach
- Recruitment and retention of foster carers
- Continued Focus on Improving Stability
- Development of the Integrated Service for Care Leavers

Progress during the lifetime of the strategy includes:

**Strengthen the 'edge of care' offer through the One Family Approach** - helping children to remain in their families, schools and communities

The development and embedding of the One Family Approach, preventive work of our targeted and specialist services, the development and understanding of the response to Risk Outside the Home and the flexible use of creative short breaks has meant that help is provided in line with need at the right time to enable children to remain in their families, schools and communities. The success of this has continued to have an impact on the care population both in children being supported to remain in or return to their family networks and low numbers of children entering care.

**The Children's MARS Board** provides a line of sight on early help performance, focusing on the Children's MARS Local Arrangements intent on building children, young people and family's resilience, working to implement and embed early help related interventions and facilitating a supportive environment for developments.

The family support offer has been built upon in order to further develop the 7-day service that focuses on restoration work, strengthening parenting relationships and the family's resilience where children are on 'the edge' of care and supporting children and young people to be reunited with their families.

Family support continues to provide targeted help to families, successfully maintaining children and young people safely within their families. During 2021/22 of 945 families receiving a service from Family Support Service, only 29 children (1.4%) entered care during their involvement.

**Recruitment and retention of foster carers** - sufficiency of placements

**Increased Capacity for Fostering Recruitment** – An additional Fostering Recruitment Officer post was established in 2020 within the Fostering Service, this is a designated role that ensures a speedy and effective response to all enquiries and is responsible for enquires through stage 1 of the assessment process up until an assessing social worker is allocated the case to undertake the home study. This ensures a consistency in the response and has contributed to the increase in the proportion who progress from enquiry to assessment. Building on the success of this and further enhancing the initial response when members of the public enquire about fostering, a second Fostering Recruitment Officer was appointed to in January 2021.

A new Marketing Officer post was also appointed in January 2021 to take a dedicated lead in fostering publicity, information and recruitment and further develop the recruitment of carers to ensure there is a strong presence within the local and wider communities that encourages people to consider fostering.

**Further expansion of recruitment capacity** was also supported by the creation of a Recruitment Manager post in August 2021 with direct management responsibility for the recruitment, assessment and approval of carers.

**Activities to recruit and retain foster carers**, included an increased social media presence, has shown a continued commitment to family based care. This includes:

- Local events in different areas across North Lincolnshire throughout the year;
- An increased frequency of open evenings and phone-in events have been held throughout, both virtually and, where possible, in person.
- The use of foster carers to 'spread the word' including on websites, social media campaigns and drop in events.
- A comprehensive media strategy in relation information, promotion, awareness raising and advertising has been delivered throughout – this includes radio, social media, new paper, community groups and media boards.
- Posters and banners advertising fostering have been re-designed and placed in increased numbers throughout the North Lincolnshire area. Billboards were also commissioned and placed outside 7 Supermarkets across North Lincolnshire
- Continued use of local shops / public venues to promote specific open evenings
- Links have continued with local businesses to promote awareness of fostering and build fostering friendly businesses who offer rewards and discounts to the community.

The Fostering Service worked closely with Migration Yorkshire in relation to the recruitment of carers for children who are unaccompanied and seeking asylum. This has included targeted advertising focused on carers to care for children who are unaccompanied.

**Skills to foster Training** - the Skills to Foster training course was updated in August 2019 to reflect the themes and content of the 'Fostering Network' course. To improve this further and ensure the course is holistic and comprehensive and ensure that the carers recruited have the knowledge, skills and understanding to provide the best care, this has been developed to a bespoke North Lincolnshire package. This includes contributions as part of the course by the designated Fostering Independent Reviewing Officer, existing Foster Carers and care experienced young people.

The Skills to Foster course feeds well in to the comprehensive training plan which skills up foster carers to successfully undertake the role. 2021 saw the development and delivery of the North Lincs 'induction day'. This is a multi-agency training day which builds on key topics in the skills to foster and enhances their understanding within the first stages of their journey as approved foster carers. The day includes input from social workers, approved foster carers, nurses and support officers helping carers develop skills in recording, addressing health needs. The course also includes practical examples of a child entering their home and North Lincolnshire principles such as You Say Who.

The benefit to the service is that carers are fully informed concerning the fostering task pre-approval and are able to discuss potential issues or concerns with their assessing social workers. The induction day offers the practical skills and understanding post-approval which demonstrates their commitment to learning, broadening their skillset and improving matching and support planning.

**During 2020/2021, the Supported Lodgings service** was integrated within the fostering service. This has enabled shared recruitment, consistent processes and has increased the choice and availability of accommodation for older children who either move on from fostering, have been cared for in other ways or present as homeless. The recruitment of Supported Lodgings providers has formed an integral part of the recruitment campaign over 2020 - 2022 and has resulted in an

increase in provider numbers and therefore the offer to young people in need of supported accommodation.

**We have continued to provide and develop short-breaks** - the service has continued to offer a range of support to continue to improve the stability of children in care and in the community. The Fostering Service have a s17 short-breaks lead working alongside the Children's Disability Service enabling early identification of children who require short-breaks and effective matching. The dedicated worker leads on the matching process ensuring that parents and children have a clear and strong voice throughout the process.

**Matching** is essential to our 'no moves' ethos ensuring that children are matched to the right family at the earliest opportunity. Matching processes including assessments, meetings and robust planning have been strengthened in the period ensuring that children have the best matches to carers who are able to meet their needs. This leads to fully informed decision making and support planning.

**Placement support meetings** have been regularly reviewed and refreshed and are now referred to as **Family Support Meetings**. They embed the strengths-based approach whilst considering the impact upon the foster family as a whole. Family support meeting processes have also been reviewed to ensure that each family has a support plan which is regularly reviewed by all the services around them taking a pro-active approach to ensure holistic support. Meetings are essential to co-ordinating support from education, therapeutic provision and social care. Family support meetings are bespoke to the family and have a pivotal role in ensuring children's needs are met and carers are heard.

**Support to carers** includes 1.5 Fostering Support Worker posts that provide immediate support to foster carers when a potential fostering family disruption is identified. The support officers have built very supportive relationships with young people over the period, including throughout Covid-19 restrictions where they provided additional support through a number of virtual competitions and groups to engage young people. Many young people benefitted from this virtual interaction and carers praised the impact of this support.

Support officers continue to work directly with young people in the community and are creative in the activities they undertake. Support officers offer a range of support groups including Come and Join Us support group for children who foster and Take Part Thursday, a school holiday group offering children an opportunity to try a new activity in a supportive group whilst offering a break to carers.

**Retention of fostering families** continued to be excellent during 2020 – 2022 with only 24 resigning over the 2 year period mostly due to retirement or personal changes within families including ill-health. North Lincolnshire offers a range of community events which supports the service as a community. This enhances peer support in addition the buddy processes in place. The service has a strong Foster Carer Association which is passionate about maintaining a sense of community.

**The fostering community** has remained strong and is supported by a committed foster carer association, regular coffee mornings, Bi monthly meetings with management and community events. Events have been adapted when Covid 19 restrictions dictated including virtual Christmas parties and celebration events. The community came together to offer the essential support including corporate parenting events, Christmas pantomime, 20:21 take over day and the Awesome Autumn Factor and Awesome Kidz Awards.

**Connected person** support has progressed through the adaptation of the skills to foster training to suit their additional needs and through development of connected person support groups.

**Impact:**

At the end of March 2022, the Fostering Service was supporting **124 fostering households**.

The North Lincolnshire Council Sufficiency Strategy 2020 – 2022 was ambitious in prioritising recruiting new foster carers. Consequently, during the lifetime of the plan there were 25 mainstream approvals (excluding connected persons) increasing the number of mainstream foster carers. The increase in local availability has ensured that 98% of children in foster care are placed with North Lincs foster carers.

**Fostering sufficiency** – the combination of recruitment, retention and reduction of children entering mainstream care has ensured that children entering care are placed with North Lincs Foster carers and no children were placed in externally commissioned placements throughout the period of the 2020-2022 strategy. Children previously placed with agency providers have also returned to North Lincs carers during the period helping to keep children in their local community.

On 31st of March 2022 the number of CiC living in Independent Fostering Agency (IFA) fostering families was 3 (<2% of the care population) maintaining the high performance in placing children within North Lincolnshire.

**This has shown a positive trend over the last 5 years.  
Children placed with external foster carers:**

**2021/22 – 3 (2%)  
2020/21 – 7 (3%)  
2019/20 – 9 (4%)  
2018/19 - 7 (3%)  
2017/18 - 11 (5%)  
2016/17 - 15 (7%)  
2015/16 - 19 (9%)**

The low number of children placed externally reflects the availability and choice of carers in North Lincolnshire and prior to consideration of any child for a commissioned placement all options within local provision must have been fully explored with robust management oversight, the flexible use of resources and formal decision making to ensure it is fully in line with the child’s needs. Extensive checks are carried out on any identified external provision prior to agreement to place.

**Family Finding**

An innovative approach to family finding has taken place in order to match children who are older or have more complex needs. This has helped improve stability and examples include:

- Successfully matching a child with significantly complex medical needs to an internal foster carer. The nurses, doctors and other medical professionals who had been working with and caring for the young person were enabled to talk to carers about her personality, medical needs and long-term care requirements. An enhanced multi-agency support package was also established. Four foster families expressed interest and a match was identified. This also

enabled a match for a support family for the carer enabling the authority to work towards providing short-breaks.

- Successfully returning two young people, aged 16, into North Lincolnshire foster care, one of whom had resided in agency residential care for three years. Matching processes were adapted based on the different needs of the two young people. One of the young people was offered a placement choice between three foster families. Each foster family created a Family Video to introduce themselves, their home and their lifestyles. The child was able to review each, hear about each family and chose the foster family she wanted to live with.
- To enable an appropriate match to be found for the other child, an extensive support package of therapeutic and practical support was collated. An appropriate match was identified and the introductions took place in a child led way over a period of two months. The family created a personalised family book for the young person and they met virtually several times sharing jokes and playing games. The innovative approach meant that relationships building could take place and not be hindered by Covid-19.

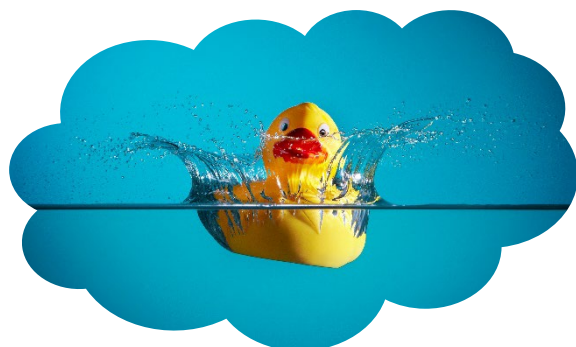
During 2021/2022 the fostering service accommodated 55 children who entered care with North Lincolnshire foster carers.(91% of entries to care)

Quarter	Connected person	Foster care	total
1	1	13	14
2	1	4	5
3	1	12	13
4	4	19	23

**Continued Focus on Improving Stability** - providing a range of care and leaving care placements that provide choice, stability, diversity and swift permanence

We have continued to invest in local provision and continue to build on and develop North Lincolnshire Fostering, Adoption and family support provision that both prevents children needing to enter care, supports children to return to their families and supports children and their carers when children remain in care.

We have also developed a range of provision suitable to the needs of Care Leavers as they progress in to adulthood, with accommodation choices that include through Staying Put arrangements with their carers; staying close to their carers so they can be supported; independent supported accommodation and their own tenancies within social housing. All care leavers have a plan and support to help them succeed within their home.





## Partnership with Foster Carers

**The Fostering Bi-Monthly meetings** continued to take place both virtually and where possible face-to-face. To further develop the role of the meetings, the chair of the Foster Carer Association has taken on the chairing role for the meetings ensuring topics important to carers are covered and carers feel empowered. Carers are positive about the support offered and provide feedback regarding the needs of the community.

**Training** was adapted to respond to the Covid-19 pandemic restrictions as needed. This includes a range of electronic learning including E-learning modules and virtual training workshops. Examples include over 30 households attending the virtual attachment training in the year and Bitesize training continuing to run virtually on a regular basis. Topics covered include; therapeutic parenting, NVR, Managing Allegations and 'watch your language'. Good attendance and positive feedback has been received as many carers have felt that the virtual training offers the flexibility they need in order to attend around their other commitments. Feedback from carers and learning from practice has informed the training plan for 2022 including carer led workshops on caring for UASC, Supporting LGBTplus children and Caring for children of a different ethnicity.

**Fostering allowances** recognise the skills, training and development of foster carers. Carers receive an enhanced rate alongside the support, expectation and opportunity to enhance their knowledge and skills as carers. Enhanced allowances ensure the sufficiency of carers:

- For older children with complex care needs requiring more specialist family-based care.
- For children with disabilities requiring overnight short break family-based care as opposed to short break residential care.
- To support and prevent young people being remanded to a secure setting or to local authority accommodation where possible.
- To support parents and their babies requiring family-based care and support.

Foster families received an uplift of 3% in the year to ensure the allowance covers relevant living costs. A one off payment to families caring for children during the Covid-19 national lockdown was also made in recognition of the additional support, commitment and resilience shown by foster carers and the financial impact adaptations due to the pandemic may have. Any requests for financial assistance is considered in line with our offer and the needs of the children in their care.

## Adoption

We are committed to ensuring we have sufficient, high quality adoptive placements for those children where adoption is the right plan. This strategy is set within the context of the **One Family Approach** founded upon our North Lincolnshire values and beliefs, capturing our intent to keep children in their families, their schools and their communities.

It sets out our approach to ensuring we have the best adoptive placements available for those children who require such permanence to meet their needs.

North Lincolnshire has a strong record with regards to our adopter sufficiency, this is evidenced by our record in placing children with our own adoptive carers:

- 2017/18 of the 14 children placed 13 were with NL families (93%)
- 2018/19 of the 6 children placed 6 were with NL families (100%)
- 2019/20 of the 16 children placed 12 were with NL families (75%)
- 2020/21 of the 13 children placed 12 were with NL families. (92%)
- 2021 / 22 - 100% of all children placed have been within Family Adoption Links

A number of the children above were older, had more complex needs and were part of sibling groups and nationally it is a challenge to identify adopters for these children. This has meant we have had to be creative and innovative in our recruitment and as a result of this the majority of our children with more complex needs have been placed with North Lincolnshire approved adopters.

We continue to be committed to building upon the success of regional working to ensure timely placement for children by way of adoption and in ensuring that the recruitment of adopters is based upon the needs of the children who require an adoptive placement, not only locally but regionally and nationally.

In October 2020, North Lincolnshire Council formally joined **Family Adoption Links (FAL)**, a regional partnership of Adoption Services comprising of Lincolnshire County Council (who provide adoption services for Rutland Council), Leicestershire County Council, Leicester City Council, Northamptonshire Children's Trust and North Lincolnshire Council. Lincolnshire County Council act as host for the arrangement. Agency decision making for adults and children is maintained within the Local Authority in line with corporate parenting responsibilities.

Through working in partnership, we benefit from the regional sharing of best practice, pooling of resources and developing a strategic approach to the development of a range of services from the marketing of adoption across the region through to the commissioning of post adoption support services.

A key area of focus is **the recruitment and assessment** of adopters and our **local recruitment** is underpinned by both the **Regional Recruitment Strategy** and the **National Adoption Recruitment Strategy January 2021 – December 2023** for adoption.

### **Regional Recruitment Strategy – Family Adoption Links**

Alongside the National Strategy, the **Family Adoption Links Marketing Plan** sets out the regional steps with regards to adopter recruitment.

The **Regional Strategy** identifies that by working closely together we can achieve the overarching aims as defined in the '**Regionalising Adoption**' document. Those aims being;

- A **larger adopter pool** – created by sharing resources and better targeted recruitment activities.
- **Speedier and more effective matching** of children with adoptive families.
- Opportunities to **reassess approaches to adoption support**, address gaps and to develop a more comprehensive training package for adoptive parents.
- **Improved collaboration** between RAA's, LA's and other agencies in some RAA's.

Since April 2021 there have been 16 approvals of adopter households, which means we have successfully met the local target that we set.

**To ensure effective local delivery, the North Lincolnshire Adoption Service:**

- Ensures that the children and young people are placed, with siblings wherever possible, within a timescale that is best for them and without unnecessary delay.
- Treats prospective adopters and adopters with openness, fairness and respect.
- Makes prospective adopters first points of contact informative and welcoming.
- Approaches adopter recruitment in the spirit of inclusiveness with a view to identifying potential and opportunity – no one will be automatically excluded.
- Recruits prospective adopters who can meet all or most of the needs of children and young people waiting for, or likely to need, adoption and signpost prospective adopters to other agencies if there is insufficient local demand.
- Explains to prospective adopters the needs and profiles of the children and young people waiting to be adopted.
- Ensures preparation and training, the assessment and approval processes are explained and proceed efficiently.
- Regularly reviews progress on matching with prospective adopters.
- Provides adopters and prospective adopters with information, counselling and support, as and when needed, throughout the adoption journey and beyond.
- Provides prospective adopters with information about the Independent Review Mechanism.
- Works in partnership, and with other agencies and the Courts, to ensure that all decisions are timely and joined up.

**Development of the Integrated Service for Care Leavers** - sufficiency of accommodation for care leavers

The accommodation offer for care leavers includes the provision of a range of accommodation, as well as clear assurance processes to ensure that this accommodation remains suitable for young people. This includes prioritisation and integration within the Council's Housing Advice services and across the Council and partners to provide a unified, holistic response.



We have developed pathways that provide the support each young person needs as they grow and develop their confidence and independence in our community. This includes:

- Ongoing commitment to children in our care remaining with their foster carers as part of “Staying Put”.
- Built on and developed the provision of safe, suitable and sustainable accommodation with the support young people need to progress successfully to adulthood
- Enabled young people leaving Kingfisher Lodge to ‘stay close’ in the adjoining facility of independent studios to support them to make successful transitions into adulthood.
- Develop further pathways within the Integrated Care Leaving Service to support young people make the transition from supported to independent accommodation, ensuring they can live successfully in our community.

Progress during 2020 - 2022 included:

- We have continued to develop our service offer in line with the ambitions set out within the sufficiency strategy. We have continued to provide a range and choice of provision for care leavers and other post-16 provision that ensures young people have the support they need to remain living in safe stable placements supported by adults they have positive and meaningful relationships with.
- To ensure that our service offer and design is aligned to changing needs and populations, we have transformed our Care Leaving Service. We have listened to what young people have told us about their experiences within and leaving care and acted upon this. A significant part of this development has been to create an integrated Care Leaving Service with our partners, including returning externally commissioned accommodation and support services to care leavers ‘in-house’. This has enabled us to develop a flexible accommodation and support offer to care leavers that provides the best accommodation and support as they transition into adulthood.
- This is now fully implemented and has enabled us to develop a flexible accommodation and support offer to care leavers that provide them with the best accommodation and support as they transition into adulthood.
- Through the development of our integrated offer, we have been able to ensure that the standard of accommodation is of the highest quality, including removing any provision from the portfolio that didn’t meet the revised accommodation standards we have jointly implemented, and replacing with new accommodation. This has been undertaken in collaboration with partners within the Housing Advice Service.
- The increased portfolio of high-quality accommodation is ensuring that young people have a choice of where they would like to live. Accommodation is installed with broadband internet at no cost to the young people.
- Implementation of a joint pathway with Housing Advice Service that actively supports young people to make the transition from supported to independent accommodation, with the right support, when they are ready.
- We have developed new types of accommodation that meet the varied needs of our young people. This includes the introduction of bespoke shared living accommodation, whereby young people can develop their independent living skills alongside other young people with shared

experiences, as a method of bridging the gap between care and residing alone in supported living.

**Accommodation options were strengthened leading to good outcomes for those children who were unaccompanied and seeking asylum and progressed to become care leavers**

At the end of March 2022 there were 6 children in care who are unaccompanied and seeking asylum, and 44 who were previously unaccompanied children seeking asylum who are now care leavers. All of these young people have received an immediate response where their diverse needs were assessed in line with guidance

Suitable accommodation has been provided for all unaccompanied young people who present within North Lincolnshire. This includes within foster families, residential provision and supported accommodation matched to their needs. This has meant all unaccompanied young people being placed within North Lincolnshire provision from the point of arrival.

The 'Children who are Unaccompanied and Seeking Asylum Pathway' was developed alongside partners to promote consistent and timely responses to young people as they present. As a result, all children who are unaccompanied and seeking asylum live locally in suitable accommodation with an identified package that meets their needs as they progress into adulthood.

Care Leavers who were also unaccompanied and Refugee young people having access to high quality and stable accommodation within our community has also enabled them to significantly benefit from the wider service developments within the care leaving service. This includes the significant work undertaken to improve the education, employment and training (EET) achievement and attainments of the young people in collaboration with partners as well as the revisions to our financial policy and overall care leaver offer which provides greater resources and tools to support young people. This has resulted in 77% of our unaccompanied and Refugee young people currently being actively engaged in EET as of March 2022.

Alongside this, our unaccompanied and Refugee young people have benefited from the introduction of supported to independent living pathway, with currently 33% of our refugee young people living in their own independent accommodation in our local community.





## Building on Success – Next Steps

The sufficiency, choice and quality of care, accommodation and provision for children in care and care leavers continues to be a key priority underpinned by the belief that all children should have the opportunity wherever possible to remain within their family or, if this is not possible a well-matched alternative family. To continue to achieve this we will:

- ▶ Continue to provide choice of high quality safe, stable care and leaving care provision that is matched to the needs of the children and young people and enables them to form meaningful relationships with trusted adults for as long as they need them.
- ▶ Develop fostering recruitment through understanding and analysing the outcomes and successes of the 2020 – 2022 recruitment activity.
- ▶ Build on and take an active role in the Family Adoption Links Regional Adoption Agency
- ▶ Minimise the use of agency and out of area placements through building on and utilising local provision.
- ▶ Challenge ourselves and each other to build and develop choice in care and supported accommodation.
- ▶ Led by their voice, update the Care Leaving Offer for young people for 2022-2024, ensuring that the offer matches our ambition for young people.
- ▶ In partnership with the Housing Advice Service embed a transitional pathway that supports young people into accommodation that meets their needs in our community.
- ▶ For those children and young people whose specialist, complex needs cannot be met within our own provision, we will continue with our effective joint commissioning and oversight arrangements, in conjunction with our partners, to meet children's education, health and care needs and support placement stability.
- ▶ Continue to provide suitable packages as alternatives to custody and ensure the availability of foster carers as an alternative to remand or overnight detention in line with the Custody Concordat.
- ▶ Provide local children's home capacity for the small number of children whose needs are best met in residential care.
- ▶ Build on and develop further opportunities to co-produce with children and young people in the planning and delivery of services including the provision of care and accommodation

### Key Developments

To continue the sustained success of the Sufficiency Strategy, we will build on the key priorities through the following key developments:

#### **Recruitment and retention of foster carers to ensure placement availability and choice**

Enhanced recruitment, support and retention to carers through investment in the service will reduce the need to use external provision. This is planned to include:

- **Focus on the local community** - as we want all of our children to remain in their community, we are focusing on engaging the community in our recruitment and retention strategy. 2021 saw the beginning of broadening our 'fostering friendly business' engagement and this will be driven forward in to 2022. Having targeted local areas we aim to bring the businesses together

to support with advertising, hosting events, offering discounts to carers and opportunities to children.

- **Utilise the corporate parenting offer** – Corporate Parenting is strong in North Lincolnshire and we have a proactive and through relaunching our ambassador scheme and utilising the skills across the Council and partners we will broaden our reach for potential foster carers and promoting the fostering friendly employment scheme.
- **Targeted impact weeks-** Marketing takes place throughout the year through a range of media. Highlighting dedicated parts of the year for larger scale publicity will allow us to create a bigger impact through co-ordinated campaigns and events. Fostering Fortnight will ensure large coverage across newspapers, social media and in person events with a clear message about fostering for your local community. The Council’s short-breaks week in November will also offer significant publicity to our short-breaks offer. The first Supported Lodgings week will take place in 2022 and publicity and marketing will showcase the successes of supporting young people and care leavers.
- **Continued development of Supported Lodgings** – Since integrating with fostering this provision has increased significantly. The first Supported Lodgings Week will provide the level of impact and strategy that Fostering Fortnight receives.
- **Recruitment – building on the progress over the year..** The revised recruitment strategy includes an annual programme of recruitment activity. Throughout the year monthly marketing strategies will include:
  - Poster campaigns
  - Social media videos and campaigns
  - How to apply video advertising
  - Day in the life of vlog- story of an experienced carer
  - Increase in drop in events across a range of community venues
  - Utilising social media following of local businesses
  - Recruitment stalls and roadshows
  - Shop windows
  - Radio advertising
  - Engage local business in events and advertising as fostering friendly businesses
  - Roundabout advertising
  - Council vehicle advertising
  - Art displays (by children in foster care)
  - Fostering ambassador promotion



## Continued Focus on Improving Stability

Whilst the placement stability of Children in Care has improved, there is a continued focus on ensuring that children achieve stability where they are able to form meaningful and permanent relationships with carers. To continue to build on this, services will:

- Promote therapeutic parenting through an enhanced range of training opportunities in person and virtually
- Deliver joint training to carers and children helping them to share learning and communicate about important issues which may impact upon stability
- Community events will ensure that carers develop relationships with peers as mentor carers highlight themselves and their offer of support
- Continue to work with carers to support them to continue to provide stability through a multi-agency team around the child approach; the use of family support meetings; training and development, peer support and dedicated support workers.
- Continue to focus on building and supporting relationships within families at all stages in the child's journey with a view to enabling children to remain within and return to their family where this is possible
- Ensure we build upon and work with the children in care council, listen to them and act.
- Ensure carers feel their voice is heard and valued through a range of feedback approaches
- Take Part Thursday will create opportunities for children to learn new skills and develop meaningful relationships.
- Work closely with Corporate Parents to offer carers and children a whole council approach to support
- Continue to prioritise stability and achievement within educational settings that minimises changes in educational provision and ensures children have the support they need to be successful.

## Further Development of our offer to Care Leavers

Through our Integrated Service for Care Leavers, we will continue to work towards high quality, sustainable accommodation options for young people who leave care, as well as dedicated pathways to ensure that young people can quickly and effectively make the transition from semi-independent, to independent living in our communities. The service development is an essential component in ensuring that we continue to offer the highest level of service to our young people in line with the increase to the care leaver population over the last 5 years.





We will achieve this through ongoing partnership and joined up working, with the aim of continually reviewing and analysing the strength of our accommodation options for young people, utilising our quality assurance frameworks to do so, and updating the accommodation offer in line with this. This may include the addition of new accommodation and new accommodation types, if identified as a need for our young people.

Alongside this, we will continue to utilise our Practice Standards for Care Leavers that were developed across 2020-22, to ensure that we are collectively understanding the lived experiences of young people that leave care and benefit from the accommodation aspects of our Care Leaver Offer. We will utilise our existing participation and engagement frameworks to gather the voice of our young people and ensure that our offer to young people meets their individual and collective needs.

Also, we aim to develop new methods of engaging with young people using digital technologies, with a key aim of this being to support us in consistently engaging with young people regarding the experiences of the services they receive.





## What will Success Look Like?

By 2024, we will expect to see:

- ▶ Sustained reduction in the overall care population as a result of:
  - The One Family Approach enabling children and young people to be cared for within their family.
  - Continued increased use of Adoption and Special Guardianship – achieved in a timely manner.
  - Continued focus on reunification for children in care where it is in their interests
- ▶ Continuing to build the number of North Lincolnshire foster carers in particular mainstream carers and carers for older children and those with more complex needs.
- ▶ Sustained reduction in the use of external provision through building on our ability to meet a wide range of needs locally.
- ▶ The best matches for children through choice of placements resulting from sustained managed care population and increased choice and availability of carers.
- ▶ Sustained the increase in the proportion of the children in care cared for within a family setting rather than a residential one.
- ▶ Continuation of the downward trend in children experiencing changes of carer and greater stability for those in care longer-term.
- ▶ Children continuing to report high levels of satisfaction with their accommodation in exit interviews and other surveys.
- ▶ Children and young people who enter care continue to achieve permanence at the earliest opportunity.
- ▶ Increased choice for children in care and care leavers in relation to the home that they live in.

### Care Leavers

It is important that our young people are able to hold us to account against our priorities, and that we ensure that we achieve our collective goals as corporate parents. We have, therefore, identified success measures against each of our priorities that we will be striving to achieve.

- ▶ Increase in care leavers remaining in 'Staying Put' placements post 18
- ▶ All care leavers are supported to successfully live in their home by a suitable qualified and experienced personal advisor, and this personal advisor remains the lead worker for the duration of the young person's journey as a care leaver.
- ▶ The voice of care leavers is at the forefront of everything we do and opportunities include attending suitable drop-in support sessions, accessing advocacy support, the children in care council and co-production opportunities.
- ▶ All care leavers living in the community are living in high quality suitable accommodation.
- ▶ Young people do not experience changes of accommodation that is not in line with their Pathway Plan.
- ▶ More care Leavers are in Education, Employment and Training.

- ▶ More care Leavers are accessing Higher Education/University
- ▶ All our care leavers have an identified ‘team’ of social and professional support that enables them to live successfully in their accommodation.
- ▶ All our care leavers in supported accommodation have access to the internet.
- ▶ Young people are empowered and enabled to participate in their community, have equality of opportunity, and access to creative, flexible support at the earliest point, in the right place by the right people
- ▶ All care leavers are registered with local health services in their community.

STATUS	DATE	BY WHOM
Approved	April 2022	Paul Cowling
Lead	March 2022	Jane Brennan/Ben Dent/Karen Everatt
Review date	Annual refresh/update April 2023	



## Appendix 1: 2022 – 2024 Sufficiency Delivery Plan



Key Priority	Area of Focus	Milestones / target	When by	Lead/Lead Group
	Recommendations of the Independent Review of Children's Social Care	Review, understand and take action in relation to the recommendations from the Independent Review of Children's Social Care and subsequent guidance and legislation including in relation to the provision of care and support to children in care and care leavers (see also separate development and action plan)	Immediate and Ongoing from May 2022	Assistant Director, Standards and Regulation  Assistant Director, Help and Protection
Safe	Continue to provide choice of high quality safe, stable care and leaving care provision that is matched to the needs of the children and young people and enables them to form meaningful relationships with trusted adults for as long as they need them.  Minimise the use of agency and out of area placements through building on and utilising local provision.	Children matched to N Lincs carers – all children placed with N Lincs carers at point of entry to care  Continue to improve stability performance: 3 placements <8% Children in same placement 2+ yrs >71%  Foster carer capacity – 100+ mainstream carers	Ongoing  2022/2023 end of year	Assistant Director, Standards and Regulation
Safe	Develop fostering recruitment through understanding and analysing the outcomes and successes of the 2020 – 2022 recruitment activity.	Increase in fostering enquiries >100 at year end  15 new foster care approvals during each year of the strategy	2022/2023 end of year	Assistant Director, Standards and Regulation
Prosperous	Led by their voice, update the Care Leaving Offer for young people for 2022-2024, ensuring that the offer matches our ambition for young people.	Local offer to care leavers updated annually	Annually	Assistant Director, Help and Protection
Prosperous	In partnership with the Housing Advice Service embed a transitional pathway that supports young people into accommodation that meets their needs in our community.	Stability within accommodation for care leavers – reduced unplanned changes in accommodation  Increase in portfolio of accommodation options for care leavers	Ongoing  Year end	Assistant Director, Help and Protection  Group Manager - Environmental Health and Housing • Economy & Environment

Connected	Build on and develop further opportunities to co-produce with children and young people in the planning and delivery of services including the provision of care and accommodation.	<p>Feedback from children and young people reflects ownership of planning and development</p> <p>Young people's involvement in the development and delivery of the local offer to care leavers</p>	Ongoing	<p>Assistant Director, Standards and Regulation</p> <p>Assistant Director, Help and Protection</p>
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## Appendix 2: Foster Carer Recruitment Strategy 2022 - 2024

### Context

Currently there are approximately 154 children placed with our own foster carers. The fostering Recruitment approach outlines our approach to ensuring there is sufficient, high quality, flexible and responsive foster care provision to meet the needs of the care population in North Lincolnshire. Fostering marketing and recruitment is a key priority for the Council's communication plan with a view to continuing to increase and retain the number of in house foster carers. This builds on our success whereby:

- most children are placed locally with North Lincolnshire foster carers
- There are very low – and reducing – numbers of children placed with commissioned providers
- Retention of foster carers is high
- The number of new carers recruited throughout the year is increasing

### Objectives.

The fostering recruitment service's key objective / aim is to increase the number of in house foster carers and retain foster carers that we currently have approved to us. The objectives will be aimed at helping the Fostering service meet its aims. Below are the six key communications objectives for the fostering marketing. These are linked to individual campaigns and initiatives in the months ahead.

- Encourage take up of Fostering within North Lincolnshire
- Ensure the process from application to approval is swift and simple for carers
- To develop a greater awareness and knowledge of fostering /Supported Lodgings
- To overcome any concerns surrounding who can foster – dispelling any myths
- To encourage belief and support for foster carers and the role they undertake
- To communicate the role, rewards and benefits to encourage prospective carers to come forward
- To encourage retention of existing foster carers.

We have set ambitious local targets to recruit at least 20 'mainstream' foster care households over a 12 month period.

To meet the local needs for foster carers, our targeted recruitment includes:

- Foster carers specifically for children aged 11+
- Foster carers who can care for sibling groups
- Supported Lodging providers
- Foster carers for children with disabilities
- Geographically targeted activity. Although there is demand for foster carers across the council, consideration during campaign planning will be given to specific demands in any key identified areas. This will form the basis of the grassroots campaign within communities

### Delivering the Strategy

There are a number of key areas that have a key focus in the delivery of the recruitment strategy:

- Use of stakeholders and key influencers – ensuring communities, stakeholders and influencers have an understanding of the role of foster carers and why they should support it and encourage people to consider fostering.
- Using ‘word of mouth’ – ‘word of mouth’ is an important vehicle to encourage and raise awareness of fostering to potential carers. Existing foster carers can be the best vehicle to ensuring this happens and work will continue with current foster carers to help recruit new foster carers.
- Foster carers assist in recruitment events, in the training of potential new foster carers in providing support and encouragement and have a key role in the recruitment of new carers
- Research – recruitment planning uses research to gain clear insight into people who foster and in identifying and targeting potential new carers
- Visibility – the recruitment campaign will continue to be delivered all year round with targeted campaigns at peak times and in relation to specific groups.
- The use of online tools, media and websites is an essential part of successful recruitment. The Councils website has been re-designed and will continue to be developed with further updates to include case studies and videos featuring our foster carers.
- Positive and responsive initial contact with foster carers is vital. The development of Recruitment Support Officers within the service has developed the main point of contact for prospective foster carers, thus establishing a consistent approach to enquiries.

### **Foster Carers as Key Partners in Delivering the Strategy**

Utilising existing foster carers, word of mouth is a key tool. Therefore we will continue to use our existing foster carers and continue to encourage them to be active advocates. This also helps the retention of foster carers in demonstrating how much our carers are valued. Many already see themselves as having a clear role in terms of the recruitment of new carers.

Existing foster carers will continue to be an integral part of recruitment through;

- Case studies – updating case studies for use across the website and other events and opportunities.
- Fostering events – feedback informs us that direct two way communication is preferred over other methods of communication by people interested in fostering. We will continue to deliver both virtual and – subject to Covid rules face-to-face open events and road shows
  - + the events will be scheduled on a variety of days / times to enable the potential carers to find a time to suit them – including fitting around existing career commitments
  - + We will continue to promote the fact that these are an opportunity to engage with current foster carers, to hear their first-hand experiences

### **Recruitment Activity**

The recruitment of carers is in the context of our One Family Approach and is built upon:

- Identifying the key areas of demand
- Creating a community level recruitment campaign such as use of neighbourhood hubs, libraries and children’s centres
- Research into the motivations of foster carers to enhance a targeted recruitment approach

- Key communication messages that will appeal to the motivations of the target group – planned campaigns to meet the needs of the profile of children needing foster care in N Lincs. Examples include carers for under 5's, sibling groups, teenagers and children who are unaccompanied and seeking asylum.
- Developing the communication mix of channels to reach our target market including newsprint, radio, social media, professional groups apps (such as NHS app), displays and community information.

A continued feature of the work is keeping in touch with persons who have made contact expressing a potential future interest in becoming foster carers. Enquiries that may progress to assessment are kept in touch with by Recruitment Support Officers. This has been further expanded by the addition of a second RSO. It is anticipated that this contact will build relationships and familiarity to lead to a formal enquiry when the time is right and then on to foster carer approval.

Key events and activities throughout the year incorporated into the recruitment campaign incorporate:

- Foster care fortnight
- Food fayres
- Campaigns around religious festivals – including Eid al-Adha and Christmas
- Supported Lodgings campaigns
- Short-breaks week
- Monthly open evenings (Quarterly in Brigg, Epworth and Scunthorpe) – both virtual and face-to-face as appropriate
- Monthly phone-ins based on our monthly specific campaigns
- 'Event Brite' online recruitment events
- Local events throughout the year
- Use of local Markets (such as a presence at Scunthorpe, Brigg and Hemswell markets).

All recruitment workers and foster carers provide information and discussion at events on the benefits of fostering for North Lincolnshire.

Information packs are posted out to potential foster carers following initial enquiries. The information booklet contains the key messages of the recruitment campaign and is relevant to the target audience. The information pack will also feature prominently on new web pages so potential foster carers are able to find out the information they need easily on the website and receive an electronic version once an online enquiry has been submitted.

Core media utilised to promote fostering recruitment include:

- Local and Regional newspapers
  - + Scunthorpe Telegraph
  - + Epworth Times
  - + Market Rasen Mail
- Local broadcast – Radio
  - + BBC Humberside
  - + Lincs FM
  - + Greatest Hits radio
- Online
  - + Twitter



- + Facebook
- + NHS app
- + North Lincs website
- + The Council's Direct News magazine

### **Increasing opportunities for two way engagement**

We will continue to build and develop opportunities for potential foster carers to engage with us in a two way dialogue. This will include:

- Engaging with North Lincolnshire Community Hubs – to enable them to talk knowledgeably on fostering. This reinforces the fact that Libraries and Community Hubs are increasingly the 'front door' to Council customers and gives potential foster carers a friendly way to ask questions before taking the next step.
- Use of 'Event Brite' – as a means to offer carers who cannot attend drop ins to web chat with fostering recruitment staff and current carers.
- Resumption of supermarket road shows – Pitching our stand in store car parks and having store staff direct customers to our location, supported by pop up banners located at store entries and exits. We will resume this when Covid-safe across the area. This will allow active engagement with supermarket customers but will also allow staff stacking shelves or working on the tills to promote fostering and to encourage them to come and visit the stand during their lunch breaks

### **Wide reaching Marketing activity.**

In addition to targeted aspects to the recruitment campaign we will also undertake further wide ranging marketing activities designed to reach a large number of people. We will ensure the language used taps into the motivations but we will deliver this across channels designed to reach as many people in the area as possible.

This will be achieved through;

- The continuation of placing adverts in local newspapers which the community widely read. This provides good coverage across the area but also taps into the community mindedness of potential carers
- Online advertising – Over 2022 fostering recruitment will further develop a growing online presence across social media. We will look at enhancing the reach of these social media channels by considering further use of paid online advertising. We will consider utilising a variety of options, advertising generally to the local community, but also targeted and re-targeted online advertising to reach the local people who have experience of working with children. This will include through Facebook and using Twitter and other relevant social media channels.
- Foster carers remain our best advocates and advertisers. Through engaging them in our video adverts, attendance at training and drop in events and offering foster buddies through the recruitment process we will successfully utilise the voice and experience of the community.
- Poster Campaigns – we will continue to develop our existing poster campaigns running in many doctor's surgeries, Children's centres, libraries and Community Hubs, various internal staff rooms, local shops and post offices. These are places where we are likely to attract people who currently work with children and young people or who have experience of raising families. We will also ensure enough posters are produced so that following any roadshow event, are displayed to act as a reminder of the key message and 'call to action'.

- Radio advertising – radio advertising is very effective at reaching large numbers of people across our area. At key campaign points throughout the year we will utilise radio to communicate our experience and the support we provide.

### **Our messages will be communicated through**

- Advertising - managed and produced by the communications team, using our marketing officer we will continue to work jointly organising specific campaigns, projects and initiatives. These in future will include, council owed billboards, council vehicles, partners websites and within radio and print media as appropriate
- Local businesses and employers- Through developing connections within the local area businesses can promote the recruitment of carers through posters, flyers, social media, events and 'drop in' spaces.
- Fostering Ambassadors- The relaunch of fostering ambassadors will mean that all council employees and corporate parenting partners are able to promote fostering in their roles and community settings.
- Council branding / Fostering branding – Promotion of the Council must be aided by having a strong identity and brand from which the public can identify. The brand is used in all communication tools the council uses, from website to presentations, letterheads to leaflets. The fostering service also has an identifiable fostering brand and strap lines (such as with Supported Lodgings – 'Room to Spare, Home to share') which will continue to be used in conjunction with the Council's logo
- The Council website / social media – The Council website content is managed so that it communicates appropriate information surrounding Council projects, initiatives and in support of agreed key messages. Messages are also conveyed through the existing Council Twitter, Instagram and Facebook functions.
- The Council publication, 'Direct News' – This council publication is used to communicate Council news and events to residents in the area. This continues to be used by Fostering to promote the need for foster carers. The success of this can continue to be analysed in terms of how many applications are opened, which helps with evaluation purposes, and can help engage with passive audiences.
- Qmatic screens in public areas managed by the Council – These screens are used as part of ongoing campaigns and help raise awareness of these with key Council messages. They carry images which would support the various specific recruitment campaigns over the next 12 months.

### **Further targeted activity.**

This involves groups who may not have thought about fostering before and are key target groups. This includes those working with children in caring professions like teachers, nurses, youth workers, police and others. The messaging will focus on their capacity to perform the role of fostering.

This will be achieved by:

- Targeting key workplaces, work is ongoing re communication with those deemed most appropriate such as residential units, nurseries, schools, hospitals and children's centres
- Mapping social media sites. As the target market is likely to be active in the local community our marketing officer will map social media sites for local schools, hospitals, community groups, etc. Social media forums will appeal to some potential foster carers as it presents the

opportunity for the preferred two way dialogue. We will actively promote fostering to the target market utilising our own Council and fostering social media sites.

- Targeting local areas through local businesses. Encouraging their promotion of fostering and support in retaining foster carers through rewards.

### **Measuring Success**

The success of the Foster Carer Recruitment Strategy will be measured by:

- The number of prospective carer enquiries throughout the year – monitored monthly
- The proportion of these who progress to assessment
- The proportion who progress to approval through the Foster Panel / ADM
- The number of new carers approved throughout the year
- The overall number of Foster Carers available – including those for specific targeted groups
- The number and proportion of children in care who live with North Lincolnshire Foster Carers
- The number of Supported Lodgings enquiries, assessments and approvals
- The number of Supported Lodgings providers available and providing accommodation
- The stability of the children in care and leaving care populations
- The feedback / perceptions of carers throughout the process

## Foster Carer Recruitment Timetable 2022 - 2023

<b>MARCH</b>
Skills to foster course
Scunthorpe market drop in
Drop in info event. Advertise on Facebook.
Adverts on refuse lorries x6
Scunthorpe Market mother's day event. Advertise on Facebook and website.
Fostering tour
Advert in Scunthorpe Telegraph
Digital screens - town centre and Britannia corner
<b>APRIL</b>
Scunthorpe market drop in. Advertise on social media and website.
Normanby Hall 'paws in the park'. Advertise on Facebook and website.
Drop in info event and social media adverts
Poster Drop
Social media campaign
Print advert in Market Rasen Mail, Epworth Times and Gainsborough Standard.
<b>MAY</b>
Promotional talks – Women's institute, new life and Crosby one
Drop in info event –to Brigg- Advertised on the website and on social media
Foster care fortnight- <ul style="list-style-type: none"> <li>• NLC screensavers</li> <li>• Radio advert Lincs FM.</li> <li>• Print advert in Scunthorpe Telegraph with mention of foster care fortnight. (9-22 May).</li> <li>• Digital screens in town</li> <li>• Google advert.</li> <li>• 7 Drop in events</li> <li>• Foster carer skydive event</li> <li>• Social media campaign</li> <li>• Send #FCF social media campaign to workers and foster carers</li> <li>• Mentions in Early Years, Families Direct, Community Champions and News Direct.</li> <li>• Interviews with foster carers about #fosteringcommunities</li> </ul>
'Fostering' flower bed installation – Kingsway, Scunthorpe
<b>JUNE</b>
Messingham show
Summer fayres
Drop in info event. Advertise on Facebook and website.
Poster drop
Crosby international day
Supermarket trolley station adverts.
Mentions in Early Years, Families Direct, Community Champions and News Direct.
Window signs in empty shop premises – Scunthorpe town centre.
Advertising on fleet vehicles
<b>JULY</b>
Stall at Winterton show
Crowle Rescue Day
Broughton show
Party in the park – Normanby hall
Water's Edge wildlife family day
Talk with WI, faith groups etc
Fostering business targeting
Info event. Promote on Facebook and website.
Print advert in Market Rasen Mail, Epworth Times and Gainsborough Standard.

<b>AUGUST</b>
Supported Lodgings week. #whotaughtyou in shops relating to specific skills. QR code to SL website. Article in local print media and NLC Facebook.
Country fair – Normanby hall
Stall at St Johns Market – crafts table for children. Promote awareness of fostering and supported lodgings.
Fostering business targeting
Info event
New roundabout adverts (fostering and supported lodgings, Tesco/ Asda)
Poster drops
<b>SEPTEMBER</b>
Private fostering week –Update digital screens in town. Print advert in Scunthorpe Telegraph and News Direct about private fostering awareness. Print advert Scunthorpe United Magazine for fostering and supported lodgings (start of new season).
Info event – Advertise on Facebook and website
Facebook – Celebrating private fostering
Virtual training for LA, local businesses and for members of the public
'information hotline' advertised on social media.
<b>OCTOBER</b>
Print advert in News Direct, Early Years, Families Direct, Community Champions
Info event - Advertise on Facebook and website
Poster drops
<b>NOVEMBER</b>
'Short breaks week'. Radio advert Lincs FM/ Viking FM/ Capital. Update digital screens in town.
Treasure hunt - #shortbreaks #butterflies #NLCfostering (Gift bags hidden around visitor attractions/ dog walk spots with a card to post photos of what you found and a hashtag for our social media. QR code to website to find out more about fostering.
Scunthorpe telegraph – interview with short breaks/butterflies carer.
Pop up event at St Johns Market – focus on short breaks/ butterflies
Info event – focus on short breaks. Advertise on Facebook and Website.
<b>DECEMBER</b>
Stall at Normanby hall Christmas market. Provide merchandise and leaflets.
Poster drops
Drop ins with stall set up and merchandise– busy shopping locations e.g. coffee shops, supermarket cafes, The Foundry etc.
Radio and social media advertising
<b>JANUARY</b>
TBC
<b>FEBRUARY</b>
TBC
<b>MARCH</b>
TBC

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## **NORTH LINCOLNSHIRE COUNCIL**

### **CABINET**

#### **MULTI-AGENCY CHILDREN IN CARE AND CARE LEAVERS PLAN 2022-24**

#### **1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To inform and seek the Cabinet's approval of the reviewed and revised Multi-Agency Children in Care and Care Leavers Plan 2022-2024.

#### **2. BACKGROUND INFORMATION**

- 2.1 The One Family Approach is embedded within our practice and our ambition is for children to be in their families, in their schools and in their communities. As their corporate family, children in care and care leavers in North Lincolnshire are our children, and it is deeply rooted in the culture of the Council and its partner organisations to care about them in this way. We are collectively ambitious for children in care and care leavers and we expect their outcomes to be every bit as good as their peers, and better, both whilst they are children in our care and as they progress to adulthood.
- 2.2 The Multi-Agency Children in Care and Care Leavers Plan 2022-2024 sets out our key priorities, promise and commitment to children in care and care leavers. It builds on our success and sets out an ambitious agenda for further improvement.
- 2.3 For those very few children who need to be in the care of the Council we will continue to invest in family-based care to achieve stability and permanence. This means working to keep children within their family networks, help them to return home, or within high quality family placements where this is not possible.
- 2.4 The Multi-Agency Children in Care and Care Leavers Plan 2022-2024 also complements and works in conjunction with the 'Children in Care and Care Leavers Sufficiency Strategy 2022-2024'.

#### **3. OPTIONS FOR CONSIDERATION**

- 3.1 The Multi-Agency Children in Care and Care Leavers Plan 2022-2024 details the progress made in improving outcomes for our children in care and care

leavers in line with the Council priorities of Safe, Well, Prosperous, Connected. Examples of our successes include:

- Continued lower numbers of children entering our care demonstrating the success of our approach to helping families remain together
- A very small and reducing minority of children live outside the Council area
- The majority of North Lincolnshire's care leavers are in education, employment and training
- All our care leavers who live in the community have suitable accommodation and support overseen by their Personal Advisor
- Very few children in care in North Lincolnshire commit offences and this indicator continues to be lower than the England average
- Attendance at school continues to be good, with few unauthorised missed days of school and very little persistent absence
- Most children in care in North Lincolnshire experience stability in their workers, schools and care

3.2 The Multi-Agency Children in Care and Care Leavers Plan 2022-2024 is underpinned by a longstanding and effective approach to Corporate Parenting overseen by the Corporate Parenting Board. Shared commitment across partner organisations means that we work together as a Corporate Family to ensure that children in care and care leavers are a priority and have priority access to services.

#### **4. ANALYSIS OF OPTIONS**

4.1 The Multi-Agency Children in Care and Care Leavers Plan 2022-2024 includes the 'Delivery Plan 2022-24'. The Multi-Agency Children in Care and Care Leavers Plan 2022-2024 identifies the priority success measures and areas for further development. These include:

- Building on the role of Corporate Parents across the partnership
- Helping children to remain within, or have opportunities to return to, their families, schools and community whilst prioritising stability and permanence for children in care and care leavers
- Continuing to build on and develop engagement with and the voice of children in care and care leavers
- Developing further opportunities to promote employability including through friendly employer schemes and volunteering opportunities
- Supporting children to achieve in their education, recognising the impact of Covid-19 and providing additional support as needed
- Providing an open door across the partnership for advice and support to care leavers throughout their lives



**5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 Financial - the Multi-Agency Children in Care and Care Leavers Plan 2022-2024 is in line with the existing agreed budgets and reflects the commitment of the council and its partners to prioritise services to children in care and care leavers. Whilst there are no additional resource implications contained within the plan, partners have re-affirmed commitment to prioritising children in care and care leavers in the delivery of services through the continuing Corporate Parenting Promise.

**6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 In ensuring children in care and care leavers continue to be priority groups, the Multi-Agency Children in Care and Care Leavers Plan 2022-2024 contributes to achieving positive outcomes for children and young people that will have a positive impact in:

- Prosperous - supporting children's confidence, success and engagement with education, employment and training
- Safe and Well - enabling families to stay together in their communities promotes resilience and a sense of belonging which supports safety and wellbeing
- Connected - children are supported to take an active part in their communities through the support of their carers and workers building community resilience and social capital

**7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 An Integrated Impact Assessment Stage 1 Initial Screening Template was completed in relation to this strategy and did not identify any negative potential impacts.

**8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 The voice of the children in our care and young people who have left care is integral to all aspects of the work we do and the delivery of Multi-Agency Children in Care and Care Leavers Plan 2022-2024. Children in care and care leavers have been engaged with, involved and consulted throughout and their views, ideas and feedback have informed the review of progress and development of this plan.

8.2 The Children in Care Council have also reviewed and provided feedback on the Corporate Parenting Promise contained within the Multi-Agency Children in Care and Care Leavers Plan 2022-2024.

9. **RECOMMENDATIONS**

- 9.1 That Cabinet welcome the positive review of the plan and endorse the revised Multi-Agency Children in Care and Care Leavers Plan 2020-2022.

DIRECTOR OF CHILDREN AND FAMILIES

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Post Code  
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Date: 03/05/2022

**Background Papers used in the preparation of this report:**

- Multi-Agency Children in Care and Care Leavers Plan 2022-2024

# Children in Care and Care Leavers Partnership Plan 2022-2024



“together helping our children be the best they can be”

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## Foreword



**Julie Reed**

Cabinet Member for Children  
and Families  
North Lincolnshire Council



**Ann-Marie Brierley**

Director of Children and  
Families  
North Lincolnshire Council

**Welcome to our Children in Care and Care Leavers Partnership Plan 2022 - 2024.**

**We are proud of our place and our people, children are at the heart of what we do and as corporate parents, children in care and care leavers are our children and we are proud to acknowledge and celebrate the positive outcomes achieved to date through strong partnerships.**

Our One Council, One Family, One Place culture has meant more children remaining in or returning to their families, better stability for those in our care and those who progress into adulthood, children in our care achieving better in their education, even fewer children in care becoming involved in anti-social behaviour or offending and further improved connectivity for all our children and young people.

In North Lincolnshire, our **One Family Approach**, underpinned by our core values and strengths based, solution focussed and relational practice model, aims to create a system that works for all children, young people and families.

Our ambition is for children to be **in their family, in their school and in their community.**

This plan builds on successes and achievements it is set within a framework of strong corporate parenting, excellent individual care planning and a firm focus on the voice, needs and wishes of children and young people.

For those few children who need to be in the care of the Council, we will continue to invest in family-based care to achieve stability and permanence and help them to return home, or within high quality family placements where this is not possible.

We recognise the invaluable role our foster carers play in this and express our ongoing commitment to them as partners in providing the best care for our children.

We will continue to build on our integrated offer to Care Leavers co-producing with young people as partners to develop and further strengthen our leaving care services and enable those leaving care to be an integral part of our strong and safe communities.

We are ambitious for the future and for our children and young people, and we have high expectations of ourselves as a partnership. Working holistically with children, families and communities, through the **fewest, best interventions** to improve outcomes..

We want children, young people and families, as partners, to be able to build upon their strengths and their resilience to find or be enabled to find solutions when things are not going so well. To be able to access available information, advice, guidance and be enabled to maximise their potential and enhance their life chances.

We want all children and families to have a sense of belonging and equality of opportunity and through our integrated working, we will address inequalities and enable those more in need to achieve positive outcomes.

As the Cabinet Member for and Director of Children and Families, we have specific roles and responsibilities for children in care and care leavers and we will continue to celebrate and engage our children and young people. Underpinned by our values of equality of opportunity, excellence, self-responsibility and integrity, we all, as active corporate parents, will continue to work together helping our children be the best they can be.

## Introduction

This plan sets out our key priorities, promise and commitment to all our children in care and care leavers and it articulates our ambitious agenda for further improvements.

Under the auspices of the Integrated Children's Trust partners, our North Lincolnshire Children's Commissioning Strategy 2020/24 clarifies our integrated One Family Approach and commissioning intent in relation to health, social care and education for children, young people and families.



The **One Family Approach - Helping Children and Families in North Lincolnshire 2020/24** sets out how services support children, young people and families to participate, find help online and in their networks and communities, to be resilient and stay independent. We want to hear the voice of our children and their families as partners, working together to co-produce the best services, help and impact. By listening, learning, reviewing and adapting; by taking account of our performance information and intelligence, by listening to our children, young people, families and taking account of the **Children's Challenge 2020/24**, we will continue to identify and highlight specific areas of focus to 'shine a light' on.

We want children, young people and families to be supported by a workforce that is resilient, confident, competent and with authorisation to do what they think is the right thing to do. That listens to families, works to build upon the child and family's strengths and helps them find solutions. We will continue to build an integrated workforce that works with the whole family and where we provide help through the fewest, best interventions.

We want to create equality of opportunities by acknowledging inequalities and removing barriers and we will prioritise services to our most vulnerable children and young people so they have fair and equitable opportunities to be the best they can be, irrespective of their background and circumstances.



This plan, in conjunction with the **Children in Care and Care Leavers Sufficiency Strategy 2022/24**, is monitored and reviewed through our well-established performance improvement mechanisms, including monthly performance monitoring and tracking, quarterly self-evaluation and review process and oversight by the **Multi-Agency Looked After Children's Partnership** and **Corporate Parenting Board**.

## Our children in care and care leavers

Who are our children in care and care leavers?

- ▶ **Children who are in the care of, or are provided with accommodation by, the Council are looked after by the Council up to the age of 18 and are encouraged to remain living with their carer past this age in 'Staying Put' or 'Staying Close' arrangements.**
- ▶ After 18 they cease to be 'in care' but the Council continues to have responsibility under the Children (Leaving Care) Act 2000 (as updated in 2010) to provide advice, guidance and assistance up to 25.
- ▶ In North Lincolnshire, about 5 out of every 1,000 children are in care at any given time and the overall care population continues to be lower than statistical and national comparators.
- ▶ For children who enter care on a voluntary basis, their parent retains parental responsibility. For those children where the Council has applied to the court for a 'Care Order', the Council can share this responsibility along with the parents and or act on behalf of the child where this is not possible
- ▶ **Over the last 5 years there was an increase in the number of unaccompanied asylum-seeking children presenting in North Lincolnshire. These young people become the responsibility of the Council in the same way as other children in care and become care leavers as they reach adulthood.**

*"Corporations don't parent children, people parent children"*



How well are we doing for our children in care and care leavers?

*“Support you and your children while you gain life experience and become independent from us”*

**We continue to provide a wide range of services that help improve and enable the best possible outcomes for children in care and care leavers in their:**

- o Learning, education and training,
- o Emotional, mental and physical health,
- o Social interactions and positive ‘fun’ activities,
- o Relationships with those who are important to them,
- o Positive engagement with communities and networks
- o Progression to successful adulthood and continuing support as adults

The **Children in Care and Care Leavers Plan 2020-2022** identified a number of key drivers of success. We said we would focus on:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Permanence and stability for all children in care and care leavers</li> <li>• Education outcomes for all children in care</li> <li>• Opportunities in education, employment and training for care leavers</li> <li>• Ensure that robust planning and support is in place to enable all young people to return to education and training following the disruption of COVID 19</li> <li>• Stability and choice for care leavers within their own accommodation</li> </ul> | <ul style="list-style-type: none"> <li>• Further development of the One Family Approach to enable children to remain within and return to live with their families from care</li> <li>• Working with partners and the community to meet the challenge of reducing harm and potential harm to young people who take part in risk facing behaviours</li> <li>• Ensuring the needs of Unaccompanied Asylum-Seeking Children are met through a partnership approach</li> </ul> |
|--|--|

We have made strong progress in these areas and examples of our successes include:

Safe

- **The rate of children in care has continued to reduce and is now lower than statistical neighbours and the England average.**
- Fewer children are entering care demonstrating the success of the One Family Approach in enabling children to remain in their families, schools and communities
- More children who have been supported to return to their families through the ‘You Say Who’ approach



- Improved stability for children in care and care leavers
- More children leaving care to legal permanence through adoption or SGO
- All Care Leavers have an allocated Personal Advisor (PA) up to the age of 21 years and this continues up to the age of 25 if the young person wishes with an open door for advice and support whatever their age
- Building on and embedded the North Lincolnshire approach to Risk Outside the Home with very low numbers of children in care and care leavers identified as at risk of or experiencing exploitation.
- Built on and further developed the **Independent Visitor** scheme for children in care ensuring they are available for all children who need them.

#### Well

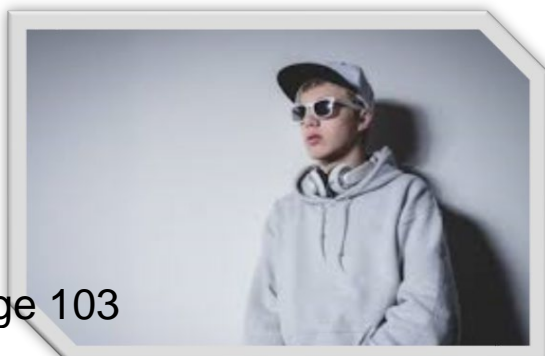
- **All our care leavers who live in the community have suitable high-quality accommodation and support overseen by their Personal Advisor**
- All children in care have up-to-date health checks, assessments and reviews of their health needs and individual health plans supported by a Designated Looked after Children's Doctor and Nurse.
- All children in care have a 'Strengths and Difficulties' (SDQ) questionnaire to assess their emotional health. All children who are assessed as having 'high' needs are prioritised for a CAMHS service.

#### Prosperous

- **The majority of North Lincolnshire's care leavers are in education, employment and training - with rates well above England and Statistical Neighbour comparisons.**
- Few children in care have moved school within the last year.
- Improving performance in relation to children achieving educational qualifications.
- Children and young people receiving additional support to achieve in their education, training and employment
- Very few children in care in North Lincolnshire commit offences and this indicator continues to be lower than the England average
- Reducing numbers of children in care experiencing suspension from school
- Developed further opportunities for children in care and care leavers to engage in training and employment

#### Connected

- **A small and reducing minority of children live outside the Council area. The proportion of children in care living outside of the area has reduced substantially, continues to be very low and compares favourably with England and statistical neighbours.**
- Most children in care in North Lincolnshire experience stability in their workers, schools and care.
- All care leavers living in their own accommodation are provided with free Wi-Fi to ensure they are able to be connected





## Achieving the best outcomes – Key areas of focus 2022 - 2024

*“an open door for support and advice, whatever your age”*

**To build on the success of the Children in Care and Care Leavers Plan 2020 – 2022 and enable children to achieve the best outcomes possible key areas of focus will be:**

- Building on and further developing the role of Corporate Parents across the partnership
- Strengthening and improving parent/families' ability to care, continuing to seek positive change, review progress and build relationships with those who are important to the child.
- Continuing with and building upon our ambition and belief that children should live with their family, their school and their community including through You Say Who
- Prioritising stability and permanence for children in care and care leavers
- Continuing to build on and develop engagement with and the voice of children in care and care leavers
- Developing further opportunities to promote employability including through friendly employer schemes and volunteering opportunities
- Supporting children to achieve in their education, recognising the impact of Covid-19 and providing additional support as needed
- Recognising and providing the support children and young people need to experience good emotional wellbeing
- Continue to build on and develop the access to and availability of Independent Visitors for children in care
- Providing an open door across the partnership for advice and support to care leavers throughout their lives





## Corporate Parents

*“Have ambitions for you and support you to reach your goals”*

### The Role of Corporate Parents

The role of a good Corporate Parent is to enable the outcomes that every good parent would want for their own children.

A good parent:

- puts their child or young person first;
- keeps them safe and advocates for them;
- meets all their needs;
- helps them to 'be the best they can be'
- supports them through to adulthood and independence.
- helps them for as long as and whenever needed

**Throughout** their care journey, the Council and partners have a duty to provide for the child or young person's needs in the way that a good parent would. As Corporate Parents, we must work together to provide everything that a good parent would. We must collectively care about these children and young people, as well as care for them.

### The Responsibilities of Corporate Parents

The children in care council described corporate parents as people who:

*'Give us options to help us be successful in life and achieve our goals. They set us up for life'*

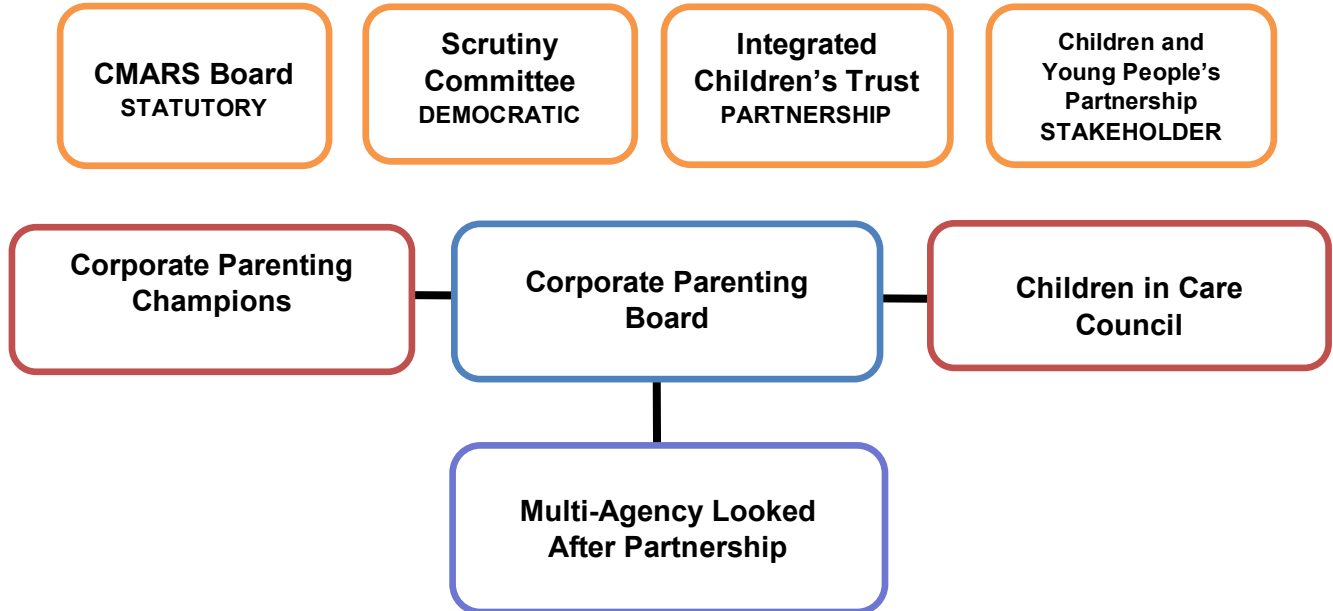
The moral imperative to improve outcomes for children in care is underpinned by specific roles and duties:

- ▶ The Children Act 2004 makes it clear that the council must take the lead, via its Lead Member for and Director of Children's Services (in North Lincolnshire this is the **Cabinet Member for Children and Families** and **Director of Children and Families**), in bringing together a partnership designed to address the needs of children in care and care leavers. This is the **Corporate Parenting Board**.
- ▶ The statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services 2013 covers the legislative basis for the two appointments, roles and responsibilities of the post holders, and how this relates to Government expectations about local authorities' role in education and children and young people's services. This includes all children in the care of the Council (regardless of where they are placed).
- ▶ Further Statutory Guidance places specific powers upon partner agencies to provide specific services for children in care or contribute to working together to meet the needs of these children. Under s10 of the 2004 Act, partners of the council are under a duty to cooperate in this endeavour, and schools have a duty to promote the well-being of children in care, Clinical Commissioning Group have statutory guidance to underpin their role and commitment to children in care.
- ▶ The Children and Social Work Act 2017 further strengthens the expectations to work together as Corporate Parents to achieve positive outcomes for children in care and care leavers. This includes defined Corporate Parenting Principles including to act in the best interests and promote physical and mental health and well-being, encouraging children to express their views, wishes and feelings and taking these into account making the best use of services to promote high aspirations and seek to secure the best outcomes. Also to achieve stability in their home lives, relationships and education or work and prepare children and young people for adulthood. It also expects the council to publish a local offer to care leavers.
- ▶ The 2016 Government publication 'Keep on Caring – Supporting young people from Care to Independence, 2016' clearly outlines the Government's commitment to promoting and improving outcomes for Care Leavers. They set out 5 key outcomes that need to be achieved through effective corporate parenting. They are:
  - All young people should be better prepared and supported to live independently
  - Improve access to education, employment and training.
  - care leavers should experience stability in their lives, and feel safe and secure
  - improved access to health support
  - care leavers should achieve financial stability



## Governance arrangements for effective Corporate Parenting

North Lincolnshire has an established model of Corporate Parenting. It includes well-defined decision-making processes in the council with clear links to the Children in Care Council. Senior Leaders regularly reviews how we deliver these functions and that there are tangible outcomes through active and regular feedback from children and young people.



### The Corporate Parenting Board

*“Make sure services and support are available to help you to be the best you can be”*

The role of the Corporate Parenting Board is to take a clear strategic lead in ensuring better outcomes for children in care and care leavers – aligning political ambition to deliver beyond statutory duties. The Corporate Parenting Board is chaired by the Cabinet Member for Children and Families and is attended by Elected Members, the Director of Children and Families, the Senior Leadership Team and senior partners to enable children and young people to be at the centre.

The board has a significant impact in raising the profile of children in care in the council and with partners as well as building strong council and cross agency commitment to children in care. It focuses on leadership and innovation in the corporate parenting role and ensures service promises are implemented.

The multi-agency children in care and care leavers partnership reports to the Corporate Parenting Board through the Multi-Agency Looked After Partnership group (MALAP), relevant Corporate Parenting Champions and board members. This includes reports from the Virtual Head for Children in Care and the Designated Nurse for Children in Care as well as in relation to the safeguarding of children in care and key priorities as defined by the board.

The Corporate Parenting Board:

- ▶ Oversees and leads on ensuring progress on this plan, making sure that all services provide support and take action to honour the promises made to children and young people
- ▶ Oversees the impact that the Multi-Agency Looked After Children Partnership has on children in care and care leavers ensuring action is taken if needed
- ▶ Engages with children in care and care leavers to ensure that there is meaningful communication and partnership in delivering the promise
- ▶ Has line of sight on key areas and developing issues
- ▶ Corporate Parenting Champions are part of the Corporate Parenting Board and:
  - ensure implementation of their action plans to make the promise real for children in care
  - provide opportunities for wider discussions and sharing experiences in carrying out the promises
  - report on the delivery, outcomes and activity in the implementation of promises

**Members of Corporate Parenting Board provide the collective leadership required to improve outcomes for children in care and care leavers.** Partners provide the additional commitment to children in care and care leavers that a parent who is ambitious for their children would make. This shared commitment across partner organisations means that we work together to ensure:

- ▶ children in care and care leavers are a priority and have priority access to services
- ▶ children in care and care leavers should have stability and permanence
- ▶ children in care and care leavers are enabled to be safe, healthy, ambitious and to achieve their full potential
- ▶ children in care and care leavers are supported to maintain and build relationships with those who are important to them
- ▶ children remain in and return to their family, school and community wherever this is possible
- ▶ children in care and care leavers are involved in their plan and in helping to shape and to improve services
- ▶ we continue to challenge ourselves and each other to promote diversity and inclusion and ensure the diverse needs of children in care and care leavers are met and they are treated fairly with dignity and respect.
- ▶ corporate parents are equipped to meet the needs of our children in care and care leavers
- ▶ care leavers have the support, help and advice they need whatever their age
- ▶ These commitments are articulated in more detail within our Corporate Parenting Promise (Appendix 1)

## The Multi-Agency Looked After Partnership

This is a multi-agency group of managers and responsible officers that plans, reviews, monitors and develops all aspects of our work in relation to our statutory and aspirational work with children in care and care leavers.

The Multi-Agency Looked After Partnership:

- Oversees and reports to the Corporate Parenting Board on the implementation of the 2022-2024 Delivery Plan, monitoring progress and taking action as appropriate – reporting on its progress to the board
- Develops exception and summary reports for presentation to the Corporate Parenting Board.
- Reports on performance and activity
- Has line of sight on key areas, practice and performance

The Multi-Agency Looked After Partnership ensures that the partnership continuously seeks to improve the full range of outcomes for our children and young people, these include the safeguarding of children in care and care leavers, ensuring they have stability in their living arrangements and relationships, achieve good health and wellbeing, their potential and aspirations in their education, training and employment.

## Children and Young People's Partnership (CYPP)

An important stakeholder group with the voice of children and young people strongly represented, the CYPP sets a local agenda for improving outcomes. The CYPP in consultation with the Youth Council has agreed and supports the ambitions that:

- ▶ children in care and care leavers feel safe and are safe
- ▶ children in care and care leavers enjoy good health and emotional wellbeing
- ▶ children in care and care leavers recognise and achieve their potential

## The Voice of Children in Care and Care Leavers

***“Ask your views, listen to what you say and act on it”***

The voice of the children in our care and young people who have left care is integral to all aspects of the work we do and the delivery of this plan. Children in care and care leavers have been engaged with, involved and consulted throughout and their views, ideas and feedback have informed the review of progress and development of this plan.



Their voice is heard through a variety of mechanisms including through individual feedback on their care, their plans, the support they receive and via independent advocates and reviewing officers. Also through consultation tools including Child and Family Feedback and wider consultation including a bespoke consultation on the changes to practices during Covid-19.

## The Children in Care Council

The Children in Care Council (CiCC) represents all children in care and care leavers in North Lincolnshire. It is integral to, and plays a key role in, the involvement of children in and leaving care in developing services, ensuring their voices are heard and children and young people having a real say in the issues that affect their lives.

To ensure that services are effective in delivering on the above priorities the partnership recognises the importance of listening, taking note of and acting upon messages from all the children and young people in and leaving our care. This means placing children and young people at the centre of planning, developments and practice and providing a variety of opportunities for them to be genuine partners in planning for the things that affect them.

As a learning organisation we ensure systems are in place to capture comments made by individuals and apply these in a more general way so that innovation and effective practice is shared and embedded in the work of all staff.

As corporate parents we will listen to and take into account the wishes and feelings of every child and young person in our care, and those that have left our care. This is demonstrated at every level through the plans that we make and the records that we keep. This happens informally on a day-to-day basis and formally, for example as part of child in care and Pathway Plan reviews; through consistently obtaining regular feedback and checking that children and young people understand their plans and the reasons for decisions and actions taken.



Over the last decade, the CiCC has been fully involved in reviewing services, it meets regularly with the Cabinet Member for Children and Families, the Director of Children and Families, Independent Reviewing Officers, the Advocacy Officer, workers from Social Work and Fostering Teams and senior officers from across the council and its partners. The CiCC has been consulted on, been involved with or given feedback on a number of issues, recent examples include:

- ▶ The assessment and recruitment of foster carers as part of the approval process
- ▶ Interviewing and appointing staff across services
- ▶ The design, development and implementation of the annual Corporate Parenting Week
- ▶ The design and use of a number of forms, procedures, guides
- ▶ Consultation and development of information and leaflets
- ▶ Development of the Integrated Offer to Care Leavers
- ▶ Development of Wi-Fi for all care leavers in their accommodation
- ▶ The Corporate Parenting Promise
- ▶ Regular attendance and input into the Corporate Parenting Board – including challenge questions to the board members

We will continue to build on engaging children and young people so that their voice is integral to our practice. This includes listening to their feedback and comments on the best way to engage with children and being flexible and responsive to their needs and requests.



## What will success look like?

### *“Celebrate your successes and achievements”*

#### Drivers:

Achieving these outcomes for children in care and care leavers will require:

- ▶ empowering children in care and care leavers
- ▶ building family and community capacity
- ▶ developing the workforce



#### Outcomes

**It is important that we, and our young people, are able to hold us to account against our priorities, and that we ensure that we achieve our collective goals as corporate parents.** We have, therefore, identified priority success measures that will help us know whether we are getting it right for our children in care and care leavers:

#### Safe

- ▶ Children in care have access to and choice of care to meet their needs and experience stability in their home and relationships
- ▶ All Care Leavers live in high quality, suitable accommodation.
- ▶ Adolescents develop resilience and tell us they feel safe and confident in their communities
- ▶ Fewer children in care and care leavers identified as at risk of or experiencing exploitation.
- ▶ Children in care and care leavers are able to build sustained relationships with an allocated social worker or personal advisor
- ▶ Care leavers are supported by a suitably qualified and experienced personal advisor who remains their worker for the duration of their journey as a care leaver.
- ▶ Children are supported to remain within, or have opportunities to return to, their families and the community.
- ▶ Children who need them have access to Independent Visitors
- ▶ Practice is scrutinised and challenged by an effective Independent Reviewing Service to ensure the best outcomes for children and young people.

#### Well

- ▶ All children in care and care leavers have the support and encouragement they need to be active and live healthy lifestyles
- ▶ All Care Leavers have a health passport and are registered with local health services in their community.
- ▶ The emotional well-being of children in care and care leavers is improved through bespoke packages of support tailored to their needs.
- ▶ Children in care and care leavers report improved emotional well-being and mental health and that they feel they are supported to achieve this

### Prosperous

- ▶ Children in care attend education that meets their needs
- ▶ All children and young people have aspirational educational targets supported by outcome-based plans
- ▶ Children in care and care leavers achieve their full potential in line with or above their assessed projected attainment
- ▶ The diverse needs of children in care and care leavers are met and children and young people say they are treated fairly with dignity and respect.
- ▶ Children in care and care leavers have the opportunity to experience the world of work, to gain employability skills and to plan for their futures
- ▶ The life opportunities of children in care and care leavers are improved through access to higher education and bespoke apprenticeships for children in care and care leavers
- ▶ Children in care and care leavers are supported by a knowledgeable and high-quality workforce.

### Connected

- ▶ All children in care and care leavers have an identified 'team' of social and professional support in line with their wishes and feelings
- ▶ Children and young people are supported through the 'You Say Who' model
- ▶ All children in care and care leavers have access to equipment that enables them to connect with the 'on-line' world
- ▶ 100% of our care leavers in semi-independent accommodation have access to the internet.
- ▶ Children and young people are empowered and enabled to participate in their community,
- ▶ Every child is given the opportunity to take part in positive activities
- ▶ 100% of Care Leavers are offered the opportunity to attend suitable drop-in support sessions, access advocacy support, and are aware of their rights to make a complaint if required.
- ▶ Children's views are fully considered in their plans and the services we deliver and regarding future service delivery
- ▶ All children in care and care leavers have the opportunity to be a part of the children in care council and events
- ▶ Children say they feel listened to and that their voice makes a difference



Status	Date	By Whom
Lead	March 2022	Ben Dent/Jane Brennan/Paula Salmons
Approved	April 2022	Paul Cowling/Rachel Smith
Review Date	April 2024	Annual update April 2023

## Appendix 1: Our Corporate Parenting Promise

The Council, the Lead Member, the Director of Children and Families and partners on the Corporate Parenting Board take a clear strategic lead to ensure we fulfil our responsibilities towards our children in care and care leavers and children and young people experience better outcomes.

The Corporate Parenting Promise has been in place in North Lincolnshire for a number of years. It has been developed with members of the Children in Care Council to set out the commitment of Corporate Parents towards children in care and care leavers. The promise has been central to delivering corporate parenting that is aspirational and effective.

Building on the on-going support and involvement of Corporate Parents from all agencies to further develop this, plan for the future and ensure that our aspirations for children in care and care leavers are clear, developmental and forward thinking, we have developed the promise in conjunction with implementing our Care Leavers Local Offer. The Children in Care Council have also further reviewed the promise and we have collectively agreed the revised North Lincolnshire Corporate Parenting Promise 2022-2024. The purpose is to have a child-focused, aspirational and comprehensive Promise to children in care and care leavers.

This promise:

- ▶ tells children and young people what they can expect from North Lincolnshire Council and partners as a child in care or care leavers
- ▶ encourages best practice
- ▶ promotes positive and better outcomes
- ▶ reinforces the corporate parenting responsibilities of all partners
- ▶ provides clear information on the services, support and resources all partners will deliver to children in care and care leavers

The Children in Care Council have been consulted regarding the promise and agreed its content.

The Council and partners re-confirmed the collective commitment to the Promise at a formal sign-up to the Promise during the North Lincolnshire Corporate Parenting Week in October 2021

Complementing the Corporate Parenting Promise, the Council and its partners have also committed to the **Local Offer to Care Leavers**.

This document tells care leavers about all the help that is available to them. It ensures that care leavers know where and who to go to for advice and help. Care leavers helped us design this local offer and we will continue to listen to their views to make sure the services we offer are what they need.

Additionally, North Lincolnshire Council supports the Barnardo's Beyond Care Campaign so that care leavers in North Lincolnshire have good accommodation and support.

## Corporate Parenting Promise to Children in Care and Care Leavers (2022 – 2024)



The Children and Social Work Act 2017 sets out the following Corporate Parenting Principles:

- act in the best interests, and promote the physical and mental health and well-being, of children in care and care leavers;
- encourage them to express their views, wishes and feelings;
- take into account their views, wishes and feelings;
- help children in care and care leavers gain access to, and make the best use of, services provided by the local authority and its relevant partners;
- promote high aspirations, and seek to secure the best outcomes for them;
- for children in care and care leavers to be safe, and for stability in their home lives, relationships and education or work;
- prepare children in care and care leavers for adulthood and independent living.

### As Corporate Parents for children in care and care leavers in North Lincolnshire, We promise to:

- Ask your views, listen to what you say and act on it
- Support you and give you the information you need to lead a healthy lifestyle
- Support you to feel safe
- Support you to have contact with your family and friends
- Make sure services and support are available to help you to be the best you can be
- Have ambitions for you and support you to reach your goals
- Have high expectations of you and expect you to act sensibly, but also take into account what is going on in your life at the time
- Support you to get the education and training you need and help you develop your skills and achieve your goals in life
- Work with you to support other children and young people who may have had similar experiences
- Offer training and work experience and support you to find employment
- Support you and your children while you gain life experience and become independent from us
- Offer an open door for support and advice, whatever your age
- Celebrate your successes and achievements
- Help you be involved in your community

## Appendix 2: Corporate Parenting Development

### Background

Corporate Parenting development is important to ensure that all partners, Senior Officers and Elected Members understand the needs of children in care and care leavers, their responsibilities and how they can support the children and young people as Corporate Parents.

The Services to Children Workforce Strategy sets out in detail the Council's approach to ensuring the workforce has the capacity to improve outcomes.

### Corporate Parenting Training for Elected Members

Elected Members have a responsibility to ensure that services for our children and young people are good and to ensure there are sufficient resources and accommodation choice. Elected Members also take part in visits to Children's Homes, scrutinise services and have an overview of performance measures to ensure children in care and care leavers are safe and services are effective.

All elected members are expected to undertake training to ensure they have the knowledge to fulfil their safeguarding and corporate parenting responsibilities.

The Council's overall commitment to the children in our care is contained within the North Lincolnshire Corporate Parenting promise. The Council regularly reviews how we deliver these functions and ensure tangible outcomes through active and regular feedback from the children and young people.

The Corporate Parenting Training details the responsibilities and roles of members and Senior Officers as Corporate Parents for children in and leaving care. The training provides information on the care population in North Lincolnshire, the roles of carers and services and the needs of children in care and care leavers.

The training includes understanding of attachment and the impact on children in care and care leavers, case examples and exercises to highlight the role of members as Corporate Parents. It is based around the National Children's Bureau guide "Putting Corporate Parenting into Practice - A Handbook for Councillors" and the LGA "Corporate Parenting Resource Pack".

It provides the opportunity for Elected Members and Senior Officers to discuss issues relating to corporate parenting, share ideas and raises awareness of the issues facing children in and leaving care.



Appendix 3: 2022 – 2024 Delivery Plan

Key Priority	Area of Focus	Milestones / target	When by	Lead/Lead Group
	Recommendations of the Independent Review of Children’s Social Care	Review, understand and take action in relation to the recommendations from the Independent Review of Children’s Social Care and subsequent guidance and legislation including in relation to children in care and care leavers (see also separate development and action plan)	Immediate and Ongoing from May 2022	Assistant Director, Standards and Regulation  Assistant Director, Help and Protection  Assistant Director Education
Safe	Building on and further developing the role of Corporate Parents across the partnership	<ul style="list-style-type: none"> <li>- Implement Council wide policies regarding employee involvement with Corporate Parenting.</li> <li>- Develop face to face and eLearning training packages for Council employees and the wider partnership.</li> <li>- Celebrate the successes and achievements of our young people through a dedicated Corporate Parenting Week Celebration.</li> </ul> <p>Number of people who have completed induction and training in relation to Corporate Parenting</p>	Dec 2022	Corporate Parenting Board  Assistant Director, Standards and Regulation  Assistant Director, Help and Protection
Connected	Build upon the One Family Approach, continuing with and building upon our ambition and belief that children should live with their family, their school and their community	- Ensure that the You Say Who model continues to be specifically reviewed in relation to practice, within dedicated meeting, and through existing performance management framework.	Ongoing – through performance oversight and dedicated meetings	Multi-Agency Looked After Partnership

		<p>- Build upon and develop existing framework to oversee practice in relation to children on 'the edge of care' and supported through the Public Law Outline.</p> <p>Proportion of children who successfully leave care to return to their family networks</p> <p>Low incidence of children who enter care who have previously been in care</p>	<p>Year-end performance 2022/2023</p>	<p>Assistant Director, Standards and Regulation</p> <p>Assistant Director, Help and Protection</p>
<p>Safe</p>	<p>Prioritising stability and permanence for children in care and care leavers</p>	<p>- Update the Care Leaving Offer for young people for 2022-2024, ensuring that the offer matches our ambition for young people. Work alongside Housing Advice Service to embed a transitional pathway that supports young people into independent accommodation in our community.</p> <p>Fostering recruitment and retention Continue to improve stability performance including:</p> <ul style="list-style-type: none"> <li>• reduction in children experiencing 3 placements</li> <li>• Increase in Children remaining in the same placement for 2+ years</li> </ul> <p>Increase Foster carer capacity</p>	<p>July 2022</p> <p>Sept 2022</p> <p>2022/2023 end of year</p>	<p>Multi-Agency Looked After Partnership</p> <p>Assistant Director, Help and Protection</p> <p>Group Manager - Environmental Health and Housing • Economy &amp; Environment</p> <p>Assistant Director, Standards and Regulation</p>



Safe	Continue to build on and increase the availability of Independent Visitors to children in care	Further develop the information and messages to encourage staff across the Council and partnerships to take up the role of independent visitor.	Sept 2022	Assistant Director, Standards and Regulation
Connected	Continuing to build on and develop engagement with and the voice of children in care and care leavers	Develop a new base for the Children in Care Council to operate, and provide opportunities for the CICC to engage with wider corporate parents.	May 2022	Assistant Director, Help and Protection Assistant Director, Standards and Regulation
		Develop further opportunities for Corporate Parents to engage directly with young people, to listen to their views and experiences, and consider how services can meet changing needs.	May 2022	Corporate Parenting Board
		Develop digital means of direct engagement with young people through app-based technologies.	March 2023	Digital Communications lead
Prosperous	Developing further opportunities to promote employability including through friendly employer schemes and volunteering opportunities	Develop a directory of opportunities that are available to young people to volunteer and improve employability.	June 2022	Corporate Parenting Champions Group – overseen by the MALAP
Prosperous	Supporting children to achieve in their education, recognising the impact of Covid-19 and providing additional support as needed	Continue to prioritise through the regular prioritisation meetings and CiCEEG  Measures include: Improved attendance (including low numbers of exclusions) CiC attainment indicators  Milestones include ensuring children access the increased offer of 1-1 tuition	Ongoing	Children in Care Education and Employment Group / MALAP

Well	Recognising and providing the support children and young people need to experience good emotional wellbeing	Update format of Health information for care leavers and consider whether electronic versions can be developed for the benefit of young people.	October 2022	Multi-Agency Looked After Partnership - Children in Care  Multi-Agency Looked After Partnership- Health Sub-group
Prosperous	Providing an open door across the partnership for advice and support to care leavers throughout their lives	Consult with and co-produce the outline offer for life-long advice and support to Care Leavers, ensuring a service design that meets the needs of young people.  Provide informal social opportunities for young people of any age to develop relationships and seek support from the service and wider partnership.	November 2022  Ongoing – review progress 6 monthly	Multi-Agency Looked After Partnership - Children in Care  Assistant Director, Help and Protection



## NORTH LINCOLNSHIRE COUNCIL

### CABINET

## EMPLOYABILITY AND SKILLS EVENTS

### 1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To highlight the success of employability and skills events to date.
- 1.2 Set out options for a programme of events in 2023 to build on this success and the outcomes it delivers.

### 2. BACKGROUND INFORMATION

2.1 Over the last 12 months we have working in partnership with colleagues and external organisations e.g. DWP, UCNL, UTC, have delivered a programme of employability and skills events which have been attended by over 5,000 people. There are a further two events still to be delivered this calendar year.

2.2 Each event has been organised and delivered with a clear purpose and target audience identified:

2.2.1 Jobs Expo: all those of working age in either unemployment or looking for a career change encouraged to attend. 50-60 businesses attended each Jobs Expo with live vacancies they were looking to recruit too.

The next Jobs Expo will be delivered on the 21 September 2022 at the Baths Hall.

2.2.2 Discover: showcase careers and skills opportunities for young people aged 5-12 years through a free, fun and interactive hands-on event specifically designed for children.

The next Discover will be delivered on the 24<sup>th</sup> September 2022.

2.2.3 Careers Fest: showcase careers and skills opportunities to residents from 13 years old, up to retirement age with a specific emphasis on 13-18 year olds by welcoming businesses and education providers to attend to provide advice and guidance.

To encourage the younger audience to attend a festival atmosphere approach was incorporated through live music and activities.

## 2.3 Feedback

2.3.1 The Jobs Expo's and Discover have proved to be hugely popular with both attendees and businesses/providers who have attended. Feedback has been overwhelmingly positive.

2.3.2 Careers Fest, although a successful event, requires further consideration for the future. We will continue to work to ensure that we engage with the hard-to-reach younger audience. Work has begun on engaging with businesses, schools and education professionals to move this forward.

## 3. OPTIONS FOR CONSIDERATION

3.1 Option One: Do nothing – no further employability and skills events to be delivered.

3.2 Option Two: Deliver a programme of events in 2023 consisting of two Jobs Expo's, two Discover events and a Careers Event

## 4. ANALYSIS OF OPTIONS

4.1 Option One – will not provide the opportunity for residents to access information and advice on careers or information on available jobs and skills and training to be job ready or progress.

4.2 Option Two – will provide opportunities for residents to benefit from holding events that bring information on skills and learning, careers and job availability. It will also support North Lincolnshire businesses to promote and recruit to job vacancies.

## 5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)

5.1 In 2021 and 2022 employability and skills events have largely been funded through either Welcome Back or Community Renewal Fund with any remaining costs coming from the Events Team Budget.

5.2 In 2023, the anticipated costs to deliver a programme of skills and employability events is £25k-£30k.

## 6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)

6.1 Not applicable.

## **7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 Not applicable.

## **8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 No formal consultations have been undertaken. We continue to work with the Skills Transformation Board and partners.

## **9. RECOMMENDATIONS**

9.1 That the Cabinet recognise the success of the previous years programme and supports the new programme moving forward.

### **DIRECTOR OF ECONOMY AND ENVIRONMENT**

Church Square House  
SCUNTHORPE  
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Post Code  
Author: Lesley Potts  
Date: 7 July 2022

**Background Papers used in the preparation of this report –**  
None

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## **NORTH LINCOLNSHIRE COUNCIL**

### **CABINET**

## **NORTH LINCOLNSHIRE SKILLS ECO-SYSTEM AND FRAMEWORK**

### **1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To update Cabinet on the work being carried out on the Skills Eco-System and Skills Framework for North Lincolnshire.
- 1.2 To outline the next steps for the production of a new Skills Plan for North Lincolnshire.
- 1.3 The report is for information.

### **2. BACKGROUND INFORMATION**

- 2.1 Skills are vital for competitiveness and employability, and it is essential that the right skills base is in place to support the current and future labour market for North Lincolnshire.
- 2.2 The council has undertaken an analysis on skills demand and supply in North Lincolnshire in 2021 and provide a complete picture of the current and future skills landscape. The information provides a sound evidence base on which the council, partners, training providers, businesses and those looking to invest in the area can base decisions regarding skills, training and development moving forward.
- 2.3 The conclusions from the study showed that, amongst other things:
  - 2.3.1 Over the past 10 years, the NL labour market has been noticeably tightening, with employers across all sectors reporting skills and people shortages;
  - 2.3.2 There is growth forecast in employment over the next ten years in sectors such as manufacturing, renewables and transport and in cross cutting-occupations such as Digital and Professional Services. There is a need to expand the overall sector labour pools to avoid the risk of displacement.

- 2.3.3 Apprenticeships have traditionally been a local strongpoint in areas such as engineering. Although numbers declined in certain occupations they have since picked back up again recently.
  - 2.3.4 Covid-19 has had an impact including community mental health, self-esteem, confidence and social skills making employment transition more difficult and support such as work encounters, work experience etc halted during covid.
  - 2.3.5 Whilst front line shortages are currently in the limelight, there is also a need to make sustainable progress towards a higher skilled local workforce and community to meet the forecast future higher skills needs of the area.
  - 2.3.6 There is an impressive local infrastructure of innovative, enterprising employment and skills providers rooted in or very near North Lincolnshire with a real appetite to collaborate to benefit local employers, communities, and local provision. The existence of this infrastructure suggests that the local challenge is not about new providers but rather developing local employer and learner demand for economically sustainable provision that can support economic growth and local careers.
- 2.4 A number of recommendations emerged from the Skills Demand and Supply study:
- 2.4.1 Capitalise on the enthusiasm of employers and other stakeholders for involvement in a locally owned skills strategy and plan for North Lincolnshire.
  - 2.4.2 Targeted cross-cutting action to establish local talent pools either for growing sectors or sectors that are particularly challenged by skills shortages now.
  - 2.4.3 Make apprenticeships centre stage.
  - 2.4.4 Strengthen careers education for school pupils.
  - 2.4.5 Business support and encouragement to local employers to remain competitive in a challenging labour market, considering opportunities to increase their potential applicant pool through greater inclusion, skills and careers development, flexible working etc.
  - 2.4.6 Collective encouragement and support to employers to 'invest' in skills and to raise the profile of lifelong learning and career progression with the local community.
  - 2.4.7 Collectively relaunch and expand interventions such as work experience, sector ambassadors, job tasters etc.



- 2.4.8 Direct support to unemployed young people and adults to understand labour market dynamics, be work ready and be able to compete for local opportunities at a time when jobs are highly accessible.
- 2.5 The above study provided the skills demand and support evidence base, conclusions and recommendations. The next phase of work has been to define the local skills eco-system and set out an Employment and Skills framework to build upon and refine the recommendation in the skills demand and supply study.
- 2.6 Skills Transformation Board
- 2.6.1 The Skills Transformation Board is a partnership convened by North Lincolnshire Council and has representatives from both the public and private sector. The ambition of the Board is to drive economic regeneration and economic inclusion by enabling:
- business capacity, growth, enterprise, and innovation
  - progression into and within employment
  - demand led area-wide capacity for skills
  - creating an authorising environment
  - enabling assurance as well as oversight of the relevant pieces of work
  - accountability and oversight of the North Lincolnshire Skills Improvement Plan
- 2.6.2 The Skills Transformation Board has oversight of the Skills Eco-system and framework work being undertaken and all of the Board members have been interviewed individually in order for their views to be fed into this phase of work.
- 2.7 Local Skills Eco-system Development
- 2.7.1 To help assess the skills eco-system in North Lincolnshire, the focus has been on reviewing the relationship between people, employers and education & skills infrastructure and resources. The review has also considered the variables that are present through national, regional and sectoral labour markets and skills initiatives and challenges.
- 2.7.2 The discussions which have taken place on the existing skills eco-system have raised a number of points for consideration:
- The importance of ‘place’ in the ecosystem and its influence in attracting and retaining people. These factors include, the local cost of living, house prices, green spaces etc.

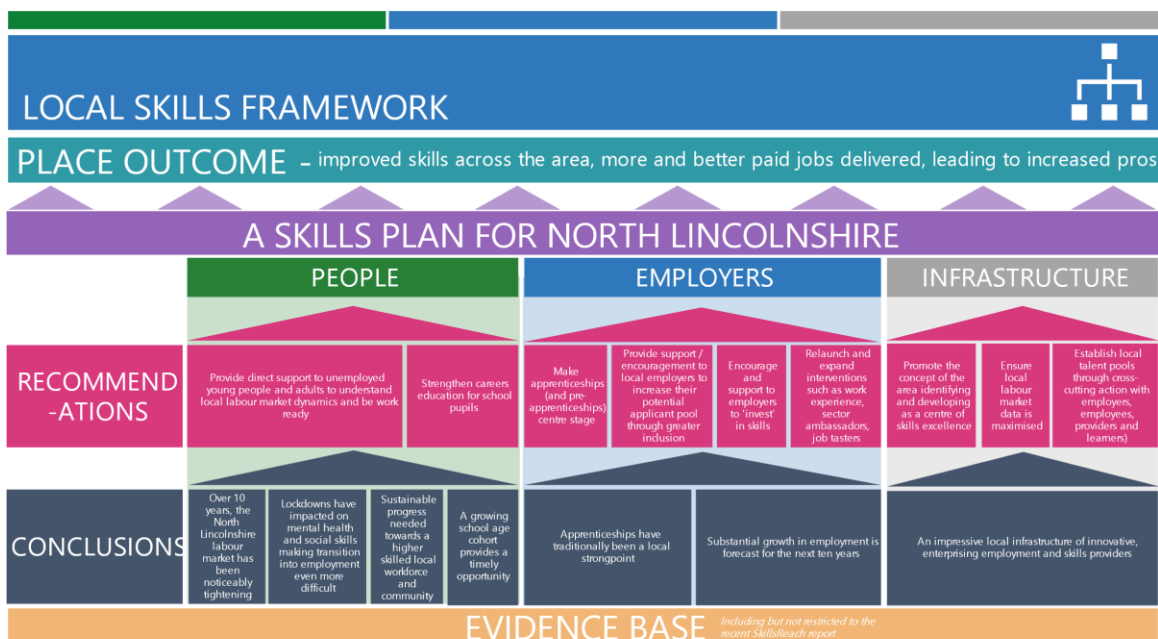
- Outside factors including other 'eco-systems' are particularly important in terms of influence, understanding the reality of the skills eco-system is not a closed, self-contained system.
- The system needs to be future facing to take into account possible future events, developments and policy.
- The need to reflect the different geographies that influence strategy, commissioning, and delivery.

2.7.3 From the work and engagement undertaken to date, several headline opportunities and areas of broad agreement are starting to emerge:

- North Lincolnshire is very well placed and there is a good opportunity to better align place and skills planning.
- Improvements could be made in local collaborative planning, funding, communications, and delivery.
- There is a general need to reconnect across the locality / eco-system and 'relaunch' of local training, job and career opportunities post covid.
- Exploration of developing local talent pools with clearer pathways, particularly in certain sectors such as manufacturing, health and care, transport, and logistics etc.
- A new focus on adults and in-work progression.
- Prioritisation of Level 3 – particularly through Apprenticeships.
- More local programmes and more national programmes delivered locally.
- Consistent careers education collectively factoring in a local place dimension.
- More business support for employers to develop their skills offer and make sustainable skills investment.

2.7.4 The above are initial emerging themes and are subject to further refinement as the final piece of work is drawn together.

2.7.5 Taking the above into account, a skills framework is starting to develop as set out below. The framework begins to provide the basis for the development of a skills plan for North Lincolnshire.



2.7.6 The final report on the skills eco-system and skills framework will be delivered by the end of July 2022.

## 2.8 A skills plan for North Lincolnshire

2.8.1 The work that has taken place to date forms a strong evidence base document for the development of a skills plan for North Lincolnshire. The skills plan will also form a vital part of the new North Lincolnshire Economic Growth Plan (EGP) which is currently being developed. The timeframe for the development of the skills plan and how it fits into the wider EGP is set out below.

Action	Timeframe (deadlines)
Evidence base for EGP and skills plan complete	End of July 2022
Drafting and approval of priorities for engagement	August 2022
Conference engagement event (covering EGP emerging priorities, skills, transport and infrastructure, visitor economy)	End of September 2022
Drafting of plans and approval for engagement	Mid to late November 2022
Engagement on the drafted plans	End of December 2022
Revisions to plans and approvals	January to March 2023
Launch of new Economic Growth plan including supplementary plans (including Skills Plan)	April 2023

## 2.9 Governance

2.9.1 The Skills Transformation Board will continue to act as an advisory board for the development of the skills plan and the skills element of the Economic Growth Plan. An Executive Working Group is being developed to oversee the development of the Economic Growth Plan.

## 3. OPTIONS FOR CONSIDERATION

3.1 The report is for information only.

## 4. ANALYSIS OF OPTIONS

4.1 This report is for information only.

## 5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)

5.1 As the Skills Plan develops, the financial and other resource implications will be considered.

## 6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)

6.1 The Skills Plan will link directly to the Council Plan 2022 and 2025 and to the Council priorities and outcomes. The existing Economic Growth Plan and Skills and Employability Plan are referenced in the Council Plan as part of the framework that guides activity across the council.

## 7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 An integrated impact assessment will be completed on the drafts of the skills plan and the Economic Growth Plan.

## 8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 Engagement has been a core part of the work undertaken on the Skills Demand and supply study included:

- Virtual skills conversations with small sector groups.
- One-to-one interviews including the largest businesses, inward investors, learning providers, stakeholders (e.g., DWP) and growth businesses.
- Attending the November 2021 Jobs Expo in Scunthorpe to speak to a range of recruiting businesses, plus a post-event online survey.
- Attending the Visit North Lincolnshire business meeting to discuss sector skills issues.
- A back-up online survey for those who could not attend specific events.

- 8.2 Overall, the project engaged with over 110 local stakeholders in employment and skills across all sectors.
- 8.3 Individual conversations have taken place with each of the Skills Transformation Board members on the work to date on the Skills eco-system and framework.
- 8.4 All of this engagement has fed into the conclusions and recommendations as set out above and in the final reports.

## 9. RECOMMENDATIONS

- 9.1 Cabinet is asked to note the report and the work taking place to support the development of a strong skills system and plan for North Lincolnshire.

### **DIRECTOR: ECONOMY AND ENVIRONMENT**

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North Lincolnshire  
Post Code  
Author: Kate Robinson  
Date: 14 July 2022

**Background Papers used in the preparation of this report –**  
Skills Demand and Supply Study - [Skills Demand and Supply Study | Invest in North Lincolnshire](#)

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## **NORTH LINCOLNSHIRE COUNCIL**

### **CABINET**

## **NORTH LINCOLNSHIRE LITTER PLAN**

### **1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To approve and adopt the North Lincolnshire Litter Plan.

### **2. BACKGROUND INFORMATION**

- 2.1 North Lincolnshire Council is committed to delivering our priority 'Enabling Resilient and Flourishing Communities'. The North Lincolnshire (NL) Litter Plan brings together all the Transformation, Implementation and Improvement into one document with a clear vision, principles and aims and builds upon the excellent strength of our volunteer litter pickers in NL.
- 2.2 Through our One Council, One Family, One Place approach we will deliver our new vision, principles and aims for Litter, ensuring that the first best intervention takes place in an effective and timely manner.
- 2.3 Key to the success in reducing litter is changing the behaviour of those who currently feel that it is acceptable to drop litter. The development of an effective litter plan needs to combine our aims of transformation, engagement and education and infrastructure optimisation and design. We must link understanding the problem with enforcement, so they complement each other's approach but also sending the right message and precedent to our residents and businesses, that the proper depositing of litter is an important priority for North Lincolnshire.
- 2.4 Whilst we would hope that education can pre-empt enforcement action in most cases, in others education does commence with enforcement action having to be taken. So, all of our aims need to go hand in hand and reinforce one another. It is vital that we effectively raise the awareness and knowledge of the public, so we improve practice regarding the depositing of litter.

2.5 The vision is 'To create a cleaner, greener, healthier, more sustainable, and attractive North Lincolnshire'.

Our principles are:

- Communicate, Engage and Educate
- Work with communities and partners
- Make it easy to interact on litter issues
- Monitor and inform
- Think beyond the bin
- Innovate and transform
- Tough on Enforcement
- Encourage people to act responsibly

Our aims are:

- Transformation – Tackling the problem at source
- Understanding the problem
- Community Engagement and Education
- Infrastructure, optimisation, and demand management
- Enforcement

2.6 The NL Litter Plan does not just seek to deal with result of littering but also look at the problem at source, e.g., how we reduce the use of single use plastics – not just with our residents but our schools and businesses too.

### **3. OPTIONS FOR CONSIDERATION**

3.1 Option 1 – Approve and adopt the NL Litter Plan appended to the report.

### **4. ANALYSIS OF OPTIONS**

4.1 The Litter Plan sets-out clear principles, aims and actions for North Lincolnshire to support the continued prevention, reduction, and increased responsibility of litter in NL.



5. **FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 Financial

The cost of implementing the plan will be funded through current revenue and capital budgets.

5.2 There are no Legal, HR, Property, IT and Communication issues

6. **OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 The proposed Litter Plan supports the delivery of the Council Plan and Green Futures Plan.

7. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 A stage one impact assessment has been carried out, there are no issues to report.

8. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 Consultation has taken place with cabinet member and relevant stakeholders. The comments have been built into the final plan version.

9. **RECOMMENDATIONS**

9.1 That Cabinet approves and adopts the North Lincolnshire Litter Plan which will:

- i. Be tough on enforcement and publicise prosecutions
- ii. Encourage people to act responsibly
- iii. Increase the number of bins and increase capacity by removing all bins on posts and replace with bins of at least 110 litres in size.
- iv. Where and when necessary, increase the frequency of emptying bins

DIRECTOR ECONOMY AND ENVIRONMENT

Church Square House  
SCUNTHORPE  
North Lincolnshire  
Author: Lesley Potts

Date: 25 July 2022

**Background Papers used in the preparation of this report: Nil**



North Lincolnshire Council  
**Litter Plan**  
2022



# Litter Plan for North Lincolnshire

Vision: To create a cleaner, greener, healthier, more sustainable, and attractive North Lincolnshire

Page 138



### Our outcomes



### Our principles:

- Communicate, Engage and Educate
- Work with communities and partners
- Make it easy to interact on litter issues
- Monitor and inform
- Think beyond the bin
- Innovate and transform
- Tough on Enforcement
- Encourage people to act responsibly

### Our Ideas:

- Aim 1 - Transformation – Tackling the problem at source
- Aim 2 - Understanding the problem
- Aim 3 - Community Engagement and Education
- Aim 4 - Infrastructure, optimisation, and demand management
- Aim 5 - Enforcement

## Aim 1 - Transformation – Tackling the problem at source

We will innovate, change people's behaviours and work collaboratively and proactively to tackle the problem of litter at its source. We will make better use of budgets and equipment.

There needs to be flexibility in our litter plan, acknowledging that there is a balance to be struck between prevention and dealing with the problem of litter and fly-tipping.

Monitoring is key to ensuring that prevention approaches are having the desired effect and to identify any gaps.

Investment in prevention needs to be an integral part of decision and policy making and strategic planning.

### Benefits of transformation

Targeted, evidence-based, strategically-led preventative tactics will help to:

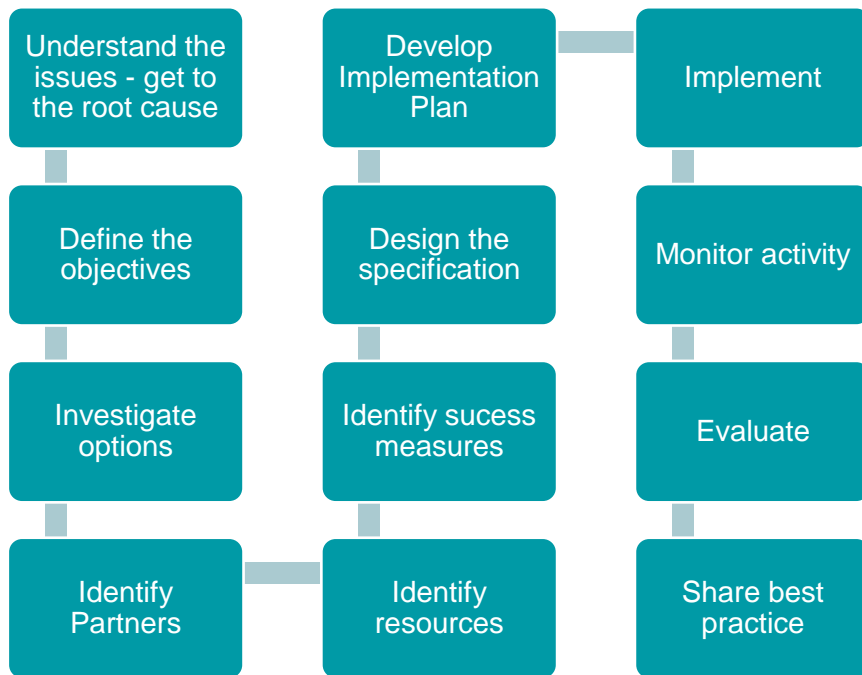
- Enable partnership working and sharing of resources
- Move towards sustainable services and long-term efficiencies
- Make better use of resources and assets
- Improve local environmental quality
- Make services proactive rather than reactive
- Improve resident/customer experience

### Transformation in action

Much of the research in relation to litter highlights that littering behaviour is affected by factors that include location, amenity, time of day, social situation, audience and perception of individual litter types. We will think beyond the bin to transform.

*Review of Behaviour Change* encourages Individual, Social and Material contexts to be considered when examining the effectiveness of environmental behaviour change interventions. There's no single answer. We need to be able to identify all the factors that could be contributing to the litter problem to discover the most appropriate prevention approach and how it might need to evolve over time.

Our approach to transformation will:



## Aim 2 - Understanding the problem

We will use data, insight, intelligence, and practice wisdom, to understand the problem, implement successful measures and evaluate their effectiveness.

We will improve the quantity and quality of data captured, and maximise the use of this information to inform decisions about which activities to implement. We will:

- Publish information making it accessible for individuals and organisations. For example:
  - Communicate bin policies to the public
  - Options for disposing of waste materials
  - Facts about litter
- We will use data and build evidence to optimise operational practices, monitor performance, provide robust cost information and identify root causes of litter and refuse problems:
  - Evaluating the impact of litter interventions
  - Analysing the costs and impact of litter and fly tipping
  - Community action to prevent litter and fly tipping
  - Exploring the indirect costs of litter in North Lincolnshire

## Aim 3 - Community Engagement and Education

A key factor in changing behaviours is effective communication. We will establish littering communications in the right context, and be specific in order to reach different audiences.

Fly tipping behaviour is different to littering behaviour; our communications should be targeted, based on informative data to identify audience, materials and locations.

Actions will include:

1. Developing and implementing a research driven communications strategy
2. Using the channel/s best suited to the audience – social media, messaging on vehicles/bins, staff engagement, digital media, press
3. Using contextual messaging – allowing the message and the medium to be matched to the audience and the situation – and use data to target these communications
4. Using communications to promote behaviour change
5. Working with partners to share materials and messages through existing channels, such as social media
6. Refreshing prevention materials and messaging regularly
7. Communicating success stories
8. Publishing information such as monitoring data, enforcement activity, zoning detail

#### Targeted messaging

- Developing innovative and motivating communication tools:
  - Shock tactics
  - Nudge interventions
  - Clean graffiti
  - On pack labelling
  - Digital advertising
  - Public installations and artwork
- We will support national and local campaigns promoting litter and fly tipping prevention
  - Keep our Communities Flourishing
  - Road Side Litter Campaign
- Developing and empowering frontline staff to engage effectively with people and communities around litter and behaviour change
- Training frontline staff to recognise their role in prevention, for example through public engagement, reporting hotspots etc.
- Engaging with other departments in the organisation to understand their role and responsibility for litter prevention
- Holding staff engagement sessions on the importance of preventing litter and fly tipping

We will work with all stages of the educational system – pre-school, primary, secondary, colleges/universities – to engage in behaviour change and education initiatives to drive the cultural shift required to make littering unacceptable this could include:

- Litter prevention measures embedded in School Conversations
- Working with schools to prevent litter
- Secure and support teacher/school leader involvement in litter prevention initiatives and communications to increase ownership

- Use school-specific communication channels to increase reach and identify the best communication mediums and messages to engage and motivate families.
- Make use of any education materials developed on litter prevention
- Use data to inform intervention e.g. resources used to clean routes to and from buildings in terms of cost and time, litter types found in the area used by pupils
- Develop and deliver incentive projects with schools to encourage greater community role for pupils
- Deterrent measures to prevent students from littering

In addition to schools, we should continue to educate our residents to drive the cultural shifts in single uses plastics, littering and fly tipping

- Develop a campaign on single water bottle 'tap water is good and cheap'.
- Different litter measures in those 'spaces and places' where littering level is high

#### Aim 4 - Infrastructure, optimisation, and demand management

- Putting the right infrastructure and services in place can help encourage people to dispose of their litter responsibly.
- It is important to understand the problem to plan services effectively, identify areas for improvement, drive policy and strategic direction and inform change.
- To help improve service provision we will:
  - Investigate opportunities to encourage recycling of materials on the go
  - Use clear signage to make it easier for people to use the correct bins, such as adopting single branding strategy.
  - Think beyond the bin – when considering our infrastructure, considering how we can optimise and control demand management.
  - Provide more bins and empty them more regularly.

#### Aim 5 - Enforcement

To ensure enforcement plays a proactive role in changing behaviours it is important to increase the deterrent effect of enforcement.

North Lincolnshire Council and the Police have powers to issue fixed penalty notices to people who litter materials or fly tip waste and we will take a 'zero' tolerance approach to littering and fly tipping.

To help support this there are several additional activities that can help improve the deterrent effect:

- We will use intelligence to target effective enforcement activity. Reports from other organisations and individuals can help enforcement authorities to target problems and identify the best solution.
- We will work on a place basis to explore enforcement opportunities and discover alternatives to traditional enforcement.
- We will work with partners to act on and to prevent waste crime.
- We will operate a zero-tolerance approach to all forms of littering.



- We will improve evidence gathering techniques and processes to ensure accurate information is collated to help pursue enforcement action throughout the chain and improve the end outcome.
- Take part in enforcement campaigns and targeted action organised by enforcement agencies
- We will install CCTV and surveillance to deter offenders and to gather intelligence for investigations
- We will trial alternatives to enforcement action in line with behaviour change models
- Work with other departments and agencies to maximise enforcement activities
- Develop partnership working protocols across agencies including Police, Environment Agency and Fire and Rescue Service
- Establish suitable ways to increase the deterrent effect of enforcement to reduce litter and fly tipping e.g. publish number of fines and prosecutions
- Optimise the use of existing legislation to reduce litter and fly tipping
- Review enforcement policies and procedures to maximise the deterrent effect.

Litter Plan – Action Plan

- Aim 1 - Transformation – Tackling the problem at source
- Aim 2 - Understanding the problem
- Aim 3 - Community Engagement and Education
- Aim 4 - Infrastructure, optimisation, and demand management
- Aim 5 – Enforcement

Aim 1 – Transformation Tackling the problem at Source

Action	Description	Owner
Reduce the use of single use plastics	Provide simple water stations for the refilling of water bottles in key locations across North Lincolnshire. Prioritising Town Centres and key open spaces and attractions	AD Place
	Work with local businesses to reduce single use plastics in food and consumable production.	Economic Development Lead
	Work with local businesses and venues to reduce the use of single use plastics – providing self-serve water fountains and or jugs.	Place Development Lead
Work with Partners	We will work with our place partners to ensure that Litter and Fly tipping is addressed as one at a place level. Ensuring joint communications and action where appropriate.	AD Place
PSPOs	We will work with our partners to strengthen our enforcement model through PSPO orders.	AD Public Protection

Behavioural Change	We will work with the voluntary sector and communities to encourage behaviour change in relation to the disposal of litter.	Street Cleansing Lead
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Aim 2 – Understanding the problem

Action	Description	Owner
Communications	We will publish information proactively to all including:  Policy Options for disposing of waste Facts about litter	Head of Communications and Marketing
Publicise Prosecutions.	We will publish information on prosecutions.	Head of Communications and Marketing
Data and Evidence	We will use data to build a strong evidence base that informs the other aims providing robust cost information.	AD Place

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Aim 3 - Community Engagement and Education

Action	Description	Owner
Develop and implement a research driven communications strategy.	We will create effective communication to drive culture and behaviour change.  This will include:  Shock tactics Nudge interventions Digital interventions	Head of Communications and Marketing

	Public Artwork	
Empower our community workforce	We will develop and empower our community workforce to engage effectively with people and communities around litter and behavioural change.	Neighbourhood Services
National and Local Campaigns	We will continue to support and develop local and national campaigns	Head of Communications and Marketing
	We will continue to strengthen our volunteering litter picking groups across North Lincolnshire – ensuring we communicate the success and impact they are having in NL.	Andy Tate
Working with Schools and Colleges	We will create a single Schools offer around Litter/Waste/Road safety etc....	Lesley Potts

Aim 4 - Infrastructure, optimisation, and demand management

Action	Description	Owner
Infrastructure development plan	We will work with communities and place partners to ensure that the right litter receptacles are in the right place.	Neighbourhood Services
	We will look to create opportunities for recycling on the go in communities where littering is an issue	Neighbourhood Services
	We will create a single branding strategy to ensure that signage is simple and understandable to all.	Head of Communications and Marketing
	We will consider how we can optimise and control demand through our bin infrastructure.	All

	<p>Remove all bins on posts and replace with bins of at least 110 litre minimum size</p> <p>Increase the number of visits to collect waste from litter bins.</p>	
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Aim 5 – Enforcement

Action	Description	Owner
Addressing hotspots	We will work on a place basis to ensure effective enforcement activity	AD Public Protection
	We will take a tactical joint approach to prevention and enforcement against waste crime.	AD Public Protection
	We will work proactively with existing F&B businesses to enable prevention of fly tipping.	AD Public Protection
	We will review our resources and policies to ensure we have the capacity to deliver the Litter plan.	AD Place
Litter	We will continue to operate a zero-tolerance approach to littering.	AD Public Protection



## **NORTH LINCOLNSHIRE COUNCIL**

### **CABINET**

## **ARMED FORCES COVENANT NORTH LINCOLNSHIRE**

### **1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To report on progress of the North Lincolnshire Armed Forces Covenant in respect of the Government's Armed Forces Covenant Legislation 2022

### **2. BACKGROUND INFORMATION**

- 2.1 The Armed Forces Covenant was introduced nationally in 2011 and is an agreement between the Armed Forces community, the nation and the Government. Forthcoming legislation will be laid before Parliament by September 2022 to place a duty on Local Authorities, and other public bodies, to uphold the principles of the Armed Forces Covenant in the areas of Health, Housing and Education.
- 2.2 The Covenant's twin underlying principles are that members of the Armed Forces community should face no disadvantage compared to other citizens in the provision of public and commercial service; and that special consideration is appropriate in some cases, especially for those who have given the most, such as the injured and bereaved.
- 2.3 The North Lincolnshire Council Armed Forces Covenant currently has a dual approach, strategy and partnerships and community delivery. Within strategy and partnerships there is infrastructure that upholds the Covenant principles through the North Lincolnshire Armed Forces Partnership (NLAFP) and internal council processes such as staff training, the Armed Forces staff network and participation in the wider agendas of Health, Housing and Education. This work enables the council to be a place leader for the Covenant, supporting other public organisations to provide a local, consistent approach.
- 2.4 Work has been undertaken on legislation readiness, working with partners on the legislation, progress against national standards and local delivery. The North Lincolnshire Armed Forces 'Big Conversation' consultation took place in January 2022. In the absence of a national assurance framework a local standards assessment has been developed, using statutory guidance and

consultation results to measure the local response and detect areas of improvement. The assessment is a standing agenda item at every partnership meeting to continually provide assurance and challenge. It has been noted as an example of good practice by the Ministry of Defence whereby the Local Authority were asked to present at the national Armed Forces Covenant conference in May 2022.

- 2.5 Delivery of the legislation standards will be met by our community offer providing 1:1 support to serving personnel, veterans and their families as well as managing the development of the Armed Forces Hub in Scunthorpe Town Centre and wider public events such as Armed Forces Day and Remembrance.
- 2.6 The community offer is integral to the Armed Forces Covenant agenda as it not only provides a single point of contact for the Armed Forces community at the early intervention stage, but also raises awareness of the Armed Forces Covenant agenda through our lead on Armed Forces events.
- 2.7 The North Lincolnshire Armed Forces Hub will be open to the public in Autumn 2022. Partnerships are in place to provide a one-stop shop of services and activities at point of need.
- 2.8 Both Flag Raising and Armed Forces Day 2022 were hugely successful events, with great support from our local Serving and Veteran population as well as Cadet Forces and their families. The largest ever turnout was recorded for Armed Forces Day 2022 (5500) and has forged even stronger links with our local military population going forward.
- 2.9 The current framework and ongoing staffing commitment to the Armed Forces Covenant means that North Lincolnshire Council is well placed to meet the statutory duty in 2022 through the arrangements in place.
- 2.10 North Lincolnshire Council wishes to show support to the Armed Forces Community through the following actions:
  - The Promotion and further development of the Armed Forces Covenant in North Lincolnshire.
  - The development and delivery of the “Armed Forces Hub”.
  - The continued delivery of and support for key military events including Armed Forces Day and Remembrance Sunday.

### **3. OPTIONS FOR CONSIDERATION**

- 3.1 To note the progress of the Armed Forces Covenant delivery and readiness for the new duty.

### **4. ANALYSIS OF OPTIONS**

- 4.1 The option outlined publicly highlights the Councils response and delivery of the Armed Forces Covenant through:



- Showing support for the Armed Forces Community.
- Promotion, coordination, and support to practical actions in the delivery of the Covenant and the Duty.

4.2 Implementation of the legislative requirements of the Armed Forces Covenant is in line with the Council values and ambitions as set out in the Council Plan.

**5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 There are no financial or resource implications relating to this report.

**6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 The delivery of the Armed Forces covenant shows support to the Armed Forces Community and is in line with our ongoing commitment to the ambition and priorities articulated in the Council Plan.

6.2 The provision of support can be provided from within existing resources and there are no specific risks or capacity issues identified.

**7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 A Stage one Integrated Impact Assessment (IIA) has been undertaken and there are no material potential negative impacts identified in relation to the proposal.

**8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 A full report on the outcome of the North Lincolnshire Armed Forces 'Big Conversation' has been considered as part of the agreed actions.

**9. RECOMMENDATIONS**

9.1 It is recommended that the Cabinet notes the progress of the Armed Forces Covenant in North Lincolnshire through:

- Showing support for the Armed Forces Community
- Promotion, coordination, and support to practical actions in the delivery of the Covenant and the Duty.

DIRECTOR OF GOVERNANCE AND COMMUNITIES

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**Background Papers used in the preparation of this report:** None

## NORTH LINCOLNSHIRE COUNCIL

### CABINET

#### North Lincolnshire Council Community Facilities

#### - SAFE SPACES for children and young people and vulnerable adults

### 1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To inform cabinet on the current principles and practice of safe spaces in public facilities and outline the next steps in the development of community hub safe spaces.

### 2. BACKGROUND INFORMATION

- 2.1 North Lincolnshire community hubs and public facilities are safe spaces for people of all ages. They provide a safe haven for someone who may feel vulnerable in the community should they need advice, support, reassurance or help. It is recognised that some people may need more help and support to feel safe in their local community.

Community hubs provide an environment for anyone who may feel vulnerable in the community to be able to go to should they need advice, support, reassurance, or help.

Based throughout North Lincolnshire, community hubs make it easier for residents to access information, advice and support and participate in activities to improve their health and wellbeing. Open to everyone, the hub spaces offer support and activity for residents to take steps to improve their wellbeing by:

- Connecting with us in person
- **Coming together in safe, accessible spaces**
- Getting involved in a wide range of activities
- Being enabled to improve health and wellbeing outcomes
- **Accessing information, advice and guidance**

- 2.2 Spaces and facilities that are available and accessible include: confidential, spaces located on ground floor, dementia and autism friendly environments, toilet facilities and safe spaces for residents of all ages to use facilities and engage in activities. Community hub spaces are open, welcoming, and free to

use, providing space for a diversity of users across all ages, ethnicities, and backgrounds.

- 2.3 Alongside community hubs, the council operate a range of other public facilities such as leisure centres, cultural venues and visitor attractions and community libraries. All of these facilities offer access to general facilities such as toilets, a warm and welcoming space, enabling digital inclusion through free public Wi-Fi, information on local/national support agencies and networks displayed, e.g., on public information screens.
- 2.4 The development of a local safe spaces scheme for domestic abuse is a key work strand of the Domestic Abuse Partnership Board. There is a strategic link and line of sight between the Domestic Abuse Strategy Board, Safeguarding Adults Board and the Protection & Accountability Subgroup, Safe Organisations Group.

### **3. OPTIONS FOR CONSIDERATION**

- 3.1 It is proposed that the council's community hubs and children's centres/family hubs will be more activity promoted as safe spaces for general low level all-age access, as well as a space where vulnerable adults can disclose safeguarding concerns - including domestic abuse. This will include the design and delivery of a campaign of awareness of domestic abuse in North Lincolnshire to encourage those experiencing domestic abuse to seek support.
- 3.2 This will include an improved public communication to share the general pledge of both the support available and how the facilities will actively promote and support all public to be part of our 'Safe Spaces' policy.

### **4. ANALYSIS OF OPTIONS**

- 4.1 Ongoing resident and partnership feedback demonstrates that people want to feel confident when out in the community and for somewhere to go for help, advice and support.
- 4.2 By offering safe spaces in a range of council operated public facilities, the council are providing environments for people who may feel vulnerable in the community to be able to go to should they need advice, support, reassurance or help when out and about.
- 4.3 The principles of safe spaces is well aligned to the environment and IAG support available in libraries and community hubs and further training will support staff to develop their knowledge to support people disclosing information to get the help they need, which will prevent people from needing to keep retelling their story. This approach fits with the council's ethos to 'Making Every Contact Count' and 'Customer Service Standards'.
- 4.4 Further development and clear public messaging will support residents to understand the facility type and support available at the council operated public venues.

4.5 There is an opportunity to consider further roll out, as well as to influence and lead across place to encourage other partners and sectors to develop as 'safe spaces'.

**5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 Within current resource levels – costs of additional training for the pilot from within Government Capacity Building funds.

**6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 The safe spaces within community hubs falls within the remit of the council plan priority "Keeping People Safe and Well"

**7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 N/A

**8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 None

**9. RECOMMENDATIONS**

9.1 To continue to develop and build upon on the current principles and practice of safe spaces across all front-facing council buildings and facilities.

9.2 To note that Community hub spaces are open, welcoming, and free to use, providing space for a diversity of users across all ages, ethnicities, and backgrounds.

9.3 To note that all public facing council spaces include:

- dementia and autism friendly environments
- toilet facilities
- safe spaces for residents of all ages to use facilities and engage in activities
- a trained workforce who can ensure all residents of North Lincolnshire receive the support needed when entering a community facility
- access to information and help
- public Wi-Fi
- public messaging that is clear and readily available and accessible

Those facilities which feature a library customer service function also include:

- provision of confidential space for more complex conversations and appointments
- provision of specific IAG and support
- targeted groups and activities across all age groups

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**Background Papers used in the preparation of this report – Nil**