

Public Document Pack

NORTH LINCOLNSHIRE COUNCIL

CABINET

21 November 2022

Chairman: Councillor Robert 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 26 September 2022 (enclosed). (Pages 1 - 10)
3. To receive and where necessary approve and adopt the minutes of the meeting of the Greater Lincolnshire Joint Strategic Oversight Committee held on 1 July 2022 (enclosed). (Pages 11 - 16)
4. 2022/23 Financial Position Update (Pages 17 - 30)
Report of the Director: Governance and Communities
5. Independent Reviewing Officers - Annual Report 2021/22 (Pages 31 - 58)
Report of the Director: Children and Families
6. Education and Inclusion Plan (Pages 59 - 78)
Report of the Director: Children and Families
7. Annual Report of Local Arrangements to Safeguard and Promote the Welfare of Children and Young People 2021/22 (Pages 79 - 130)
Report of the Director: Children and Families
8. Imagination Library Ten Years On (Pages 131 - 168)
Report of the Director: Governance and Communities
9. Update on Free Parking Policy (Pages 169 - 172)
Report of the Director: Economy and Environment

10. Tree Planting and the Northern Forest - Report to Follow
Report of the Director: Economy and Environment
11. Employability and Skills Events - September 2022. (Pages 173 - 176)
Report of the Director: Economy and Environment
12. Litter Plan - 3 Months On (Pages 177 - 196)
Report of the Director: Economy and Environment
13. Any other items which the Chairman decides are urgent by reason of special circumstances which must be specified.

NORTH LINCOLNSHIRE COUNCIL

CABINET

26 September 2022

PRESENT: - Councillor Waltham MBE in the Chair.

Councillors Hannigan (vice-chair), J Davison, Marper, Ogg, Reed and C Sherwood.

Peter Thorpe, Becky McIntyre, Darren Chaplin, Paul Cowling, Victoria Lawrence, Sandra Simmons, Rachel Smith, Adam Lovell and Richard Mell, attended the meeting.

Councillors Ali, Gosling and Yeadon also attended the meeting.

The meeting was held at the Conference Room, Church Square House, Scunthorpe.

1489 **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND PERSONAL OR PERSONAL AND PREJUDICIAL INTERESTS.**

There were no declarations of interest declared at the meeting.

1490 **TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE CABINET HELD ON 25 JULY 2022 (ENCLOSED).**

- **Resolved** - That the minutes of the meeting of Cabinet held on 25 July 2022 having been circulated amongst the members, be taken as read and correctly recorded and be signed by the chair.

1491 **GREATER LINCOLNSHIRE JOINT STRATEGIC OVERSIGHT COMMITTEE – Resolved**

- That the minutes of the meeting of the Joint Committee held on 11 March 2022 be received and where necessary approved and adopted.

1492 **2022/23 FINANCIAL POSITION UPDATE.**

The Director: Governance and Communities submitted a report providing an update on the Council's in-year financial position, with specific reference to the inflationary environment it was operating within and considered an increase in reserve utilisation to maintain a balanced position. It also identified the implications for the Council's medium term financial plan position and financial planning process for the 2023/24 budget setting process and requested Cabinet to note the latest revenue budget and approve the revised capital programme set out within the report and its appendices.

The report explained that in February 2022, Council approved plans to invest £169.8m of revenue resource in 2022-23 and £137.8m of capital resource over a four-year period to support delivery of the Council plan, achieve its strategic objectives and legal duties for the benefit of residents and businesses. The financial strategy guided this and provided the mechanisms to ensure the council was financially sustainable and resilient.

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At the time of setting the budget and medium-term financial plan the national economic outlook was that inflation would peak at 7.25% in April 2022 and begin to decline, taking two years to return to 2% target levels. The July 2022 rate of consumer price inflation (CPI) had now increased to 10.1% and was expected to further increase to exceed 13%. The Bank of England currently expected inflation to return towards normal levels in two years' time.

In line with good financial management practices, the council's use of resources was closely monitored and reported to the Executive and this report provided information on the current financial position and would inform the next stages of financial planning, taking account of the risks and opportunities in respect of financial sustainability. A summary explanation with supporting appendices were provided under the following headings –

- Financial Position 2022/23
- Financial Resilience Context
- Medium Term Financial Plan and
- Budget Policy Framework

Councillor Marper, Cabinet Member Finance, Governance and Veterans thanked the Director for her report and work carried out by her officers and highlighted, summarised and commented upon key aspects of its content.

Resolved – (a) That the financial position set out in the report be noted; (b) that a change to the budgeted use of reserves by an additional £5m in mitigation to the inflation impact on net operating costs be approved; (c) that the budget adjustments approved under delegated powers and the revised budget position for 2022/23 be noted; (d) the revised capital programme 2022/25 be approved, and (e) that the progress against the approved Treasury Management Strategy and prudential code indicators be noted.

1493 YOUTH JUSTICE PLAN 2022-24.

The Director: Children and Families submitted a report requesting Cabinet to support the North Lincolnshire Youth Justice Plan 2022-24 which set out the shared ambition and priorities of the North Lincolnshire Youth Justice Partnership.

The Director in her report explained that Section 40 of the Crime and Disorder Act 1998 stated that it was the duty for each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan setting out:

- how youth justice services in the area were provided and funded;
- how the Youth Justice Partnership was composed and funded, how it operated, and the functions it carried out.

In March 2022 the Youth Justice Board (YJB) provided updated guidance on the required format and contents of Youth Justice Plans. This included a new template that had to be utilised to support and facilitate the YJB oversight and

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analysis of plans. This was a change to previous requirements reflecting that the data and information contained within the plan was used by the YJB as an intelligence source that supported oversight function. The standardised template supported consistency of content and structure, accessibility of the information and improved the identification and sharing of best practice.

Annual Youth Justice Plans were also an opportunity to review performance and developments over a single year period and plan for the next year. This allowed services to be able to respond to any changes that have taken place in the previous year, including new legislation, demographic changes, delivery of key performance indicators, and developments in service delivery. The annual Youth Justice Plan considered local and regional priorities including:

- Reducing first time entrants to the youth justice system
- Reducing the use of custody
- Reducing reoffending rates

The Youth Justice Plan attached as an appendix to the report set out the local key priorities as:

- Prevention of Serious Youth Violence (including weapon related offending)
- Community Safety and reduction of exploitation
- Transition to Adulthood process
- Engagement in Education, Employment and Training
- Improve the Emotional and Physical Health of children involved with youth justice

The report stated that key stakeholders were engaged in the development of the Youth Justice Plan 2022/24 and their views were taken into account to shape and influence priority setting. The YJB requirement was that the plan be submitted to them by 30 June 2022. A draft plan was presented to the Youth Justice Strategic Partnership Board on 6th May 2022 and the revised plan had been signed off by the board chair. The Youth Justice Plan 2022-24 would also be presented to Council for final approval.

Councillor Reed, Cabinet Member Children and Families thanked the Director for her report and work carried out by her officers and partners and highlighted, summarised and commented upon key aspects of its content.

Resolved – That the North Lincolnshire Youth Justice Plan 2022-24 which is a key document in the delivery of youth justice services in the area be endorsed and supported.

1494 **THE SEND AND INCLUSION PLAN ANNUAL REPORT 2020-21.**

The Director: Children and Families submitted a report attaching as an appendix the above annual report which summarised work undertaken during the period 2020/21 to implement the North Lincolnshire Special Educational Needs and/or Disabilities (SEND) and Inclusion Plan 2021-24.

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The Director in her report explained that the annual report set out the council's expectations for the lived experience for children and young people with SEND in North Lincolnshire and provided case studies which illustrated the difference the support had made to children and young people's lives. It described the council's response to the Covid-19 pandemic and how quickly it adapted to new ways of working and progressed into the ensuing period of recovery and renewal.

Headline strengths included well established integrated partnership working across the local authority, strong evidence of co-production and successful completion and compliance with SEND reforms and rollout of a new digital Education, Health and Care (EHC) Hub to enable children, young people and families to participate more effectively in the statutory special educational needs assessment process.

The report detailed the range of priorities for development that would enable progress to be made against the place partnership ambitions of 'safe, well, prosperous and connected' and the continued One Family Approach drive to ensure that children and young people remain within their families, schools and communities. It also highlighted the excellent local area SEND inspection outcome, which was a testament to the hard work and commitment of everyone working in local services across North Lincolnshire for children and young people with SEND.

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. They 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. 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 helps children, parents and carers in our local communities were also highlighted.

Councillor Reed, Cabinet Member Children and Families thanked the Director for her report and work carried out by her officers and summarised and commented upon key aspects of its content.

Resolved - That the SEND Annual Report 2020-21 be approved and published.

1495 **SELF-EVALUATION OF THE EXPERIENCES OF CHILDREN IN NEED OF HELP AND PROTECTION AND OF CHILDREN LOOKED AFTER AND CARE LEAVER 2021/22.**

The Director: Children and Families submitted a report informing Cabinet of the content of the North Lincolnshire Self Evaluation of the Experiences of Children in Need of Help and Protection and of Children Looked After and Care Leavers 2021/22.

The report explained that the Ofsted framework for inspecting local authority

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children's services, published in November 2017, and updated in August 2020, included "local authorities sharing an annual self-evaluation of the quality and impact of social work practice". The self-evaluation report was attached in an appendix and the Director in her report stated that building on a strong base articulated in the self-evaluation 2020/21, the self-evaluation updated/highlighted the continued good progress made by services to children in North Lincolnshire. Further external scrutiny through the Ofsted annual conversation, as well as reported performance information had also confirmed the continuing positive progress throughout the year.

Children, young people, families and communities had remained as the centre of all what the council did, and the needs of individuals and diverse communities continued to be responded to prioritising the most in need, to help and protect children, young people and families, whilst supporting and protecting the workforce. It had enabled the council to continue the excellent progress in achieving our ambition for children to be in their families, in their schools and in their communities. Examples of impact articulated in the self-evaluation 2021/22 were summarised under the following headings –

- Supporting Families programme
- Case management system
- One Family Approach Hub
- National Referral Mechanism (NRM) Pilot
- Risk outside the home (ROTH)
- Workforce development

The report also highlighted examples of key progress from a leadership and management perspective, from a children in need of help and protection perspective, from a children in care perspective, from a care leavers perspective and moving forward, summarised an amplified focus on areas for implementation, review and transformation.

Councillor Reed, Cabinet Member Children and Families thanked the Director for her report and work carried out by her officers and summarised and commented upon key aspects of its content.

Resolved – That the North Lincolnshire Council Self-Evaluation of the Experiences of Children in Need of Help and Protection and of Children Looked After and Care Leavers 2021/22 be noted.

1496 **PROTECT DUTY 2022.**

The Deputy Chief Executive submitted a report which provided Cabinet with an update on the new "Protect Duty" 2022 and to confirm the local process for implementation of the Duty.

The Deputy Chief Executive in his report explained that Protect was one of the four Government P's which comprise the CONTEST strategy used to help implement their approach to Counter Terrorism: Protect, Prevent, Pursue and Prepare. With some exceptions (e.g., on transport and security and for certain sports grounds), there was no legislative requirement to consider or

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implement security measures at publicly accessible locations.

The Government undertook a consultation in 2021 and was proposing to introduce a new Protect Duty in Autumn 2022. The proposed Protect Duty could apply in three main areas (but may also apply to other locations, parties, and processes by exception):

- Public venues (e.g., entertainment and sports venues, tourist attractions, shopping centres)
- Large organisations (e.g., retail, or entertainment chains)
- Public spaces (e.g., public parks, beaches, thoroughfares, bridges, town / city squares and pedestrianised areas)

The proposals focused on legislative consideration of security being undertaken at certain publicly accessible locations (any place to which the public or any section of the public had access, on payment or otherwise, as of right or by virtue of express or implied permission), but not private venues, such as places of employment, or other locations where there was not public access. The scope of the duty together with the requirements of the duty were also summarised.

The report stated that the duty would be on the Council and its assets, requiring responsibility and a clear line of site to the Senior Responsible Officer. A one council approach (prevent and protect) would be needed that built upon and incorporated the existing duty regarding “prevent” and ensured that all portfolios activity was joined up. Police interaction was through the Counter Terrorism Unit. To progress the work required in advance of the Duty, a new North Lincolnshire CONTEST Board had been established, Chaired by the Deputy Chief Executive. This Board would be supported by the work of the existing Multi Agency Prevent Board and a new Protect Board both of which would feed into the CONTEST Board on a regular basis.

Councillor J Davison, Cabinet Member Safer, Stronger Communities Ashby, Bottesford and Scunthorpe (Urban) thanked the Deputy Chief Executive for his report and work carried out by officers and highlighted, summarised, and commented upon key aspects of its content.

Resolved – That the Protect Duty and confirmation that the required resources and structures are in place to deliver the Duty as summarised in the report, be noted.

1497 **ANNUAL REPORT OF THE FIRST YEAR OF NORTH LINCOLNSHIRE FUELLED PROGRAMME 2021.**

The Director: Governance and Communities submitted a report, with a supporting appendix, which informed Cabinet of the success of the first year of implementation of the North Lincolnshire Fuelled Programme (Holiday Activity and Food (HAF) Programme funded by the Department for Education (DfE).

The Director in her report explained that in North Lincolnshire the HAF

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programme was delivered under the brand name 'FUELLED'. Places were made available to all children (aged 5-16 years) in the local authority area who were in receipt of benefits-related free school meals (FSM). In line with the HAF delivery objectives by the Department for Education, the 'FUELLED' programme vision was to:

- Provide meals and snacks to ensure participants can eat healthily over the school holidays.
- Provide a range of sport and physical activities to ensure participants could be more active over the school holidays.
- Support the development of resilience, character, and wellbeing of participants along with wider education attainment. This included giving children and families a greater knowledge of health and nutrition.
- Create a safe environment, combatting social isolation over the school holidays.
- Use 'FUELLED' as a connection platform, linking schools to activity providers in their local area and linking families to wider support.

The Department for Education extended the offer to include the 15% most vulnerable children in each local authority and the criteria for this category was decided as an authority. This was the above offer to over 6000 children.

The report stated that the summer 2022 'Fuelled' Programme continued to build upon the first year and implemented several changes that improved both the access and monitoring elements of the programme. This had included a much more effective registration and booking system more aligned to the needs of parents in North Lincolnshire. Forty-three providers were recruited to deliver the Fuelled Programme and the majority being from the North Lincolnshire Community which increased the sustainability of the local infrastructure for providing high quality holiday activities for our children and young people.

During the 2022 Summer programme North Lincolnshire had a visit from the DfE lead for the region who asked a wide range of in-depth questions about the North Lincolnshire model and observed the several different elements of the programme. The DfE lead was very impressed at the way the programme had been developed, particularly the monitoring of the quality of the delivery of the programme. Subsequently the DfE had requested a video case study of the North Lincolnshire Fuelled Programme to share with other local authorities across the region as an example of 'Good Practice'.

The DfE had congratulated the North Lincolnshire team on their work to ensure the programme was informed by local data, knowledge, and insight to ensure there was an equality of access and travel was kept at a minimum for parents, children, and young people particularly in our more rural localities, and establishing opportunities where gaps of provision had been identified as part of the audit in year one of the programme.

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Councillor C Sherwood, Cabinet Member Safer, Stronger Communities - Rural thanked the Director for her report and work carried out by her officers and highlighted, summarised and commented upon key aspects of its content.

Resolved – (a) That the report as an overview of the first year of the DfE funded Holiday Activity Food Programme - North Lincolnshire ‘Fuelled’ be received, and (b) that the future steps for further development as the programme progresses into year two – Summer 2022 be noted.

1498 **SUMMER DAZE, NORTH LINCOLNSHIRE ACTIVE FREE SCHOOL HOLIDAY SWIMMING OFFER - SUMMER 2022.**

The Director: Governance and Communities submitted a report providing Cabinet an update on the ‘SUMMER DAZE 2022’ – a programme of free school holiday swimming for children and young people during the recent school summer holiday.

The Director in her report stated that the ‘SUMMER DAZE’ free summer holiday programme offered opportunities to take part in swimming to:

- Improve young people’s physical and mental health and emotional well-being
- Support the social and personal development of young people
- Provide a safe environment in school summer holiday that helped keep young people out of open water
- Raise young people’s aspirations, build their resilience and inform their decisions
- Overcome any potential barriers for those wishing to take part, particularly if they are from underrepresented groups or come from economically disadvantaged backgrounds
- Provide early steps to employment in our leisure centres and the wider leisure industry through exposure to careers such as pool lifeguarding.

The ‘SUMMER DAZE’ was a programme of scheduled pool time for children and young people to access free of charge at Baysgarth Community Hub, Ancholme Leisure Centre, Riddings Pool, The Pods, Axholme North Leisure Centre and Epworth Pool (a community operated pool, sessions supported by North Lincolnshire Council investment). Sessions were available free of charge for children aged 16 years and under (pool safety ratios apply). It commenced on Monday 25th July until Sunday 4 September 2022. The offer was integrated with the (Holiday Activity and Food) HAF programme so that children and young people eligible for HAF places (based on their eligibility for free school meals), were also offered the free sessions alongside their peers, as part of an extended activity session that met the HAF criteria.

Councillor C Sherwood, Cabinet Member Safer, Stronger Communities – Rural thanked the Director for her report and work carried out by her officers and highlighted, summarised and commented upon key aspects of its content.

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Resolved - To the report on the 'SUMMER DAZE 2022' free school holiday swimming for children and young people during the recent school summer holiday be accepted and noted

1499 **ANY OTHER ITEMS WHICH THE CHAIR DECIDES ARE URGENT BY REASON OF SPECIAL CIRCUMSTANCES WHICH MUST BE SPECIFIED.**

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**GREATER LINCOLNSHIRE JOINT STRATEGIC
OVERSIGHT COMMITTEE
1 JULY 2022**

**MINUTES OF THE MEETING OF THE GREATER LINCOLNSHIRE JOINT STRATEGIC OVERSIGHT
COMMITTEE HELD AT NORTH LINCOLNSHIRE COUNCIL ON 1 JULY 2022 COMMENCING AT
2PM.**

PRESENT:

Councillor M J Hill OBE, Debbie Barnes and Andy Gutherson from Lincolnshire County Council

Councillors R Hannigan and R Waltham MBE, and Peter Thorpe from North Lincolnshire Council

Councillors P Jackson (in the Chair) and S Shreeve from North-East Lincolnshire Council
Pat Doody and Ruth Carver from Greater Lincolnshire LEP

Officers in attendance:-

Derek Ward – Public Health (virtually for Minute 9)

Simon Green – North Lincolnshire Council

Lee Sirdifield – Lincolnshire County Council

Karen Spencer – Lincolnshire County Council

Nicola Calver – Lincolnshire County Council

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Cllr Mrs P Bradwell, Deputy Leader of Lincolnshire County Council.

2 DECLARATIONS OF INTEREST

No declarations of interest were made at the meeting.

3 MINUTES OF THE MEETING HELD ON 11 MARCH 2022

RESOLVED that the Minutes of the meeting of the Greater Lincolnshire Joint Strategic Oversight Committee held on 11 March 2022 be approved as a correct record and signed by the Chairman.

4 GREATER LINCOLNSHIRE VISION 2050

The Joint Committee gave consideration to a report of the Executive Director – Place from Lincolnshire County Council updating on progress for the development of the Greater Lincolnshire 2050 Vision. During Mr Gutherson’s presentation he highlighted the initial findings from research undertaken and included the analysis from a collaborative workshop which had taken place involving a number of stakeholders from the wider public sector and Small Medium Enterprise (SME) representatives.

He made particular mention of the increase in population growth within the wider county area, seeing acceleration at 30% faster than the national benchmark. The Greater Lincolnshire economy was strong with a contribution to the national figures of £16b with a significant role in seafood supply and energy production.

The workshops saw a particular need to focus on quality of life for residents - retaining the unique charm of the county whilst enhancing infrastructure to support the economy.

The feedback received has fed into the development of a publication setting out a set of missions and priorities for the county divided into thematic groups and highlighting areas which require a greater focus going forward.

The Joint Committee welcomed Mr Gutherson’s report and considered the findings.

RESOLVED that:

- 1) the ongoing development of the 2050 Vision for Greater Lincolnshire be supported;
and
- 2) the progress made to date be noted.

5 DEVOLUTION UPDATE

The Joint Committee considered a report of the Deputy Chief Executive of North Lincolnshire Council updating of the work being undertaken on the Devolution initiative.

It was noted that the Government’s preferred model of Devolution was one with a directly elected leader covering a well-defined economic geography, however their framework permitted areas to pursue devolution without unanimous agreement across all area authorities.

Work was underway to determine the best route forward for possible devolved powers to a ‘Greater Lincolnshire’. Events had been hosted consisting of all 10 Local Authority Leaders and Chief Executives to gauge views and opinions as well as engagement with local businesses to understand their desire for a potential devolution model.

It was reported that skills development and infrastructure enhancement were being considered through established county-wide groups, and these work strands, alongside investment models, were being monitored through weekly meetings held with upper-tier officers.

The Joint Committee noted that a draft devolution deal for Greater Lincolnshire would be ready for consultation by early Winter 2022.

RESOLVED that:

- 1) The work being undertaken, as set out in the circulated report, be noted; and
- 2) the proposed timescales on the various work strands and draft county deal be noted.

6 LOCAL NATURE RECOVERY STRATEGY PAPER

The Environment Act 2021 introduced a new system of spatial strategies for nature entitled Local Nature Recovery Strategies (LNRS) which are aimed to create a network of shared plans that all sectors will work collaboratively together to deliver.

It was reported that Lincolnshire County Council had been designated as the responsible authority for the LNRS which covered the geographic area represented by Greater Lincolnshire and that they would undertake to work in partnership with district colleagues and partner organisations to deliver this work.

Whilst further guidance from DEFRA was still awaited, Seed funding of just over £16k had been provided to enable the partnership to begin the development process including governance arrangements. A steering group was required to tackle issues such as managing the balance between environmental and investment factors, and assurance was offered by officers that neither element would be unduly constrained.

The Joint Committee wished to ensure that the collective landmass was utilised to strategic effect, and officers undertook to consider this matter through the steering group taking account of all existing assets. In addition, thought was required around strategic vision planning across the Greater Lincolnshire geographical area including elements such as carbon offset and renewables and a position statement was requested for consideration at a future meeting for discussion with the Committee's constituent members.

As part of the collaborative approach discussions were requested with Lincolnshire's districts around their Local Plans with a particular focus on housing allocations.

RESOLVED that:

- 1) the proposed approach be supported assigning LCC as the responsible authority for the Greater Lincolnshire LNRS;

- 2) the three authorities work collaboratively with the GLNP to develop the strategy;
- 3) whilst awaiting DEFRA guidance, the partnership be authorised to commence development of the LNRS and undertake the following actions;
 - scope governance arrangements, including terms of reference between LCC, NLC, NELC and the GLNP;
 - establish a core LNRS Task group from Local Authority officers, Natural England, GLNP, and key partner organisations.
 - identify additional works that will be required, gaps in skills / knowledge and work with Natural England to address these;
 - identify additional key stakeholders; and
 - raise awareness of the LNRS with Local Authority officers, politicians, GLNP partners and potential additional stakeholders, to develop shared understanding of the purpose of LNRS.

7 COLLABORATION ON PROMOTING TOURISM: UPDATE REPORT

At a previous meeting of the JSOC in Autumn 2021, the Joint Committee had agreed that collaboration on tourism in the Greater Lincolnshire area should be a priority in order to reinvigorate the tourism sector following the effects of the Pandemic.

The redevelopment of the Visit Lincolnshire website had promoted greater activity on the site with a 20% conversion rate from viewing through to booking a visitor attraction. A newly developed Lincolnshire Coastal Bird Trail had been developed and was also now available on vls.com.

Work was progressing on a strategy for business tourism, however a further strand of collaboration was to commence based around the opportunities that business tourism could bring to the County. It was noted that some businesses were still in 'survival mode' following the pandemic, and that the strategy would include sharing new skills and offering tools and contacts to assist businesses in securing incentive tourism opportunities.

The Joint Committee noted that no further resource was required to further the current collaboration.

RESOLVED that:

- 1) the progress in tourism promotion be noted;
- 2) the progress of the tourism business strategy be noted; and
- 3) officers are supported in implementing and delivering a business tourism programme.

8 COLLABORATION TO IMPROVE RESIDENTS' AND BUSINESSES' ACCESS TO BROADBAND: PROJECT GIGAHUB

Consideration was given to a report of the Executive Director – Place from Lincolnshire County Council in relation to a collaborative project aimed to instal broadband equipment on publicly owned assets. ‘Project Gigahub’ was fully funded through a BDUK Government Grant and the three Local Authorities had identified more than 200 potential sites and gained approval for their eligibility.

A tender process to identify potential commercial operators would commence in the Autumn with a view to appoint a successful provider in Spring 2023. It was noted that LCC would be leading on the project and the collective resource was deemed sufficient.

RESOLVED that:

- 1) the governance arrangements as reported are approved; and
- 2) the proposals for the next stage of the project be progressed.

9 GREATER LINCOLNSHIRE PUBLIC HEALTH PILOT UPDATE

Derek Ward, Director of Public Health, joined the meeting remotely to update the Joint Committee on the Greater Lincolnshire Public Health Pilot, which was in its fifth month of delivering single management of the public health function across Greater Lincolnshire to share knowledge and create efficiencies.

The public health functions of the three constituent authorities were working closely together to agree a set of core principles to focus on during the pilot and where closer and joined up working would benefit the people of the wider county area. The three teams were working well together and potential benefits and opportunities were being realised.

Management capacity was pushed, particularly in relation to supporting governance matters and the two different Integrated Care Boards and Partnerships. The Director was hopeful that the capacity concerns would stabilise in the coming months as service resilience improved in line with its projected trajectory. Recruitment was underway for two Public Health Consultants to work across Greater Lincolnshire for the duration of the pilot and these positions would eventually transition into permanent roles.

The Joint Committee acknowledged the challenges and progress made to date with the pilot whilst noting its current successes and efficiencies.

RESOLVED that the content of the report and progress made on the Greater Lincolnshire Public Health Pilot be noted.

10 LINCOLNSHIRE SHOW AND LINCOLNSHIRE DAY

Karen Spencer, Head of Communications at LCC, attended the meeting to update partner authorities on the success of the Lincolnshire Show (22/23 June 2022) and to open conversations about the arrangements for Lincolnshire Day in October.

She advised that the agreed branding of 'One Lincolnshire: Think Bigger' was utilised fully throughout the event, alongside celebrating HM Queen Elizabeth's Platinum Jubilee. There were a number of exhibits that were very well attended, along with a Corporate Tent (sponsored by Serco) which was utilised to host a session on Devolution and the Good Citizen and Adult Learning Awards. Overall, the exhibits were of a very high standard winning the prize for the best stand at the Show.

A 'Meet Your Councillor' marquee was set up as in previous years encouraging the public to engage with elected members. Member attendance for LCC operated without a rota, and it was advised that this would be revisited for the 2023 Show.

The Joint Committee were informed that the Wi-Fi access was not delivered as arranged with Lincolnshire Showground, however this was one of only a small number of issues that arose for resolution. The response from the Joint Committee was very positive and an intention was set to continue with a joint approach for the 2023 Lincolnshire Show.

As Lincolnshire Day (1 October) was to fall on a Saturday, it was agreed that the celebration event would take place on Friday 30 September in order to accommodate MPs arriving back to their constituencies from Parliament. The event would take place at Lincoln Castle with an opportunity to utilise the Victorian Prison if deemed appropriate. The Castle grounds would be dressed in Lincolnshire flags and goodie bags would be created for the first 500 visitors. Devolution discussions would be arranged to take place following the event.

RESOLVED that:

- 1) The success of the recent Lincolnshire Show be noted; and
- 2) the three authorities continue joint working towards both the forthcoming Lincolnshire Day celebrations and the 2023 Lincolnshire Show.

The meeting closed at 3.25pm.

NORTH LINCOLNSHIRE COUNCIL

CABINET

2022/23 FINANCIAL POSITION UPDATE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1. To provide an update on the Council's in-year financial position.
- 1.2. To identify the implications for the Council's medium term financial plan position and financial planning process for the 2023/24 budget setting process.
- 1.3. To note the latest revenue budget and capital position.
- 1.4. To note the treasury management position against the prudential code targets.

2. BACKGROUND INFORMATION

- 1.1. People remain at the heart of everything the Council does. As an outcome led and experience focussed organisation resources are invested to achieve the greatest impact whilst providing value for money for local taxpayers. Finance is a key enabler used to consider and evaluate the way we operate to realise efficient processes and deploy the fewest best interventions. As the Council faces fiscal challenge, we continue to prioritise resources in collaboration with partners, residents, communities and business to ensure financial resilience and sustainability.
- 1.2. In February 2022, Council approved plans to invest £169.8m of revenue resource in 2022-23 and £137.8m of capital resource over a four-year period to support delivery of the Council plan, achieve its strategic objectives and legal duties for the benefit of residents and businesses. The financial strategy guides this and provides the mechanisms to ensure the council is financially sustainable and resilient.
- 1.3. At the time of setting the budget and medium-term financial plan the national economic outlook was that inflation would peak at 7.25% in April 2022 and begin to decline, taking two years to return to 2% target levels. The September 2022 rate of consumer price inflation (CPI) increased to 10.1%. The Bank of England currently expects inflation to fall sharply to below the 2% target in two years' time.
- 1.4. In line with good financial management practices, the council's use of resources is closely monitored and reported to the executive. This report

provides information on the current financial position and will inform the next stages of financial planning, taking account of the risks and opportunities in respect of financial sustainability.

Financial Position 2022/23 at Quarter 2

- 1.5. The current forecast indicates net operating expenditure could be £179m by the end of 2022/23, which would be 2.3% or £4.2m more than the adjusted budget.
- 1.6. The forecast outturn has improved since quarter one following pro-active action taken over the summer. The ongoing impact of these actions alongside increased certainty over the second half of the year will further reduce the final outturn to achieve a balanced position at year end. Further detail in Appendix 1.

Financial Resilience Context

- 1.7. The Council approved a reserve strategy which governs the deployment of reserves based on risk profiles. The current period of inflation represents a material change of circumstances. The additional £5.0m reserve use approved by Cabinet on 19th September is still considered to be a prudent approach to mitigate these additional pressures in year.
- 1.8. Whilst reserves can be used to balance budgets in a planned way, it is not sustainable in the longer term and unplanned use carries risks. Therefore, the financial planning process seeks to ensure a robust and realistic budget is achieved and it is expected this will include planned use of reserves from 2023/24 as part of the medium-term financial plan.

Medium Term Financial Plan

- 1.9. The Council's financial planning process includes the 2023/26 medium term financial plan being taken to Full Council in January 2023 alongside proposals for a balanced budget for the next financial year. The opening position presented to Cabinet in September included the following assumptions:
 - Pay award for 2022/23 (now confirmed)
 - No further increase in activity volumes in adult social care or special educational needs
 - That the national policy reforms such as Fair Cost of Care will be cost neutral with government grant
 - No additional national funding beyond that assumed in previous MTFP setting
 - Collection rates for NNDR and Council Tax remain stable
 - Council tax rate increase of 2.99% pa (the referendum combined CT/ASC limit)
- 1.10. The financial planning process continues, underpinned by the operating model of One Council, One Family, One Place.

1.11. The funding element of the medium term financial plan will be informed by confirmation of local government spending power through the Chancellor's budget statement on 17th November which will set out the outcome of spending plan reviews and any changes and assumptions.

Budget Policy Framework

1.12. In addition to reporting the latest revenue financial position, the local budgetary policy framework requires reports on changes to revenue and capital budgets within prescribed virement rules and monitoring against treasury management prudential code. Appendix 3 provides the latest information, indicating the required approval.

3. OPTIONS FOR CONSIDERATION

1.13. To receive an update on the financial position of the organisation.

4. ANALYSIS OF OPTIONS

1.14. The analysis is outlined in the background information in section 2 and in the supporting appendices.

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

1.15. The potential financial implications of the risks identified within this report have been considered in detail within the relevant section. It remains the case that the Council needs to be adaptive and influence in the areas where it is able. The Council holds reserves to mitigate against expenditure and income shocks and other unforeseen events, to provide capacity to withstand shocks and time to plan cost base adjustments which reflect the emergent position.

1.16. The opening balance and revised closing balance of the Risk and Transformation Reserve is shown below:

Risk and Transformation Reserve (excl self-insurance)	£000's
Opening balance 1.4.2022	32,191
Planned use - approved budget 2022/23	(2,369)
Budgeted closing balance	29,822
Agreed increase in planned use 2022/23	(5,000)
Revised closing balance 31.3.2023	24,822

Based upon current analysis and assessment of financial resilience, it is recommended that the Council should aim to retain a balance of at least £10m of risk reserves to cover residual risk mitigations. The proposed closing balance enables short to medium-term plans to smooth transition to a sustainable budget, assuming a high-level of confidence in deliverability of plans.

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

1.17. Not applicable.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

1.18. Not applicable.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

1.19. Not applicable.

9. RECOMMENDATIONS

1.20. To note the financial position set out in the report.

1.21. To note the budget adjustments approved under delegated powers and the revised budget position for 2022/23.

1.22. To note the progress against the approved Treasury Management Strategy and prudential code indicators.

DIRECTOR OF GOVERNANCE AND PARTNERSHIPS

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Author: Nina Torr

Date: Monday 7th November 2022

Background Papers used in the preparation of this report

Reports to Full Council:

- Financial Strategy, Budget 2022/23 and Medium-Term Financial Plan 2022/25
- Capital Investment Strategy and Capital Programme 2021/2025
- Treasury Management and Investment Strategy 2022/23

Reports to Cabinet:

- Financial Position Update (Cabinet September 2022)

Other background papers:

- Q2 revenue and capital budget adjustments
- Technical Review – Economic Outlook

Table 1 – Revenue Net Operating Expenditure Forecast (based on Q2 financial management reporting)*

BY ACCOUNTABILITY	Budget £m	Forecast £m	Core Variance £m	DSG Variance £m
Adult Social Services	22.8	23.8	1.0	-
Adults Early Help & Prevention	22.4	26.2	3.8	-
Integrated Health & Care	4.2	4.2	-	-
Education	4.3	4.6	0.2	0.1
Children's Help & Protection	10.0	9.3	(0.7)	-
Children's Standards & Regulation Place	10.8	9.8	(1.0)	-
Public Protection	27.0	30.9	3.9	-
Organisational Development	1.4	1.6	0.2	-
Governance & Partnerships	15.3	17.2	1.9	-
Resources & Performance	5.0	5.3	0.3	-
Community Enablement	8.2	7.9	(0.3)	-
Public Health	7.7	8.3	0.6	-
Central and Technical	7.3	6.9	(0.4)	-
Net Operating Expenditure	169.9	179.1	9.2	0.1
Approved increase in use of reserves 2022/23	5.0	-	(5.0)	-
Revised Net Operating Expenditure	174.9	179.1	4.2	0.1

Table 2 – Spending Power Forecast (based on Q2 financial management reporting)

SPENDING POWER	Budget £m	Forecast £m	Variance £m
Council Tax & Business Rates	(133.0)	(133.0)	-
Specific Government Grants	(27.8)	(27.8)	-
Non- Specific Government Grants	(7.6)	(7.6)	-
Reserves	(1.5)	(1.5)	-
Total Spending Power	(169.9)	(169.9)	-
Approved additional use of reserves 2022/23	(5.0)	(5.0)	-
Total Spending Power	(174.9)	(174.9)	-

* figures subject to rounding

Table 3 – Identified impact of higher inflation

Area of impact	Cost pressure (£m)
Pay - the 2022/23 pay award reflects a flat increase of £1,925 to all spinal column points and is reflected in the forecast.	4.1
Energy costs – the increase in wholesale rates has a lag effect on the rate paid by the Council, although this	1.4

may increase reflecting recent changes in wholesale rates.	
Street lighting – based on the increased unit cost of electricity, this would be much higher had it not been for the switch to LED bulbs	0.8
Transport/fleet/fuel – the price of fuel has increased significantly during 2022/23, although has started to slowly fall back.	1.0
Waste – existing contract mechanisms are expected to lead to increase costs	0.4
Social care – inflation has contributed to the scale of increase in the cost of care rates where packages are agreed outside of existing framework arrangements, often due to increased complexity.	1.7
Estimated impact of inflation	9.4
Contingency to Allocate	(2.0)
Net Inflation Position	7.4

Table 4 – Capital position 2022/23 forecast

CAPITAL – outturn forecast at Q2; budget reflects rephasing previously reported	Budget £000's	Forecast Spend £000's	Year to Date Spend £000's
EXPENDITURE			
Keeping People Safe and Well	10,866	10,358	1,809
Enabling Resilient and Flourishing Communities	12,227	12,275	4,733
Enabling Economic Growth and Renewal	26,713	27,498	6,309
Running the Business Well	9,513	6,619	1,179
Additional Investment Allocation	-	-	-
TOTAL EXPENDITURE	59,318	56,750	14,029
FINANCING			
External & Grant Funding	(33,792)	(33,995)	-
Council Resources	(25,527)	(22,755)	-
TOTAL FINANCING	(59,318)	(56,750)	-

Analysis of Revenue 2022/23

1. The Council's Net Operating Expenditure represents the day-to-day costs of council service delivery. The Council has a strong track record of managing financial risk, with continuous improvement and implementation of efficient delivery models that achieve the best outcomes for residents. Adapting to an ever-changing operating environment will continue to be essential and embodies the actions of a financially sustainable organisation.
2. The Council conducts an organisation wide financial management exercise that seeks to monitor progress against approved financial plans on a quarterly basis, with targeted monitoring occurring during intervening periods and focussing on high-risk areas. Quarter two provides an opportunity to understand areas which are at risk of diverging from the assumed plan and implement mitigations.

Risk Mitigation Action

3. Financial management activity has reduced the forecast outturn to the level reported in Table 1 and includes:
 - **Targeted financial management** – through AD focus on subjective spend with scrutiny across all cost lines including agency, overtime, supplies and services and income targets
 - **Robust contract management**
 - **Revisiting energy supply contracts** to ensure best rates.
 - **Vacancy savings – in-year adjustments** – as part of budget setting, an organisational level vacancy reduction was applied at £2.5m (reflecting historic levels of salary cost compared to budget) which was met through a quarterly budget adjustment based on assessment of net staffing spend (including agency/vacancy factor) against profiled budget up to period 6. The balance of any vacancy savings are expected to be used to mitigate cost pressures.

Inflation Risks

4. A technical review of the economic outlook provides a basis for the forecasts and assumptions required in the medium-term financial plan. The cost base is at risk of increasing much faster than spending power and Table 3 above summarises the inflationary impact that has been identified to date.

Non-Inflation Risks

5. The Council's financial plans make assumptions with regards to the extent of the scale and scope of interventions that will be required to achieve strategic objectives. The operating environment is affected by the ongoing recovery from Covid-19 and therefore the impact of this is reflected in the level of demand across Adult Social Care. There is a focussed transformation programme established as part of risk mitigation in addition to preparing for the upcoming national policy changes. The complexity of need is also impacting upon special educational needs transport which is not covered by Dedicated Schools Grant.
6. The net operating cost includes income from fees and charges. For commercially trading services financial principles require full cost recovery. Over recent years more schools are considering alternative contractual options for the provision of school meals and this impacts on the residual cost of the council's catering facility. An action plan is in place to rectify this and remove the residual financial risk to the council.
7. Leisure membership numbers are continuing to recover and further development of the 'physical activity as medicine' offer is providing some mitigation.

Cost Reduction Opportunities

8. The policy intent adopted locally for Children's Social Care has resulted in a reduction in regulatory care activity. At present, this is contributing an underspend which is helping to offset some pressures elsewhere such as home to school transport.

9. The cost of capital financing is forecast to be lower than budget, which reflects an increase in interest receivable due to higher interest rates, and a modest reduction in the cost of minimum revenue provision because of capital rephasing.
10. It is anticipated that the impact of in-year mitigations and action planning that is being applied and increased certainty over Q3 will lead to a balanced final outturn position after the in-year budget adjustment of a £5m use of reserves.

1. The Council’s Budget Setting meeting for 2023/24 is scheduled for 18th January 2023. The council has a duty to set a balanced budget for 2023/24 in the context of a robust medium term financial plan.

Assessment of Financial Resilience

2. Financial resilience, the ability to weather financial shocks, is an important consideration for council sustainability. There are several indicators of the current health of council finances, which form part of the overall consideration in determining financial plans and budgets.
3. The Council has an inherent culture of cost control and demand management, which has been invaluable to date and will continue to be required going forward. The assessment of the Council’s financial resilience allows for the planned use of reserves over the medium term.

Material Change of Circumstances

4. The external changes in the economic outlook represent a material change of circumstances from when the Council set the previous medium term financial plan. The financial risks to the Council, before considering service specific changes, are inflation (energy, pay and contracts), the cost of borrowing and the potential implications for local taxation collection.

National Policy and Funding Prospects for North Lincolnshire Council

5. The Council operates within a public financing and delivery framework determined by the Government. The latest spending review in 2021 determined government departmental budgets up to 2024-25 in the context of the national economy and state of public finances. The Chancellor’s budget statement on 17th November will provide more certainty and context to the financial planning process.
6. The 2022/25 medium term financial plan assumed that spending power would increase in 2023/24 and 2024/25 to reflect an increase in council tax, business rates and grant funding (predominantly due to social care specific funding with associated spending requirements).

2023/26 Medium Term Financial Plan (MTFP)

7. The 2023-26 MTFP funding envelope assumptions model as a best-case scenario of 9.7% growth. This balances against best-case cost projections of 16.5% increase.

MANAGEMENT ACCOUNTABILITY	2022/25 MTFP			2023/26 MTFP		
	2023/24 £000's	2024/25 £000's	2025/26 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
Net Operating Expenditure	178,215	187,517	-	186,836	197,638	203,638
Forecast Spending Power	(174,354)	(182,186)	-	(174,354)	(182,186)	(186,817)
Cost Reductions in Development	(3,861)	(5,331)	-	(12,482)	(15,452)	(16,821)

8. There are other risks and opportunities that are being evaluated as part of the financial planning process, not yet reflected in the revised medium term financial plan. These include:
- Increases in activity volumes and complexity within adult social care (including residential care)
 - Ability to mitigate existing 2022/25 MTFP risk and uncertainty in respect of future year cost/subsidy reductions
 - A revised Spending Review and Autumn Budget that prioritises funding for local government and/or mitigates against energy related inflation costs

Actions and Next Steps

9. Building upon the mitigating actions being taken to resolve the financial challenge in-year, outlined in Appendix 1, whole council action planning continues.
10. Action planning is underpinned by the operating model of One Council, One Family, One Place. Directors and Assistant Directors as commissioners are taking a whole system approach, planning the scale and scope of the offer required to achieve desired outcomes and minimising interventions alongside enabling infrastructure and administration functions. The activity to consider opportunities for achieving a financially sustainable plan and balanced budget includes:
- Piloting systems approach to care and support arrangements with partners
 - Reviewing utilisation of council and community assets
 - Evaluating existing contracts and delivery models
 - Modelling the financial impact of one council operating models
 - Re-assessing funding assumptions and optimising sources of income
 - Assessing impact of investment against outcomes balancing affordability and risk
11. The MTFP will set sustainable budget targets that will be challenging to achieve, however our whole council commitment to proportionate financial management, stewardship and accountability will be fundamental to achieving this alongside a planned use of reserves.
12. The timetable which will guide the financial planning process is as follows:

Stage	Date
Reporting of current position and revision of opening position for 2023/26 Business Partnering challenge and advice to Assistant Director and Accountable Managers in identifying cost base changes Co-production of long list of options for balanced budget Financial Strategy finalisation	Sep 2022
Collation of workstreams into revised MTFP position with revised gap and Resource prioritisation process consideration by the Executive	Oct 2022
Autumn Budget and Spending Review 2022	17 th Nov 2022
2022/23 Q2 Financial Management and Medium-Term Financial Plan Update report to Cabinet	21 Nov 2022
Revised MTFP position	Dec 2022
Local Government Finance Settlement 2023/24	Dec 2022
Setting the Council Tax Base 2023/24 report to Full Council	5 Dec 2022
Setting the National Non-Domestic Tax Yield 2023/24 report	10 Jan 2023
Review by Governance scrutiny panel.	w/c 3 Jan 2023
2022/23 Q3 Financial Management and Medium-Term Financial Plan Update report taken to Cabinet for endorsement	16 Jan 2023
Full Council budget setting meeting to consider: <ul style="list-style-type: none"> • Financial strategy, revenue budget 2023/24 & medium-term financial plan 2023/26 • Capital investment strategy 2023/26 • Treasury management strategy 2023/24 • Pay policy statement 2023/24 • All other relevant resolutions (e.g. council tax) 	18 Jan 2023

Table 1 – Revenue Investment (Accountability Structure)

2022/23 REVENUE INVESTMENT: BY SERVICE	Q1 Revised Approved Budget £000's	Technical Budget Transfers £000's	Q2 Revised Approved Budget £000's
Adults & Health	49,639	(284)	49,355
Children & Families	25,879	(716)	25,163
Economy & Environment	44,629	(920)	43,709
Governance & Communities	21,472	(498)	20,974
Public Health	7,295	(37)	7,258
SERVICE TOTAL	148,914	(2,455)	146,459
Central & Technical	20,937	2,455	23,392
NET OPERATING EXPENDITURE	169,851	-	169,851
Additional Use of Risk and Transformation Reserve			5,000
REVISED NET OPERATING EXPENDITURE LIMIT			174,851

Table 2 – Revenue Investment (Council Plan Priority)

2022/23 REVENUE INVESTMENT: BY PRIORITY	Current Budget £000's
Keeping People Safe and Well	81,210
Enabling Resilient and Flourishing Communities	33,673
Enabling Economic Growth and Renewal	9,249
Providing Value for Money for Local Taxpayers	45,719
Additional use of Risk and Transformation Reserve	5,000
NET OPERATING EXPENDITURE	174,851

Table 3 –Treasury Prudential Indicators 2022/23

	2022/23	
	Budget (Feb 2022)	Forecast (Q2)
	£M	£M
Estimates of capital expenditure	47.2	56.7
General Fund ratio of financing	%	%
Costs to the net revenue stream %	7.00	6.86
	£M	£M
An estimate of the capital financing requirement	255.4	no change
	£M	£M
The authorised limit for external debt: borrowing	275.4	no change
other long-term liabilities	10.0	
total	285.4	
	£M	£M
The operational boundary for external debt: borrowing	255.4	no change
other long-term liabilities	10.0	
total	265.4	
maturity structure of fixed interest rate borrowing 2022/23	Upper %	Upper %
under 12 months	30.0	
12 months to 2 years	30.0	
2 years to 5 years	40.0	
5 years to 10 years	45.0	no change
10 years to 20 years	50.0	
20 years to 30 years	75.0	
30 years to 40 years	60.0	
40 years to 50 years	25.0	
maturity structure of variable interest rate borrowing 2022/23	%	%
under 12 months	100.0	
12 months to 2 years	90.0	
2 years to 5 years	90.0	
5 years to 10 years	90.0	no change
10 years to 20 years	50.0	
20 years to 30 years	20.0	
30 years to 40 years	10.0	
40 years to 50 years	10.0	
	£M	£M
Total principal sums invested for periods longer than 364 days	0	no change

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NORTH LINCOLNSHIRE COUNCIL

CABINET

INDEPENDENT REVIEWING OFFICERS – ANNUAL REPORT 2021/22

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To provide a summary update to Cabinet on the Annual Report of the Independent Reviewing Officers 2021/22.
- 1.2 To seek permission to publish the annual report as per statutory guidance.

2. BACKGROUND INFORMATION

- 2.1 The work of the Independent Reviewing Officers is a statutory function as detailed in the Independent Reviewing Officer Handbook 2010. Independent Review deliver the following functions to all Children in Care within North Lincolnshire:
 - To undertake an initial Child in Care review within 20 working days of a child entering care
 - To undertake further Child in Care reviews within 3 months and thereafter 6 monthly
 - To determine if a review is required following any significant change in a Child in Care's circumstances
 - To undertake visits to Children in Care to ascertain their understanding of their care plan and to gather their views, wishes and feelings
 - To ratify care plans and offer independent advice and recommendations
 - To fulfil records and decisions distribution requirements
- 2.2 The Annual Report 2021/22 follows a standard format and sets out a range of information about the service, including the extent to which it complies with regulation and best practice, and what independent review helps us learn about the broader provision for children in care.

Key points are as follows:

- a) Children in Care in North Lincolnshire benefit from a timely, good quality review of their care plan by an experienced, skilled, and well-trained Independent Reviewing Officer (IRO). They are encouraged and supported to chair their own meeting, to attend, and to contribute their views.
- b) Robust systems of management oversight, quality assurance, dispute resolution, case allocation, and performance management help ensure that the service is effective and responsive.
- c) Operating within a child-focused organisational culture with outstanding provision to children in care means that IROs are able to prioritise children's participation and engagement and provide challenge and support to multi-agency teams to promote best outcomes.
- d) Independent review in North Lincolnshire is statutorily compliant and adds value to a robust child in care system.

3. OPTIONS FOR CONSIDERATION

- 3.1 Cabinet is asked to note the contents and approve publication of the IRO Annual Report, in compliance with statutory guidance.

4. ANALYSIS OF OPTIONS

- 4.1 The Annual Report is a positive and balanced appraisal of the strengths of the service and the broader system around children in care. The report demonstrates progress and improvement across a range of indicators and sets out the very positive outcomes achieved for children in care in North Lincolnshire.
- 4.2 The report makes reference to performance information already in the public domain, such as published data. Other information and evaluative statements have been reviewed and considered appropriate for publishing, reflecting a commitment to be transparent and accountable.

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

- 5.1 Publishing the IRO Annual Report will involve placing the report on the relevant council web page and will not require specific communications.

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

- 6.1 Publishing the report demonstrates transparency and accountability, which connects with the broader public engagement framework. The report provides evidence of strong practice and outcomes in terms of

delivery and impact on children in care, reflecting the council plan commitment to excellence.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 Not undertaken or required.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 No formal consultations are required. The content of the report has been shared with relevant staff across Children and Families.

9. RECOMMENDATIONS

9.1 To note the key points in the Independent Reviewing Officers Annual Report 2021/22 and agree website publication.

DIRECTOR OF CHILDREN AND FAMILIES

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Author: Tom Hewis, Head of Early Help and Protection

Date: 23rd September 2022

Background Papers used in the preparation of this report:

Independent Reviewing Officers Annual Report 2021/22
IRO Handbook

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SAFE WELL PROSPEROUS CONNECTED

INDEPENDENT REVIEWING OFFICERS ANNUAL REPORT FOR LOOKED AFTER CHILDREN April 2021 – March 2022

Status	Date	By Whom
Approved		Tom Hewis, Head of Early Help and Protection
Last Updated		
Review Date		

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INTRODUCTION

- 1.1 This annual report has been produced under the requirements of the Adoption and Children Act 2002. North Lincolnshire Children's Independent Review has a key role in assuring the quality of a Local Authority's care planning for children in care and improving the overall quality of the offer.
- 1.2 This report is prepared for those with executive responsibility for children and families and corporate parenting, to enable consideration of the offer, and to consider whether the local authority is achieving optimum outcomes for our looked after children.
- 1.3 This report provides an opportunity to highlight areas of good practice and areas for improvement, to identify emerging themes and trends, to report on work undertaken to date and outline the development priorities for the coming twelve months.

PROFILE OF NORTH LINCOLNSHIRE CHILDREN'S INDEPENDENT REVIEW

- 2.1 North Lincolnshire Children's Independent Review operates within the framework of the IRO Handbook. This is statutory guidance issued to local authorities in 2011. The Independent Reviewing Officer has a key role in relation to the improvement and quality assurance of the Care Planning for Looked after Children and for challenging any drift and delay.
- 2.2 IRO's have a responsibility to ensure that plans are timely, effective and achieve good outcomes for children and young people. They have a responsibility to promote best practice and high professional standards across the Children and Families offer.
- 2.3 IROs make an important contribution to the consistency of practice from all those who have a corporate responsibility for looked after children and care leavers. They have a duty to prevent drift and delay in care planning, and ensure that the local authority prioritises meeting the needs of children and achieving the best possible outcomes. IROs monitor the activity of the local authority as a corporate parent, in ensuring that appropriate actions are taken to meet the child's assessed needs, and that the Local Authority is operating in line with care planning regulations. They have a responsibility to identify patterns of concern that emerge in respect of individual children and collectively, and to make senior leaders aware.

2.4 The Independent Reviewing Officers sit within North Lincolnshire Children’s Independent Review alongside Child Protection Conference Chairs and the Local Authority Designated Officer. The IRO team is supported by six administrative staff who support all functions of North Lincolnshire Children’s Independent Review.

2.5 The IRO offer in North Lincolnshire consists of



2.6 In accordance with regulation 46 of the Care Planning, Placement and Case Review Regulations (England) 2010, the position of the IROs within the local authority meets the levels of independence proscribed in that they operate distinct from case management. Likewise, in accordance with this regulation all IROs, the Service Manager and the other staff are qualified, registered Social Workers, with at least five years post qualifying experience. The IRO team have substantial experience of communicating and working with children and young people. They have extensive knowledge and practice wisdom about what makes for good quality practice in safeguarding and promoting the welfare of children with an understanding of the relevant legal frameworks and processes in addition to experience of providing Social Work supervision. In respect of the team’s collective knowledge of diversity and children’s identity, the staff team has backgrounds in working with children who have suffered significant harm from abuse and neglect and children with attachment difficulties. This is in the context of working with both looked after children, children subject to child protection and child in need plans, including working with disabled children, children from the Black and Minority Ethnic (BME) communities, unaccompanied asylum-seeking children, care leavers and young people who have offended.

2.7 The Independent Reviewing Officers and their manager are all female and of White British ethnicity. In the most recently reported 2011 census more than 92% of North Lincolnshire’s population belonged to the White British ethnic group and 7.2% was identified as belonging to minority ethnic communities. These minority ethnic communities included people from established Asian/Asian British communities and included ‘new communities’ (migrant workers) to the area including

Polish, Lithuanian, Slovak, Portuguese and Somali communities. The team continues to further enhance their knowledge in respect of minority ethnic communities and have access to translators, translation services and expert advice when needed to ensure children, young people and families’ needs in terms of language, diversity and equality are fully considered during reviewing. It is difficult to get accurate figures on disability as many people with impairments do not consider themselves to be disabled. In the last census 19 percent of residents identified as having day to day activities being limited either a little or lot (due to impairment or health condition.) From local government statistics approximately 6% of residents are blue badge holders. The IRO team does not incorporate a disabled worker; however, an IRO works specifically alongside Children’s Disability to ensure the needs of Children in Care with a disability are met.

The results of the 2021 Census are not yet published to understand the changing population within North Lincolnshire.

- 2.8 The IRO management team are integral to a number of panels, forums and planning groups, in which the IRO perspective is valued as part of the oversight process alongside that of children’s social work. These include the Preventing Exclusion from Education group, MACE (Multi-Agency Child Exploitation), Missing Children Meeting, Holding On panel, UASC Forum, Harmful Sexual Behaviour panel and MARS Line Of Sight meetings, Pathway Plan Oversight Meeting, Multi Agency Looked after Partnership, Independent Visitors Liaison Meetings, You Say Who & Reunification and the Emotional Wellbeing Meeting.
- 2.9 The North Lincolnshire IRO provision is represented at the Yorkshire and Humberside Regional IRO Managers forums and Fostering IRO forum.

QUANTITATIVE INFORMATION ABOUT CHILDREN AND THE IRO OFFER

3.1 During 2021-2022:

- 520 Looked after and Adoption Reviews have been chaired during the year.

	2019/20	2020/21	2021/22
Reviews held	634	617	520
Review over timescales	1	0	0
% reviews held on time	99.8%	100%	100%

- 100 % of all reviews were held within timescales, reflecting long-term strong performance in this area.
- 3.2 Over the past two years the numbers of children in care has decreased, from 231 at the end of March 2020, to 207 at the end of March 2021 to 192 at the end of March 2022. The children in care population is at its lowest level since before the end of 2015/16, which reflects North Lincolnshire's One Family Approach ambition for children to be in their schools and in their communities. North Lincolnshire have reduced the number of children in external foster care and residential provision enabling them to remain connected to their local support networks and community.
- 3.3 During 2021/22, the children entering care figures have reduced with 63 episodes (62 children) entering care, this is a small decrease on last year's performance where there were 64 episodes of children entering care.
- 17 (27.4%) children entered care on an Interim Care Order; this is the same as last year and lower than the 37% in England and 47% for Statistical Neighbours during 2020/21.
 - 29 (46.8%) entered care subject to section 20, a decrease from 38 (61%) in 2020/21 and in-line with the 48% in England and 43% in Statistical Neighbours during 2020/21.
 - 1 child entered care with police powers of protection in 2020/21 but this increased to 13 children in 2021/22. Of the 13, 6 have since left care and the remaining 7 are now subject to Interim Care Orders.
 - 4 of these children had previously been in care with North Lincolnshire Council and had returned to care within a year, 2 within 1-5 years and 3 were over 5 years since their last entry to care.
- 3.4 The percentage of children in care who are unaccompanied/ separated children has reduced to 3.1%, from 4.3% at 31/03/21. This compares to 5% in England at 31/03/21.
- 3.5 The following detail shows the gender, age splits, legal status and ethnicity of children in care at the end of March 2022 compared to previous years:
- 59.4% of children in care are boys, higher than the 57% at 31/03/21 and the 56% in England at 31/03/21.
 - 77.6% of children in care are subject to interim/full care orders, in-line with 77% at 31/03/21. This compares to the England 31/03/21 figure of 79%.
 - 5.7% of children in care are subject to a placement order, a decrease from 10% at 31/03/21, compared to the England 31/03/21 figure of 6%.

- 15.6% of children in care are accommodated under s20, an increase from 13% at 31/03/21, compared to the England 31/03/21 figure of 15%.
- The percentage of children in care who are from a black and ethnic minority heritage is 8.8%, a decrease from 9.2% at 31/03/21, compared to 25% across England at 31/03/21. The latest local population figure is 7.7%.
- At 31/03/22 20% of children had been in care for under 6 months, higher than the previous year which was 12%. At 31/03/22 67% of children had been in care for over 2 years, a decrease from 73% at 31/03/22.

Children Looked After at 31 March	2019	2020	2021	2022	2022 % of all CIC
All children	251	231	207	192	
Boys					
Under 1:	9	7	7	8	4.2%
1 - 4:	17	17	17	12	6.3%
5 - 9:	26	24	24	22	11.5%
10 - 15:	54	54	54	37	19.3%
16 - 17:	43	31	31	35	18.2%
Total boys:	149	133	133	114	59.4%
Girls					
Under 1:	4	1	1	3	1.6%
1 - 4:	10	15	15	2	1%
5 - 9:	22	20	20	13	6.8%
10 - 15:	52	49	49	38	19.8%
16 - 17:	14	13	13	22	11.5%
Total girls:	102	98	98	78	40.6%

Legal Status at 31 March		2019	2020	2021	2022	2022 %
Care Orders:	<i>Interim</i>	23	17	21	26	13.5%
	<i>Full</i>	156	155	138	123	64.1%
S20 (single period of accommodation)		57	34	27	30	15.6%
Placement Order		14	24	21	11	5.7%
On remand, committed for trial, or detained		1	1	0	0	0%
Emergency orders or police protection		0	0	0	2	1%
Total:		251	231	207	192	

Ethnic Origin at 31 March	2019	2020	2021	2022	2022 %
White	210	206	188	175	91.1%
Mixed	6	4	6	6	3.1%
Asian or Asian British	3	1	2	1	0.5%

Black or Black British	8	4	1	3	1.6%
Other ethnic groups	24	16	10	7	3.6%
Total:	251	231	207	192	

- 3.6 The team has remained stable throughout the year 2021/22 with no leavers or long-term sickness. The impact for children and their families is that they have a meaningful and trusting relationship with their reviewing officer who has often been their IRO for many years.

IRO caseloads have remained within best practice guidance of 50 to 70.

PARTICIPATION OF CHILDREN AND THEIR PARENTS

- 4.1 The IRO has key statutory duties to:
- Ensure that any ascertained wishes and feelings of the child concerning the case are given due consideration by the appropriate authority;
 - Perform any other function which is set out in regulations, for example to ensure that children have been informed of their rights, including how to make a complaint.
- 4.2 The year 2021/22 has been one of creativity and readjustment following the pandemic in relation to participation of children in their reviews. This has included IROs undertaking more regular personalised/ activity-based visits to children pre/post and at mid-point of reviews. The team have also embedded other aspects of learning from the pandemic such as the use of video calling, message apps, and voice notes which provide a useful range of options for promoting effective communication with children and families - however, IROs have ensured they see children face to face on a regular basis.
- 4.3 All children contributed in a meaningful way to their review during 2021/22. There has been an increase in the number of children briefing an advocate to speak for them from 41% to 46% with the number of children physically attending their review dipping slightly to 39% from 43%.

Method of Participation at Review	2020/21 %	2021/22 %	2021/22 No
PN0: Child aged under 4 at the time of the review	16%	14%	70
PN1: Child physically attends and speaks for themselves	43%	39%	204
PN2: Child physically attends and an advocate speaks on their behalf	1%	2%	8
PN3: Child attends and conveys their view symbolically	0%	0%	1

PN4: Attendance without contribution	0%	<1%	0
PN5: Child does not attend but briefs an advocate to speak for them	41%	46%	237
PN6: Child does not attend but conveys feelings by a facilitative medium	0%	0%	0
PN7: No attendance or contribution	<1%	0%	0

- 4.4 The IRO is responsible for making sure that the child understands how a Children's Advocate could help and how to access one. This could be a formal Advocate or someone already in the child's network. In all of the reviews where the child briefed an advocate, the IRO had consulted with them prior to their review and offered a pre-review visit or completed an observation for younger children.
- 4.5 Child In Care review meetings that are part of a series has reduced for the year to 9.4% (49/520). This is an improvement on the 2020/21 figure, which was 10%. In circumstances where it had not been appropriate for parents to attend all or part of the review, a separate review meeting/discussion was offered and held with them regarding their child/young person's care plan wherever possible. IRO's exercised professional judgement in terms of consulting with or holding discussions with parents whose children were subject to Placement Orders or where there were family time restrictions in place.
- 4.6 In North Lincolnshire we are committed to providing high quality representation, information, support and advocacy for our children and young people. Our children's advocacy offer plays a key role in ensuring that the voice and experience of the child is understood, their rights are maintained and that their views, wishes and needs are represented and taken into account.

North Lincolnshire's team of four independent children's advocates are managed separately from case-holding teams, ensuring their independence from direct provision and decision making. The team was enhanced in 2020/21, providing a more flexible advocacy offer delivered by experienced and child led workers. Together they provide effective and high-quality representation, information, support and advocacy for children in need, children with disabilities, children subject to a child protection plan, children in care and care leavers. The team are accredited as independent advocates via the National Youth Advocacy Service (NYAS) and bring with them a wealth of knowledge, skills and creative practice.

The children's advocates work with children and young people to ensure that they are supported to express their views, ensure that their views are understood and that they can fully participate in decisions being made about their lives. While we recognise that everyone who works with children has a role in advocating for them and in representing their views, we recognise that there are some children

where the additional support of someone independent is beneficial. The advocate therefore offers support at points in the child's life for example:

- Offering regular visits to children and young people who are in agency placements
- Meeting with children and young people who are new into care or new onto a child protection plan to introduce the advocacy offer
- Seeing children and young people who have moved placement or who have left care to give them the opportunity to discuss their placement or to share their views about their wider care experience.

The advocates provide support for children and young people in relation to their reviews of child protection meetings; this could be supporting the child to prepare, attending with the child or representing the child if requested. In addition the advocate receives individual referrals from professionals and children themselves for support around specific issues.

The voices of children in care are heard clearly and listened to, supported through our dedicated children's advocacy offer. In the year 2021/22 the children's advocates carried out 412 contacts with 242 children, an increase on the previous year. Of the 412 contacts:

1. Referrals, representations and follow ups
 - 225 referrals were made and 202 contacts taken up by 150 children and young people
 - The large majority of contacts taken up with in relation to children in care and care leavers
 - 60 contacts were in relation to supporting a child or young person's voice
 - 63 contacts were in relation to support with a child or young person's child in care review – the large majority of which related to supporting a child to prepare for their review
 - 24 contacts were in relation to support with a child protection meeting – the very large majority related to supporting a child to prepare for their meeting
 - 51 contacts were 'other', primarily proactive approaches to children in relation to the advocacy offer
 - 4 children were supported with complaints
 - 34 contacts with children were follow up meetings to previous contacts

2. Core offer
 - 22 new into care and 24 new onto child protection plan discussions took place

- 37 visits were completed with the very small number of children and young people living in external foster care and children's homes – the offer is open to all children living in external provision and child also self-refer for advocacy support when they choose to
- 45 change of placement and 48 leaving care discussions took place

Advocacy contacts are in many forms including face-to-face visits and virtual meetings (video call and telephone) and outward facing contacts such as texts, letters and cards sent to children. This enables a range of communication opportunities to be provided in line with a child's preferences, throughout 2021/22 contacts have seen a progressive increase in face-to-face visits.

The most frequently identified discussion points raised by children with the children advocates were in relation to support from professionals, wishes and feelings, their education and where they live (placement) in line with the previous year.

Independent Reviewing Officers meet with the Children's Advocates on a monthly basis to discuss pending advocacy visits and share any relevant information that will support Advocacy officer's engagement with children and young people.

4.7 Complaints from Children in Care have decreased overall in 2021/22.

The Children in Care Team received 4 statutory stage 1 complaints compared to 13 in the previous year. Of the 4 complaints 2 were made to the advocate via the child with the remaining complaints made by parents. The complaints were actioned and resolved in a timely manner in accordance with North Lincolnshire Customer Complaints Policy 2022.

Of the 4 stage 1 complaints 2 were made directly by the children with none upheld. The complaints were all very individual to the child's circumstances but were primarily in relation to communication issues. Of the 4 stage 1 complaints 1 was escalated to stage 2 for independent investigation and was not upheld.

2 complaints were not considered at stage 1 and were escalated to stage 2 due to their complexity.

1 of these complaints came via the Children's advocate, which was partly upheld due to communication issues in relation to certain aspects of their care provision.

The remaining complaint was not upheld.

There were 3 stage 3 complaints received in 2021/2022 compared to none received at this level in the previous year.

1 stage 3 complaint was upheld in part and 2 stage 3 complaints were not upheld. 1 upheld in part stage 3 complaint related to whether communication with connected carers about their roles and responsibilities could be clearer, contact arrangement issues, and a delay in setting the stage 3 panel hearing.

The learning from the complaints forms part of the Learning Improvement Framework and is reported into the QSEF (Quarterly Self Evaluation Framework meeting and will also be reported to the newly formed voice and engagement group

The Children and families Participation and Consultation Group is being reconfigured to become the Children and Families Voice and Engagement Group to bring together managers across Children and Families to provide a strategic overview of voice and engagement activity. A Children, Families Voice, and Engagement Operational Group, will bring together managers to plan and coordinate voice and engagement activity and consider emerging themes and areas for action.

4.8 Independent Visitors

A strong focus on the Independent Visitor provision has continued within the year with North Lincolnshire Children's Independent Review chairing a monthly meeting with the Children in care team and the North Lincolnshire Voluntary and Community Sector Team, who recruit, train and supervise Independent Visitors. The referral and allocation of Independent Visitors has been added as a monthly practice standard reviewed in the Case Audit Meeting which has strengthened the management oversight of this area of our offer to children in care.

The recruitment of Independent Visitors has continued to be a priority for the Corporate Parenting Board agenda and recruitment campaigns have successfully brought some new volunteers.

4.9 As of 31st March 2022, there were 14 Independent Visitors, 10 of them matched with a child. 1 young person has remained funded to be matched with an Independent Visitor in an out of area placement. 3 further children were in the process of matching and introductions at the end of the year.

Consideration of children's eligibility and wish to have an independent visitor are formally embedded within practice within the child's care plan and at review.

- 4.10 During 2021/22, 24 children in care have been missing for a total of 93 occasions. This is an improvement on 2020/21 performance of 26 children with 147 missing episodes. A reviewing officer attends and contributes to the monthly missing group to feedback themes.

OUTCOMES OF QUALITY ASSURANCE AUDITS IN RELATION TO THE ORGANISATION, CONDUCT AND RECORDING OF REVIEWS

- 5.1 North Lincolnshire Council has a robust assurance and management oversight framework which includes the organisation, conduct and recording of reviews. This had incorporated oversight of cases, systems and the use of frameworks including:
- IRO case allocation – There continues to be no delay in allocation of children and families in the reporting period 2021/2022.
 - The business support arrangements including invitations, consultations and distribution of review records includes a robust monitoring system of the whole process. Following a Director of Children and Families assurance event on the experience of children in care a monthly practice standard has recently been added to report on timescales for the IRO chairs report being completed (15 working days) and distributed (20 working days). IROs continue to work hard to achieve those targets with the majority within timescale. There continues to be an identified business support officer for each IRO that supports best practice.
- 5.2 Case file audits and quality assurance processes are undertaken on a regular basis and feed into established management oversight meetings including a monthly Case Audit Meeting (CAM), thematic audits etc. Monthly Case Audit Meeting reporting has focused on specific themes within the year including:
- The quality of individualised child in care reports for sibling groups
 - The quality and impact of interventions offered to children and families
 - Dual planning when a child is subject to a Child Protection plan and a Care Plan
 - Children who are vulnerable to or involved in Child Exploitation
 - Children living outside of North Lincolnshire
 - Children’s educational attainment and attendance
- 5.3 North Lincolnshire Children’s Independent Review have continued to follow the Local Authority Dispute Resolution procedure where there are IRO concerns regarding care planning.

- 5.4 North Lincolnshire Children's Independent Review continue to chair disruption meetings to offer independent oversight and reflection in circumstances whereby children have moved unexpectedly. This has included children living with short-term foster families and in residential care.
- 5.5 North Lincolnshire continues to deliver high quality Independent Review that meets statutory requirements as outlined within the Independent Reviewing Officers Handbook 2010.
- 5.6 North Lincolnshire Children's Independent Review delivers clear policy, procedures and practice standards that are embedded and play a key role in ensuring that children's care plans are quality assured to the highest standard and children are safeguarded. It ensures that the child is placed at the heart of practice.

PROCEDURES FOR RESOLVING CONCERNS, INCLUDING THE LOCAL AUTHORITY RESOLUTION PROCESS AND AN ANALYSIS OF THE ISSUES RAISED IN DISPUTE AND THE OUTCOMES

- 6.1 The Resolution Policy within North Lincolnshire outlines that a key function of the IRO is to resolve problems arising out of the care planning process.
- 6.2 Within North Lincolnshire reviewing officers have positive, collaborative, reflective relationships with social workers and their managers that offer high challenge. They have taken the initiative by holding meetings with partners at the earliest opportunity to prevent escalation through the formal dispute resolution procedure.
- 6.3 There have been 7 issues raised through the formal care planning dispute resolution policy in 2021/22. All 7 disputes were resolved at or before Stage 2, this compares to 11 disputes in 2021/22. There were 3 disputes in relation to 1 child that were in respect of placement suitability and sufficiency. Other issues have related to accessibility issues and resources for a wheelchair user, education provision and suitability of placement.
- 6.4 In all cases the IROs and the service manager actively advocated on behalf of the child pulling together key professionals to resolve issues promptly and ensure actions were completed in a timely manner.
- 6.5 With all 7 disputes being resolved by stage 2 there were no referrals to the Children and Families Court Advisory Support Service (Cafcass).

ANY RESOURCE ISSUES PUTTING AT RISK THE DELIVERY OF QUALITY TO ALL LOOKED AFTER CHILDREN

- 7.1 There were no resource issues having such an affect.

GOOD PRACTICE

- 8.1 Corporate parenting continues to be robust in North Lincolnshire with an effective and well-supported Corporate Parenting Board chaired by the Lead member for Children, strong political support and further engagement across the Council and partners.

Identified Corporate Parenting Champions across all partners are responsible for the delivery of the Corporate Parenting Promise to children in care, care leavers, and report on their specific roles and actions to achieve the promise. Champions are supported with this through the Corporate Parenting Champions Group.

Children in care and care leavers achievements are celebrated, in a range of ways. Corporate Parents across the partnership all play an important role in ensuring these achievements are known about and celebrated on an individual and group basis. An example of this includes the annual Corporate Parenting Week, which took place in October 2021 and was supported across the Council, including political support, and the wider partnership. A range of activities were held for children in care and care leavers. It also included a formal signing of the Corporate Parenting Promise by Lead Members and Senior Leaders across the Council and partners, a round table professional's event, a number of activities and events for children and young people including the Awesome Autumn Factor Awards and talent show.

Reviewing Officers contributed to the development and facilitation of Corporate Parenting training. This was delivered to a range of partner agencies within North Lincolnshire.

Reviewing Officers have been integral to the delivery of Children in Care Council and Corporate Parenting week.

- 8.2 We have embraced our One Family Approach, which is based upon the fewest best interventions with our children, young people and families to build upon their strengths and resilience to find or be enabled to find solutions. Through workforce development and our ongoing commitment to working towards our ambition for children to be in their families, in their schools and in their communities, the One Family Approach, underpinned by the One Family Approach Practice Model is permeating through systems, process, behaviour and practice.

- 8.3 100% of Children in Care had been reviewed in accordance with the timescales set out in the 2010 regulations and the statutory guidance. When undertaking audits it was evident that additional reviews had been held where the IRO had determined this necessary due to a change/event in the child's life which was significant such as a care plan change following court directions, reviews and changes to family time, a child frequently missing or in circumstances where a review must be held, for example where a placement change may affect an educational change. This timely and effective reviewing of children and young people's care plans has underpinned the work and commitment of Social Workers to ensure that care planning has remained on track to meet the planned outcomes and permanency for children and young people. Effective practice has been demonstrated by Social Workers, care plans have been revised which included the risk analysis framework.
- 8.4 With a stable workforce IROs have remained a consistent figure in children's lives and have been able to offer additional oversight and support on an individual needs basis for example: formulation meetings, supporting children with independence skills, undertaking life narrative work, oversight within family support meetings, and oversight within child in need meetings whereby the child has returned to the care of parents or upon the granting of a Special Guardianship Order.
- 8.5 There has been high quality engagement, participation and collaboration with children in care at individual, team and strategic levels throughout the year. The views and voices of looked after children and young people, their parents and carers have actively and consistently been sought across Children and families through assessment, intervention, planning and review via the Child and Family Feedback Framework and consultation prior to each Child in Care Review.
- 8.6 Children in care consistently say that they feel listened to and are able to articulate any issues or concerns. Evidence of this includes:
- The Child and Family Feedback Framework demonstrates that children in care understand their plans, feel that they are listened to and understand the reasons they are in care.
 - Children in care say that they have a trusted adult with whom they can discuss any worries or concerns
 - Oversight of return from missing interviews demonstrate that the voices of children in care are heard and considered within analysis and decision making.
- 8.7 North Lincolnshire Children's Independent Review continue to offer independent oversight and support on the quality of young people's pathway plans post leaving care. This is undertaken through the Pathway Plan Oversight Meeting held on a 6-weekly basis.

- 8.8 There has been active IRO involvement in linking with Separated / Unaccompanied Asylum-Seeking children.
- 8.9 All children who went missing during the year had been offered an independent return interview by the Missing Children's Advocate.
- 8.10 IROs have reduced the number of reviews held as a series of meetings, rather than a single meeting. During 2021/22, 9.4% of reviews were held as part of a series compared to 10% the previous year.
- 8.11 North Lincolnshire has robust and thorough monitoring and oversight systems for Children in Care who are placed outside of the Local Authority. This includes the External Placement and Complex Care Panel, which oversees children's cases when an external placement is being considered, pre-placement checks, contract monitoring and oversight. This is an embedded process whereby each IRO offers their written view in relation to every child discussed at the panel.

Reviewing Officers over the last year have accompanied the commissioning officers on external provision monitoring visits to provide additional oversight and social work practice wisdom.

- 8.12 North Lincolnshire Children's Independent Review works in partnership with CAFCASS, and professional relationships between IROs and Children's Guardians ensures that timely discussions are held within the timeframe of care proceedings. North Lincolnshire Children's Independent Review has not required the need to refer to CAFCASS in 2020/21
- 8.13 Good health and wellbeing for children and young people is achieved within a multi-agency context. Corporate Parents refers to the Local Authority and partners responsibilities to ensure the best possible outcomes, care and protection is achieved for Children in Care. The Local Authority is committed to ensure that help and support is provided to Children in Care to the level that any good parent would provide to his or her own children. Within each Child in Care Review meeting, it is the responsibility of the IRO to ensure that all Corporate Parent duties are upheld in enabling Children in Care to reach their potential.
- 8.14 Corporate parenting is well-developed, effective and is taken seriously across partnerships, making a difference to children and young people in care and care leavers. As corporate parents, children in care 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. North Lincolnshire are collectively ambitious for children in care and we expect their outcomes to be every bit as good as their peers, and better.

- 8.15 The Corporate Parenting Board, is a well-established, well represented partnership which remains committed to providing high challenge and high support in order to improve outcomes for children and care and care leavers.
- 8.16 The Children in Care Council is long-standing and well-established, providing an opportunity for children in care and care leavers across a wide age range to contribute to strategic and operational planning and prioritisation.

A SUMMARY OF THE IMPACT AND OUTCOMES FOR CHILDREN IN CARE AND CARE LEAVERS OVER THE PAST YEAR:

- 9.1 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.
- 9.2 24 children (13%) are placed out of the NL boundary, of which 2 are adoption placements. This is a decrease on last year when it was 30 (14%). 12 of these children (6.3% of those in care) are placed over 20 miles from the home address they entered care from, again an improvement from last year when it was 16 (7.7%).
- 9.3 At 81.3%, the proportion of children in care that are in foster care has remained in-line with 31/03/21. This compares to 71% for England at 31/03/21.
- 9.4 Across all placement types, 91.7% are placed in our own provision. This compares to 48% across England at 31/03/21. 6 children (3.1%) are placed in private/voluntary provision, a decrease from the 11 (5.3%) at 31/03/21 and compares to 43% across England at 31/03/21.
- 9.5 8 children have this year seen their short-term foster placement change status to long-term fostering, staying with the same carer. At 81.6%, the proportion of children in care that are in foster care has increased since the 77% at 31/03/20. This compares to 72% for England at 31/03/20.
- 9.6 The NLC post-16 semi-independent living provision is categorised as 'Semi-independent living accommodation not subject to the children's homes regulations' recognising the support around the provision. At 31/03/22 this is 6.8%, an increase from 4.8% last year.
- 9.7 2.1% of children in care are placed for adoption, a decrease from 5.3% last year.

- 9.8 4.7% of children in care are placed in children's homes, an increase of 1 child compared to 31/03/21.
- 9.9 With regards to the reason placements have ended, the carer requested the change due to the child's behaviour on 15 occasions; this was 13 occasions in 2020/21.
- 9.10 Those moving placement due to an allegation decreased to 2 in 2021/22.
- 9.11 We have no placement changes recorded as 'Other', compared to 22% across England in 2020/21. The majority of placements, 59%, changed in accordance with the care plan, which is higher than the 2020/21 figure for England of 35%. Following a local review of the DfE guidance, the North Lincolnshire Council post-16 semi-independent living provision has been re-categorised from independent living to 'Semi-independent living accommodation not subject to the children's homes regulations' recognising the support around the provision. At 31/03/21 this is 4.8%.

Placement at 31 March		2020	2021	2022	2022%
Foster placement with relative or friend:	<i>Inside local authority</i>	22	25	17	8.9%
	<i>Outside local authority</i>	10	5	5	2.6%
Placement with other foster carer:	<i>Inside local authority</i>	128	121	119	62%
	<i>Outside local authority</i>	19	18	15	7.8%
Secure unit		0	0	0	0%
Homes and hostels		12	8	9	4.7%
Hostels and other supportive residential placements (includes supported lodgings & NLC semi-ind. accom. from 01/04/20)		2	10	13	6.8%
Residential schools		0	0	0	0%
Other residential settings (includes YOIs)		1	0	0	0%
Placed for adoption (including placed with former foster carer)		12	11	4	2.1%
Placed with own parents		13	9	10	5.2%
In lodgings, residential employment or living independently (reduction due to re-categorisation)		12	0	0	0%
Total:		231	207	192	

OUTCOMES

- 10.1 The completion of health assessments & immunisations remain at a high rate, with dental checks now increasing following the decrease during the COVID-19 period.
- 10.2 79.2% of children in care for 1 year or more had a dental check in the year, an increase from 65% at 31/03/21, compared with 40% in England at 31/03/21. 10.3 99% of children in care for 1 year or more had a health assessment in the year, compared with 90% in England at 31/03/20.
- 10.4 92.4% of children in care for 1 year or more had up-to-date immunisations, in-line with 93% over the previous 2 years but higher than the England comparator of 86% at 31/03/21.
- 10.5 100% of SDQs were again completed, at a reduced average score of 13.6. The 31/03/21 England comparator was 80% for the completion rate and 14 for the average score.
- 10.6 The % of SDQs that were banded 'high' has reduced from 41% in 2020/21 to 37.5% in 2021/22, in-line with the 2020/21 England average of 37%.
- 10.7 The % of SDQs that were banded 'borderline' has decreased from 14% in 2020/21 to 9.6% in 2021/22, lower than the 2020/21 England average of 12%.
- 10.8 The % of SDQs that were banded 'normal' has increased from 45% in 2020/21 to 52.9% in 2021/22, slightly higher than the 2020/21 England average of 51%.
- 10.9 3 children were identified as having substance misuse difficulties and received an intervention. This was an increase from the 1 child identified in 2020/21. An increase from 0.6% to 2% of children in care for over a year.
- 10.10 3 children had an offending outcome in 2021/22, the same as in the previous 2 years. Below are the figures for the 'outcomes', compared with previous years. This data is for children in care for 1 year plus.

Outcome Indicator	2019/20	2020/21	2021/22
Children in Care for 1 year+	195	173	144
Number of SDQs applicable	151	140	104
% of children requiring an SDQ, who had one	100%	100%	100%
Average SDQ score	14.9	14.8	13.6
Under 5s with up-to-date health surveillance checks	23 (100%)	17 (100%)	10 (100%)
Children with an up-to-date health assessment	195 (100%)	172 (99%)	144 (100%)

Children with an up-to-date dental check	168 (87%)	112 (65%)	114 (79.2%)
Children who's immunisations were up-to-date	182 (93%)	161 (93%)	133 (92.4%)
Aged 10 or over who had were convicted/youth cautioned for an offence	3/131 (2.3%)	3/118 (2.5%)	3/107 (2.8%)
Children identified as having a substance misuse problem	3	1	3
Children receiving intervention for a substance misuse problem	1	1	3
Children offered intervention for a substance misuse problem but refused it	2	0	0

10.11 North Lincolnshire have continued to support children remaining at / or returning home with their parents / family with a sustained focus on early help and support packages in place. The values and vision enshrined in our One Family Approach are at the heart of our practice for children in care.

We have remained committed to ensuring that all children entering care have bespoke care plans capturing their holistic needs and that care planning is swiftly explored, with timely decisions made for permanence.

We strongly believe that children need to remain connected to their local community and the You Say Who model is well embedded into daily practice and children's connections and relationships are paramount in this. By using the You Say Who model children have made reconnections with family members and people that are important to them.

During the summer months of 2021, we have seen children have positive holidays with extended family, because of You Say Who. We have developed working toolkits to use with children and young people to explain this model and are continuing to develop the range of direct work. Our value base is entrenched in our continued work with parents, and the use of assessment tools such as the NSPCC reunification toolkit is considered for all children in care on a minimum of a yearly basis. Our positive regard for parents is captured in the assessments with a strength-based model of practice whilst assessing the parental changes and signposting for support where needed.

Our ability to offer stability of care placements is a key focus. We have continued with a monthly oversight of children in care placements to ensure any issues are worked through using a family solutions model with carers. Children are supported to remain connected with people that matter to them and are supported to feel valued, loved and supported.

We hold on to our parents and continue to offer support and intervention to equip them in their abilities, ideally restoring children

home to their care or helping them work through individual issues to be able to parent subsequent children.

Since the 1st April 2021, following successful interventions and outcomes, 33 children have returned home to their parents/ or family members care, with 30 children continuing to have the opportunity to live with their parents/ or family members.

UPDATE ON DEVELOPMENTS IN 2021/22 AND FUTURE DEVELOPMENTS FOR 2022/23

11.1 Last year’s report recommended:

What we Said	What we Did
<p>Action 1: Prevention of exclusions of Children in Care in Education The senior IRO has led a task and finish multi-agency group to consider prevention and reduction in respect of children in care being excluded from education. From this there will be an agreed protocol with partners including Education inclusion, the virtual school head teacher that will be monitored and overseen throughout the next year.</p>	<p>Protocol developed and agreed.</p> <p>Meetings have been held within 48 hours of exclusion.</p> <p>Meeting records have been shared and agreed with partner agencies and termly quality assurance meetings are now in place to review themes and actions.</p>
<p>Action 2 Independent Visitors North Lincolnshire Children’s Independent Review will continue to work with the voluntary and community sector team and social work to oversee the provision, recruitment and matching of Independent Visitors with children who request a befriender and have no contact with family. A monthly meeting will continue to oversee those children who are entitled to have an Independent Visitor are offered the opportunity to have one, to ensure the children are matched appropriately and benefit from having a befriender in undertaking social and leisure activities.</p>	<p>Monthly meetings with the voluntary and community sector team, child in care team and North Lincolnshire Children’s Independent Review are well established to consider:</p> <ul style="list-style-type: none"> • Children who are eligible • Children who would like an Independent Visitor • Referrals • Matching • Training

<p>Action 3 Review and Development of the IRO role in “You Say Who” and Reunification IROs will continue to contribute to the You Say Who and Reunification meetings and review procedures to refresh practice and ensure children are enjoying quality time with people who are important in their lives and where circumstances have changed are afforded the opportunity to reunite with their family.</p>	<p>Reviewing Officer attend the You Say Who and reunification monthly meetings</p> <p>We consider the position of parents within all reviews and the outcomes of preliminary reunification assessments.</p>
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ANNUAL WORK PROGRAMME FOR 2022/23

Action 1:

Consultation exercise with children and young people to consider how best to further increase engagement within the reviewing process, including how to co-produce children’s care reviews with children in care.

This work be incorporated and overseen by the Voice and Engagement Group.

Action 2:

Undertake a review of the Independent Visitor scheme in North Lincolnshire, to consider opportunities for development in order to maximise impact for children in care and care leavers.

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NORTH LINCOLNSHIRE COUNCIL

CABINET

EDUCATION AND INCLUSION PLAN

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 This report brings for decision to Cabinet, the new North Lincolnshire Education and Inclusion Plan 2022 – 25. The plan sets out the vision of how the Council, schools and multi academy trusts will work together to achieve ambitions for children and raise standards.
- 1.2 It is founded on principles of schools working together, in the family of North Lincolnshire schools, regardless of designation, and sets out the shared approaches to improving outcomes for children, challenging poor performance and raising standards, and ensuring a diverse estate of sustainable, inclusive local schools for all North Lincolnshire Children.

2. BACKGROUND INFORMATION

- 2.1 Under the One Family Approach to enabling children to be in their families, their schools, and their communities, the Education Inclusion Plan has been developed, aligning improvement priorities across key Council functions, in partnership with schools and settings and aims to raise standards in schools and improve outcomes for children.
- 2.2 The Education Inclusion Plan sets out how the Council, schools, academy trusts, and key partners including DFE, Ofsted, Diocese will work together to ensure an enabling, accessible universal learning offer for all children, raising standards in schools, ensuring resilience and diversity in the education landscape and aligning local place leadership of education with local priorities and emerging national policy direction.
- 2.3 The plan outlines approaches and priorities to improve outcomes for children, the alignment of targeted and specialist support with sector led approaches, leadership development so that support and challenge for all schools is bespoke, coherently planned across services and so that the best person or service provides the right support at the right time

2.4 The Education and Inclusion Plan sets out our local approach, including through partnership working, to meeting statutory guidance for Local Authorities, including

- School Standards and Framework Act 1998
- Education Act 2002, including Schedule 2; Education Act 2005; Education Act 2011
- Education and Inspections Act 2006
- The School Governance Regulations 2010; School Governance (Collaboration) Regulations
- Schools Causing Concern – Guidance for Local Authorities and RSCs
- Statutory Framework for the Early Years Foundation Stage
- National Curriculum in England Framework, Key Stages 1 to 4
- Keeping Children Safe in Education
- Working together to Safeguard Children
- SEND Code of Practice: 0-25 Years

3. OPTIONS FOR CONSIDERATION

3.1 To agree the Education and Inclusion Plan 2022-25

3.2 Not to adopt the plan

4. ANALYSIS OF OPTIONS

4.1 The Education and Inclusion Plan has been drawn up in consultation across service and specialisms within the council and in partnership with school leader representatives. Early and then final drafts have been shared through stakeholder groups, School Leader and Governor Briefings, Primary Consortium and Secondary Heads and Principals and through the Children and Young People's Partnership Board.

4.2 The plan sets out a clear and agreed approach to further improving education of all children and young people in North Lincolnshire, and in line with one Family Approach, sets out expectations and ambitions for our most vulnerable children to remain in their families, their schools and their communities. It aligns with national drivers and will position the education estate well to remain connected and interconnected; to sustain improvement and manage change in the coming years.

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

5.1 None

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

6.1 The plan builds on the Council's strong local partnership approaches to ensure children's and families' protected characteristics are understood and that all children and families are welcomed into schools and settings which meet their needs and value them.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 N/a

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 N/a

9. RECOMMENDATIONS

9.1 The recommendation is to support the Education and Inclusion Plan. This will give place level clarity and leadership to the local partnership approaches to raising standards, challenging poor performance, driving inclusion, and building a diverse and resilient education estate; and will provide a tool for all partners to frame decision making in the context of emerging national policy.

DIRECTOR OF CHILDREN AND FAMILIES

Church Square House
SCUNTHORPE
North Lincolnshire

Author: Jemima Flintoff
Date: 25 October 2022

Background Papers used in the preparation of this report:

- Education and Inclusion Plan 2022-25

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Education & Inclusion Plan

2022-25



In North Lincolnshire

We are ambitious for our children, families and communities. We want North Lincolnshire to be the Best Place to live, learn, work and visit.

We want children to thrive in flourishing communities, and for people to be enabled to help themselves through their family and friends, community or trusted worker.

We want strong schools and settings which have high standards and accessible provision that meets the needs of their children and community

We invest in a resilient community of schools and settings which work together to share excellence and model high expectations through system leadership.

We are committed to supporting parents as first educators, enabling children to remain resilient and overcome barriers

We want a high quality, accessible leisure, culture and heritage offer outside school which builds cultural capital and enriches all children's lives

Our improvement priorities

- Improving equalities in children's health, educational entitlement and outcomes
 - Reducing absence and exclusions
 - Working with partners to improve timescales for neurodiversity assessments
 - Improving outcomes in the early years and at Key Stage 5
 - Building children's cultural capital through accessible community, leisure and culture
- Leading standards, transforming improvement
 - Embedding system leadership through assured, sector led accountability
 - Enabling place leadership and resilience in a changing educational landscape
 - Investing in the sector through a well-defined workforce strategy
 - Ensuring quality over time through effective governance and succession planning

Ambition

We all want to live in a place we call home, with the people and things that we love, in communities where we look out for one another, doing things that matter to us. This is at the heart of the [One Family Approach](#).

As children, young people and families, we want to be:



Resilient



Self regulating



Positive



Inspired



Interested



Ambitious



Informed



Individual



Empowered



Enabled

So we can all be **SAFE, WELL, PROSPEROUS** and **CONNECTED**.

Building on shared ambitions for children, through a One Family Approach, we have articulated what successful outcomes will look like:

SAFE

where children and families are safe and feel safe

Where children and families:

- Have a sense of belonging and feel safe/are safe in their home, school and community
- Are supported to withstand adverse impacts and change behaviours including through early help
- Are empowered and supported to develop their strengths and achieve their aspirations
- Know how to keep themselves safe in person and on-line

WELL

where children and families enjoy good health and emotional wellbeing

Where children and families:

- Are a healthy weight, make positive choices and live active lives
- Build sound brain architecture, positive attachments and healthy relationships; enjoy positive emotional wellbeing and mental health
- Receive the education, health, care and support they need in their community
- Learn resilience and self-regulation through high quality provision in effective settings and schools

PROSPEROUS

where children and young people have excellent education and improved skills

Where children and families:

- Have equal access to high quality, ambitious education which meets their needs and enables social mobility
- Develop their individual skills and abilities; develop good speech, language and communication skills
- Have equal and fair access to high quality education in local schools and settings
- Are enabled through effective curriculum and personal development to make positive transitions into adulthood
- Achieve their individual potential

CONNECTED

where children and families live in flourishing communities

Where children and families

- Have an accessible curriculum which meets their language and development needs
- Are empowered and enabled to participate and achieve excellent outcomes from their individual starting points
- Have equality of opportunity and access to flexible support at the earliest point in the right place by the right people
- Benefit from engaging in accessible positive activities, build resilience and find resolutions for themselves
- Are able to connect with friends, learning, community, and work so they make positive onward journeys
- Have access to learning, information and resources online and social media
- Are able to travel confidently to their schools and setting, in their communities and beyond

Our shared education priorities :

- Further improving children's outcomes, particularly in the early years, at Key Stage 5 and for children with SEND support
- Improving and maintaining high standards and resilience in schools and settings in a changing education landscape
- Further developing sector led improvement and system leadership
- Improving children's, families' and communities' resilience through accessible and inclusive learning and leisure and employment
- Improving transitions into and within schools and settings, and onwards to education, employment and training
- Developing the workforce, and investing in succession planning through an integrated One Family Approach

Our Principles:

- Driving inclusion
- Strengthening Leadership
- Challenging Standards and Performance

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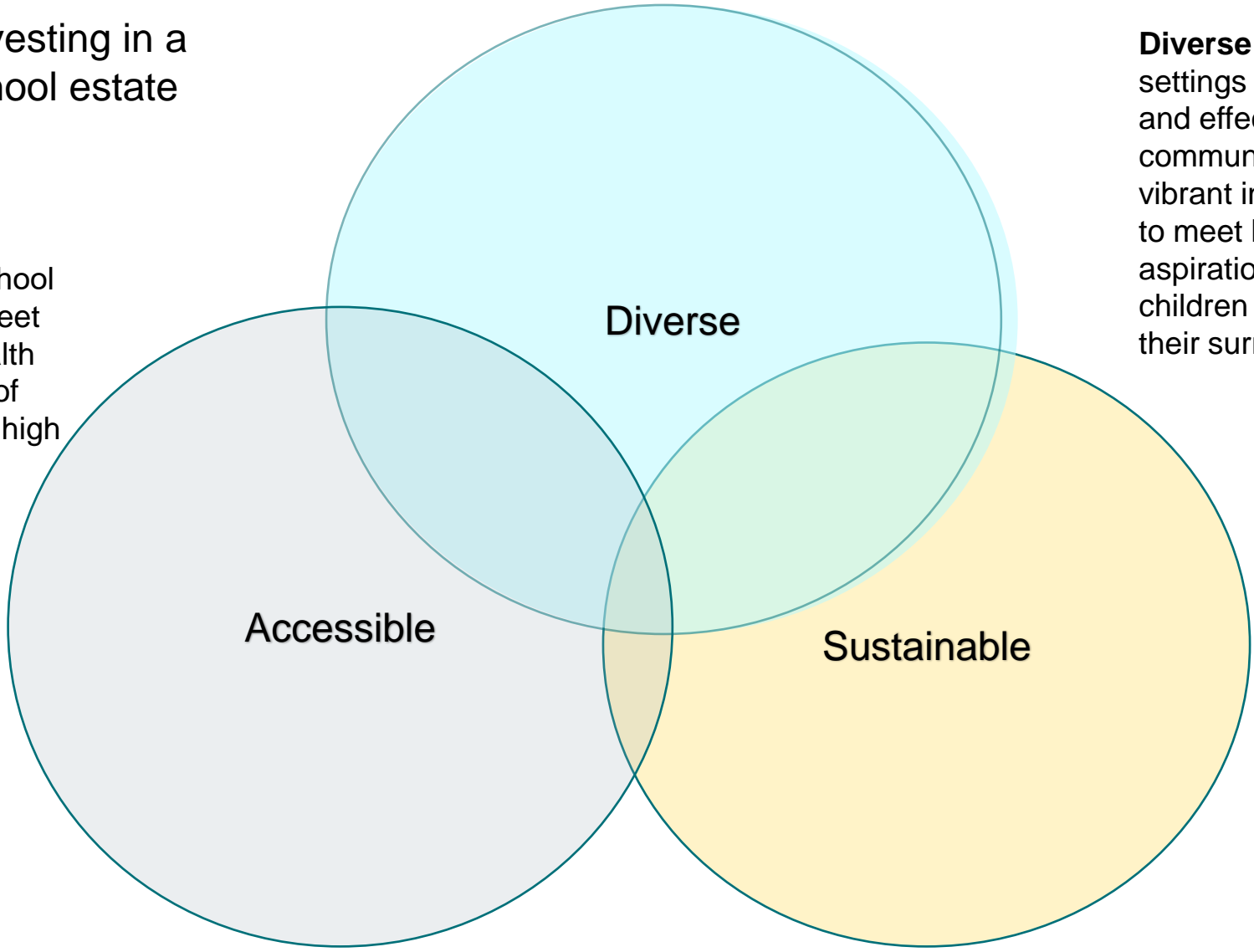
How will we do this?



Through investing in a resilient school estate which is...

Accessible... schools and settings meet the learning, health and care needs of children through high quality provision

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Diverse... schools and settings form a strong and effective education community, offering vibrant inclusive learning to meet local needs and aspirational to enable children to think beyond their surroundings

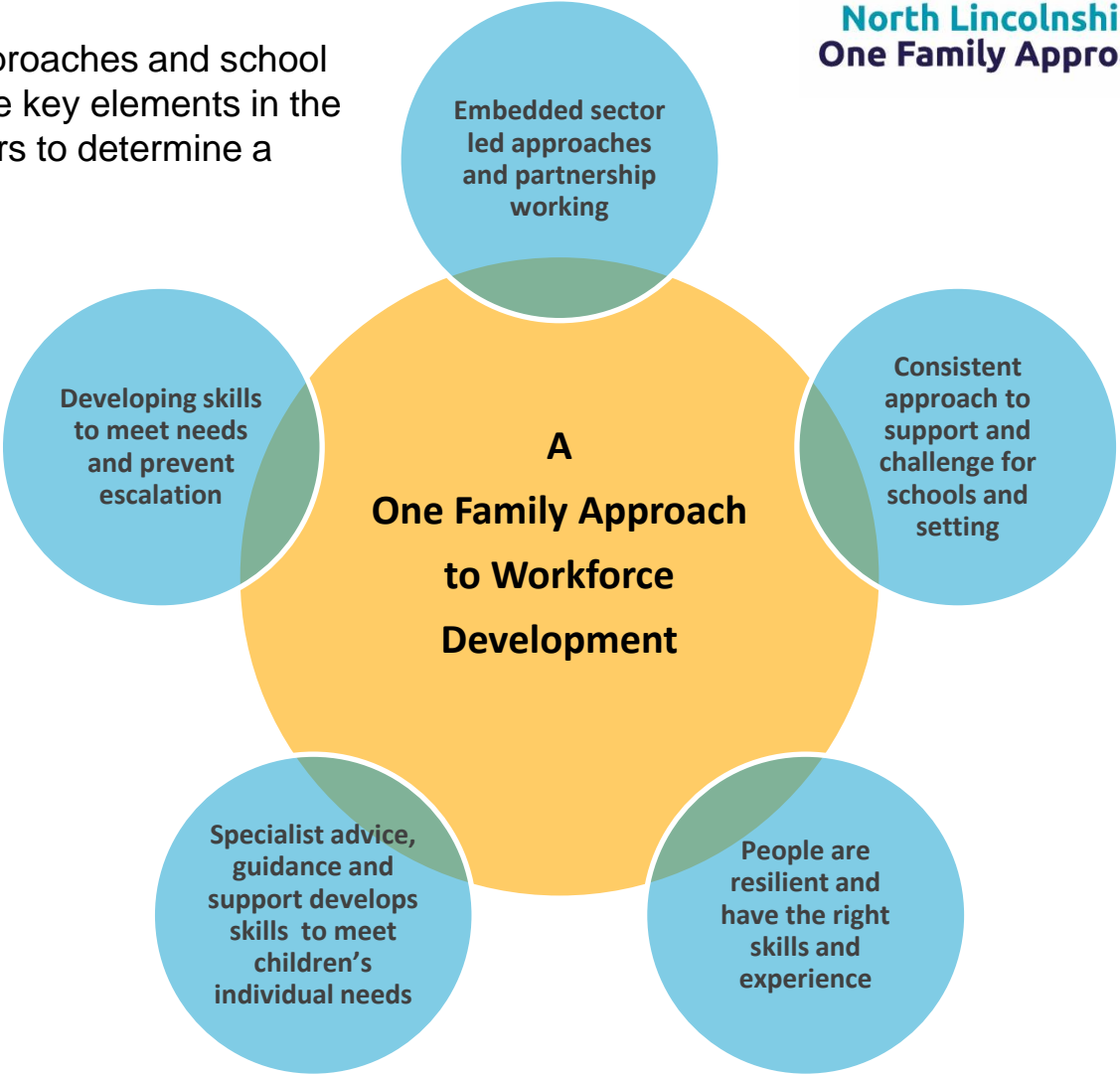
Sustainable... resilient schools and settings, which attract and retain children and staff; schools in the heart of their communities

Vision and Strategy

Specialist advice, training, challenge and support, sector led, partnership approaches and school to school support, including through Research and Teaching School Hubs are key elements in the diverse workforce offer; we will work in partnership with leaders and governors to determine a bespoke approach to meet each school's and setting's context.

- All professionals have access to a range of high quality information guidance and resources
- Apprenticeships enable staff development and routes into the sector through schools and settings
- Every early years setting has a qualified early years practitioner or teacher to level 4 or above
- Partnership and sector led approaches improve provision and develop leadership at all levels across the sector
- Schools and settings access training, advice and guidance to meet children's additional needs including attachment, and through this develop accessible whole-school approaches
- Approaches to improving children's outcomes are rooted in the science of how children learn, child development, and evidence based research
- Specialists support the development of expertise across and within schools and settings, including through sector led approaches
- Partnership approaches with Health, social care and community ensures effective support for children's attendance, learning and development, health and wellbeing
- Children and their families are able to access an diverse and inclusive community offer

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Driving inclusion, ensuring equity

We will ensure

1. Specialist advice and support and assessment is timely and well matched to children's individual needs
2. Evaluations of schools or setting performance sharply focus on equalities in outcomes for children including performance, exclusions and attendance; including practice and provision and quality of education in its totality, curriculum intent and delivery, and extra-curricular offer and take-up
3. Specialist advice and support, informs best practice and whole school or setting approaches to enable children's needs to be met in local schools and settings
4. Accessible quality first teaching and additional support or intervention is carefully planned to match children's individual needs, tangibly improving outcomes and enabling positive destinations
5. Solution focussed approaches swiftly remove barriers so that children thrive and feel a sense of belonging in their families, their schools and settings, and their communities
6. Professional development impacts on improving the quality of curriculum and learning for vulnerable children and enables them to achieve their full potential
7. Early help provides right time support, enabling a deeper understanding of wider barriers to learning and whole family issues

Strengthening Leadership

We will ensure:

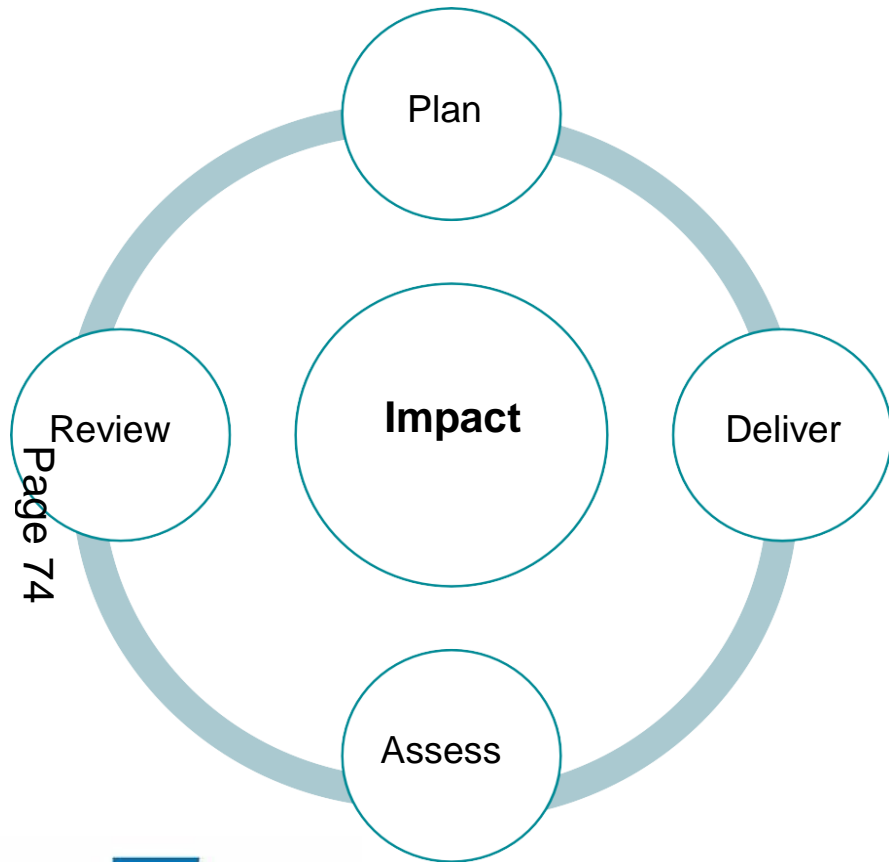
1. Partnership working across specialisms with schools and settings is well-matched and that timely challenge and support is bespoke, meets needs and improves outcomes for children and their schools and settings
2. Strengthened, broadened and deepened sector-led approaches develop leadership at all levels, sharing best practice
3. Succession planning and investment in leaders ensures resilient and accessible schools for all children
4. Targeted specialist challenge and support further strengthens leadership in schools
5. Governors are developed and supported to ensure school strategic leadership and oversight is robust
6. Partnership approaches to initial teacher training and the development of early career teachers ensures teachers and future leaders have a deep knowledge of child development and the science of how children learn, giving every child the best start to their schooling
7. An effective, well thought-through workforce development strategy, including through professional partnerships, ensures excellence in leadership at all levels, subject and curriculum development

Challenging Standards and Performance

We will ensure

1. Multifaceted, bespoke challenge and support targets schools' and settings' current and emerging needs
2. Effective assurance processes ensure early identification of drift and declining performance
3. Intelligence led approaches, utilising a broad range of information, ensure evaluations are robust
4. Leadership of and best practice in provision for children with additional needs inform whole school and setting approaches to ensure an accessible curricular and extra-curricular offer
5. Transparency and openness underpin challenge and support so that when improvements are too slow, leaders understand processes and escalation routes
6. Structural mechanisms and statutory powers are used where the evidence shows continual decline or systemic weaknesses
7. Considered structural solutions, matched to community and school and setting needs, are used to prevent and tackle school or setting failure

How will we know whether it's working?



We will

Rigorously quality assure advice, challenge, support and intervention to ensure it is timely, well matched to need and bringing about the necessary improvements at pace

Annually review the support and challenge across all schools and settings with school and setting leaders to understand how we can improve it

Evaluate the impact of support, across all areas and measures so that the pace of improvements can be demonstrated

Work together taking a One Family Approach - listening, learning, reviewing and adapting

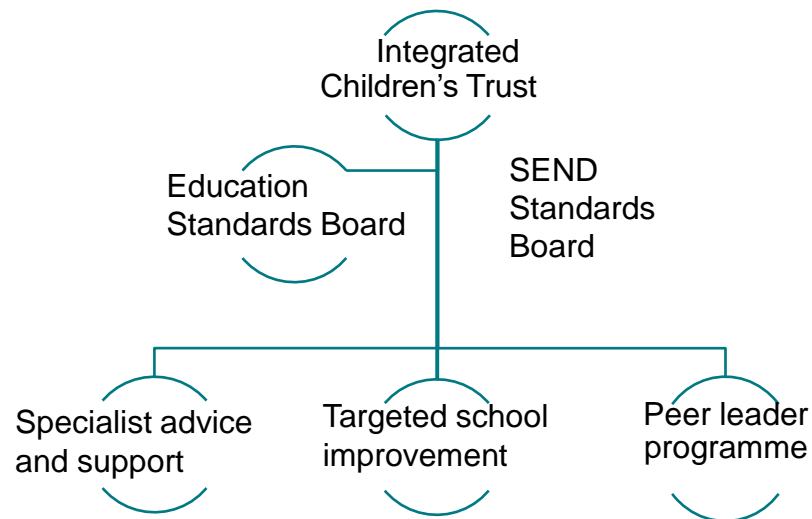
Ensure our approaches are bespoke, matched to need leading to improved outcomes and experiences where children, young people and families are **SAFE, WELL, PROSPEROUS** and **CONNECTED**.

Governance, accountability and partnerships

Our ambition for children is for them to feel safe and be safe in their families, in their schools and settings, and in their communities. In North Lincolnshire, our **One Family Approach** aims to create a system that works for all children, young people and families where we work together to provide and commission integrated services for children and young people. A vital key to this system is high quality, inclusive schools and settings which achieve excellent outcomes for children.

Our strong diverse resilient education estate is supported through specialist and partnership approaches. The impact of these approaches at child, school and setting, and at system level are accountable to and assured by our governance structures.

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Learning and building on our achievements during COVID-19

The challenges organisations, schools and settings, children and families, and communities faced in the early part of the Covid pandemic necessitated rapid change to how we educated and cared for children. This enabled strong local responses with schools and settings at the heart of their communities. Effective practice and solution focussed approaches included

- Removing geographical and structural barriers; accelerating impact
- Improving communication both with and between schools and settings, and within the Council, Health, Voluntary and Community partnerships
- During lockdowns, a solution focussed, enabling rapid response to emerging challenge and change – schools and settings closing for face to face learning, free school meals, schools transport
- Partnership approaches and relational working – greater alignment of working across specialisms to support, challenge and evaluate
- Responsive, bespoke, pro-active, child and family centred – one family approach

Progress against our priorities for All Our Children

We have:

- Improved outcomes for children at end of primary and secondary school so that they are at least in line with national benchmarks
- Developed and embedded sector led approaches to school improvement, sharing excellence and improving provision across schools of all designations
- Developed a Best Start plan and improved partnership working across the early years to improve children's early outcomes in their broadest sense
- Invested in school resilience and succession planning through developing aspiring and new leaders
- Developed accessible support in schools for children's wellbeing through Mental Health Support Teams
- Refreshed the North Lincolnshire Children and Young People's Emotional Health and Well-Being Transformation Plan 2015 - 2022
- Worked with education leaders regarding the re-commissioning of Alternative Learning Provision (ALP) for young people at Key Stages 3 and 4 and introduced various initiatives (including provision development and Early Help Networks) to support quality inclusion
- Continued to commission education, health and care provision for children and young people with complex needs as close to home as possible so that they can remain within their family and community setting

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NORTH LINCOLNSHIRE COUNCIL

CABINET

ANNUAL REPORT OF LOCAL ARRANGEMENTS TO SAFEGUARD AND PROMOTE THE WELFARE OF CHILDREN AND YOUNG PEOPLE 2021/22

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 Cabinet to note the publication of the Annual Report of Local Arrangements to safeguard and promote the welfare of children and young people 2021/22, and to consider the review in relation to planning, commissioning and budget setting.
- 1.2 The Annual Report demonstrates that the Children's Multi Agency Resilience and Safeguarding (MARS) Board:
 - effectively meets its statutory obligations
 - benefits from strong and consistent leadership
 - has made good progress against its 'shine a light' areas of focus
 - listens to and takes account of the voices of children, young people and families

2. BACKGROUND INFORMATION

- 2.1 North Lincolnshire is aspirational for children, young people and families in this area and there is a long history of working together to improve outcomes. As early adopters of multi-agency safeguarding arrangements, the North Lincolnshire Children's MARS Local Arrangements, were originally published on 31 October 2018. We have continued to listen, learn, review and adapt and our Local Arrangements have been reviewed on an annual basis thereafter.
- 2.2 As per Working Together to Safeguard Children 2018, there is a statutory requirement to publish an annual report, which sets out what has been done as a result of the Local Arrangements and how effective these arrangements have been in practice. The Annual Report of Local Arrangements to safeguarding and promote the welfare of children and young people 2021/22 has been endorsed by the Children's MARS Board on behalf of the three safeguarding partners from North Lincolnshire Council, North Lincolnshire Clinical Commissioning Group (now the North Lincolnshire Health and Care Partnership) and Humberside Police. The Annual Report is then required to be distributed through relevant governance routes across the three safeguarding partner organisations and relevant partnership arrangements, to be considered in relation to planning, commissioning and budget setting.

- 2.3 In 2021/22, we have continued to fulfil all functions across our Local Arrangements, and we have responded to the needs of individuals and diverse communities, prioritising the most in need, to help and protect children, young people and families, while we support and develop our workforce. We have built on our outstanding partnerships and practice to ensure that everyone is able to recognise and fulfil their responsibilities. Through our One Family Approach, which aims to create a system that works for all children, young people and families, we have contributed to achieving our ambition for children to be in their families, in their schools and in their communities.
- 2.4 The Annual Report provides a review of activity and impacts in respect of the Children's MARS functions, including funding, performance, voice and stakeholder engagement, training, scrutiny and assurance (including independent scrutiny) and child safeguarding practice reviews.
- 2.5 The two 'shine a light' areas of focus for 2021/22 were to develop the multi-agency approach to risk outside the home; and to further develop the multi-agency approach to child sexual abuse in the family environment. The Annual Report outlines the significant partnership action pertaining these 'shine a light' areas of focus which has impacted positively on children, young people and families. Key headlines in relation to performance and populations, and progress against key developments also indicate that our system is working and making a difference to children, young people and families.
- 2.6 As part of our commitment to listen, learn, review and adapt and in response to an amplified government focus on safeguarding arrangements, we undertook an enhanced programme of independent scrutiny activity to seek assurance of the Children's MARS Local Arrangements. Overall, independent scrutiny officers found that multi agency safeguarding arrangements in North Lincolnshire are strong and that partnership working is valued at all levels.
- 2.7 In 2022/23, safeguarding partners will continue to listen, learn, review and adapt in order deliver the core functions, ensure that effective safeguarding arrangements are in place and continue to seek assurance that further work is progressing in relation to the 'shine a light' areas of focus identified in the Annual Report.

3. OPTIONS FOR CONSIDERATION

- 3.1 To receive the Annual Report of Local Arrangements to safeguard and promote the welfare of children and young people 2021/22.

4. ANALYSIS OF OPTIONS

- 4.1 None, for information only.

5. **FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**
 - 5.1 None, for information only.
6. **OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**
 - 6.1 None, for information only.
7. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**
 - 7.1 Not applicable.
8. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**
 - 8.1 There has been a range of consultation with safeguarding partners, relevant agencies and children, young people and families as part of the development and implementation of the Local Arrangements. There will be further engagement opportunities as we continue to listen, learn, adapt and review.
9. **RECOMMENDATIONS**
 - 9.1 To receive the Annual Report of Local Arrangements to safeguard and promote the welfare of children and young people 2021/22 and consider this where relevant in relation to planning, commissioning and budgets setting processes.

DIRECTOR OF CHILDREN AND FAMILIES

Church Square House
30-40 High Street
SCUNTHORPE
North Lincolnshire
DN15 6NL

Author: Julie Poole, Service Manager Children's Strategy Assurance and Evaluation
Date: November 2022

Background Papers used in the preparation of this report: [Annual Report of Local Arrangements to safeguard and promote the welfare of children and young people 2021/22](#)

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Annual report of Local Arrangements to safeguard and promote the welfare of children and young people

2021/22

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Published 5 October 2022

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Alongside our Children's MARS Local Arrangements and other key documents, all policies, procedures and resources referenced in this document are published on the Children's MARS website.

Welcome and Introduction

Welcome to our **Annual report of Local Arrangements to safeguard and promote the welfare of children and young people 2021/22**

In North Lincolnshire, our ambition is for children to be **in their families, in their schools and in their communities** and through our One Family Approach, we aim to create a system that works for all children, young people and families.

Set in the context of our One Family Approach and the underpinning practice model, our [Children's Multi-Agency Safeguarding and Resilience \(MARS\) Local Arrangements](#) place children, young people, families and communities at the heart of our early help and safeguarding system. Across the partnership, we want to safeguard and promote the welfare of children, young people and families via the fewest best interventions, leading to whole family turnaround, and we are proud to acknowledge and celebrate the positive outcomes achieved and the strength of partnership working.

The COVID-19 pandemic created unprecedented challenges, developments and opportunities, though the ongoing progress made in developing services that help and work with vulnerable children, their families and communities placed North Lincolnshire in a strong position to respond and we have continued to listen, learn, review and adapt to maintain and build on our creative, innovative and flexible practices. This has resulted in positive experiences and outcomes, and contributes to achieving our ambition for children to be **in their families, in their schools and in their communities**.

In 2021/22, we have continued to:

- ✓ fulfil all functions across our Local Arrangements
- ✓ respond to the needs of individuals and diverse communities, prioritising the most in need, to help and protect children, young people and families
- ✓ support and develop our workforce
- ✓ build on our outstanding partnerships and practice to ensure that everyone is able to recognise and fulfil their responsibilities

The Supporting Families Programme, which closely aligns with the ambitions and values of our One Family Approach and our Local Arrangements, has a renewed focus on the importance of bringing services together around families to deliver whole family working and it emphasises the importance of early help in increasing the likelihood of good outcomes for children and families.

We have high expectations of ourselves as partners to deliver outcomes through integrated working and we have a culture of high challenge and high support which is indicative of our robust, longstanding and creative partnership arrangements.

We would like to thank our Independent Scrutiny Officers for leading on a range of scrutiny and assurance activity and for their constructive challenge, evaluation and areas for consideration on how to drive continuous improvements.

This report fulfils our statutory responsibility to publish a report at least once in every 12 month period and sets out what we have done as a result of our Local Arrangements, including child safeguarding practice reviews, and how effective these arrangements have been in practice.

In addition, the report also includes:

- evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers
- an analysis of any areas where there has been little or no evidence of progress on agreed priorities
- a record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements
- ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision

Looking forward, we are in a strong position to respond positively to new policy directions, including (but not exhaustive) the Child Safeguarding Practice Review Panel's Child Protection in England report and the Independent Review of Children's Social Care final report, and we remain committed to a culture of listening, learning, reviewing and adapting. This is reinforced through our republished arrangements, our learning and improvement culture that is welcoming of improvements and innovations and the multi-agency practice developments and service transformation that continue to evolve.



Ann-Marie Matson
Director of Children and Families
North Lincolnshire Council



Helen Davis
Interim Director of Nursing and Quality
North Lincolnshire Clinical Commissioning Group



Darren Wildbore
Chief Superintendent
South Bank Divisional Commander
Humberside Police

Governance and Partnerships

Over the last year, there have been changes at a strategic level across all statutory partner agencies, including the designated safeguarding partners, though there has continued to be a collaborative leadership approach and shared commitment to ensuring an equal and robust partnership. In the Independent Scrutiny Officers review of local arrangements, it was acknowledged that safeguarding partners '*demonstrate a clear, confident grip on the multi-agency safeguarding arrangements in the area*'.

The key roles and functions of the board, are detailed in the [Terms of Reference](#) and the responsibilities are detailed in the Local Arrangements and underpinning [Memorandum of Understanding](#). Further information about our partnership structures can be found in the Local Arrangements which have been updated to reflect the changes in our partnership arrangements.

As part of our commitment to listen, learn, review and adapt, we have continued to review and refine our subgroup arrangements. Some examples include:

- In November 2021, the Multi-Agency Audit Group (MAAG) terms of reference was refreshed to lessen the focus on formal audit processes and highlight that the meeting is an opportunity for partners to come together to reflect on multi-agency practice. As part of the refresh, the MAAG was renamed as the Multi-Agency Reflective Practice Forum (MARPF)
- Whilst the Children's Help and Protection Pathway (CHaPP) group maintains oversight of the interface between early help and the safeguarding pathway, it was identified that further work was required to support and strengthen early help practice and lead on system developments with a membership focussed exclusively on early help. The Early Help Strategic Leads Group (EHSLG) was re-established with dual governance to the Children's MARS Board and also the Integrated Children's Trust to take account of the alignment with the Supporting Families Programme

North Lincolnshire has an embedded, responsive partnership system and approach. Reporting to the Children's MARS Board, the CHaPP group is our established assurance mechanism which oversees good practice as well as emerging practice and performance issues. There have been bespoke CHaPP meetings to 'deep dive' into specific areas of practice to ensure high challenge and high support leading to partnership action, improved practice and improved outcomes. Examples include:

- A meeting held on the theme of emotional wellbeing and mental health to respond to an increase in A&E attendances relating to self-harm
- A meeting to review data collated by North Lincolnshire Council public health team in respect of deliberate and unintentional injuries that provided lead officers with an opportunity to reflect on the data relating to children and identify any gaps in provision

Overall, the Local Arrangements continue to have a positive impact on outcomes for children and families. Efficient board arrangements with shared chairpersonship, core membership and active, engaged discussions and decision making continues.

Headlines and Summary of Performance and Populations

Headlines which indicate our system is working and making a difference to children, young people and families include:

- ✓ The vast majority of performance and activity information relating to the early help and protection system continue to show sustained high performance and compliance with local practice standards and statutory timescales which demonstrate the success and effectiveness of our local practice
- ✓ Families benefit from an effective early help offer, delivered by agencies committed to intervening early, supporting the whole family, and preventing escalation of need through the fewest, best interventions
- ✓ Children in North Lincolnshire who are in need of help and protection are receiving timely, appropriate help and support, they make good progress, and are supported to live safely within their family network
- ✓ There are fewer children in external foster care and residential provision enabling them to remain connected to their local support networks and community

We have maintained and further developed our performance framework which provides assurance and oversight of performance activity, a summary of which is as follows:

- **The number of formal early help assessments recorded has risen:** This reflects a partnership commitment to meeting need early and preventing escalation. Audit activity and management oversight at the front door also shows evidence of a significant amount of informal early help being provided where professionals intervene early in accordance with the Helping Children and Families In North Lincolnshire document
- **The number of strategy discussions has increased:** Dip sampling and audits identify that strategy discussions are held appropriately, and outcomes are aligned to the child's needs and presenting risk
- **There has been an increase in Children's Services Assessments (CSAs) completed:** This is aligned to the fluctuations in referrals (linked to national COVID restrictions being eased), though it is anticipated that populations will become more stable
- **The numbers and rates of children subject to child protection plans has increased though it remains below national and statistical neighbour averages:** For children who do require a child protection plan, they benefit from timely initial and review conferences that prevents drift and have strong multi agency support that leads to a timely de-plan based on lasting change

Headlines and Summary of Performance and Populations continued

Summary of performance activity continued

- **The children in care population remains low:** This reinforces our ambition for children to be in their families, in their schools and in their communities
- **The improving trend of children in care experiencing placement stability has continued:** The 2020/21 year end figure for children experiencing three or more placements is the lowest it has been over the last 5 years and this has been maintained in 2021/22 demonstrating the commitment to stability for children in care. Those in care and remaining in the same placement has also improved during 2021/22
- **Care leavers who are in education, employment or training has remained higher than national and statistical neighbour averages:** There has been an increase in care leavers in higher education
- **There has been an increase in school suspensions this academic year:** This increase is mostly due to high suspension rates in a couple of schools and support and challenge is in place to these schools
- **The numbers of Electively Home Educated children has started to decrease:** A case management approach to each request is being taken which identifies need at a much earlier opportunity, alongside early indications of parents not providing suitable education. This has resulted in a speedier return to formal education in a number of cases
- **Overall numbers of children identified to be at risk of or who have experienced exploitation has remained similar compared to the previous year:** There is enhanced management oversight of this cohort through regular case audits and within case supervision. Through the Risk Outside The Home Strategy, partners are working to ensure that children receive help at the lowest level
- **There has been a 13% decrease in incidents of missing children since 2020/21:** The Multi-Agency Missing Children Meeting is embedded and robust in focussing on reducing missing incidents with action plans being devised to complement statutory plans
- **The number of children entering the youth justice system as 'First Time Entrants' continues to be low:** A high proportion of cases are prevention and out of court disposals demonstrating the success and effectiveness of the preventative approach
- **There has been an increase in allegations which meet the threshold for the managing allegations process:** The December 2020 update of Working Together saw the inclusion of a fourth criteria in respect of 'transferable risk'. This, along with further awareness raising of the managing allegations process through training, may account for the increase in the number of allegations

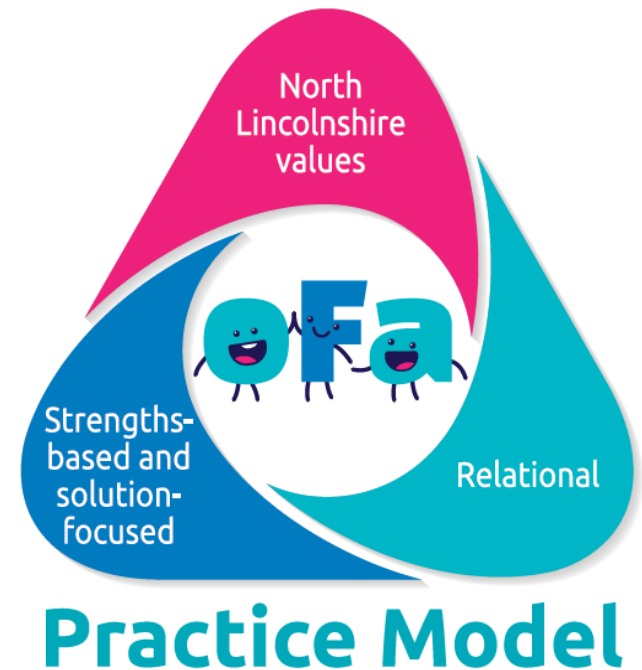
Key Developments and Successes

One Family Approach Practice Model in action

The North Lincolnshire One Family Approach Practice Model has continued to be embedded within multi agency practice helping to frame all aspects of family help and protection around values-driven, strengths-based, solution-focused, and relational practice with families at the centre. Examples of the model in action are:

- **Extensive evidence of relational practice** as seen in audit work, where the stability of workers alongside tenacious and committed practice clearly helps achieve good outcomes for children
- The development of the **North Lincolnshire Centre for Relational Practice training offer**, delivered by in-house ‘champions’ – a network of committed practitioners
- The embedding of the **Partnership Integrated Triage (PIT) Stop** to ensure a streamlined offer of early help provided by the most appropriate professional
- A strengthened focus **on family-led decision making** through the family solutions model and the risk outside the home meeting format
- An amplified focus on **engagement with fathers, male carers** and wider family networks to ensure sustainable family solutions
- The development of an **integrated family support ‘request for service’ process**, with a range of interventions available to reflect preventative and targeted levels of need and supporting effective step-down transition from social work

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Key Developments and Successes

0 to 2 pathway

Developed in 2020/21, the 0 to 2 pathway strengthens the offer, oversight, and response to this vulnerable group as part of the wider priority given to achieving the Best Start for children. The offer has strengthened during 2021/22 as follows:

- The **Multi Agency Pre-Birth Liaison and Consultation (MAPLAC)** process has been mainstreamed, acting as a key forum for identifying expectant parents who may have additional needs or vulnerabilities to ensure an effective offer of help
- The **virtual ante-natal programme** has continued as a blended approach in line with the wishes of parents. This offer is delivered in partnership between midwifery services, 0 to 19 health visiting and children's centres. The quality of early assessment has improved with the vast majority of integrated assessments at 2 to 2 ½ being fully integrated and face to face
- **Children aged 0 to 2** referred to social work services benefit from additional oversight to ensure an early years offer as appropriate particularly for those with additional vulnerabilities. The systems and frameworks around this have been mainstreamed into practice
- The development of the **integrated and accessible children's offer**, with greater agility and flexibility to reflect the wishes and needs of families. This includes the provision of virtual support alongside face-to-face help, and a broader range of venues for when people want to meet, making use of the community hubs, adult community learning courses, and the cultural offer for children and families such as that taking place in the 20:21 Visual Arts Centre
- The development of the North Lincolnshire Council **Families Direct e-newsletter** which provides information to families about services, what's on in their local area, and how to access advice and support
- There has been **independent scrutiny of the 0 to 2 pathway** which highlighted a number of practice strengths, working to achieve best outcomes for children and families
- Improved assessment of children's communication and **0 to 3 Speech and Language Therapy (SALT) pathway**, and universal training across the sector on infant mental health, Solihull approaches and attachment means children needs are identified and met sooner

Key Developments and Successes

Emotional Wellbeing and Mental Health

Reflecting national recognition of the emotional impact of COVID-19, locally there has been a strong response to this area over the period of the pandemic. Under the auspices of our Children's MARS arrangements, we have maintained a line of sight on the emotional wellbeing of children, young people and families.

In 2021/22, key developments are as follows:

- Developed a tracking tool for monitoring the numbers and progress of children open to children's services, including children in care, who are waiting for a CAMHS or Barnardo's service in relation to their mental health and emotional wellbeing. An emotional wellbeing meeting with key partners has been established to provide challenge and strengthened oversight of the responses to these children
- Improved the management information at the front door in relation to children experiencing acute distress and self-harm with the inclusion of a new classification criteria and additional oversight
- Maintained a strong focus on developing partnership data and oversight of outcomes in relation to children's emotional wellbeing and mental health. This focus can be seen in the challenge presented to key partners at the CHaPP group and the Children's MARS Board
- Represented children's services across the region at the Humber Coast and Vale workstream meetings, aimed at improving services and access as Clinical Commissioning Groups (CCG) transition to the Integrated Care System
- Taken part in the national Link programme, working with schools, colleges and mental health / emotional wellbeing services to strengthen relationships and local practice
- Ensured a strong emotional wellbeing offer to children and young people, co-ordinating communications with partners about services such as Kooth in order to maximise reach and engagement
- Planned and rolled out the implementation of Mental Health Support Teams
- North Lincolnshire Council and CCG partners are rolling out an Infant Mental Health strategy through workforce development which builds a universal, targeted and specialist approach to attachment and childhood trauma in the early years

All children and young people awaiting a CAMHS or Barnardo's service are known and monitored to ensure they are in receipt of appropriate information, advice and support to support their emotional wellbeing and mental health needs, pending any formal assessment of support and needs.

Key Developments and Successes

PIT Stop

The PIT Stop was piloted in March 2021 and has now been mainstreamed into practice. It embeds the principles and values of the One Family Approach by ensuring the needs of children and families are met at the right level by the most appropriate person ensuring the fewest, best interventions. It was developed with a view to providing a more streamlined and robust offer of help to children and families as, previously, a high proportion (around 70%) of all information shared by the Police concluded with no further action being taken. The embedding of the PIT Stop has reduced this considerably. The PIT Stop jointly considers police information (that has already been through police decision making processes and determined that partnership triage is required) with a view to identification of potential levels of need and appropriate responses in line with North Lincolnshire's Helping Children and Families in North Lincolnshire document (refreshed in December 2021). It does this by:

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Taking a One Family Approach to decision making, where the partnership works to identify early risks / needs, harm and vulnerability, and the most appropriate person to lead an offer of help

- Enhancing the partnership link between needs, vulnerability and locality-based problem solving
- Ensuring holistic information is shared to inform effective decision making without delay
- Strengthening the quality of information available, with consistent analysis of need
- Identifying themes and emerging trends within communities to build resilience enabling proactive targeting of resources
- Building intelligence that encourages a long-term approach to reduce future risk, needs and vulnerability which in turn builds resilience and reduces demand and cost
- Sharing the relevant information to identify how need can be met at the lowest possible level by the most appropriate person

The PIT Stop has recently been further developed to incorporate domestic abuse notifications which were previously considered in a separate triage process. This has created an even more integrated forum for considering and responding quickly to emerging need.

- PIT Stop has been effective in ensuring holistic partner information is shared to understand the lived experience of the child and ensure early intervention is provided by the most appropriate agency to prevent need from escalating
- The quality and analysis of partner information has been strengthened and there is joint accountability for decisions made
- Its effectiveness is evidenced in the low number of children entering into children's services following initial discussion and a very low number of repeat discussions
- The number of contacts made by the police which concluded with no further action has reduced from 70% in March 2021 to around 30% currently
- The analysis of the Child Exploitation Vulnerability Tracker to understand emerging risks has enabled proactive early intervention in key hotspot locations which has prevented escalation

Key Developments and Successes

Focus on vulnerable children in education

Strong leadership has resulted in sustained improvements in the percentage of settings, schools and colleges that are recognised as 'good' and 'outstanding' by Ofsted.

School improvement functions and school to school support, includes a sharp focus on vulnerable children in the annual quality of performance review which is undertaken with all participating schools and academies (69 out of 79). Where concerns are revealed in the joint self evaluation, follow up work takes place at whole school and leadership level to ensure schools are effectively delivering an inclusive curriculum which meets children's individual needs, as well as specialist challenge and support to drive improvements.

There has been a range of discussions with across children's services and education inclusion to develop our response to the survey pertaining the **Ofsted review into sexual abuse in schools and colleges**. A statement has been published on the Children's MARS website regarding our local response and current offer, with much information and guidance for schools and colleges already available on the website including training that has additionally been developed and/or disseminated by education leads.

The **daily tasking meetings**, which were established in May 2020 in response to COVID-19, continue to be embedded into practice and they are continually reviewed to reflect the changing context maintaining a One Family Approach to supporting more vulnerable children to access education.

The meetings provide an **opportunity to enable the workforce to think creatively, respond quickly, seek advice and support from partners, and implement effective plans to improve the circumstances and increase aspirations for children**. We have supported and empowered families through multi-disciplinary direct work to raise awareness of the importance of education, raising aspirations and building confidence and resourcefulness in finding solutions to promote attendance and achievement.

The team of professionals have supported children in accessing school uniforms, creating individual timetables, supporting families to take their children to school and being part of the team around the child for continued support, where necessary. Learning from the voice of children and families has informed this meeting.

Practitioners involved with the daily tasking meetings share that they have:

- **Built on and emphasised the collective responsibility to ensure vulnerable children are in education**
- **Increased connectivity and fostered stronger relations between staff**
- **Improved confidence and upskilled professionals to challenge on behalf of children and their families**

Key Developments and Successes

In order to demonstrate the impact of the Daily Tasking Meeting two case examples are outlined with analysis by the children's lead professionals.

Young person (YP) was referred to the daily tasking meeting in Spring 2021, he was 17 at the time. YP was identified as not in Employment, Education or Training. YP was also on the MACE meeting agenda due to concerns that he was at risk of child criminal exploitation and being exploited by an Organised Crime Group.

*The impact of the Daily Tasking Meeting has been that there has been a **clear line of sight on YP's opportunities in relation to Education, Employment and Training** with the social worker and key professionals being re-directed and encouraged on a regular basis to continue to build a relationship with YP, discuss his future aspirations and engage him in relevant work and agencies. The Daily Tasking Meeting ensured an emphasis on education, employment, and training so momentum was not lost.*

After 7 months, this resulted in him accepting a referral to Empower and YP attended a telephone appointment and then two face-to-face appointments at the end of 2021, where he updated his CV and secured employment. YP was supported to gain employment at a local manufacturing business.

*With the Daily Tasking Meeting encouraging persistence, the multi-agency group has supported YP and **he has now been diverted away from risks associated with child criminal exploitation and is now in employment.***

Child Z is a 12 year old male child. He became known to the Youth Justice Partnership (YJP) due to a public order offence at his home address which consisted of conflict with his mother and her partner.

School concerns were identified when he first became open to the YJP at the end of 2020. Z's attendance was 64% with over 20 authorised absences and almost 10 unauthorised absences with this continuing to decrease. This resulted in his attendance dropping to 7% between the end of 2020 to the end of the school year in 2021.

It had also been identified by professionals that Z's emotional well-being had been impacted upon, including his sleeping and eating patterns.

*The YJP Education Inclusion Officer identified that they **felt empowered by the Daily Tasking meeting to challenge the school.** SENDIASS and Education Inclusion Officer were involved with a challenge to the secondary school. This included submitting an EHCP referral and consideration of a nurturing alternative provision to phase Z back into and engage with his education.*

***Z has since returned to full time education** into a provision in line with his assessed needs. Z is thriving and he has improved emotional wellbeing and has had no further offending.*

Key Developments and Successes

Children in Care and Care Leavers

The CHaPP has strengthened its oversight of vulnerable children to include a line of sight on children in care and care leavers in 2021/22.

Children in Care

In 2021/22, there has been a continuing focus on helping children to remain in their families, schools, and communities. Overall numbers of children in care have continued to reduce, continuing a longer-term downward trend and reflecting our focus on early help and achieving reunification and permanence for those who do enter care. The values and vision enshrined in our One Family Approach Practice Model are at the heart of our practice for children in care. We strongly believe that children need to remain connected to their local community and the You Say Who model is well embedded into practice and children's connections and relationships are paramount in this. By using the You Say Who model children have made reconnections with family members and people that are important to them.

In 2021/22, we have further developed our emotional wellbeing oversight for our children in care. As part of this drive to ensure that all children have support to be emotionally well, the Strengths and Difficulties Questionnaires (SDQ) that are completed each month receive oversight from CAMHS, Barnardo's therapeutic service, the designated child in care Nurse, Educational Psychologist, Service Manager for both Children in Care and Fostering. The group has ensured that children's SDQ scores are reflected upon and needs lead to additional support.

Care Leavers

A service review and redesign has resulted in more Personal Advisors and therefore greater capacity to spend time with our young people.

All our care leavers have continued to be regularly contacted in line with their plan including visiting them in their homes.

We have continued to provide MIFI devices for young people to ensure that they remained digitally connected during the pandemic and beyond, which is actively supporting emotional wellbeing and reducing social isolation for our young people.

We have consulted directly with the Rees Foundation to consider the support that our young people can benefit from through accessing services that they provide. This led to exploring the Ask Jan Membership which we are now beginning to provide to care leavers on a needs-led basis



Shine a Light Area of Focus

Risk Outside The Home

We said we would further develop the multi-agency approach to Risk Outside the Home with a focus on harmful sexual behaviour

Risk Outside the Home: Harmful Sexual Behaviour

What have we done?

- The connectivity between the Risk Outside the Home Strategy Group and the Harmful Sexual Behaviour Panel has been strengthened by including the chair of the Panel to the membership of the strategy group and developing an annual reporting process
- Brook Sexual Behaviours Traffic Light Tool training was commissioned and a number of staff across the partnership have been trained as trainers. Regular training is taking place as part of the Children's MARS Education and Training programme
- Harmful Sexual Behaviour training was commissioned from the Child Sexual Abuse Centre of Expertise
- A Harmful Sexual Behaviour training presentation for schools and colleges and a Risk Outside the Home awareness presentation was developed and made available on the Children's MARS website
- Training was commissioned for practitioners on the AIM2 Assessment Tool and Good Lives Intervention model to equip them with the knowledge and skills to support children and young people
- A Risk Outside the Home toolkit for practitioners was developed, published and disseminated. The toolkit contains a range of tools, resources and guidance covering all types of harm relating to Risk Outside the Home
- Harmful Sexual Behaviour training has been delivered to schools, colleges and education providers through the Designated Safeguarding Leads Termly Briefing to ensure that they are able to identify inappropriate behaviours and offer early help and support
- 7 minute briefings on Children's MARS scrutiny and assurance activity were developed and disseminated relating to the work of the Harmful Sexual Behaviour Panel and the Thematic Assurance Event on Harmful Sexual Behaviour. These briefings were shared at key partnership meetings and staff forums including at a Designated Safeguarding Leads Termly Briefing and a GP Practice Teaching and Learning Event for primary care staff
- Communications were built into the Children's MARS communication and stakeholder engagement planner throughout the year with a specific focus around key national campaign dates (#LookCloser and #SaySomethingIfYouSeeSomething). Resources were strengthened on the Children's MARS website and promoted via social media on topics such as trafficking, knife crime, online abuse, sexual harassment, bullying and teenage relationship abuse

Risk Outside the Home: Harmful Sexual Behaviour

Outcomes and Impact:

- The Risk Outside the Home Strategy Group and the Children's MARS Board have strengthened oversight of the impact of local practice relating to harmful sexual behaviour including the views of children and families on interventions through the Harmful Sexual Behaviour Panel annual report
- Key staff across the partnership have an increased awareness of the role of the Harmful Sexual Behaviour Panel including how to seek advice and support from specialist Harmful Sexual Behaviour practitioners
- By strengthening the available resources and training materials on the Children's MARS website and the dissemination of briefings and reports through the communications list, staff have increased access to advice and recommended tools to use in practice and can signpost these to children and families
- The AIM2 assessments continue to impact directly on court outcomes, we can now provide the courts with robust evidence-based risk assessments and a plan of support enabling young people and families to move on in their lives, whilst ensuring robust risk management with shared agency responsibility
- By widening the pool of HSB practitioners through specialist training, children and young people continue to receive timely interventions and sustainable outcomes at the earliest opportunity and at the lowest safe level

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Practitioners in attendance at training throughout the year have shared feedback around the impact of training on their practice.

Brook Traffic Light Tool:

- The Brook Traffic Light Tool is a very useful tool for clarification and identification of need. It is very clear and easy to use. In dealing with children with complex needs, it is invaluable to have the widest range of knowledge and assessment tools as possible
- The tool is very clear, informative, easy to access and supports next steps for young people. I have also found this informative to consider my professional opinion during multi-agency decision making

Harmful Sexual Behaviour training

- I feel I am more able to recognise signs of harmful behaviour and feel better equipped to help both the harmer and the harmed
- The training has helped me provide the necessary care to either the harmer or the harmed. It has also provided me with a greater understanding to evaluate the level of harm and which outside agencies to involve, if necessary

Risk Outside the Home: Harmful Sexual Behaviour

Independent Scrutiny

Under the Children's MARS local arrangements, there has been a thematic assurance event on the theme of Harmful Sexual Behaviour consisting of:

- a presentation from leads of the North Lincolnshire Harmful Sexual Behaviour Panel which set out the context, including how the pathway works and how it is monitored
- a discussion with frontline practitioners to discuss the local approach to Harmful Sexual Behaviour, gather their views and share areas of good practice
- a multi-agency case audit practice learning line of sight event discussing two children who are receiving Harmful Sexual Behaviour intervention

This event was led by Dave Basker, Independent Scrutiny Officer.

Through the thematic assurance event on the theme of harmful sexual behaviour, there is evidence of good quality practice, e.g.

- The Harmful Sexual Behaviour Panel are flexible in their approach - cases which do not meet the criteria are considered where required and the Panel considers preventative work
- There is good multi-agency representation at the Harmful Sexual Behaviour Panel which provides a wealth of experience to contribute to intervention and provide support to the Harmful Sexual Behaviour practitioners
- A learning culture was evident in that both practitioners and supervisors demonstrated that they utilise national guidance and seek further support from wider national experts as appropriate
- Practitioners were aware of the nuances in Harmful Sexual Behaviour assessment where children have additional needs such as Special Educational Needs/Disabilities or where children have witnessed domestic abuse
- The values and principals of the One Family Approach was evident in that support to the wider family and siblings is considered. Practice is strengths based, solution focused and child centred
- There was evidence of positive work being done in schools to strengthen the approach to Harmful Sexual Behaviour including a specific example of a young person being safely managed in school without being excluded from 'normal' school life

A 7 minute briefing on the learning from the event has been circulated to practitioners and managers across the partnership and made available on the Children's MARS website.

Risk Outside the Home: Response to Sexual Abuse in Schools and Colleges

Support to schools and colleges in their response to sexual abuse in schools and colleges

Ofsted published its '[Review of sexual abuse in schools and colleges](#)' on 10 June 2021. This was followed up by a letter from Ministers at the Department for Education, Home Office and Department of Health and Social Care, which called for safeguarding partners to review work to improve engagement with schools and tailor their approach to what the analysis indicates are the risks to children and young people in the local area. The letter also called for safeguarding partners to set out what the local offer to schools and colleges was.

In North Lincolnshire, we have established mechanisms in place as part of our local arrangements to support schools, including academies, colleges and alternative providers, which has also been further strengthened as part of our local response to the Ofsted report. Our offer to schools and colleges was disseminated and published on the [Designated Safeguarding Leads page](#) of the Children's MARS website.

After the publication of the above report, a bespoke sexual abuse audit tool for schools and colleges was created, utilising the recommendations, to enable schools to self-evaluate their current position in light of the findings of the report.

Initial responses to the audit tool were shared at a leadership briefing for Headteachers and Chairs of Governors in September 2021, as well as a briefing for Designated Safeguarding Leads. The findings have been incorporated into bespoke safeguarding training for school governors. As part of the September Designated Safeguarding Leads termly briefing, staff reflected on a case study and the related process about how a school might respond following a disclosure of historic sexual violence.

During the summer, all schools and alternative providers were provided with training resources to use in their September inset day. This included peer on peer abuse, sexual violence and sexual harassment updates from Keeping Children Safe In Education 2021, which can be adapted to meet the needs of their staff, children and community.

Based on the feedback, schools used an 'assume it is happening here' ethos to reflect on their approach to sexual abuse and harassment. Safeguarding reviews of schools include a sharp focus on sexual violence and sexual harassment including the voice of the child, staff and senior leadership.

The sexual harassment and sexual violence section within the Children's MARS annual schools safeguarding audit has been extended to include the questions within the audit tool, thus embedding the research into current safeguarding processes. Further information on the annual school safeguarding audit is included in the 'scrutiny and assurance' section of this report.

Risk Outside the Home: Other Key Developments

North Lincolnshire Risk Outside the Home Approach

The North Lincolnshire Risk Outside the Home (ROTH) Approach has been developed taking into account our local work with children, young people, their families and communities.

The One Family Approach provides the framework for how we respond to the needs of all children and families in North Lincolnshire. It is founded upon our North Lincolnshire culture, values and beliefs, providing a vision for a system that sees children, young people, and families as experts within their own lives. It provides a model for innovative, integrated working which builds upon strengths, finds solutions in families and communities, builds resilience and confidence, and enables independence. We have developed the ROTH Approach within this context, and by building upon the robust multi-agency arrangements already in place for tackling sexual and criminal exploitation, and other forms of risk that children may experience in the community such as when missing, or from radicalisation, or being drawn into modern day slavery.

The North Lincolnshire ROTH Approach is comprised of 3 elements:

- 1 Practice Principles – Empowering families, taking a One Family Approach
- 2 Identifying and Helping – Using skills and resources to identify, assess, and intervene
- 3 Managing Risk – Working together to reduce risk and improve outcomes

For further information, the [North Lincolnshire ROTH Approach](#) is available on the Children’s MARS website.

A key aspect of the ROTH Approach was the development of a model and format for risk outside the home meetings, for children at risk of or experiencing exploitation who may be subject to a child in need or child protection plan. Drawing upon research and shaped by local learning and consultation with practitioners, children, and families, it aims to empower families as safeguarding partners, place the lived experience of the child at the centre and strengthen information sharing around place, context, and vulnerability.

The new risk outside the home meetings model was trialled as part of a pilot where child protection conference officers facilitated bespoke meetings for 4 children in 4 families who were subject to child in need plans but where the risk was on the edge of ‘significant harm’.

A partnership development session considered the learning from the pilot and the model was embedded into practice for children where there are risks outside the home to maximise relational and co-producing practice across existing early help and safeguarding frameworks and processes. A new Child Exploitation Lead Officers Group will also be established in 2022/23 to consider the cohort of children who are vulnerable to or are being exploited, and to consider themes, trends and issues that may require an additional tactical or operational response.

Risk Outside the Home: Other Key Developments

North Lincolnshire Risk Outside the Home Strategy 2022/25 and delivery plan

In light of the local developments relating to Risk Outside the Home and the establishment of the Risk Outside the Home Strategy Group replacing the previous Child Exploitation and Missing Strategy Group, a redeveloped Risk Outside the Home Strategy 2022/25 has been agreed.

North Lincolnshire's Risk Outside the Home Strategy sits under the auspices of the Children's MARS Board and is jointly owned by the Community Safety Partnership Board and is supported by the Youth Justice Partnership. Together, we continue to work collaboratively to reduce the harm from risk outside the home and the strategy sets out the priorities for partnership action to drive forward system change.

An underpinning delivery plan has been developed to orientate partnership action articulated in the strategy. The implementation of the delivery plan is led through the Risk Outside the Home Strategy Group and associated groups and workstreams. The Risk Outside the Home Strategy Group monitors progress against the delivery plan, including the effectiveness of multi-agency work in respect of safeguarding children and young people who may be at risk from outside their families or who have suffered harm as a result. The Risk Outside the Home Strategy Group provides partnership challenge and support as required.

For further information, the [Risk Outside the Home Strategy 2022/25 is available on the Children's MARS website](#).

Next steps:

Due to the large amount of development work that has taken place over the past year and the ongoing need to focus on identifying and responding to children at risk of or experiencing child criminal exploitation and child sexual exploitation, the Children's MARS Board have recognised the need to 'Shine a Light' on child exploitation in 2022/23. In selecting child exploitation as an area of focus, further assurance can be sought around the impact that the development work has had on children and families. The national learning from the new Joint Targeted Area Inspection framework focussing on child criminal exploitation (also featuring child sexual exploitation) may also provide additional opportunities to strengthen practice in this area.



Shine a Light Area of Focus

Child Sexual Abuse in the Family Environment

We said we would further develop the multi-agency approach to child sexual abuse in the family environment

Child Sexual Abuse in the Family Environment

What have we done?

- We progressed our proposal to hold a development session, the outcomes of which helped to shape and drive partnership action. As part of this, a position statement was developed to better understand our local profile and levels of need
- In May 2021, the Multi-Agency Audit Group (now MARPF) reflected on practice in children's cases relating to child sexual abuse in the family environment
- Through the SPLIG, we have acknowledged the Joint Targeted Area Inspection 'The multi-agency response to child sexual abuse in the family environment' published in 2020 and have undertaken a benchmarking exercise
- New resources from the Child Sexual Abuse Centre of Expertise including a guide for communicating with children who have been sexually abused and a guide for supporting parents and carers was disseminated through the Children's MARS communications list and included in the refresh of the Children's MARS child sexual abuse in the family environment toolkit
- Information and resources for children, young people and parents was strengthened on the Children's MARS website
- Safe North Lincs supported national Safer Internet Day and shared a range of associated resources including advice guides for parents and carers relating to online grooming
- Achieving Best Evidence refresher training has taken place across Children's Services and Humberside Police
- A Humberside Police leaflet which sets out what staff should be doing at each stage of the Achieving Best Evidence process was disseminated widely
- The Lucy Faithful Foundation Stop it Now campaign helping prevent child sexual abuse has been promoted via Safe North Lincs
- A Children's MARS Spotlight on child sexual abuse in the family environment was developed and disseminated
- Child sexual abuse in the family environment was a focus at a GP Practice Teaching and Learning Event with 105 primary care staff in attendance
- Bespoke training was commissioned from the Child Sexual Abuse Centre of Expertise including Intra-Familial Child Sexual Abuse
- Data from the Child Sexual Assault Assessment Service relating to the attendance of North Lincolnshire children at the Anlaby Suite has been strengthened in the partnership performance report. Work has also taken place to involve the Child Sexual Assault Assessment Service in strategy discussions where appropriate

Child Sexual Abuse in the Family Environment

Outcomes and Impact:

- Children and families have access to advice, guidance and resources specifically aimed at children and parents/carers on the Children's MARS website
- Through the Child Sexual Abuse in the Family Environment Toolkit, practitioners have access to advice and recommended tools to use in practice and to signpost to children and families

Independent Scrutiny

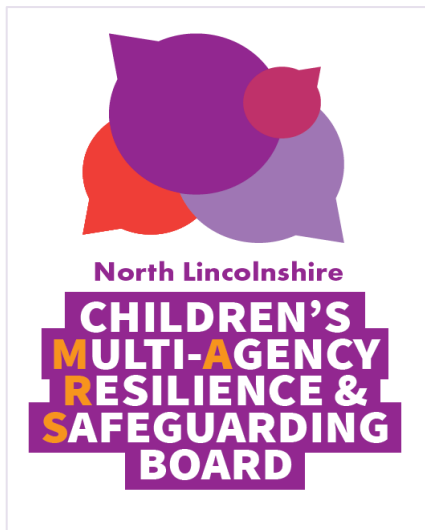
Under the Children's MARS local arrangements, there has been a multi-agency case audit practice learning line of sight event on children's cases relating to child sexual abuse in the family environment.

This event was led by Dave Basker, Independent Scrutiny Officer.

Through the multi-agency case audit practice learning line of sight event on the theme of child sexual abuse in the family environment, there is evidence of quality of practice, e.g

- Cases involving child sexual abuse are complex, however the values and principals of the One Family Approach are being demonstrated within practice. There was evidence of relational working and the practitioners supporting the family were the best persons to do the work. In both cases, the children were supported to remain in their home, in their school and in their community
- There were examples of practitioners using research, evidence-based tools and learning from past cases to inform assessments and planning
- There is evidence of strong leadership oversight from a multi-agency perspective. Where there were challenges, senior leaders came together to consider what else could be done
- The use of family solutions was evident in that wider family members were involved in the plan
- Children's identity and self-esteem were considered and work around this was built into the help and support being provided

A 7 minute briefing on the learning from the event has been circulated to practitioners and managers across the partnership and made available on the Children's MARS website



Learning and Improvement

Multi-Agency Education and Training

Children's MARS Education and Training has continued to be offered virtually across the partnership. Child Protection training has continued to be offered as a priority course throughout the year and is well attended and in high demand. The Child Protection training has been a key mechanism to embed the One Family Approach and to raise awareness of key strategic documents with new staff, such as the North Lincolnshire Risk Outside the Home Approach. There has also been an increased focus on activity to communicate key tools, resources and learning from national reports and local independent scrutiny work.

Key highlights include:

- 135 practitioners trained in child protection
- A significant increase in the number of e-workbooks completed across a range of awareness topics including safeguarding, child criminal and child sexual exploitation and female genital mutilation. 567 e-workbooks were completed during the year compared to 139 which were completed the previous year
- 289 Designated Safeguarding Leads and school pastoral staff have attended the quarterly Designated Safeguarding Leads briefings and have been trained in risk outside the home, managing allegations and harmful sexual behaviour. Presentations have been given on a key national reports such as the Ofsted review into sexual abuse in schools and colleges
- 194 staff from early years settings and childminders have undertaken safeguarding awareness training
- Over 200 practitioners across the partnership have been trained in recognising and responding to family conflict. This includes the training of almost 100 childminders and early years providers
- 7 minute briefings, special edition newsletters and briefings have been used to communicate learning to frontline practitioners
- National and regional online webinars and training courses have been promoted through the Children's MARS communications channels on a range of subjects including domestic abuse, child exploitation and trafficking, suicide prevention and harm from gambling

We have also commissioned bespoke training from a range of national experts and organisations throughout the year. Some examples include:

- Working with women and girls affected by gangs and county lines was commissioned via the Risk Outside the Home Strategy group
- Working collaboratively with colleagues across the region via the Yorkshire and Humber Multi-Agency Safeguarding Trainers group, a series of webinars on the theme of domestic abuse and the impact on children were commissioned with some sessions being made available on YouTube
- Karma Nirvana facilitated bespoke Honour Based Abuse and Forced Marriage training
- Training on Female Genital Mutilation (FGM) and Cultural and Economic Diversity and Safeguarding Children was commissioned via the National FGM Centre

Multi-Agency Education and Training

In their report on the effectiveness of the Children's MARS Arrangements, the Independent Scrutiny Officers highlighted that:

Effective mechanisms are in place for disseminating key messages to the front line. The importance of supporting practitioners in the difficult work they have to do is understood. A comprehensive training programme is in place and is well used.

The quality of the Children's MARS training offer was viewed as helpful and informative.

The quarterly training evaluation reports presented to the SPLIG have highlighted that there has been an overall improvement on practitioners' confidence in the subject matter after all Children's MARS training courses. Based on feedback and evaluation, training remained of a high quality, delivered by knowledgeable and engaging trainers with examples of positive impacts on practice such as enhanced knowledge and skills to engage, assess, plan and work directly with children, young people and families.

Feedback from practitioners

An electronic feedback survey is distributed after each training course delivered as part of the Children's MARS Education and Training Programme. Practitioners have provided the examples below of how training has improved their knowledge and will impact on their practice:

- *Prior to the training, I thought that Honour Based Abuse was limited to certain backgrounds (religions etc.), however this training helped me understand that this isn't the case*
- *With the age of students we work with, knowing about drugs and drug trends is really relevant. I am going to pass on all the information learnt to the team in college*
- *This training will empower me to be extra vigilant in my role as designated safeguarding lead and will allow me to cascade up to date information to all stakeholders and thereby keep pupils and staff safe*
- *It has helped to understand the 4 main types of Female Genital Mutilation, the health implications, the terminology. The use of the interactive map to support risk assessments is really useful as is the access to resources. Listening to the survivors account videos really brought the training home*
- *The training gave me a deeper understanding of the levels of need which will enable me to support the children and provide support if needed within my setting. The training also enabled me to be aware of the procedures and timelines of child protection conferences and the importance of recording and reporting any concerns/risks of harm*
- *The training has made me think about my approaches and how I can make them more strengths based and solution focused when talking to young people I work with*
- *This training has provided me with an overview of missing children and how a child or young person may become vulnerable to going missing. Whilst I work with families with children aged 0-5, they often have older children thus I can now be more aware of family dynamics and be more aware of what parents and/or older children say and I now know how to report any concerns or who to contact to discuss any concerns*

Communications

There is a commitment to communicating across the safeguarding partner organisations and other agencies. The Children's MARS website is central to our communications strategy and is regularly refreshed to include a variety of resources, tools and learning from local and national reviews for professionals to access.

Children's MARS news updates continue to be used to communicate information and messages relating to the Local Arrangements to key stakeholders. Messages also continued to be shared through our social media channels, Safe North Lincs.

Regular email communications via the Children's MARS communications list alert practitioners to what is new and available both locally and nationally. This has been an important mechanism to increase the reach of key messages across the partnership and there continues to be high levels of engagement with the information circulated. There are further opportunities to target communications i.e. with the voluntary community and social enterprise sector to raise awareness of and engagement in our Local Arrangements.



The Children's MARS Spotlight has been developed as a way of coordinating key messages for practice, training opportunities and key tools and resources around a specific topic. The Spotlights have been disseminated via our communications list and published on the Children's MARS website. Staff are encouraged to circulate the Spotlights across their teams and discuss them as part of team meetings.

Some examples of communication activity includes:

- There has been a gradual increase in followers on Safe North Lincs Facebook and Twitter profiles throughout the year which enables us to reach a wider audience
- In both July 2021 and October 2021, posts on Facebook and Twitter reached over 3800 people
- We supported the Humberside Office of the Police and Crime Commissioner's Domestic Abuse campaigns in which posters and resources were promoted throughout key points in the year, such as Valentines Day and over the Christmas period
- Leaflets and information for parents and carers around the use and effects of specific drugs were circulated after a recent trend was identified by the local A&E
- Bespoke communications were shared in response to the high profile children's cases in the media. Information was circulated to promote good practice and local learning, available training and resources and the promotion of key policies and procedures
- The #LookCloser 'Spotting the signs of child exploitation' posters reached over 1100 people on Facebook and Twitter during child exploitation awareness week and resources from the Act Early radicalisation campaign featured in the top 3 posts on social media during the month they were released

Voice and Stakeholder Engagement

Across the Children's MARS arrangements, there is a commitment to **listening, learning, reviewing and adapting** from views and experiences and ensuring people are involved in decisions that affect their lives. To contribute to this, there is a range of opportunities for children, young people, parents, families and communities to have their say at an individual, service and strategic level and evidence of engagement and co-production.

Engagement activity, impact and outcomes

Examples include:

- Outcomes of consultation with children and young people relating to Risk Outside the Home helped to shape and influence the Risk Outside the Home Strategy and underpinning delivery plan
- Young people have continued to be involved in co-producing Not In Our Community resources, e.g. young people wrote, acted in and recorded a film aimed at raising awareness of vulnerability to exploitation and which will be used as a tool for children in schools and settings
- 407 children, young people and families have engaged in thematic consultation regarding emotional wellbeing and how this is supported. There were some positive messages and examples of good practice, though having taken account of areas for further learning and consideration, we have:
 - Continued to raised awareness of resources, tools and apps to help with emotional wellbeing
 - Continued to develop and implement the local offer across a range of mechanisms to meet children, parents and carers needs
 - Continued to engage with children, parents and carers in ways that best meet their needs and preferences
- 4112 children, parents and foster carers responded to the child and family feedback framework and feedback consistently shows that:
 - 99% of respondents understand why Children Services are involved.
 - 99% believe they have the chance to have their say
 - 99% believe the work we are doing is making them/their children feel safer
 - 99% fully understand the child's plan

Involving wider family members

There has been a strengthened focus on engagement with fathers, male carers and wider family networks to ensure sustainable family solutions. A thematic consultation activity was undertaken with 200 children, young people, parents and carers who have experienced social care services to consider the involvement of fathers and wider family members in the plan and work with children and young people. We asked if we had helped important family members to be included, how their views had been gained and if they felt that these had been considered appropriately. Overall, the feedback gained was extremely positive, for example:

- families were clear that their views had been listened to, that relevant family members have been included within conversations and plans relating to them and their children
- wider family members also indicated that they felt listened and informed through the work that has taken place
- children highlighted that they had a trusted person involved who was important to them

Areas for further consideration were to ensure contact details for all key family members are maintained to support regular contact; and that families fully understand the roles of different practitioners working with them and that they have an identified worker who will lead in communications.

Whilst there is evidence of strength in our practice, this will continue to be a focus in the year ahead.

Voice and Stakeholder Engagement

Experts by Experience

Funded through the Children's MARS Local Arrangements, we are developing dedicated, paid roles for people with experiences of services to support and challenge us to make sure our information, support and services for children and families are co-produced, leading to better outcomes.

A job description has been developed for new 'Supporting Families in Partnership Assistant' posts and recruitment processes are underway. Plans are also developing regarding induction, support and infrastructure arrangements including the interface across wider Children and Families and to embed these roles, their functions and activity, impacts and outcomes in the Local Arrangements.

Partnerships and stakeholder engagement - pending opportunities

Arrangements are ongoing in preparation for the Children's MARS Conference which is scheduled to take place on 5 May 2022. The conference is an opportunity to bring together practitioners and local leaders at all levels who have responsibilities to safeguard and promote the welfare of children. As well as having a focus on our local arrangements, there will be input from a national speaker who will help us to reflect upon local practice.

Other pending opportunities include:

- Stay Safe Conference for schools which will take place on 23 and 24 June 2022
- Designated Safeguarding Leads Conference is due to take place on 6 July 2022
- Democracy Day for children and young people on 8 August 2022

In the year ahead, we will continue to focus on and further build our opportunities to engage directly with children, young people and families to understand their views and experiences and empower them to shape and influence our local arrangements, including through co-production.

Funding

Safeguarding partners have a shared ownership of funding responsibilities and they have agreed equitable and proportionate contributions to ensure the implementation of the Local Arrangements. These consist of actual funding and in-kind resources, for example representatives from safeguarding partner organisations contribute to the development and delivery of the education and training programme. In addition, each of the safeguarding partners have agreed that key subject matter experts from their organisations will lead specific pieces of work to progress the areas of focus, strategies and delivery plans.

In the event of a safeguarding practice review, it has been agreed that funding will be met by the three safeguarding partners and where necessary, each partner will contribute equitable and proportionate funding over and above the normal allocation in order to fulfil the costs of any review.

Funding from wider individual agencies has continued for 2020/21 as indicated in the tables below.

Contributions	2021/22 (£)
North Lincolnshire Council	50,000
North Lincolnshire Clinical Commissioning Group	38,241
Humberside Police	13,000
National Probation Service	692
Community Rehabilitation Company <i>Contribution for quarter one only due to merge with the National Probation Service</i>	275
John Leggott College	1,140
North Lindsey College	1,140
Education	38,000
Total	142,488

In relation to expenditure for 2021/22, the safeguarding partners agreed the funding allocation inclusive of a Lead Officer, Partnerships and Policy Officer, Independent Scrutiny Officer(s), training and subscriptions and memberships.

Costs relating to room bookings, equipment and publications have not specifically been accounted for as monetary contributions in the safeguarding partner's funding agreement however these costs can be met using the remainder of the budget.

Budget allocation	2021/22 (£)
Staffing costs	106,991
Independent scrutiny	20,000
Training	10,000
Subscriptions and memberships	1,044
Total	138,035

Child Safeguarding Practice Reviews

The Children's MARS Board/safeguarding partners have not been notified of any serious child safeguarding incidents during the period of this annual report.

Independent scrutiny of the identification and notification process that was implemented as a result of our Local Arrangements took place in 2020. This included independent scrutiny of cases considered by North Lincolnshire Children's Services as potentially meeting the criteria for serious child safeguarding incidents. A recommendation from the report was that Independent Scrutiny is undertaken annually or as appropriate depending on the numbers involved. Therefore, the exercise was repeated in May 2021.

The 2021 Independent Scrutiny report highlights: *In 2020, I concluded that the decision making was robust. My independent scrutiny this year suggests that the process and the learning from the serious cases has been further strengthened. Given that this has been an extraordinarily difficult year for families and for those working in safeguarding this is an even more significant achievement.*

We have also continued to seek assurance through the SPLIG that partner agencies and key relevant agencies:

- have internal processes in place for identifying potential serious child safeguarding cases
- are aware of the criteria for a serious child safeguarding case and how to notify the safeguarding partners for them to consider whether the criteria are met and whether a rapid review is undertaken to determine if a child safeguarding practice review is required
- have internal processes in place and are aware of/know how to request that the safeguarding partners or their representatives consider undertaking a child safeguarding practice review if the criteria are not met, yet the case may raise issues of importance to the local area and there has been the identification of good practice, poor practice or 'near miss' events
- have or have not discussed and considered one or more potential serious child safeguarding cases yet concluded that they do not meet the criteria for notification

This was completed to assure ourselves that there had been no serious cases that were not notified to the safeguarding partners.

Key staff were knowledgeable about the process and Children's MARS policies and procedures. The Children's MARS Board were subsequently assured that agencies know how to identify and notify the safeguarding partners of a serious child safeguarding case.

Child Safeguarding Practice Review Panel: National Reviews

Through the SPLIG, we have taken account of learning from review activity led by the national Child Safeguarding Practice Review Panel including the learning points in their report **'The Myth of Invisible Men: Safeguarding children under one from non-accidental injury caused by male carers'**, September 2021.

Following on from the thematic assurance event in relation to babies and young children held in 2020/21, a multi-agency case audit practice learning line of sight event on children's cases relating to babies and young children was held in September 2021 to provide further assurance of local practice. The event evidenced that practice is of a high quality and safeguarding partner representatives were assured that babies and young children are receiving the right support and care at the right time and level.

A collaborative benchmarking exercise was undertaken and North Lincolnshire partners agreed that there is a strong partnership approach to safeguarding children from non-accidental injury and there were many examples of positive local practice. Some examples include:

- The Children's MARS Protocol for the assessment of injuries to babies and children is available on the Children's MARS website and has been refreshed and disseminated several times through briefings and communications to members of the Children's MARS communications list
- There has been an increased focus on considering the involvement of fathers and male carers through Children's MARS scrutiny and assurance activity and specific questions have been added into the multi-agency audit template to aid reflection
- Children's Services have amended their child and family feedback forms to allow us to more accurately collate the views of fathers
- Stay and play sessions and young parents groups facilitated via the children's centres and local authority nurseries have been targeted at fathers. Taking account of feedback from fathers in that they indicated they were more comfortable participating as couples/parents, there has been a focus on ensuring fathers are aware of the offer and are encouraged to attend
- The 0-19 (25 SEND) Health and Wellbeing Service have had an increased focus on whole family working and including fathers. During the pandemic, there was an increase in fathers attending support groups due to the sessions being held virtually. Feedback indicates that in addition to it being easier to access, some fathers felt more comfortable in a virtual environment. Taking account of this feedback, the service has continued to hold virtual groups aimed at fathers. Work has also been completed through the school nursing team with young males to include them in conversations around understanding pregnancy and relationships
- It was recognised that there needs to be a level of flexibility to ensure meetings fit around father's work commitments and there is ongoing work to ensure that fathers can attend key meetings such as Child in Need meetings

Next Steps:

- It is acknowledged that there remains a need to retain the involvement of fathers and male carers as one of our shine a light areas of focus for 2022/23. This will ensure that we progress our proposal to hold a development session, the outcomes of which will help to shape and drive partnership action. We also propose to undertake further scrutiny and assurance activity around the involvement of fathers and male carers.

Scrutiny and Assurance

The Children's MARS Scrutiny and Assurance Framework was published alongside the Local Arrangements. In addition to scrutiny and assurance activity already referenced, there has been additional activity, including independent scrutiny, through thematic and multi-agency case audit practice learning line of sight events leading to local learning, partnership action, changes in practice and outcomes.

Thematic assurance event – 'Front door' including contacts, referrals and strategy discussions

Following the Ofsted focussed visit in March 2019 and additional independent scrutiny of strategy discussions that took place in November 2020, a thematic assurance event focussing on the 'front door' of Children's Services took place in October 2021. The event was held to assure lead officers that the areas for development previously identified have been implemented and embedded and that strategy discussions remain of high quality.

Agency specific assurance event – Humberside Police

An agency specific assurance event took place in June 2021 which focussed on key units across Humberside Police including the Protecting Vulnerable People Unit, the Child Exploitation and Missing Team, Neighbourhood Policing (Early intervention) and the Safeguarding Governance Unit. An outcome letter detailing the findings from the event was presented to key leads and to the Children's MARS Board for consideration. Overall, a good level of assurance was provided that Humberside Police were fulfilling their safeguarding responsibilities and examples of good practice were identified.

Impact and outcomes

Scrutiny and assurance events continue to generate an evidence base of effective local practice and learning which the Children's MARS Board has utilised strategically to further develop and improve multi-agency practice. A summary of learning and key themes are provided to those involved and disseminated widely through the Children's MARS news updates and 7 minute briefings that are available on the Children's MARS website.

Scrutiny and assurance events that have taken place within 2021/22 have highlighted key themes relating to areas of good practice and assurance:

- There is a strong focus on the child, their safety and family history
- The values and principles of the One Family Approach are being demonstrated within practice to enable children to be in their families, in their schools and in their communities
- A learning culture is evident in that both practitioners and supervisors demonstrate that they utilise national guidance and seek further support from wider national experts where appropriate. The use of evidence-based tools and research in assessment and planning was also demonstrated
- There are positive examples of professional debate and challenge when dealing with complex children's cases and willingness to learn across agencies to further strengthen practice with children and families
- The workforce is strong, consistent, flexible and skilled. There were positive examples of professionals working according to the needs of the child and family and relational practice was evident
- Overall, decision making within strategy discussions was appropriate, proportionate and the rationale was clearly recorded, and partnership contribution is strong

Scrutiny and Assurance

Section 11 (Joint Safeguarding Self Assessment)

The Section 11 process places a duty on specific organisations and agencies to ensure they fulfil their responsibilities to safeguard and promote the welfare of children. Together with the Local Safeguarding Adults Board, a joint safeguarding self-assessment audit was disseminated to agencies to complete in December 2020 and submitted early 2021. Overall, the self-assessments provided assurance that the agencies subject to Section 11 are fulfilling their responsibilities to safeguard and promote the welfare of children. Updates were requested in May 2021 for agencies to address any identified areas for development.

Annual safeguarding audits

Under Section 175 of the Children Act 2004, the 2021/22 safeguarding audit for schools and colleges overseen by governors measured compliance with the statutory guidance 'Keeping Children Safe in Education' and enabled the Children's MARS Board to receive assurance about essential safeguarding practice across all schools, colleges and settings. The outcomes of the audit highlighted consistently good practice in relation to safeguarding across schools, academies and colleges and strong partnership working.

Additionally, a bespoke sexual abuse audit tool was created utilising the recommendations from the Ofsted report '[Review of Sexual Abuse in Schools and Colleges](#)' to enable schools to self-evaluate their current position in light of the findings of the report. Findings from this audit have been incorporated into bespoke safeguarding training for school governors and are a focus of school safeguarding reviews. The sexual harassment and sexual violence section within the annual safeguarding audit has been extended to include the questions within the bespoke audit tool, thus embedding the research into current safeguarding processes. In addition, all independent, alternative and specialist provision, including those out of area who support North Lincolnshire children, were asked to complete the safeguarding audit to ensure that there is oversight and assurance of all settings who support children living in our local area.

In addition to this all Private, Voluntary and Independent (PVI) Childcare Providers complete the safeguarding audit. Nurseries and pre-schools complete it on an annual basis and childminders on a bi-annual basis. Analysis of the data takes place that informs the Early Years training calendar. Bespoke safeguarding training is offered to providers alongside refresher and awareness training. Good practice is shared via workshops and information updates that are communicated through a monthly e-newsletter to all providers. The PVI Childcare providers safeguarding audit for 2021 demonstrates that the childcare sector has continued to offer exceptional care and safeguarding support for the most vulnerable children within North Lincolnshire, ensuring all children and families have been offered additional timely support as required.

Findings from the audits are analysed and shared with the Children's MARS Board and action plans are put in place to monitor further improvements.

Independent Scrutiny of the Children's MARS Local Arrangements

As part of our commitment to listen, learn, review and adapt and to ensure that we are fulfilling our responsibilities under Working Together to Safeguard Children 2018, our Local Arrangements are independently scrutinised on an annual basis by an independent scrutiny officer.

Following the high profile children's cases in the media, including the tragic deaths of Arthur Labinjo-Hughes, Star Hobson, Ruby and Logan Monaghan, and as part of our ongoing process of assurance, it was agreed by safeguarding partners that there would be an enhanced programme of independent scrutiny activity to seek assurance of the Children's MARS local arrangements.

A programme of independent scrutiny activity, involving four independent scrutiny officers with backgrounds in children's social care, health and the police, was devised that broadly covered scrutiny in relation to the safeguarding partners and the Children's MARS arrangements:

- meeting their statutory duties
- having strong multi-agency arrangements in place to protect and safeguard children in their local area, and
- supporting frontline practitioners to continue to do the difficult and important work they do every day

The review comprised of:

- desktop research/prior reading of Children's MARS Board, subgroups and other records
- facilitation of multi-agency strategic leaders and practitioners forums
- meeting with key officers who manage and support the Children's MARS Board
- single agency and multi agency audit processes
- engagement with safeguarding partners and system leaders
- observation at child protection review conference and direct engagement with a father whose child was subject to a child protection plan
- direct engagement with care leavers

A full report, along with the addendum outlining the findings from the CHaPP and SPLIG observations have been shared with the Children's MARS Board.

Independent Scrutiny of the Children's MARS Local Arrangements

Summary of strengths

- The recommendations from the previous independent scrutiny of local arrangements have been enacted
- Multi-agency safeguarding arrangements in North Lincolnshire are strong and partnership working is valued at all levels
- Statutory requirements are met and are regarded as a minimum
- The key partners work well together and demonstrate respect and understanding for the contribution their agencies make towards keeping children safe
- There is a culture of high challenge and high support which is evident throughout the partnership
- The One Family Approach is articulated with ease by practitioners and the Helping Children and Families in North Lincolnshire document assists with the process of achieving a shared awareness of risk and resilience across agencies
- The voice of the child was evident throughout where meaningful engagement with children and young people influenced decisions made and actions taken
- The business of the Children's MARS Board is conducted with efficiency taking into account learning from local and national issues and effective mechanisms are in place for disseminating key messages to the front line
- The importance of supporting practitioners in the difficult work they have to do is understood and a comprehensive training programme is in place and is well used
- At no point has the pandemic been seen as a barrier to keeping children safe. There was a swift adaptation to the new environment and the benefits of technology to engage previously reluctant family members has been articulated
- Independent scrutiny is one of a number of methods which the key partners use to maintain a clear line of sight to the multi-agency front line in their desire for continuous improvement
- The CHaPP and the SPLIG meetings are undertaking their roles as set out in the Children's MARS Memorandum of Understanding and seek to meet the challenges of a 'seemingly never ending list of safeguarding issues' that require attention with 'determination and a calm, measured and supportive approach'

Overall, 18 recommendations were made to further strengthen our local arrangements. These are all weaved into our development plan below and will be overseen via the SPLIG, Children's MARS Board and co-ordinated via the Children's MARS Team



Children's MARS Local Arrangements

What Next?

Shine a Light Areas of Focus for 2022/23

In order to define our **Shine a Light** areas of focus for 2022/23, we have taken account of emerging national themes, outcomes of research, local learning, performance data and analysis, practice wisdom, voice and experiences. Key areas of influence include:

- An ongoing need to focus on identifying and responding to children at risk or experiencing child criminal exploitation and child sexual exploitation
- Emerging increase in prevalence relating to teenage relationship abuse and online abuse has been seen across the early help and safeguarding system
- Feedback from the voluntary, community and social enterprise sector regarding opportunities to enhance engagement and contributions to the Children’s MARS local arrangements and our recognition of the need for an amplified focus on utilising their assets and strengths in creating the conditions to engage with children, young people and families to build their resilience and find resolutions for themselves
- Publication of ‘The Myth of Invisible Men’ Safeguarding children under 1 from non accidental injury caused by male carers and through multi agency practice learning line of sight events, we reflected that there were further opportunities to engage at the earliest point and more consistently with fathers, male carers and men in the wider family network across the partnership

As such, our **Shine a Light** areas of focus for 2022/23 are as follows:

‘Shine a Light’ Areas of Focus	Lead Partnership	Anticipated Partnership Action and System Change
Further develop the multi-agency approach to Risk Outside the Home, specifically in relation to Child Sexual Exploitation and Child Criminal Exploitation	Risk Outside The Home Strategy Group	<ul style="list-style-type: none"> • Hold multi-agency case audit practice learning line of sight event pertaining Child Sexual Exploitation and Child Criminal Exploitation • Hold a thematic event pertaining Child Sexual Exploitation and Child Criminal Exploitation, to explore opportunities across the system to identify at the earliest point and prevent young people becoming at risk, being at risk or experiencing child exploitation, for example by linking into: <ul style="list-style-type: none"> • schools in areas where there is high prevalence and liaise with Designated Safeguarding Leads regarding their cohort • police systems to review safe and well checks for children who have been missing • the Child Exploitation Intervention Team’s prevention and intervention work • the Children’s Advocacy Team to review missing children independent return interviews • Explore further opportunities to utilise ‘experts by experience’ to develop resources to raise awareness and mitigate risk factors
Further develop the multi-agency approach to Risk Outside the Home, specifically in relation to Teenage Relationship Abuse	Risk Outside The Home Strategy Group	<ul style="list-style-type: none"> • Hold a multi-agency case audit practice learning line of sight event on Teenage Relationship Abuse • Further explore local prevalence relating to teenage relationship abuse to develop a local position statement • Undertake engagement activity with children, young people and families in relation to healthy relationships and teenage relationship abuse

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'Shine a Light' Areas of Focus	Lead Partnership	Anticipated Partnership Action and System Change
Further develop our approach to preventing and reducing the impact from online abuse	Risk Outside the Home Strategy Group	<ul style="list-style-type: none"> • Further explore local prevalence relating to online abuse as a factor in referrals and assessments and gain a better understanding of the nature, type and trigger points • Review, refresh and co-produce information and resources to raise awareness of online safety for children, young people, parents and professionals
Further develop the interface and relationships between the Children's MARS Local Arrangements and the Voluntary Community and Social Enterprise (VCSE) sector	Children's Help and Protection Pathway Group	<ul style="list-style-type: none"> • Further develop bespoke VCSE web based communications on the Children's MARS website • Work collaboratively with Voluntary Action North Lincolnshire (VANL) to develop a bespoke certified safeguarding training package and build in monitoring arrangements • Led by VANL, contribute to the development of a VCSE conference and safeguarding forum • Target communications to VCSE regarding the Children's MARS local arrangements and practice developments • Hold bespoke information sessions for VCSE colleagues • Link into established VCSE groups and forums to share messages and raise awareness
Further develop the multi-agency approach to men including fathers, male carers and wider family members	Children's Help and Protection Pathway Group	<p>Respond to the actions identified in the benchmarking exercise relating to the Myth of Invisible Men (MOIM), as follows:</p> <ul style="list-style-type: none"> • 0-19 Service to undertake a quality audit to reflect on the key messages from the MOIM report • Collate feedback from single agencies audit and scrutiny arrangements regarding engagement with fathers, male carers and wider family members • Further develop practitioner confidence and competence in relation to the impact of ethnicity and culture and how they affect parenting and family life, including engaging and working with fathers/male carers through raising awareness. education and training so that these issues are mainstreamed into and improve practice
Further raise awareness and develop our practice to prevent and reduce the harm from neglect	Safeguarding Practice Learning and Improvement Group	<ul style="list-style-type: none"> • Develop neglect and quality of care toolkit (as part of family help toolkit suite of documents) • Develop neglect Spotlight • Scope, refresh and roll out neglect education and training offer, including Graded Care Profile 2 training, general neglect training (via internal and/or external facilitators) and practice in action session(s) as a mechanism for rolling out the toolkit
Communications via the Children's MARS Spotlight methodology will be developed for each shine a light area of focus across the year		

As well as our specific 'shine a light' areas of focus, the Children's MARS Board adopts a 'right to roam' approach and as such, will maintain a **line of sight** across the early help and safeguarding pathway in order to seek assurance, challenge, shape and influence partnership action and system change, some of which are the responsibility of other partnership and planning frameworks. As part of this, to orientate 'line of sight' activity, the Children's MARS Board will take account of local learning, performance, practice wisdom and voice and experiences on wider emerging need and harm.

Development Plan

As safeguarding partners and relevant agencies, we will continue to listen, learn, review and adapt in order to ensure our Local Arrangements best meet the needs of the children, young people and families in North Lincolnshire, so they are resilient and safeguarded to enable them to be in their families, in their schools and in their communities.

As well as the actions associated with the 'shine a light' areas of focus, our Local Arrangements are underpinned by a strategic development plan, which is built around the following areas:

- Key actions pertaining the safeguarding partner's portfolio areas
- Recommendations from the Independent Scrutiny Review of the Children's MARS Local Arrangements
- Actions associated with key policy drivers

Portfolio Areas	Development Plan Action	Safeguarding Partner lead
Child Safeguarding Practice Reviews	<ul style="list-style-type: none"> • Revisit the independent scrutiny of the identification and notification process for serious child safeguarding cases to seek assurance of our local decision making 	Director of Children and Families
Stakeholder Engagement	<ul style="list-style-type: none"> • Develop further opportunities for engagement and co-production to enhance the voice and influence of those with lived experiences 	Director of Children and Families
Stakeholder Engagement	<ul style="list-style-type: none"> • Explore opportunities to shape and influence the Designated Safeguarding Lead Conference and Stay Safe Conference for schools in 2023 and enhance support arrangements 	Director of Children and Families
Data Intelligence and Performance	<ul style="list-style-type: none"> • Further develop the performance framework across the partnership to underpin our Local Arrangements 	Chief Superintendent and South Bank Divisional Commander
Funding	<ul style="list-style-type: none"> • Review funding contributions and identify future priorities for expenditure to innovate and to develop evidence informed approaches to practice in order to continue to deliver our Local Arrangements 	Chief Superintendent and South Bank Divisional Commander
Education and Training	<ul style="list-style-type: none"> • Scope, develop and implement arrangements for the Children's MARS Conference 2023 	Interim Director of Quality and Nursing
Scrutiny and Assurance	<ul style="list-style-type: none"> • Further explore, evaluate and develop our scrutiny and assurance framework, including independent scrutiny arrangements 	Interim Director of Quality and Nursing

Development Plan continued

Area	Development Plan Action	Safeguarding Partner lead
Scrutiny and Assurance (actions from Independent review of Children's MARS Local Arrangements)	<p>Recommendations from main report (relating to the breadth of the local arrangements)</p> <ul style="list-style-type: none"> In view of widespread national concern about the impact of national/international events on the availability of skilled workers, workforce/caseload information to be included in the performance framework Health commissioners must ensure through their contractual arrangements with health providers that there is appropriate attendance at the PIT Stop meetings, to enable appropriate contributions to be made from a health perspective to inform the decisions and actions taken Seek assurance from Children's Services that a clear rationale is recorded of why an initial child protection conference is not required following a section 47 enquiry, which would help to strengthen a small number of assessments Continue to seek assurance that strategy discussions are convened when the police receive information that gives reasonable cause to suspect that a child is suffering or likely to suffer significant harm Given the changes within the three statutory partnerships at strategic level and the pace of change within the Children's MARS Arrangements, they should instigate an annual meeting of the local authority Chief Executive, the Accountable Officer of the Clinical Commissioning Group (equivalent in the Integrated Care System), the Chief Officer of the police and the Police and Crime Commissioner The Children's MARS Board to seek assurance around the effectiveness of the Escalation and Resolution policy and procedure and the outcomes for children. It is recommended that implementation of the escalation policy in practice is tested through a multi-agency audit Seek assurance from the National Probation Service and Humberside Police around the safeguarding training that is provided to new recruits Seek assurance that managerial oversight and case supervision is effective and robust across the partnership in keeping children safe 	<p>Chief Superintendent and South Bank Divisional Commander</p> <p>Interim Director of Quality and Nursing</p> <p>Director of Children and Families</p> <p>Director of Children and Families/Chief Superintendent and South Bank Divisional Commander</p> <p>ALL</p> <p>ALL</p> <p>Chief Superintendent and South Bank Divisional Commander</p> <p>ALL</p>

Development Plan continued

Area	Development Plan Action	Action Lead
Scrutiny and Assurance (actions from Independent review of Children's MARS Local Arrangements)	<p>Things to consider from the addendum (relating to observations of the CHaPP and SPLIG)</p> <ul style="list-style-type: none"> • The actions from the previous meeting could be followed up to completion in advance of the meeting so that they are complete as far as possible, thus allowing more time in the meeting for discussion • In addition to identifying issues to bring to the meeting, members could be asked to show how they take the learning from the meeting into their own agency • Enhance the understanding of the impact of diversity within the meetings • Some of the reports are less comprehensive which may reflect the nature of the organisation or their direct involvement with safeguarding on a day to day basis. If assistance could be given in the preparation of the reports for the next meeting, they could provide a more accurate picture of the contribution which the agency makes to early help/safeguarding. This could also include ensuring that the 'voice' section demonstrates what has changed as a result of the consultation/feedback • Maintain an ongoing review of the membership of both groups, particularly in view of the success of the PIT Stop and consider whether/how the voice of faith and community groups could be stronger 	CHaPP and SPLIG chairs

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We are committed to independent scrutiny, which contributes to our annual report and refresh of our Local Arrangements.

Development Plan continued

Area	Development Plan Action	Safeguarding Partner lead
<p>Responding to key policy drivers: Child Protection in England</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 126</p>	<ul style="list-style-type: none"> • Multi agency training pertaining strategy discussions to be held; and further scrutiny and assurance activity pertaining strategy discussions as part of independent annual review programme • Opportunities to build in experiential learning pertaining strategy discussions within induction processes (for relevant staff across the partnership workforce) • Opportunities to further enhance and embed health engagement in child protection processes (i.e. health representation in PIT Stop, GP attendance at and/or reporting into child protection conferences) • Review and refresh information sharing agreements associated with the Children’s MARS Arrangements; and develop a bespoke information sharing 7 minute briefing • Explore opportunities to further develop multi agency reflective supervision across the wider partnership workforce, which will enhance mechanisms for inter professional high support and high challenge • Explore opportunities to engage with practitioners to understand their levels of skills, knowledge and confidence and to ascertain the impact of training on practice (and review/refresh education and training offer to take account of feedback) • Further develop our understanding of diversity and our associated practice (and refresh education and training offer as appropriate) • Consider practitioners understanding of the impact of abusive relationships on parenting capacity; and explore opportunities to engage with children and young people to understand their perspectives of domestic abuse 	All
<p>Responding to key policy drivers: Independent review of children’s social care</p>	<ul style="list-style-type: none"> • Scope opportunities for a multi agency/multi disciplinary approach to family help across localities (to be considered as part of the Family and Community Hub developments) • Redefine the offer across the family help and protection system and develop people’s understanding of this • Consider implications for and review/refresh of the Helping Children in North Lincolnshire document • Explore opportunities to encourage and support local assets/resources to become connected persons (and foster carers) • Explore opportunities arising from the extension of the Virtual Head Teacher role • Explore opportunities to ensure transparency of the Children’s MARS Arrangements i.e. publishing minutes and financial contributions • Consider the implications for the Children’s MARS Arrangements of schools becoming an additional safeguarding partner 	All

• This is an indicative plan and a working document which will updated in year to reflect other emerging development opportunities.

Glossary

A	<p>Ask Jan Membership assists care experienced people of all ages to access comprehensive, practical advice and support and additional benefits such as counselling, wellbeing advice and financial advice</p> <p>Achieving Best Evidence (ABE) is guidance set out by the Ministry of Justice which shares best practice around the interview process for child and adult victims and witnesses during a criminal investigation. It includes guidance on video-recorded interviews with vulnerable and intimidated witnesses where the recording is intended to be played as evidence in court. ABE promotes a strong victim-centred and trauma-informed approach throughout the guidance</p> <p>The AIM2 Assessment is an evidence-based tool that can be used to begin to consider both the level of supervision that is required for young people who exhibit harmful sexual behaviours and their therapeutic needs</p>
C	<p>Child criminal exploitation (CCE) involves exploitative situations, contexts and relationships where a child (or a third person or persons) receive ‘something’ (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them completing a task on behalf of another individual or group of individuals; this is often of a criminal nature</p> <p>Child Safeguarding Practice Review may be undertaken following identification and agreement that a case meets the criteria of a serious child safeguarding case. It is for the safeguarding partners to determine whether the criteria are met and whether a local child safeguarding practice review is appropriate taking into account that the overall purpose of a review is to identify improvements to practice. In some cases where the definition of a serious child safeguarding case is not met yet there may be issues of importance to the local area, the safeguarding partners may choose to undertake a local child safeguarding practice review</p> <p>Child sexual exploitation (CSE) is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator</p>
G	<p>The Good Lives model is a framework for intervention planning, informed by AIM2 problem formulation</p>
I	<p>Integrated Multi-Agency Partnership (IMAP) is a partnership of co-located social work, police, health and education practitioners and supervisors who take contacts and referrals on children where there are safeguarding or protection concerns. They share and analyse information to inform decisions regarding whether a child is in need or in need of protection</p>
K	<p>Kooth is an online emotional and mental health support service that young people in North Lincolnshire aged 11 – 24 can access</p>
L	<p>The Link Programme is a national initiative that brings mental health and education professionals together to promote mental health and alleviate children and young people’s distress</p>
M	<p>Multi-Agency Looked After Partnership (MALAP) is a multi-agency group who work together to improve outcomes for children and young people in care and care leavers</p> <p>Multi-Agency Child Exploitation (MACE) Meeting is a partnership group who work together to improve outcomes for children and young people who are experiencing and/or at risk of child sexual or criminal exploitation</p> <p>Multi-Agency Pre-Birth Liaison and Consultation (MAPLAC) Meeting is a partnership group who have oversight of cases of pregnancy where there may be identified additional vulnerabilities and the family would be likely to benefit from targeted early help at the earliest stage possible</p> <p>Missing Children’s Advocates offer and complete independent return interviews with children who have been missing and share information so that children’s welfare is promoted and that they are safeguarded</p> <p>MIFI devices are wireless routers that act as a mobile WiFi hotspot allowing those without a home broadband connection to access to the internet</p>

Glossary

N	<p>Northern Lincolnshire and Goole (NLaG) NHS Foundation Trust is the provider of NHS services through Scunthorpe General Hospital and community services in North Lincolnshire and two other neighbouring local areas</p> <p>Not In Our Community (NIOC) is a campaign developed across the Humberside Police force area that helps young people protect themselves and their friends against grooming and child exploitation</p>
O	<p>The One Family Approach (OFA) aims to create a system that works for all children, young people and families in North Lincolnshire</p>
P	<p>Partnership Integrated Triage (PITSTOP) Meeting is a multi-agency daily triage which considers police information and identifies and potential levels of need at the earliest level</p>
R	<p>A Rapid Review is undertaken when the safeguarding partners have agreed that the criteria for a serious child safeguarding case have been met. The Rapid Review enables facts to be gathered, any immediate action to ensure children's safety to be taken and considers the potential for identifying improvements to safeguard and promote the welfare of children. The Rapid Review assists the safeguarding partners to decide what steps they should take next, including whether or not to undertake a local child safeguarding practice review</p> <p>Rotherham, Doncaster and South Humber NHS Foundation Trust (RDaSH) is the provider of NHS services and community services in North Lincolnshire</p> <p>Risk Outside the Home (ROTH) As well as risks to the welfare of children from within their families, children may be vulnerable to abuse or exploitation from outside their families. These extra-familial risks might arise at school and other educational establishments, from within peer groups, or more widely from within the wider community and/or online. These risks can take a variety of different forms and children can be vulnerable to multiple risks, including exploitation by criminal gangs and organised crime groups such as county lines; trafficking, online abuse; sexual exploitation and the influences of extremism leading to radicalisation. Extremist groups make use of the internet to radicalise and recruit and to promote extremist materials. Any potential harmful effects to individuals identified as vulnerable to extremist ideologies or being drawn into terrorism should also be considered</p>
S	<p>Safe North Lincs is a partnership social media presence joint between the Children's MARS Board, Local Safeguarding Adults Board and the Community Safety Partnership</p> <p>Section 11 (Children's Act 2004) places duties on a range of organisations, agencies and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children</p> <p>Special Educational Needs and Disabilities (SEND) is used to describe a child or young person who has a learning difficulty and/or a disability that means they need special health and education support</p>
Y	<p>You Say Who is a multi-agency practice framework that places sustainable relationships at the heart of planning for children which builds on the strengthened practice in relation to reunification of children in long term care to their family utilising the NSPCC Reunification Framework highlighted in the Care Crisis Review</p>
O	<p>0-19 health and wellbeing service is the integrated health visiting and schools nursing service for North Lincolnshire. The team lead the Healthy Child Programme and provide a series of public health interventions from the antenatal period to age 19 and up to the age of 25 for young people with special educational needs. Locally, the service is delivered by Rotherham, Doncaster and South Humber (RDaSH) NHS Foundation Trust</p>

Contact and Follow Us:



North Lincolnshire

**CHILDREN'S
MULTI-AGENCY
RESILIENCE &
SAFEGUARDING
BOARD**

Page 129



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Clinical Commissioning Group



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Lincolnshire
Council**

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NORTH LINCOLNSHIRE COUNCIL

CABINET

THE IMAGINATION LIBRARY TEN YEARS ON

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To update Cabinet on the outcomes achieved over the ten years of the Imagination Library in North Lincolnshire. The attached report highlights the key successes.
- 1.2 The Imagination Library forms part of the Council's commitment to children having the best start in life through the investment in Children's Literacy and the offer that supports and enables the home learning environment.
- 1.3 The impact is evidenced through the educational outcomes achieved by children and young people over this period, especially those who do not have the same opportunities as their peers or are at risk of underachieving.

2. BACKGROUND INFORMATION

- 2.1 In January 2023, North Lincolnshire will be celebrating ten years of investment in the Imagination Library. North Lincolnshire is recognised as a national and world leader in its approach to utilising the books gifted. The bespoke programme enables parents and carers to create a wide range of home learning and community activities to enhance children's early development, health and wellbeing, communication, and language skills. North Lincolnshire Council are passionate about literacy and promoting the best start in life for every child and developing a love of reading is core to our aspirations and ambition for all our children.
- 2.2 During the last ten years, the council's investment and commitment to children's literacy has had a proven impact on children and young people's learning and wellbeing outcomes. By the anniversary date it is anticipated that over 22,500 children have participated and over 835,000 books issued. The programme underpins the council values and provides a very visible, and tangible range of positive outcomes for children, young people, families, carers, community groups, early years settings and schools. The offer is a core element of our One Family approach and plays a key role in enabling parents to readily access high

quality information advice and guidance as part of Best Start offer for our youngest children.

- 2.3 National research identifies the importance of enabling parents to support their children's early learning and providing the best start in life. North Lincolnshire's Imagination Library Programme has long-lasting impacts, such as positive outcomes on future wellbeing, achievement, and later training and employment.
- 2.4 Children who first registered with the Imagination Library when it was launched in 2013 reached the end of the Early Years Foundation Stage (EYFS) in 2016. Since 2016, data has been collated and analysed showing that children registered with the Imagination Library outperformed their unregistered counterparts each year. In 2022, 67.1% of children who registered with the Imagination Library achieved a good level of development at the end of the EYFS, compared to 52.6% of children who were not registered.
- 2.5 The impact of the Imagination Library is not confined to the EYFS and continues to evidence itself on a child's journey throughout school. Children registered with the Imagination Library have achieved higher Key Stage 1 outcomes in 2019 and 2022 for reading, writing and maths. This is evidenced further as children who were registered achieved a higher standard/ greater depth of understanding for the core subjects of reading, writing and maths than their unregistered peers. This trend is mirrored for Key Stage 2 outcomes, both for achieving the expected standard, and for achieving a higher standard/ greater depth of understanding.
- 2.6 The extensive reach of the Imagination Library across North Lincolnshire makes the biggest impact on some of our most vulnerable families and young children. In North Lincolnshire the Imagination Library makes a real difference to our children who do not have the same opportunities as their peers or are at risk of underachieving - most notably for summer born children (boys in particular), children with special educational needs and children whose first home language is not English.
- 2.7 The Imagination Library programme is more than a free book through the door, it supports the council's One Family Approach by working directly with families and children in targeted communities on modelling book engagement, quality dialogues and activity around books. One example is 'Book Chatter', which takes place in community hubs and schools, and provides ideas sheets for parents to enhance the use of books in the home learning environment.
- 2.8 By working in partnership and embedding the One Family Approach we have created a pathway of expertise and resources that are easily accessible, creative, and simple which enable families to build and extend their children's home learning environment. The North Lincolnshire Imagination Monthly newsletter is accessed by 3,500

residents and shares ideas and inspiration. Continuous Professional Development and training opportunities have also been provided to support and upskill the current and future early years workforce in maximising the learning, attachment and engagement opportunities related to reading. Examples include utilising book resources, training on literacy themes, and developing support and intervention skills. All these examples are supported in a Place based approach, through community partners, colleagues across the whole of North Lincolnshire (such as North Lincolnshire Children's Literacy Trust and the Rotary Club), and businesses who enable the legacy of reading once children have graduated from the Imagination Library (such as Wrendale, Tesco and Asda).

- 2.9 The success of the Imagination Library programme has been achieved through close collaborative working with key partners, including early years settings, schools, and health professionals, to ensure that every child can participate in the Imagination Library. Parents are made aware of the Imagination Library scheme and to use the further benefits that the books can provide. As a result, parents have access to further information on themes such as health and wellbeing, good hygiene, school readiness, family matters, bereavement, and diversity.
- 2.10 It is recognised that book ownership is important, but in North Lincolnshire we know that it is how books are used in the home learning environment that has the greatest impact on outcomes for children. The wider work around each book is invaluable in maximising the learning opportunities made possible by children receiving high quality books into their family home. Sharing books means so much more than a love of reading. Time together enjoying books promotes secure attachments, which encourages confidence, self-esteem, health, and well-being. Having those special times together builds communication, listening, understanding, and talking skills, and helps to lay the foundations of good literacy.
- 2.11 In recognition of the effectiveness of the programme in North Lincolnshire and successful partnership working with the Dolly Parton's Imagination Library the Dollywood Foundation are hosting a celebration event at Normanby Hall on 20 January 2023.

3. OPTIONS FOR CONSIDERATION

- 3.1 For Cabinet to note the impact and success of North Lincolnshire's Imagination Library programme over the past 10 years. The attached report celebrates the many achievements that have been enabled for children and families, and positive outcomes as they progress through their future learning journey.

4. ANALYSIS OF OPTIONS

4.1 The report demonstrates the impact of North Lincolnshire's investment in the bespoke Imagination Library Programme in supporting positive outcomes and contributing to the council's ambition for enabling the Best Start for all our young children, especially those who do not have the same opportunities as their peers or are at risk of underachieving.

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

5.1 The investment in the Imagination Library equates to £25 per child per year for the book through the door from birth to 5. The programme forms part of the Council's Community Literacy Offer investment with a budget in 2022-23 of £334k.

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

6.1 There are no other relevant implications.

6.2 Equalities issues under the Equalities Act 2010 are considered as part of the book selection process.

6.3 This plan is closely linked to the Council Plan, supporting the ambition to be the #BestPlace for our residents and the #BestCouncil we can be.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 N/A

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 No conflicts of interest have been identified.

9. RECOMMENDATIONS

9.1 To receive the report that celebrates 10 years of North Lincolnshire's Imagination Library programme and note the difference made to young children's early learning outcomes.

DIRECTOR: GOVERNANCE AND COMMUNITIES

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Date: 09.11.2022

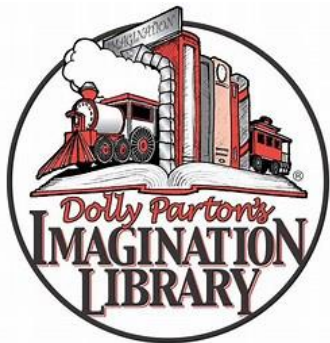
Background Papers used in the preparation of this report

- 1) Public Health Grant Review- E765 Children's Literacy (October 2022)
- 2) North Lincolnshire Literacy Offer 2022/23
- 3) Local Parent Feedback Summaries (Reading and Child development, Wellbeing Focussed)
- 4) North Lincolnshire data and international research led by Swansea University on behalf of Dolly Wood UK.
- 5) Getting the Best Strat: A One Family Approach to improving outcomes for children in their early years
- 6) Impact of the Imagination Library 2022 with KS2

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Imagination Library 10 Years On... Our commitment to Early Years Literacy & Beyond

November 2022



**North
Lincolnshire
Council**

www.northlincs.gov.uk

Welcome to our report on The North Lincolnshire Imagination Library.

North Lincolnshire Council is passionate about giving all our children the best start. A love of reading is critical to the effective development of a child's educational future. Our own research into the impact of the North Lincolnshire Imagination Library shows the significant benefit that registering with the programme has on children's achievement in the Early Years Foundation Stage and beyond.

The North Lincolnshire Imagination Library continues to go from strength to strength and is promoted as a model of international excellence. North Lincolnshire's Imagination Library is the highest achieving UK programme since its launch in 2013. Nine out of ten children under the age of 5 in North Lincolnshire are registered with the Imagination Library, which means that currently **7,170** children are receiving a free book every month. Families have told us what the North Lincolnshire Imagination Library and reading together means to them and their children.

Every child aged 0 to 5 can register and is eligible to receive the free gift of a book each month giving fair and equal access to all families. Children tell us they love it and rush to the doorstep to collect their gift which is often the very first thing to come through the letter box addressed to them. I have recently registered my first grandchild following a visit from one of our Imagination Library champions whilst we were in the special baby care unit and am rediscovering the joy of sharing books with her. Children can build their own "at home libraries" and of course use the County library offer as well to access a wealth of knowledge, fun and opportunity to share special family time. We aim to get every single one of our North Lincolnshire Children signed up to this great scheme and look forward to hearing from you.

We know sharing books in the home supports so much more than a love of reading. Time together enjoying books promotes secure attachments that support the development of confidence, self-esteem, health, and well-being. Having those special times together builds communication, listening, understanding, and talking skills, and of course helps to lay the foundations of good literacy skills.



This report is a celebration of the North Lincolnshire Imagination Library and the many achievements that have been enabled for children and families.

Councillor Julie Reed
Cabinet Member for Children and Families



The Imagination Library was launched as a pilot in North Lincolnshire in 2013 and has since been extended to 2022.



North Lincolnshire's Imagination Library is the highest achieving UK programme since its launch in 2013 and is fully funded by the council.

Our own research into the impact of the Imagination Library shows the benefit that registering with the programme has on children's achievement in the Early Years Foundation Stage and beyond. We are passionate about this scheme. It has provided a fantastic platform for literacy across our locality. The leaders of our council see this as an invaluable tool to promote a love of reading and learning.



Parents frequently comment about how lucky they feel that North Lincolnshire supports the Imagination Library programme. Comments include how much they value the way the book arrives addressed to the child making it feel a really positive and unique approach to valuing the joy of sharing books. They comment on the quality and variety of the books and how it motivates them to make reading part of the home routine.

In feedback parents tell us that they read more regularly with their children because they receive the books every month. They tell us that their children are excited to receive and share their books with them every month. Families tell us that the books bring their family together for quality time with many older siblings enjoying sharing the books with younger siblings.

Parents are very aware of the value and importance of sharing books with their children from a young age, in terms of future attainment, wellbeing and skills for life, this message continues to be reinforced by the work of the **North Lincolnshire Children's Literacy Trust and the Words Count Campaign.**

"The only thing more important than what we do for our children today is what we will do for them tomorrow. We are so fortunate to have the forward-thinking folks at North Lincolnshire paving the way to teach us all how to best sustain our efforts for decades to come. I bet the Children's Literacy Trust will be going strong 100 years from now, so I am making my plans to celebrate that milestone!"

- Dolly Parton

The North Lincolnshire Imagination Library – Latest Data (November 2022)

86%

- of children under the age of 5 in North Lincolnshire are currently registered with the Imagination Library

820,674

- books have been gifted since the launch in 2013

22,578

- children registered since the launch of the Imagination library in 2013

7,170

- children are currently registered with the Imagination Library in North Lincolnshire

15,408

- children have graduated from the Imagination Library in North Lincolnshire since 2013

3,500

- families and professionals are signed up to the monthly IL newsletter, encouraging home learning

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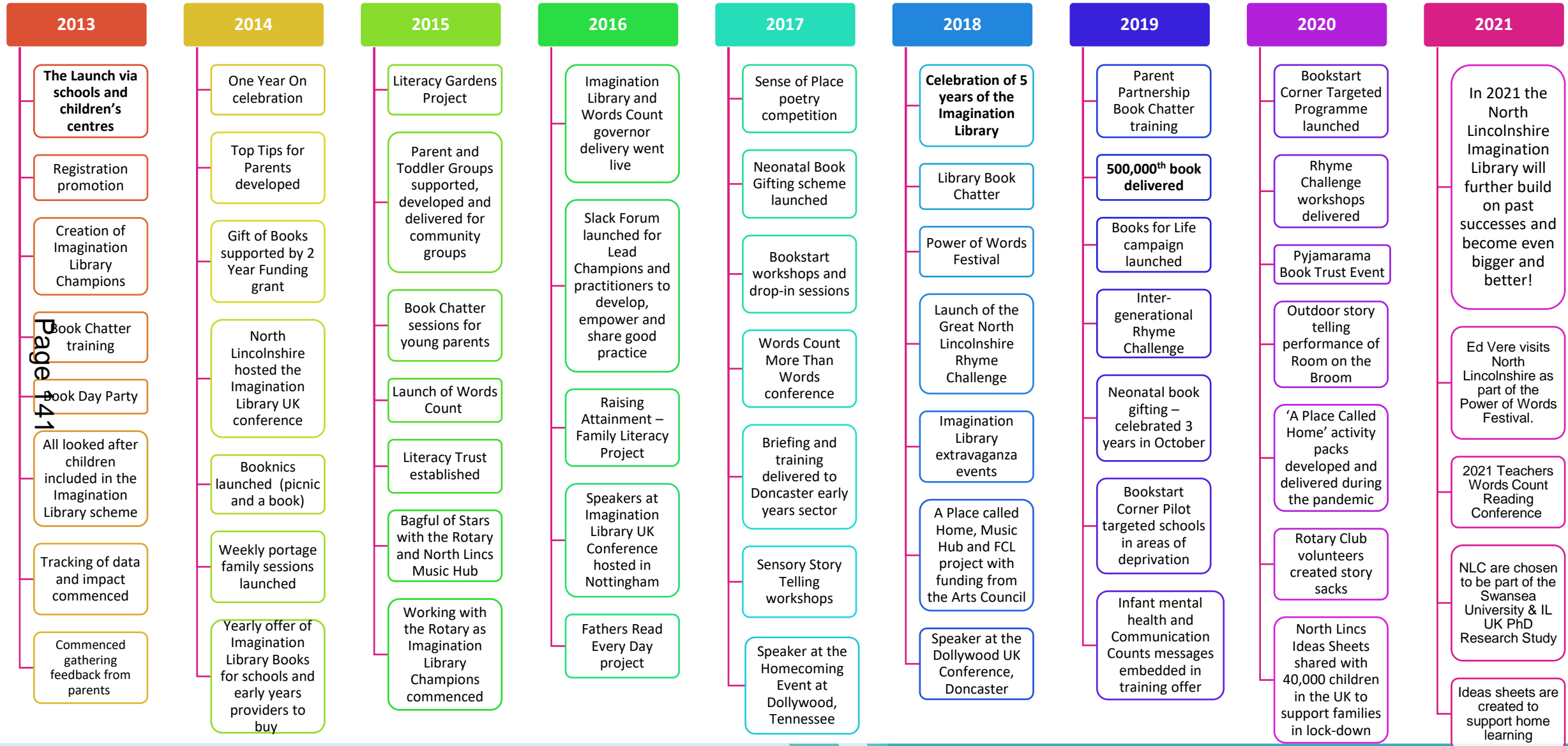
Dollywood UK regularly ask us to share our Imagination Library journey. We are held as an exemplar of best practice and we are recognised as **the most successful of its kind in the world.**

We look forward to sharing our success story at the Dollywood UK regional Conference in January 2023.



The journey so far in North Lincolnshire

The North Lincolnshire Imagination Library



Imagination Library The journey so far in North Lincolnshire



2013: Launch of the Imagination Library in North Lincolnshire



2013: Book Day Party



2014: Booknics



2014: Top Tips for Parents



2015: Dolly and her parents



2015: Literacy Gardens Project



2016: Fathers Read Every Day (FRED) Project



2016: Raising Attainment Family Literacy Project



2017: Performance of Bagful of Stars



2018: Imagination Library UK Conference



2018: A Place Called Home



2018: the Great North Lincolnshire Rhyme Challenge



2019: Books gifted to Scunthorpe Hospital



2019: Teddy appears with Dolly Parton on the One Show



2019: Normanby workshops for the Early Years Sector



2019: Neo-natal Book Gifting



2019: Intergenerational Rhyme Challenge



2020: Story Sacks created by Rotary Club volunteers



2021: Launch of new Ideas Sheets



2021: IL Author Ed Vere visits North Lincolnshire.



2022: IL Book Chatter Family Learning Courses

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Impact of the Imagination Library

Children registered with the Imagination Library generally outperform their peers at all key stages



Children who first registered with the Imagination Library when it was launched in 2013 reached the end of the Early Years Foundation Stage (EYFS) in 2016. Since 2016, we have collected and analysed data which clearly shows that **children registered with the Imagination Library outperformed their unregistered counterparts each year.**



In North Lincolnshire the Imagination Library makes a real difference to our children who don't have the same opportunities as their peers, or are at risk of underachieving - most notably for summer born children (boys in particular), children with special educational needs and children who are not British.

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The impact of the Imagination Library is not confined to the EYFS and continues to evidence itself on a child's journey throughout school. In 2017 and 2018 research was undertaken to whether children who were previously registered with the Imagination Library continued to outperform their unregistered counterparts in the end of Year 1 Phonics Screening Test. **The cohort of children registered with the Imagination Library outperformed their non-registered counterparts in each year.**

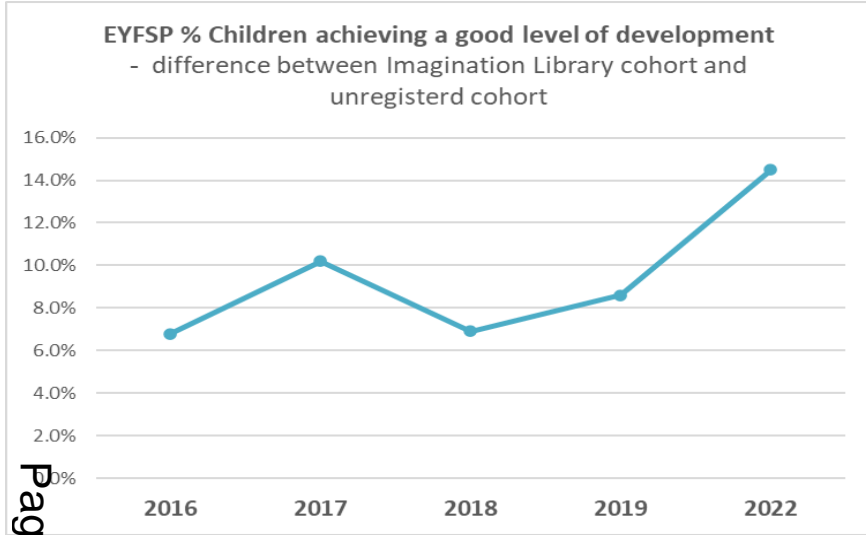


In 2019 further research was undertaken to whether children who were previously registered with the Imagination Library continued to outperform their unregistered counterparts at the end of Key Stage 1. **The cohort of children registered with the Imagination Library outperformed their non-registered counterparts in each subject area.**

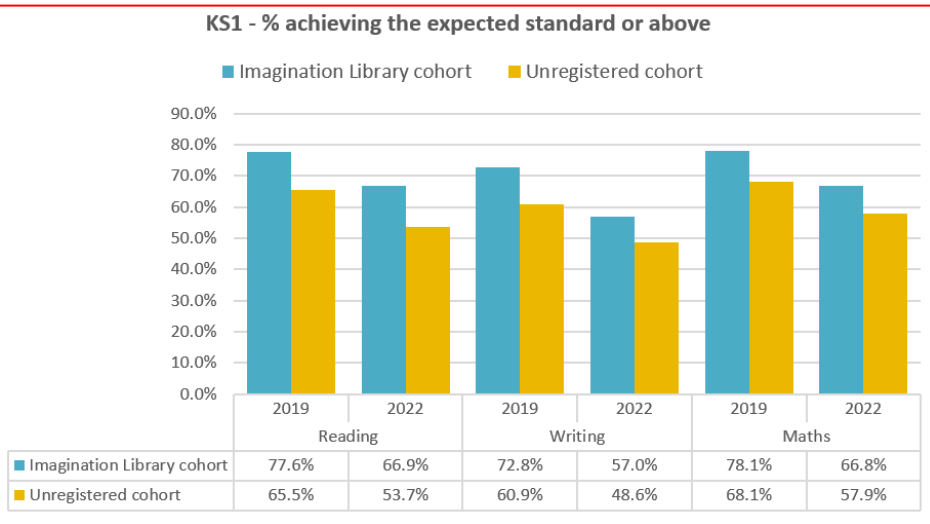


In 2022 we reflected on the impact of the Imagination library has on children at the end of Key Stage 2. The data shows that the cohort of children registered with the Imagination Library continue to outperform their peers in the **KS2 SATS.**

Impact of the Imagination Library



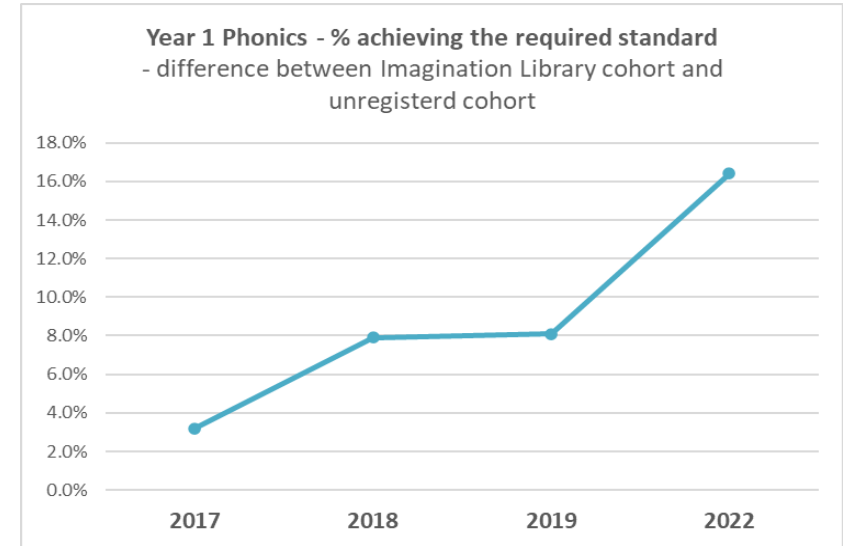
Current picture – in 2022 children registered to the Imagination Library outperformed their non-registered counterparts by 14.5 percentage points.



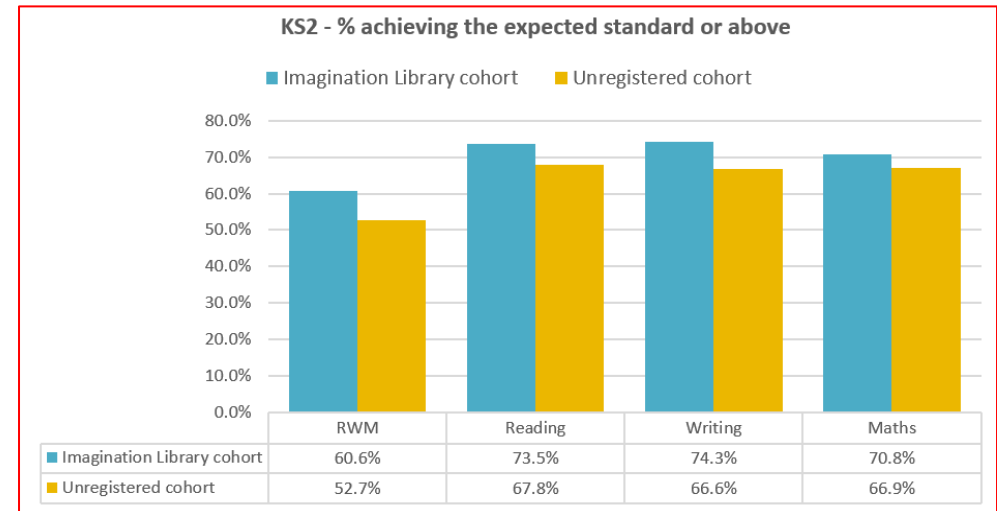
Our research shows that children registered with the Imagination Library achieve better outcomes than those children who are not registered – at age 5, age 6 and at age 7.

We now have evidence to show that this impact continues into KS2 where children registered with the scheme continue to out-perform their peers at age 11.

The North Lincolnshire Imagination Library



Current picture – In 2022, children registered to the Imagination Library outperformed their non-registered counterparts by 16.4 percentage points

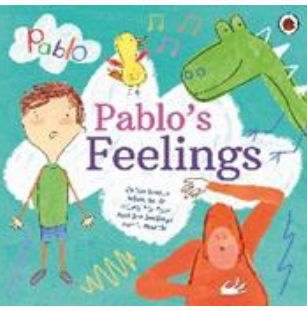
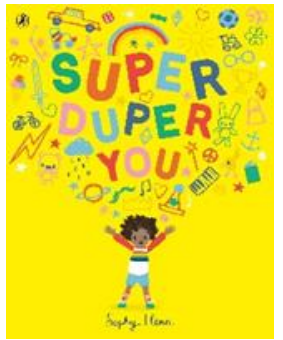
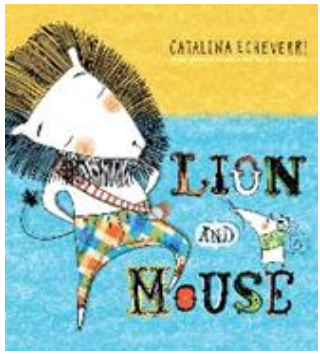
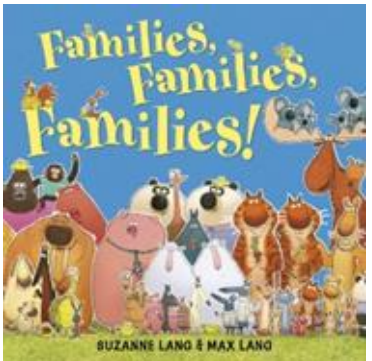
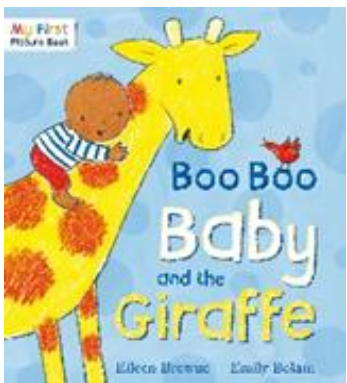


The book titles chosen by the Book Selection Committee cover a range of titles and topics and include fiction and nonfiction books. The committee take great care to ensure that the themes and concepts in the books are age appropriate and that children can see their own experience reflected in the stories.

Examples of books to support establishing routines from 2021 - 2022

Examples of books focusing on feelings, friendships and individuality from 2021 - 2022

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The Imagination Library in North Lincolnshire continues to be **the most successful programme in the world**, including partnership working with other local authorities.



86% of our under 5's receive a quality age-appropriate book delivered to their home address once a month. That's over **7170 books every month!**



Parents frequently comment about **how lucky they feel** that North Lincolnshire Council supports and invests in the Imagination Library programme.



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A unique aspect of the Imagination Library in North Lincolnshire is the **diverse range of complementary activities** promoting the joy of reading. 3500 residents access the monthly newsletter for ideas and inspiration.



The Imagination Library works in partnership with the Stronger Communities Team, Family Learning, speech and language therapists, the Health and Neo-Natal Ward, young parents, North Lincolnshire Homes, portage and the 2 year funding team **to ensure we are reaching our most vulnerable families.**



Since the launch of our programme, we have now delivered **820,000** books. Research has shown how important it is for children to have books of their own and to revisit and share the stories regularly to develop **a love of reading.**



The **'Books for Life'** campaign was launched in February 2019 with events for children and their families to celebrate the books they receive with activities and storytelling.



The **Great North Lincolnshire Rhyme Challenge** - "great rhymers make great readers", in collaboration with the Book Trust, was launched in March 2018 as part of the Power of Words Festival. POW has allowed us to bring famous IL authors and illustrators to North Lincolnshire every year since it's launch.



Imagination Library Champions have been created in all localities - in children's centres, schools, early years providers, child-minders, mother and toddler groups, health visitors, midwives, library service and Rotary Club Members.... even the lady in the corner shop.



NLC were chosen to participate in a PhD research study in partnership with Swansea University. Looking at the impact of parent engagement with reading in families that received IL books.



IL Book Chatter sessions take place across North Lincolnshire with targeted families as part of the family learning offer.



It only seems like yesterday we celebrated our 5th Birthday and now preparations are taking place for our **10th Anniversary (March 2023)**



The key to our success is working as a multi-agency partnership approach

North Lincolnshire's approach to the delivery and development of the IL programme is foremost about working in partnership with health practitioners, speech and language, family hubs, early years settings, schools, colleges community groups to provide a One Family Approach enabling parents and carers to have a wide variety of opportunities to come together and feel supported and confident in supporting their Childrens early development, health and well-being. IL forms a core strand of the work around Communication Counts, health and nutrition advice and information and how to support transitions into school.

"We evidenced exceptional multi-agency working to support the most disadvantaged families and there is a very strong partnership ethos across the entire Early Years sector. As an example, the Imagination Library is fully embedded and across the entire early year's settings. In turn, the EY settings highly value the support and assistance provided by the local authority."

LGA Peer review 2019

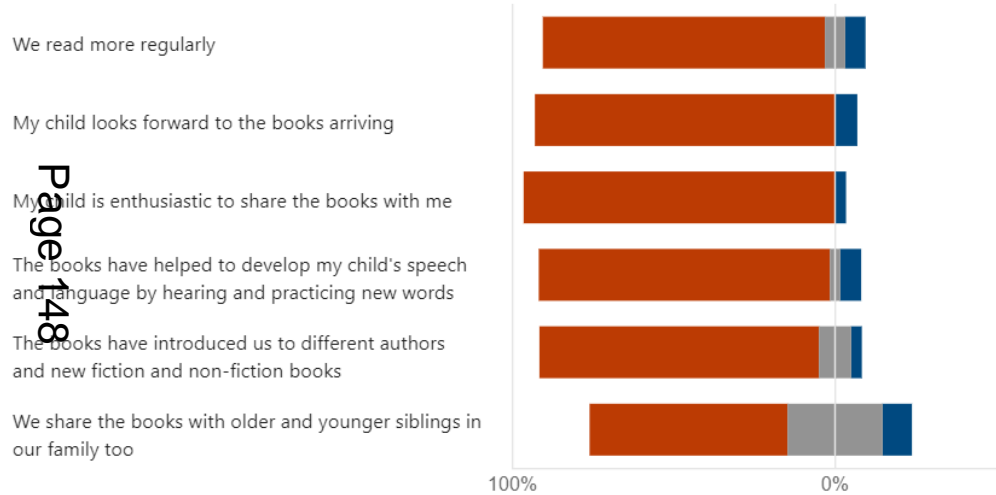
National recognition of how Imagination Library provides a core foundation for supporting a One Council, One Community One Family approach



1. What difference does receiving a book regularly through the door make to the enjoyment you and your child have reading at home?

[More Details](#)

Yes No Not Applicable



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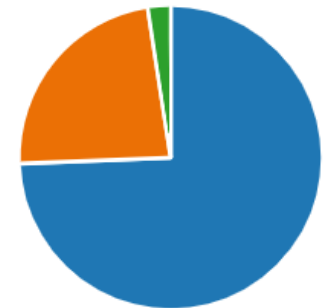
It's helped strengthen a bond between my two sons- my older son (aged 9) loves reading the new book to his younger brother.

Children have a chance to connect with each other because having read the same books gives them something in common. Also, the children's centres plan activities around the Imagination Library books so there is another strand there increasing the learning and development potential of the books.

3. What do you think about the books you receive from the Imagination Library?

[More Details](#)

Excellent	61
Very good	19
Good	2
Okay	0
Not very good	0



IL brings us together for reading time. Always positively.

It's encouraged my daughter's love of books and increased her vocabulary. It is such a lovely activity to share a book.

We read a wider range of books; books we may not have usually picked.

You are doing an amazing thing. Takes them away from tablets and gaming devices.

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My granddaughter has speech and language issues and has a global development delay and getting the books has been fun and educational for her and helped with her speech.

Books are a more integral part of our daily routine.

Helped both of our children develop a love of reading and books.

Fabulous scheme, it's amazing and really encourages us all to read together. I have signed up today for the idea sheets, can't wait.



GROUP 3 Born 2019
Book: March 2021

SSBC COMMUNITY FUND North Lincolnshire Council West Berkshire

THE VERY HUNGRY CATERPILLAR
by Eric Carle

This story is great for learning early counting skills.
Point to the food as you read the words and count along with the pictures.

one two three

Children love role play!
Get out some bowls, saucepans and spoons and let them be a chef.
Can they make you a meal? Talk to them and join in with what they say.

Finger painting is great for having fun and getting messy.
You can also introduce new words like 'slippery' and 'sticky' and discuss the colours your child is using.
Can they make a hand print butterfly?

1,2,3,4,5 Once I Caught a Fish Alive
1,2,3,4,5,
Once I caught a fish alive,
6,7,8,9,10
Then I let it go again,
Why did you let it go?
Because it bit my finger so.
Which finger did it bite?
This little finger on my right

Small Steps Big Changes - giving every child the best start in life

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Latest Development:

North Lincolnshire Council, West Berkshire and SSBC Nottingham are working in partnership to share their expertise and resources to develop the ideas sheets. The launch of the new ideas' sheets took place in March 2021.

The ideas sheets continue to be mailed to all virtual schools by the Dollywood Foundation.

Marion Gillooly, Executive Director of The Dollywood Foundation UK said

'We are very grateful to our partners in North Lincolnshire Council for their generosity in sharing their ideas sheets. These informative, uplifting resources are packed full of hints, tips and suggestions for parents, which are much appreciated, particularly during this difficult time. We've had some fantastic feedback from families that demonstrates that the sheets have enriched the experience of sharing the Imagination Library books their children have received.'

"North Lincolnshire is delighted to work in partnership with SSBC Nottingham and West Berkshire Councils. The pulling together of resources and expertise is a fantastic way to support families and the home learning environment.

The ideas sheets contain simple activities, information, songs and rhymes to help parents and carers develop communication and language skills for their children birth to 5 yrs. These skills are vital for future learning, health and wellbeing."

- Councillor Rob Waltham, Leader of North Lincolnshire Council

During lockdown North Lincolnshire Imagination Library gave Dollywood UK access to our online support sheets for parents. The materials were highly praised, and several authorities are now working with us to create a full range of support materials each month.

Imagination Library Ideas Sheets - North Lincolnshire Reaches Out

Dollywood Foundation UK shared the Ideas Sheets with 206 affiliate partners, covering nearly 40,000 children.

Of the affiliates, 62 send books to children in care, around 5500 children. Many of the Virtual Schools have emailed the Ideas Sheets out directly to foster carers to support the children, and who are especially grateful when resources are so stretched. One education officer said, "These are marvellous, and I have emailed them out immediately, great timing as a foster carer was asking for resources only this morning! Delighted I had these to send out."

Of the large local authority programmes, West Berkshire Early Years team thought the resources were fabulous and a really great way of engaging with families. Small Steps Big Changes, delivering the Imagination Library in Nottingham, were delighted we had shared these and are making sure families can access them and are encouraged to use them with their children during this difficult time.

We also produce posters at the end of each month which are sent to settings and practitioners with the ideas sheets. They use these to further promote the Imagination Library books by sharing these with their families, often digitally to maximise their reach.



Books delivered in OCTOBER 2022



Group 1 - Born in 2022: Baby Touch Feelings
This book introduces your baby to different feelings and emotions.
Name and copy your baby's facial expressions. Whether they are happy, sad, excited or tired it's a great way to interact and begin to name feelings.




Group 2 - Born in 2021: Boo Boo Baby and the Giraffe
Boo Boo Baby is looking at the animals on his cot mobile as he drifts off to sleep. This gentle, reassuring bedtime book is ideal for exploring simple sounds and rhythms.



Group 3 - Born in 2020: Goodnight Tractor
Join a little boy, as he says goodnight to all his toys in this playful bedtime story.

To register your child and for more information including tips, ideas and activities for the books visit:
www.northlincs.gov.uk/imagination-library

Have fun talking and sharing books
Children need to talk a long time before they learn to read; sharing books is a great way to help your child's language development.



Books delivered in OCTOBER 2022



Group 4 - Born in 2019: Lion and Mouse
Lion and Mouse are friends - but Lion thinks he is braver, stronger and more handsome!
A book about valuing our friends and thinking about their feelings.



Group 5 - Born in 2018: My Daddies
A rhyming picture book celebrating same-sex parents and shared story time, perfect for introducing children to the different families in the world today. After you have shared the story, talk with your child about who is in their family.



Group 6 - Born in 2017: Something Else
This is a story about a small creature who does his best to join in with the others. But he's different. No matter how he tries, he just doesn't feel he belongs. Then Something turns up and wants to be friends. But Something Else isn't sure what to do.

To regularly receive information about the books subscribe to the Imagination Library monthly E-Newsletter by visiting:
www.northlincs.gov.uk/imagination-library

Again and Again!
It's good to share favourite books again and again. Repetition helps children to understand and remember the language they hear.




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Imagination Library REGISTER TODAY

North Lincolnshire is working in partnership with the Dollywood Foundation



The Imagination Library offers **FREE BOOKS FOR CHILDREN 0-5 YEARS** to inspire and promote pleasure for reading with you at home.

Once you have completed the Dollywood registration form your child will receive a **FREE BOOK EACH MONTH*** delivered to your home address. *until their 5th Birthday

All 0-5 year olds in North Lincolnshire are eligible to register. Registration forms are available from your local Children's Centre, local Library, Health Visitor, Schools, Early Years Providers and also on our website: www.northlincs.gov.uk/imagination-library

To find out more call 01724 296652 or email earlyyears@northlincs.gov.uk




North Lincolnshire Council
North Lincolnshire Clinical Commissioning Group

Imagination Library TOP TIPS



Have fun talking and sharing books
Children need to talk a long time before they learn to read; sharing books is a great way to help your child's language development.



Talk about pictures
Use your own home language when talking and sharing books together. You don't always have to read the words – make your own story from the picture.



Look and watch and see what they do
Let your child choose the book – they might be interested in a book you wouldn't choose. It's good to share favourite books again and again. Repetition helps children understand and remember the language they hear.



Enjoy books anywhere at anytime
Carry a book with you wherever you go – books are great for sharing when out and about, whether waiting for appointments, on the bus or at grandparents. Make it a really special time with you by switching off the television and radio and ignoring the mobile.

Let your child explore the book
Choose books that your baby/child can explore – both books, cloth books, lift the flap books, pop up books and books with different surfaces and textures. Visit your local library with lots of books to explore – it's FREE

Listen and respond with smiles, actions and chat
Give your child the time to respond to your chatter, pause and wait for them to show you or tell you what they are interested in. Use props and puppets – something to look at and hold keeps children interested.

Making ten minutes a day to share books with your child will make a huge difference to their development.

North Lincolnshire Council
North Lincolnshire Clinical Commissioning Group

Some information taken from 'Talk to your Baby' - the National Literacy Trust - October 2012



Our 'Register Today' poster which will be translated into key languages, 'Top Tips' poster and new business cards with QR code.

BOOKS, BABIES & BONDING – IL PhD Report

The North Lincolnshire scheme is so successful it was selected to help carry out international research on Imagination Library books and how families use them. Research was carried out by Caroline Zwierzchowska-Dod PhD researcher and supervised by Dr Janet Goodall from the School of Education, Swansea University.

Parents were sent a comprehensive survey about the scheme, with a prize draw for taking part. There were more than 700 replies, with a massive percentage saying they looked forward to receiving the books, especially during lockdown, and that they helped them share special moments with their child. Parents responded in their hundreds to praise North Lincolnshire Council's Imagination Library, which sends a book every month to every child under five across North Lincolnshire.

Abi and two-year-old AJ won a signed photograph of Dolly Parton. Abi said: "The books are fantastic! My little boy's nursery has commented on how imaginative he is and the way he is able to express himself. I am sure this is due to sharing so many great books with him. His favourite Imagination Library book is The Hungry Caterpillar."

Jen, with daughter Ava and son Toby, won a signed copy of Dolly Parton's book A Coat Of Many Colours. Jen said: "I feel privileged to receive the books. My little boy talks about one book in particular he calls the Monster book and which he takes everywhere with him. He is only two, but I'm convinced his advanced development is partly down to his interest in the books, his attempt to copy the words I read out and act out the characters. It would be amazing if every child could experience such joy before they start school. Thank you so much to everyone who makes this scheme possible."

Cllr Rob Waltham, Leader of North Lincolnshire Council, said:

"This proves what we knew all along – the Imagination Library is a fantastic way of giving children a love of reading. I would encourage every parent of young children to sign up."

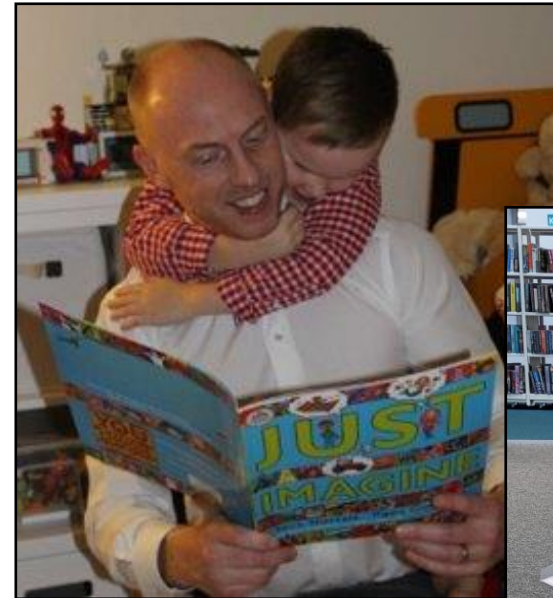


BOOKS, BABIES & BONDING – IL PhD Report

The PhD report key findings were:

- Frequent reading was common in the respondent group, but higher in families receiving Imagination Library books.
- Parents identified a 'nudge' factor through the monthly book arrival.
- Bonding was the key benefit of book-sharing that parents identified for themselves and their child.
- Receiving Imagination Library books for 12 months or more correlated with improved academic outcomes at age 5.
- The curated book selection introduced new authors into the home and was highly valued by parents.
- Participation in the Imagination Library strengthened parent-child bonds through frequent reading, and by helping parents learn more about their child. Participation in the Imagination Library supported improved parental self-image and their attitudes towards sharing books with their children. **Read the full report here:**

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Three families were interviewed from the North Lincolnshire cohort of respondents.

- **Michelle** is an independent parent in her early twenties and is white British. She is a mother of two children, a ten month old girl, and a boy of two years seven months.
- **Marie and Kim** are the mothers of one child who is 20 months old.
- **Joanna** is a Polish mother of three. Joanna’s interview was conducted via an interpreter.

When thinking about her reasons for reading with her children, Michelle described the important of family relationships, “I think it helps to create the bond between the child and the parents and also the siblings who are sharing the book.”

She described how she found that reading ‘relaxes them’ and that they read through the day but particularly as ‘down time’ before bed. Michelle said that both of her children enjoyed books and stories, and throughout the interview her son was bringing books to show, including his favourite ‘The Gingerbread Man’.

Michelle shared how he brings stories to her to read and will chose this instead of playing with his toys. Michelle specifically shares books with her daughter too, giving her a book alongside toys to choose from. “She sits in a chair and reads, it looks like she’s reading it properly.”

When asked about the role reading together plays in their family, Kim referred to their journey as a gay couple to have their son, “Because it’s a bit of a different situation, [our son] isn’t a child that you just have...it was very much ‘arranged’, so for me it’s a very content feeling and makes us feel like a real family unit, and it’s these little things like reading together and having meals together that make us feel more engaged and it feels like ‘the norm’ and acceptance.”

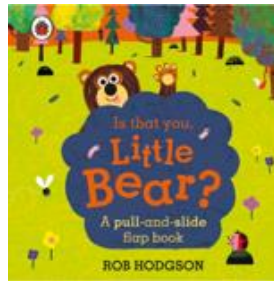


Joanna thought that the process of shared reading brings them together and that her daughter feels more loved because of it. Because of the closeness of the process her daughter feels more confident to gain new vocabulary and can translate what happens in the books into her real-life experiences.

When describing what happens when an Imagination Library book arrives, Marie described her own excitement as well as her son's. "I get very excited [laughs] 'IT'S NEW BOOK DAY!' [our son] runs on the spot like happy feet,". When it is opened, "he sits down with me and we'll read it and then that book seems to be like his favourite until the next one comes."

Thinking about receiving the Imagination Library books, Michelle described how her son says 'book' most days when he hears the postman coming as he knows that he gets a book in the post each month. Her little girl doesn't yet understand about the postman but Michelle always opens them with the children and they read them straight away.

Michelle had noticed that her little boy is particularly drawn to colourful books and her little girl likes black and white pictures at the moment. She was very clear on her children's favourites and her son in particular was very enthusiastic about the books she held up to show, talking animatedly when Michelle showed the "When I Grow up...Builder" book.



When an Imagination Library book arrives, Joanne's children ask which one of them it is for and ask questions about what it is about. They always want to read it straight away.

When asked if the Imagination Library had made a difference to her family, Michelle said that "Books can be expensive at times," and noted that with two children receiving books "It helps to grow their book collection up a lot faster than what we would have been able to do." She felt that it "helped the family a lot" as well as being a "present for the children."

"It's really good to get free books... we're able to go out and buy things but some families can't afford to buy children new books each month." Marie said "It's like there's no excuse not to read."

When she chooses books for her children, Joanna looks for books that teach something, particularly those that teach positive social interactions and life skills. She likes books that, for example, teach children about animals and encourage them to make noises. Joanna is also influenced by colourful illustrations, particularly those that encourage children to retell their own stories.



Feedback from the survey



“The book is addressed to my child, which is exciting and will become exciting for her as she grows up. The fact the book is free is amazing as it will promote a joy of reading - it's like a prize”



“It is amazing. Imagination library has helped us so much. We would struggle to afford the number of books we have received”



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“These books are absolute gems! Many of the books I would not have personally bought myself, but my child has treasured and LOVED every single one. It has reminded me of books I have grown up with, the classics as well as new books”



“We really enjoy receiving the books and can see it will be something my child will look forward to each month as she grows and becomes more aware. Receiving the books has given us a wider variety of different books, including books which promote diversity/culture which is highly beneficial and something which I will promote with my child as she grows”

“My son (4) loves us reading him books and looks forward to his new book arriving each month. Our daughter (18 months) would have us reading to her all day long especially if it has 'ammmm' (animals) in it. The books have been a great way to bond as a family and we often go on to buy more of a particular author after reading on from the imagination library”

“My twin girls absolutely adore receiving their books. They have one each so it means they can look at their own whilst we all read together. We read our imagination library books at least 5 times a day and we always look forward to the next one arriving. Huge thank you for putting on such a fabulous scheme and making it possible for us to have such a huge variety of books to choose from”

“I think the books are a great service we read them all it also means when a child moves on from me home/adoption etc. they usually have a lovely set of books to go with them of stories they are familiar with which can help them settle especially at bed time.

Reading is something we start with the children from the day they are placed with us as most have speech delay and are unhappy, a cuddle with a book it is easier to accept then a cuddle from a stranger at first (we usually have under 3 year olds).

Some of the children have never been read to so soon they like the idea of their own books especially when I am using my budget to get essentials like clothes shoes etc. In short I think it is a fab and important service. A new book is a great way to remind me to read too”
- Foster Carer










“I took the books to our resource base yesterday and they will soon be ready to be distributed to the rest of the children (I delivered a selection of books to one family yesterday which brought a great smile face when the boy opened the door and found the bag on the door handle whilst I stood behind the gate). Some of our staff have already started sharing books virtually too. Can't thank you enough for your donations!”
- Ilona Szolc - Lead Teacher, Ethnic Minority and Traveller Achievement Service

“It has been amazing to receive books from Imagination Library every month through the post. All my children look forward to receiving books whether it's for them or not (two older girls don't get the books anymore). [My 3 and 4 year olds] love being read to and enjoy looking at the pictures. My only criticism is that children don't receive books after the age of five which is such a shame because we LOVE the books”.
- Anwara



Children & Families Literacy Offer 2022

							
Imagination Library	Words Count	Family Learning AECL	Communication Counts	Children's Libraries	Study United	North Lincolnshire Children's Literacy Trust	Literacy Partnerships
<p>Universal Book Gifting & Book Gifting Admin</p> <p>IL Development <i>i.e.</i> raising awareness with partners</p> <p>Monthly Posters</p> <p>IL Termly Updates & EY Cluster Meetings</p> <p>IL Ideas Sheets created in partnerships with Notts & West Berks LA's</p> <p>SLACK Forum</p> <p>IL Monthly Newsletter</p> <p>Parent Partnership Training</p> <p>300 IL Community Champions</p> <p>IL Support Visits to schools & settings</p>	<p>Power of Words Annual Family Literacy Festival</p> <p>Reading Champion Training</p> <p>Reading Mentor Training</p> <p>Firefighter/Police Reading Champion programme</p> <p>Parent Reading workshops</p> <p>Songs & Rhymes Training for parents/professionals.</p> <p>Songs and Rhymes Training for Community Hub Staff</p> <p>IL Book Chatter Training for Early Years Students, apprentices & TA Students.</p> <p>Theory on Boys Training</p>	<p>Baby Massage</p> <p>Baby Sign Language</p> <p>Baby Yoga</p> <p>Baby Play</p> <p>Baby ESOL</p> <p>Let's Move Together</p> <p>Let's Play and Explore</p> <p>(All above includes key messages CLL and importance of books)</p> <p>Baby Book Chatter</p> <p>Toddler Book Chatter</p> <p>Pre- School Book Chatter (targeted and to support transition)</p> <p>Story Sacks</p>	<p>Development of Pre-school offer for parents linked to CC and IL (In development – to launch 2023)</p> <p>ELIM</p> <p>Speech and Language Support</p> <p>Tiered Training offer for professionals</p> <p>Partnership working linked to publicity materials / posters / dummy leaflet</p> <p>Promotion of key messages <i>i.e.</i>, Drop the dummy.</p> <p>Solihull Training</p>	<p>Universal Library Explorer Sessions (Weekly)</p> <p>Universal Chatter books sessions</p> <p>Book Start – Toddler Pack partnership working with HVs / Community Nursery Nurses / Family Workers Childrens Centre groups +CPD (Targeted)</p> <p>Book Start Pre-Schooler Pack – partnership working with school nurseries and some PVI's + CPD (Targeted)</p> <p>Book Trust – EAL / Additional needs book packages</p> <p>Book Trust – Time to Read + CPD (Universal)</p>	<p>Supporter 2 Reporter (Primary offer)</p> <p>Supporter 2 Reporter (Secondary offer)</p> <p>Scunthorpe United Reading Stars (Primary offer)</p> <p>Scunthorpe United Reading Stars (Secondary Offer)</p> <p>Game of Two Halves (Secondary Offer)</p> <p>Community engagement <i>i.e.</i>, Discover Event</p> <p>Lego & Lunch</p> <p>Limitless Lego</p> <p>20 Year Celebration Event</p>	<p>Making Big Memories with Little Babies – NICU Book Gifting Programme with Health Tree Foundation</p> <p>North Lincolnshire Year of Reading 2023 (Partnership with all areas)</p> <p>Breakfast & Books sessions in holidays</p> <p>Free Little Libraries in rural locations <i>i.e.</i>, Belton Visitor Centre</p> <p>Grant Funding for allocated projects <i>i.e.</i>, SSE & <u>Qngo</u> funding for Family Literacy Kits. <u>Wrendale</u> funding for Secondary School Reading Projects. KCOM funding to purchase books for children starting school.</p>	<p>The Rabbit Hole <i>i.e.</i> No Limits Festival</p> <p>The Rotary Club <i>i.e.</i>, Rotary Writing Competition and Festival of Christmas Tree's Storytelling</p> <p>Local Authors <i>i.e.</i>, Addy Farmer, Mel Holliday etc</p> <p>Knit & Natter Groups <i>i.e.</i>, creating story characters.</p> <p>Positive Activities <i>i.e.</i>, Funding purchase of books for Year of Reading Dragon Projects</p> <p>ACE Bids <i>i.e.</i>, Creative Funding to create Let's Get Ready for School Book, Bag Full of Stars etc.</p> <p>ASDA/TESCO - Support key events and projects</p>

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2022

2023

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Over 3000 IL Newsletter Subscriptions

IL Author Rashmi Sirdeshpande Author Workshops

New Business Cards with QR Codes and development of registration tracking

Co-delivery of Antenatal Parent Workshops

IL Book Chatter Family Courses in targeted communities

Pre-School IL Book Chatter Transition Sessions

Knit & Natter groups create IL Bunnies

Development of IL posters to be translated into key languages

10 Year Birthday Celebrations – Extravaganza events in each locality

Dollywood UK Conference in North Lincolnshire

North Lincolnshire Year of Reading

Development of pre-school offer

IL Author Visits – Nick Sharratt

Launch of Book Chatter Week

IL links to Family Hubs Start for Life

Continued development of partnership working



"I'm so excited to help celebrate 10 years of Imagination Library in North Lincolnshire next year! Thank you so much for helping put books in the hands of children and families in your community. Congratulations, and here's to another 10 years of success!"

~Dolly Parton

"We are looking forward to celebrating with our friends in North Lincolnshire next year. With 86% of eligible children registered, North Lincolnshire is a shining example of an authority that is serious about embedding Dolly Parton's Imagination Library in its approach to literacy development. The impact of the Imagination Library has been demonstrated year on year, and after a decade this truly represents an investment in a generation of children and their families."

~ Marion Gillooly, Director Dollywood UK

Developing the home family learning offer

We recognise that book ownership is important, but in North Lincolnshire we know that it is how the book is used in the home learning environment that has the most impact on outcomes for children. The wider workarounds each book is invaluable in maximising the learning opportunities made possible by children receiving high quality books into the family home. Therefore we....

- Work directly with families and children in targeted communities modelling book engagement, quality dialogue and activity around the books, e.g. Book Chatter.
- Producing and distributing ideas sheets to enhance the use of the books in the home learning environment, increasing the number of families and professionals that access these.
- Delivering CPD and training opportunities to support and upskill the current and future workforce in maximising the learning, attachment and engagement opportunities utilising the book resources, as well as training on a range of literacy themes, support and interventions.
- Work closely with our key partners and multi agencies, including early years settings, schools, and health professionals to support awareness and pathways to encourage parental sign-up to the Imagination Library scheme and to use the books as tools for engagement and support on a range of themes, e.g. health & hygiene, school readiness, family, bereavement, diversity
- Work with partners to identify target groups of families that need our support and where needed develop bespoke courses to meet their needs e.g. SEND Book Chatter group.

Families who recently attended our IL Book Chatter course at Oasis Parkwood made boats out of scrap paper. They used their props to sing Row, Row, Row your boat, linked to the IL book MR Grumpy!



Literacy Beyond 5.....

Words Count is the local literacy strategy, which raises awareness of the importance of literacy and supports the development and delivery of literacy-based training and programmes for children, young people and adults. Some examples include:

- Firefighter/Police/Community Reading Champions and Volunteers
- Parent Reading Workshops
- Reading Buddy/Mentor training
- CPD for parents and professionals I.e. Our Brilliant Boys
- Scunthorpe United Reading Stars
- Supporter to Reporter
- Power of Words Annual Literacy Festival
- Rotary Club Young Writers Competition
- A Bagful of Stars
- Year of Reading 2023 – In partnerships with North Lincolnshire Children's Literacy Trust



Supporting family's health & wellbeing through books and partnership working

Mindfulness Morning – Family Learning Festival

Over 100 families attended our first Mindfulness Morning at Ashby Hub. A partnership event including NLC teams, Health teams, Local/National charities and local businesses. The event provided an opportunity for families to learn ways to manage their health & wellbeing, seek support/advice from local professionals, find out about the Reading Well – Shelf Help collection in libraries. Mel Holliday, the author of *Breathe with Bruce* A Book showed children how they can manage their anxiety and feelings using breathing techniques, including blowing bubbles!

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Mindfulness Morning
 Calling all Families!
 Come and take some time out with us this halfterm.
Wed 26th Oct
9.30am- 12.30pm

- Breathing buddies
- Mindfulness (colouring)
- Positive activities & Positive thinking
- Calming crafts
- Worry dolls
- Yoga & relaxation room
- Free healthy snacks & drinks
- Wellbeing techniques with Mel Holliday author of *Breathe with Bruce*
- Support services available to talk to, i.e. school nurses, CAMHS & Mind

Bring a sock to create your own sock buddy!

@ Ashby Community Hub
Ashby High Street
Scunthorpe
DN16 2UT

ADULT EDUCATION & COMMUNITY LEARNING
 Orsted
 Great Provider

North Lincolnshire Council
Family Learning Festival 2022
15-30 October

NHS
 Rotherham Doncaster and South Humber
 NHS Foundation Trust

Creative Therapy
 For Children & Young People

Our hubs and libraries provide universal literacy-based activities for children, young people and families, including:

- Library Explorers
 - Chatter Books
 - Sensory Storytelling Packs e.g. Rhyme Challenge & Reading Sparks Loan Bags
 - Summer Reading Challenge
 - Author/Illustrator/Poet visits and workshops
 - Storytelling events and activities
 - Book themed events and activities
 - Shelf Help – Reading Well
 - School/Nursery Library visits
 - Breakfast & Books
 - BookStart Storytime
 - BookStart Time To Read
 - Reading based projects e.g. Tremendous Transitions
- Children's Library staff are communication counts trained and are able to advise and refer families for support.

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Our local charity allows access to funding and resources to further support children, young people and families.



- Making Big Memories with little babies has gifted over 500 Guess How Much I Love You Packs to families with babies at Scunthorpe General Hospital.
- Over 600 family literacy kits were provided during lockdown to support home learning.
- 30 Ukraine Packs received from Bookmark to support Ukraine children starting school, including tablets and dual language books.
- Breakfast & Books sessions ensure children have access to food and book themed activities during the main holiday periods, increasing Summer Reading Challenge participants.
- Free Little Libraries have been provided to support bringing books to children, in rural locations
- 300 'Starting School' books were gifted to families at the School Readiness event, to support families to be ready for their child starting school.
- Funding received for specific projects i.e., £5000 received from Wrendale Designs to support developing reading in Secondary Schools.
- Bookmark provided sets of 200 books to over 30 local schools.



[“Literacy packs boost children’s reading and writing skills - North Lincolnshire Council \(northlincs.gov.uk\)https://www.northlincs.gov.uk/news/literacy-packs-boost-childrens-reading-and-writing-skills/](https://www.northlincs.gov.uk/news/literacy-packs-boost-childrens-reading-and-writing-skills/)

www.childrensliteracytrust.co.uk

In North Lincolnshire we are fully invested in the belief that...

Our future will be shaped by what we do today. Science tells us that a child's experiences from conception through their first five years will go on to shape their next 50. It tells us that the kind of children we raise today, will reflect the kind of world we will live in tomorrow. It tells us that investing in the start of life is not an indulgence, but economically, socially and psychologically vital to a prosperous society

We know that gaps in achievement at school entry make up a sizable share of later achievement gaps; just one of the lifelong generational inequalities that could be avoided with the right intervention.

Baby Sign Language

Developing early communication and language skills through songs, singing and sign. This session focused on the IL Book Baby Touch Farm with families learning to sign different animals.



www.northlincs.gov.uk/schools-libraries-and-learning/imagination-library/

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@northlincolnshirecouncil

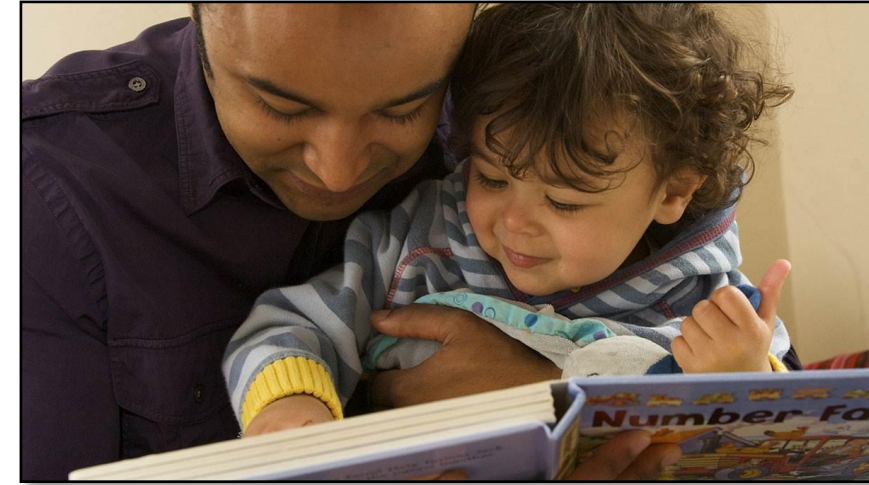


North Lincolnshire Council

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Useful links:

- [Dolly Parton's Imagination Library](#)
- [Booktrust – tips on how to read with your child](#)
- [Hungry Little Minds – fun activities for you and your children](#)
- [Words for Life – fun stuff to do together](#)
- [Talking Point – information on children's communication](#)
- [BBC Tiny Happy People – here to help you develop your child's communication skills](#)
- Save the Children Research – [Read On. Get On](#), [Boost your baby or toddler's brain by playing this summer](#), [Too many boys in England fall behind before starting school](#)
- Literary Trust [Research Reports](#)
- Oxford University Press – [Help to Close the Word Gap](#)



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NORTH LINCOLNSHIRE COUNCIL

CABINET

UPDATE OF FREE PARKING POLICY

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To update Cabinet on North Lincolnshire Council's Free Parking policy and impact on visitors accessing the Town Centre areas.
- 1.2 To determine if the policy is appropriately supporting the positive delivery of NLC Economic Growth Plan and Economic Renewal Plan

2. BACKGROUND INFORMATION

- 2.1 To support the Town Centre's economy, 2 hours free parking, was introduced at all North Lincolnshire Council's Pay and Display car parks in 2014. The aim of free parking is to encourage visitors to the town centre shops and amenities at no cost and enable the town centre to compete with out-of-town retail estates
- 2.2 Prior to 2014 the cost of parking was £1.50 for 2 hours within North Lincolnshire. Since its introduction over 13 million free parking tickets have been issued. Whilst the full value this has had to business is difficult to quantify, customers within North Lincolnshire have benefited to the tune of £19.5 million.
- 2.3 On average 1,662,900 pay & display tickets would be obtained per year, of which 1,535,700 million were free. During 2020-21 at the peak of COVID 19 this fell to 844,000, with 797,500 free parking tickets issued.
- 2.4 Whilst paid tickets remain around 50% down on pre COVID figures, the numbers of free tickets have recovered to around 80%. Indicating that visitors are returning to the Town Centre and the free car parking policy is enabling this.
- 2.5 In terms of supporting the town centre economy it is these free parking numbers that are also an indication of the retail recovery. As the paid for parking is primarily used by town centre workers and not retail customers.
- 2.6 When 2 hours free parking was first introduced, 92.6% of pay & display tickets were free. This percentage has continued to rise over the years and despite the pandemic has risen to 94.7% in 21-22. This year looks to continue that trend with currently 94.8% of pay & display tickets being free.

2.7 In addition, free parking on a Saturday was also introduced. As no pay & display tickets are now required on these days it's difficult to accurately know how much free parking has been offered during the weekend.

3. OPTIONS FOR CONSIDERATION

3.1 That Cabinet note the contents of this report and the impact of the 2-hour free parking policy.

4. ANALYSIS OF OPTIONS

4.1 Not Applicable.

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

5.1 Due to behavioural changes during the pandemic, it is unlikely pay & display parking will recover to the pre pandemic rates. Budget income reductions to be noted, with current paid for parking revenue being cut by approximately 48%.

5.2 However the continued support of free parking has shown a much higher recovery than paid for parking. In the last year's 1.2 million free tickets have been obtained, a benefit to the consumers in North Lincolnshire of around £1.8m for Monday – Friday parking and access to Town Centre.

5.3 Over the last 8 years the free parking policy has benefited consumers of North Lincolnshire by around £19.5 million, encouraging local economic access and spend.

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 Not applicable.

9. RECOMMENDATIONS

9.1 That cabinet note the content of the report and continuation of existing policy.

DIRECTOR: ECONOMY & ENVIRONMENT

Church Square House
30-40 High Street
Scunthorpe
North Lincolnshire
DN15 6NL
Author: Richard Copley
Date: 10/11/22

Background Papers used in the preparation of this report: None

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Report of the Director:
Economy and Environment

Agenda Item: 11
Meeting: 21 November 2022

NORTH LINCOLNSHIRE COUNCIL

CABINET

EMPLOYABILITY AND SKILLS EVENTS – SEPTEMBER 2022

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To highlight the success of the Jobs Expo and Discover events held in September 2022.

2. BACKGROUND INFORMATION

2.1 The Events Team, working in partnership with colleagues and external organisations e.g. DWP, UCNL, UTC, have delivered a programme of employability and skills events in 2022 which have been attended by almost 7000 people. This report focuses on the most recent events which were Jobs Expo and Discover held in September.

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. Businesses attended the Jobs Expo with live vacancies they were looking to recruit too.

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. Due to the popularity of the first Discover event in March the September event was expanded to incorporate more venues including St Johns Market, Scunthorpe Central and Church Square Gardens.

2.3 Evaluation

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

2.3.1 Jobs Expo

Job Seekers:

Attended by 722 job seekers, the highest number since the event resumed following Covid-19. Of the 135 people surveyed 54% said it was their first time attending the event and 82% classified themselves as not employed, looking for work. 64% of those surveyed stated they had found vacancies at the event they intended to apply for.

Exhibitors:

32 businesses/organisations exhibited at the event. Feedback was positive, quotes received from exhibitors include:

- “I found the Expo extremely useful in terms of networking and recruitment.
- I spoke to around 40 candidates with 5 of them being booked for interviews the next day – the rest are still left to contact.
- I was also approached by several companies/organizations presenting some exciting opportunities that I will be looking into.
- We would love to attend any events that you organise in the future.” Wren Kitchens
- “Absolutely fantastic day at Scunthorpe job fair today. Over 30 new candidates signed up ready to start work over the next couple of weeks at various sites. Fantastic news for both the jobseekers and our clients!
- Not only did we build a new candidate pool but we were able to network with local businesses and potential new clients.”
24/7 Recruitment

2.3.2 Discover

Attended by an estimated 1500 people with 27 activities on offer.

Feedback received anecdotally by staff from both families attending and exhibitors was positive. One exhibitor quoted: “Thank you so much for having us. We had a great time and all the children, parents, students and staffing were fantastic. I hope you managed to have some time to yourself after a brilliant successful event.”

Lab Rascals

20-21 Visual Arts Centre who participated in the event reported 788 visitors on the day, this is compared to the equivalent Saturday in 2021 where they had 59 visitors.

Expanding the event helped with overcrowding concerns and allowed families to experience a quality interaction with the activities.

3. OPTIONS FOR CONSIDERATION

3.1 No options for consideration – report to highlight success.

4. ANALYSIS OF OPTIONS

4.1 N/A

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

5.1 The September Jobs Expo has been paid for through Community Renewal Funds. Costs amounted to £3587.72

5.2 Discover held in September totalled a £6,658 spend which came from the Events Team budget.

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

6.1 N/A

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 N/A

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 No formal consultations have been undertaken.

9. RECOMMENDATIONS

9.1 That Cabinet note the success for the Skills and Employability Events.

DIRECTOR: ECONOMY AND ENVIRONMENT

Church Square House
SCUNTHORPE
North Lincolnshire
Post Code
Author: Lesley Potts
Date: 10 November 2022

Background Papers used in the preparation of this report –
None

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Report of the Director:
Economy and Environment

Agenda Item: 12
Meeting: 21 November 2022

NORTH LINCOLNSHIRE COUNCIL

CABINET

LITTER PLAN – 3 MONTHS ON

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To update Cabinet on the progress in relation to the approved Litter Plan action plan.

2. BACKGROUND INFORMATION

- 2.1 Cabinet approved the North Lincolnshire Litter Plan in July 2022.

The set-out clear principles and aims to take forward the agreed action plan:

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

- 2.2 Implementation of the action plan has commenced and update on progress can be found at Appendix 1.

3. OPTIONS FOR CONSIDERATION

3.1 The report is for information.

4. ANALYSIS OF OPTIONS

4.1 N/A

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

5.1 N/A

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

6.1 The report is for information and update.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 The IIA was undertaken prior to the decision to approve the Litter Plan – this remains relevant and up to date.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 The delivery of the Litter Plan and Action Plan is being done in consultation with all relevant partners and stakeholders.

9. RECOMMENDATIONS

9.1 That Cabinet note the progress on the Litter Plan action plan at Appendix One.

DIRECTOR: ECONOMY AND ENVIRONMENT

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DN15 6NL
Author: LP
Date: 8 November 2022

Background Papers used in the preparation of this report – *Approved Litter Action Plan*

Appendix One



North Lincolnshire Council
Litter Plan
2022



Litter Plan for North Lincolnshire

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

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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:

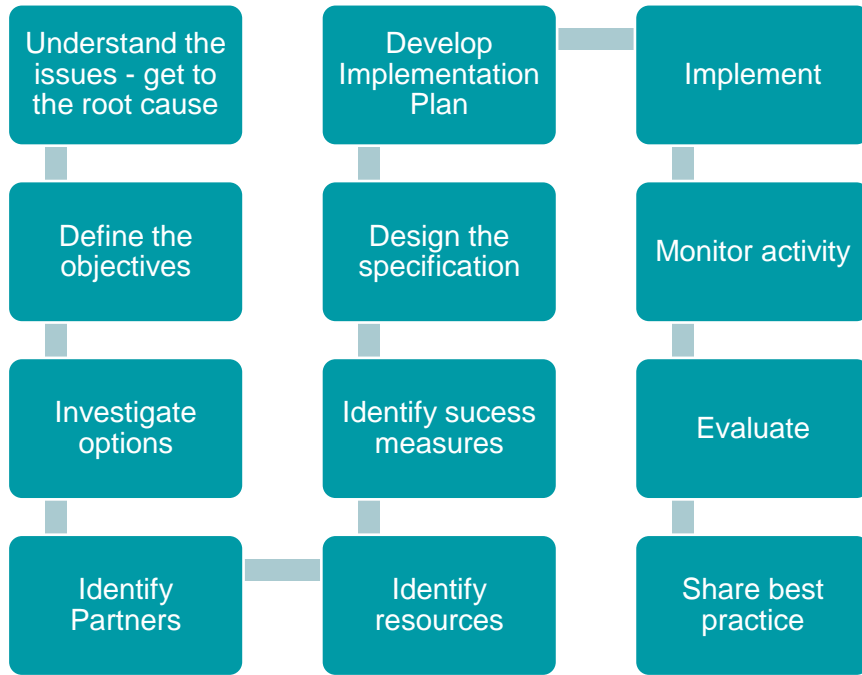
- Enable partnership working and sharing of resources
- Move towards sustainable services and long-term efficiencies
- Make better use of resources and assets
- Improve local environmental quality
- Make services proactive rather than reactive
- Improve resident/customer experience

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



Action	Description	Update
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	Considering best locations for this provision and including in future developments.
	Work with local businesses to reduce single use plastics in food and consumable production.	NLC has stopped purchasing single use plastics through our Catering outlets - where stock has been used. Working to roll this out further.
	Work with local businesses and venues to reduce the use of single use plastics – providing self-serve water fountains and or jugs.	Considering best locations for this provision and including in future developments.
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.	Show a Litter Respect/No Rubbish Excuses Campaign literature shared with North Lindsey and UCNL team to ensure synergy of messaging -focus is on students between campuses and in Central Park.
PSPOs	We will work with our partners to strengthen our enforcement model through PSPO orders.	Cabinet report approved to progress with public consultation to strengthen the enforcement approach through PSPO which includes a One Council approach to delivering enforcement. Liaison underway with partners, including police, around future model delivery.
Behavioural Change	We will work with the voluntary sector and communities to encourage behaviour change in relation to the disposal of litter.	Ongoing work with the litter forum – supporting individual volunteers and working with internal partners around communications. *linked to communications below

Aim 2 – Understanding the problem

Action	Description	Update
Communications	<p>We will publish information proactively to all including:</p> <p>Policy Options for disposing of waste Facts about litter</p>	<p>Campaign materials shared across multiple platforms, press releases, socials and out of home.</p> <p>Most recent addition is signage at bins encouraging people to take their waste somewhere else if full (roll out through November).</p> <p>Language used is tailored towards driving behaviour change and positioning the problem with the people who drop the litter not the council for clearing up after others.</p> <p>Intent is to enable and empower communities to challenge bad behaviour and increase/improve pride and community ownership.</p> <p>Continuously pushing out “thank-you” narrative to community litter pickers, celebrating and raising profile of the right behaviour.</p> <p>Most recent statement: “We are very sorry communities have to put up with other people dumping their waste on the streets and we appreciate fully the impact it has on residents.</p>

		<p>"Once again, it is the council tax payer who picks up the bill for other people's disgusting behaviour - this latest clear up will be added to the more than £1 million a year spent clearing up after other people.</p> <p>"We have been out to this area many times to clear it up - every alleyway is cleared weekly, and where we find evidence we prosecute with fines of up to £400. We offer weekly collections and have recently provided 40 more bins in the area.</p> <p>"On top of this, litter-picking volunteers do a fantastic job and make a real difference, but as long as certain people think it is ok to dump their rubbish and expect other people to sort it out, we are faced with a continuing battle.</p> <p>"The solution is clear - people must take responsibility for their own rubbish. And if anyone sees any flytipping they should report it to us"</p>
Data and Evidence	We will use data to build a strong evidence base that informs the other aims providing robust cost information.	On-going supply and demand data is being develop across through the lense of offer, intervention and infrastructure.

Aim 3 - Community Engagement and Education

Action	Description	Update
Develop and implement a research driven communications strategy.	We will create effective communication to drive culture and behaviour change.	Ongoing

	<p>This will include:</p> <ul style="list-style-type: none"> Shock tactics Nudge interventions Digital interventions 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.	Ongoing work with the litter forum – supporting individual volunteers and working with internal partners around communications.
National and Local Campaigns	We will continue to support and develop local and national campaigns	<p>Waste campaigns, developed with behaviour change in mind, plus clear products and ease of access continue to be utilised through partnership with Lets Recycle.</p> <p>The content is also used to shape local campaigns.</p>
	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.	Continued to partner with the Great British Spring Clean. Published article and information in North Lincs newsletter – and nominated the community litter pickers for community champion awards.
Working with Schools and Colleges	We will create a single Schools offer around Litter/Waste/Road safety etc....	

Aim 4 - Infrastructure, optimisation, and demand management

Action	Description	Action
Infrastructure development plan	We will work with communities and place partners to ensure that the right litter receptacles are in the right place.	This work is ongoing with T&PC's following discussion with local residents and stakeholders we have increased bin capacity in the Crosby area.

	We will look to create opportunities for recycling on the go in communities where littering is an issue	We have introduced ROTG in Kirton Lindsey Messingham Crowle and Winterton shopping areas – future areas include Burton Stather South Killingholme. We are in the process of applying for grant funding to roll this out further at Waters edge and Humber Bridge viewing area.
	We will create a single branding strategy to ensure that signage is simple and understandable to all.	In development
	We will consider how we can optimise and control demand through our bin infrastructure.	We assess bin capacity and where appropriate replace with bigger bins.

Aim 5 – Enforcement

Action	Description	Update
Addressing hotspots	We will work on a place basis to ensure effective enforcement activity	One Council approach to pilot area of Crosby & Town in traction. Developing a holistic approach to identifying and tackling holistic community issues around causation in addition to response action.
	We will take a tactical joint approach to prevention and enforcement against waste crime.	We are working with stakeholders and partners to address waste crime.
	We will work proactively with existing F&B businesses to enable prevention of fly tipping.	We are working with and holding to account businesses who continue to fly-tip business waste.
	We will review our resources and policies to ensure we have the capacity to deliver the Litter plan.	PSPO review approved for consultation. Environmental Enforcement model under review.

Litter	We will continue to operate a zero-tolerance approach to littering.	Ongoing, inclusion of SLA Agreement with Doncaster Council.
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