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NORTH LINCOLNSHIRE COUNCIL

CABINET

26 September 2022

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

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

AGENDA

1. Declarations of Disclosable Pecuniary Interests and Personal or Personal and Prejudicial interests.
2. To approve as a correct record the minutes of the meeting of the Cabinet held on 25 July 2022 (enclosed). (Pages 1 - 14)
3. To receive and where necessary approve and adopt the minutes of the meeting of the Greater Lincolnshire Joint Strategic Oversight Committee held on 11 March 2022. (Pages 15 - 18)
4. 2022/23 Financial Position Update.
Report of the Director: Governance and Communities.
5. Youth Justice Plan 2022-24. (Pages 19 - 78)
Report of the Director: Children and Families.
6. The SEND and Inclusion Plan Annual Report 2020-21. (Pages 79 - 108)
Report of the Director: Children and Families.
7. Self-Evaluation of the Experiences of Children in Need of Help and Protection and of Children Looked After and Care Leaver 2021/22. (Pages 109 - 164)
Report of the Director: Children and Families.
8. Protect Duty 2022. (Pages 165 - 168)
Report of the Deputy Chief Executive.
9. Annual Report of the First Year of North Lincolnshire Fuelled Programme 2021. (Pages 169 - 198)
Report of the Director: Governance and Communities.

10. Summer DAZE, North Lincolnshire Active Free School Holiday Swimming Offer - Summer 2022. (Pages 199 - 202)
Report of the Director: Governance and Communities.
11. Any other items which the Chair decides are urgent by reason of special circumstances which must be specified.

Public Document Pack Agenda Item 2

NORTH LINCOLNSHIRE COUNCIL

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25 July 2022

PRESENT: - Councillor Waltham MBE in the Chair.

Councillors R Hannigan (Vice Chairman), J Davison, R Ogg, N Poole, D Rose, C Sherwood and E Marper

Peter Thorpe, Simon Green, Ann-Marie Brierley, Karen Pavey, Becky McIntyre, Helen Manderson, Alex Seale, Will Bell, Paul Cowling, Victoria Lawrence, Lesley Potts, Rachel Smith, Fayiza Islam, Sarah Newton and Richard Mell, attended the meeting.

Councillors M Ali, J Briggs, A Davison, L Foster, C O'Sullivan, H Rayner, D Southern, S Swift and L Yeadon also attended the meeting.

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

1476 **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND PERSONAL OR PERSONAL AND PREJUDICIAL INTERESTS.**

Councillor Rose declared a personal interest as a member of CPRE North Lincolnshire and Yorkshire and Humber CPRE.

1477 **MINUTES - Resolved** - That the minutes of the meeting of Cabinet held on 28 March 2022 having been circulated amongst the members, be taken as read and correctly recorded and be signed by the chair.

1478 **PERFORMANCE AND FINANCIAL POSITION 2021/22**

The Director: Governance and Communities submitted a report which informed the Cabinet that the Council had set a revenue investment budget of £162.8m for 2021/22 for delivery of its functions and strategic priorities and explained that funding for capital investment in 2021/22 was set at £47.3m although the net effect of additional investment and rephasing to future years reduced this to £43.9m as reported to full Council in February 2022.

The budget policy framework set out the investment plans for each priority intended to achieve the outcomes for North Lincolnshire. Appendix 1 to the report provided further analysis in respect of financial performance and highlighted areas of impact the investment has made. The council had also been able to strengthen its financial resilience and contributed £2.2m to reserves in 2021/22. Appendix 3 provided the reserves account in detail.

The report also stated that the Medium-Term Financial plan approved in

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February 2022 included the capital programme 2021/25 totalling £137m. This was now updated to reflect actual investment in 2021/22 as set out at Appendix 4 of the report.

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

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 for 2021/22 against the budget policy framework set in February 2021 and the impact the investment has had on performance be noted; (b) that the latest position in respect of the Council's financial resilience through its useable reserves statement be noted; (c) that the changes to the timescales for publication and audit of the Council's Statement of Accounts for 2021/22 be noted, and (d) that the final capital investment for 2021/22 be noted and the virement and movement between years on the budget profile from 2021/22 to future years as detailed in Appendix 4, including the allocation of funding for the Brigg Allotment Scheme be approved.

1479 HUMBER AND NORTH YORKSHIRE INTEGRATED CARE BOARD

The Leader welcomed Alex Seale, NHS Place Director to the meeting. The NHS Director submitted a report informing Cabinet of the newly established Humber and North Yorkshire Health and Care Partnership Integrated Care System (ICS) and the creation of the Humber and North Yorkshire Integrated Care Board (ICB) and provided an overview of the responsibilities of the ICS/ICB and relationship with North Lincolnshire Council and wider partners. As part of the new arrangements each area within the ICS was required to establish Place Based Partnerships. The North Lincolnshire Place Partnership had developed a Strategic Intent and the Cabinet was requested to endorse the NL Strategic Intent and confirm the membership of the partnership as set out in the report.

The Director in her report explained that the Health and Care Bill which had put ICSs on a statutory footing, had now been enacted and ICSs formally came in to being on the 1st July 2022, at which point Clinical Commissioning Groups (CCGs) were formally dissolved. ICSs had two statutory components: integrated care boards (ICBs) and integrated care partnerships (ICPs). ICBs took on the commissioning functions of CCGs and were responsible for developing integration and collaboration, and for improving population health across the system. ICBs were accountable for NHS expenditure and performance within the system. They could exercise their functions through

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place-based arrangements. ICPs were a statutory committee bringing together all system partners to produce a health and care strategy. The Integrated Care Board for Humber and North Yorkshire was established on 1st July 2022. The ICS governance arrangements and decision map were shown in Appendix 1.

The Humber and North Yorkshire ICS comprised six Places (East Riding of Yorkshire, Hull, North East Lincolnshire, North Lincolnshire, North Yorkshire, and City of York) and five Provider Collaboratives (primary care; community health and care; mental health, learning disability and autism; acute services; and the voluntary and community sector). Places would be key to driving forward the local ambitions and priorities for the six geographies and would receive delegated resources to enable this.

The report stated that the statutory duties previously conferred on CCGs and some duties of NHS England transferred across to the ICB on the 1st July 2022. This included statutory duties such as Continuing Health Care, SEND and Safeguarding. Statutory NHS responsibilities would be delegated through the ICB executive to key ICB personnel at Place including the NHS Place Director and Place Nurse Director and Finance Director. This would ensure senior capacity was available to the Place to enable the discharge of these functions with key partners such as the local authority.

The Humber and North Yorkshire ICP was responsible for developing an integrated care strategy (attached at Appendix 2) to set out how the wider health and wellbeing needs of local populations would be met and reflected the core aims of the ICS: improving our population's health; addressing inequalities; and contributing to the wider socioeconomic challenges such as unemployment and securing inward investment.

The ICP core leadership included Place Lead Chief Executives and Place Elected Members plus the independent joint Chair of the ICP and ICB, the ICP Vice chair, the ICB Chief Executive and the ICB Chief Operating Officer. It was anticipated that Humber and North Yorkshire ICP will be inaugurated during the first quarter of 2022/23.

The Director also explained that building on existing place-based partnership working a Place Partnership for North Lincolnshire was established in shadow form in January 2022 and from 1st July 2022 was formally established as part of the ICB arrangements. Place governance arrangements were shown at Appendix 3 of the report. The Terms of Reference and membership was attached at Appendix 4. The intent of the ICB was that the Place Partnerships would be committees of the ICB with delegated authority.

The Place Partnership had Chief Executive/senior Executive level membership from all partners in the Place. The ICB had confirmed its intent to primacy of Place with a key principle of subsidiarity and an expectation that that majority of delivery should be at Place and that Place ambition should shape the overall strategy of the ICS. The Place Partnership have confirmed

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

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

Councillor Hannigan, Cabinet Member Deputy Leader and Adults and Health thanked the Director for her report and work carried out by her and North Lincolnshire Council and all partner's officers and highlighted, summarised and commented upon key aspects of its content.

Resolved – (a) That the information contained in the report be noted, the NL Strategic Intent be endorsed and the North Lincolnshire member representation on the NL Place Partnership be confirmed, and (b) that executive oversight for the ICS arrangements be provided via the Health and Wellbeing Board.

1480 **NORTH LINCOLNSHIRE VULNERABLE ADULTS 'EXPERTS TOGETHER'**
The Director: Adults and Health submitted a report which recommended Cabinet to support the Adults Voice Partnership request for the council to sign the North Lincolnshire Vulnerable Adults Pledge 'Experts Together' and encourage partners to do the same.

The Director in her report explained that North Lincolnshire Council was committed to listening to the voice of people with lived experience. To support this, a number of voice partnership groups provided insight and feedback on what life was like for them in North Lincolnshire and offered advice on what would make life better. The various voice partnership groups were attended by people with lived experience, carers and officers of the council. These groups brought people together to share their lived experience, to work with the council and its partners to co-produce solutions to the issues they may face in everyday life.

The voice groups had come together to create the pledge, the broad content of which was described in appendix A of the report. They had also shared the pledge with the various partnership groups for consultation and presented it at the Adult's Partnership board on 13th June 2022. The adult experts would be approving the final design which would be launched at a signing event to be held in October 2022.

The report stated that the pledge would enable vulnerable people, to hold

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organisations accountable in enabling and supporting them to live the lives they wished to live. Acting upon their views would enable coproduction of service design to 'get it right first time' across the council.

Councillor Hannigan, Cabinet Member Deputy Leader and Adults and Health thanked the Director for her report and work carried out by her officers, together with partners and highlighted, summarised and commented upon key aspects of its content.

Resolved – That the Adults Voice Partnership request for the council to sign the North Lincolnshire Vulnerable Adults Pledge 'Experts Together' and encourage partners to do the same be approved, which will support the council and its partners to understand what is important to vulnerable people who live in the area and how they wish their lives to be.

1481 **CHILDREN IN CARE AND CARE LEAVERS SUFFICIENCY STRATEGY 2022-2024**

The Director: Children and Families submitted a report informing and seeking the Cabinet's approval of the revised 'Placement Sufficiency Strategy for Children in Care and Care Leavers 2022- 2024'.

The Director in her report explained that the statutory guidance on securing sufficient accommodation for looked after children (2010) requires local authorities to take steps to secure, as far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of its children in care, ('the sufficiency duty'). The Children in Care and Care Leavers Sufficiency Strategy 2022-24 attached as appendix 1 to the report was underpinned by our One Family Approach and the ambition and the belief that children should be in their families, in their schools and in their communities.

The Children in Care and Care Leavers Sufficiency Strategy 2022-24 was based upon thorough knowledge of our children in care and care leavers and ensuring that the council had the best care available to meet the needs of children who need to be cared for. The strategy also complemented and works in conjunction with the 'Multi-Agency Children in Care and Care Leavers Plan 2022-2024'

The report stated that the strategy detailed the progress made in delivery sufficient high-quality provision to meet the needs of children in care and care leavers and included the 'Sufficiency Delivery Plan 2022-2024' detailing the plans, developments and actions to continue to provide sufficiency and choice during the lifetime of the plan.

As children in care numbers continued to reduce, and the vast majority of children in care were placed locally, the report summarised commitments made to build on this success and continue to meet the needs of children in care and care leavers through achieving the key aims in relation to placement sufficiency.

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The Leader on behalf of Councillor Reed, Cabinet Member Children and Families who was unable to attend the meeting, 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 – (a) That the positive review of the strategy be welcomed, and (b) that the revised Children in Care and Care Leavers Sufficiency Strategy 2022-2024 be approved.

1482 **MULTI-AGENCY CHILDREN IN CARE AND CARE LEAVERS PLAN 2022-2024**

The Director: Children and Families submitted a report informing and seeking the Cabinet's approval of the reviewed and revised Multi-Agency Children in Care and Care Leavers Plan 2022-2024.

The Director in her report explained that the Multi-Agency Children in Care and Care Leavers Plan 2022-2024 which was attached as an appendix set out the council's key priorities, promise and commitment to children in care and care leavers and built upon its successes setting out an ambitious agenda for further improvement.

For those very few children who need to be in the care of the Council the council would continue to invest in family-based care to achieve stability and permanence. This meant working to keep children within their family networks, help them to return home, or within high quality family placements where this was not possible. The Multi-Agency Children in Care and Care Leavers Plan 2022-2024 also complemented and worked in conjunction with the 'Children in Care and Care Leavers Sufficiency Strategy 2022-2024'.

The report summarised how the Multi-Agency Children in Care and Care Leavers Plan 2022-2024 made progress made in improving outcomes for our children in care and care leavers in line with the Council priorities of Safe, Well, Prosperous, Connected and how the plan was underpinned by is underpinned by a longstanding and effective approach to Corporate Parenting overseen by the Corporate Parenting Board. Shared commitment across partner organisations meant that the council and its partners work together as a Corporate Family to ensure that children in care and care leavers were a priority and had priority access to services.

The Leader on behalf of Councillor Reed, Cabinet Member Children and Families who was unable to attend the meeting, 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 – (a) That the positive review of the plan be welcomed and (b) that the revised Multi-Agency Children in Care and Care Leavers Plan 2020-2022 be approved.

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1483 **EMPLOYABILITY AND SKILLS EVENTS**

The Director: Economy and Environment submitted a report highlighting the success of recent employability and skills events to date and set out an option for a programme of events in 2023 to build on this success and the outcomes it delivers.

Recent events over the past twelve months had been organised with partners and delivered with a clear purpose and target audience identified. These were -

Jobs Expo: involving all those of working age in either unemployment or looking for a career change encouraged to attend. 50-60 businesses attended each Jobs Expo with live vacancies they were looking to recruit to. The next Jobs Expo would be held on 21 September 2022 at the Baths Hall, Scunthorpe.

Discover: showcasing careers and skills opportunities for young people aged 5-12 years through a free, fun and interactive hands-on event specifically designed for children. The next Discover was scheduled for 24th September 2022.

Careers Fest: showcasing careers and skills opportunities to residents from 13 years old, up to retirement age with a specific emphasis on 13–18-year-olds by welcoming businesses and education providers to attend to provide advice and guidance. To encourage the younger audience to attend a festival atmosphere approach was incorporated through live music and activities.

The report stated that feedback indicated that the Jobs Expo's and Discover had proved to be hugely popular with both attendees and businesses/providers who had attended. Feedback has been overwhelmingly positive. The Careers Fest, although a successful event, required further consideration for the future. The council would continue to work to ensure that it engaged with the hard-to-reach younger audience. Work had begun on engaging with businesses, schools and education professionals to move this forward.

All future events would provide opportunities for residents to benefit from holding events that bring information on skills and learning, careers and job availability, and also support North Lincolnshire businesses to promote and recruit to job vacancies.

The Leader and Cabinet Member Place Shaping and Connectivity 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 – (a) That Cabinet recognises and welcomes the success of the previous year's programme of events and supports the proposed new

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programme moving forward as outlined in the report, and (b) that following events a report focussing on successes and outcomes be submitted to a future meeting.

1484 NORTH LINCOLNSHIRE SKILLS ECO-SYSTEM AND FRAMEWORK

The Director: Economy and Skills submitted a report updating Cabinet on the work being carried out on the Skills Eco-System and Skills Framework for North Lincolnshire and outlined the next steps for the production of a new Skills Plan for North Lincolnshire.

The Director explained that the council had carried out an analysis on skills demand and supply in North Lincolnshire in 2021 and provided a complete picture of the current and future skills landscape. The information provided a sound evidence base on which the council, partners, training providers, businesses and those looking to invest in the area could base decisions regarding skills, training and development moving forward. The report summarised the conclusions from the study and set out a number of recommendations emerging from it.

Subsequently, a Skills Transformation Board had been convened by North Lincolnshire Council as a partnership which had representatives from both the public and private sector with ambitions to drive economic regeneration and economic inclusion. It also had oversight of the Skills Eco-system and framework work being undertaken.

The report stated that in order to help assess the skills eco-system in North Lincolnshire, the focus had been on reviewing the relationship between people, employers and education and skills infrastructure and resources. The review had also considered the variables that were present through national, regional and sectoral labour markets and skills initiatives and challenges. From the work and engagement undertaken to date, several headline opportunities and areas of broad agreement were starting to emerge and these were highlighted in the report. Arising from this work a 'skills framework' was starting to develop and provide the basis for the development of a skills plan for North Lincolnshire. The framework was also detailed in the report.

The work that had taken place to date formed a strong evidence base document for the development of a 'skills plan' for North Lincolnshire. The skills plan would also form a vital part of the new North Lincolnshire Economic Growth Plan (EGP) which was currently being developed. The timeframe for the development of the skills plan and how it fitted into the wider EGP was set out in the Director's report.

The Leader and Cabinet Member Place Shaping and Connectivity 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.

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Resolved – (a) That the report and the work taking place to support the development of a strong skills system and plan for North Lincolnshire be noted, and (b) that the ‘Launch of new Economic Growth Plan including supplementary plans (including Skills Plan)’ as set out in the timeframe for the development of the Skills Plan and Economic Growth Plan in paragraph 2.8 of the Director report be amended to March 2023 (instead of April 2023).

1485 NORTH LINCOLNSHIRE LITTER PLAN

The Director: Economy and Environment submitted a report requesting Cabinet to approve and adopt the North Lincolnshire Litter Plan, which was attached as an appendix.

The Director in her report explained that North Lincolnshire Council was committed to delivering the priority ‘Enabling Resilient and Flourishing Communities’ and the North Lincolnshire (NL) Litter Plan brought together all the Transformation, Implementation and Improvement into one document with a clear vision, principles and aims to build upon the excellent strength of our volunteer litter pickers in North Lincolnshire.

Key to the success in reducing litter was changing the behaviour of those who currently feel that it was acceptable to drop litter. The development of an effective litter plan needed to combine our aims of transformation, engagement and education and infrastructure optimisation and design. The council must link understanding the problem with enforcement, so they complement each other’s approach but also sending the right message and precedent to residents and businesses that the proper depositing of litter is an important priority for North Lincolnshire.

The report stated that the council’s vision was ‘To create a cleaner, greener, healthier, more sustainable, and attractive North Lincolnshire’ and highlighted the plan’s principles and aims.

The Cabinet Member Environment and Strategic Planning 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 – (a) That the North Lincolnshire Litter Plan be approved and adopted which will:- (i) Be tough on enforcement and publicise prosecutions (ii) Encourage people to act responsibly (iii) Increase the number of bins and increase capacity by removing all bins on posts and replace with bins of at least 110 litres in size, and (iv) Where and when necessary, increase the frequency of emptying bins, and (b) that quarterly progress reports on the implementation of the plan and associated outcomes be submitted to future meetings of the Cabinet.

1486 ARMED FORCES COVENANT NORTH LINCOLNSHIRE

The Director: Governance and Communities submitted a report on progress of the North Lincolnshire Armed Forces Covenant in respect of the

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Government's Armed Forces Covenant Legislation 2022.

The Director in her report explained that the Armed Forces Covenant was introduced nationally in 2011 and was an agreement between the Armed Forces community, the nation and the Government. Forthcoming legislation would be laid before Parliament by September 2022 to place a duty on local authorities, and other public bodies, to uphold the principles of the Armed Forces Covenant in the areas of Health, Housing and Education. The covenant's twin underlying principles were that members of the Armed Forces community should face no disadvantage compared to other citizens in the provision of public and commercial service; and that special consideration was appropriate in some cases, especially for those who had given the most, such as the injured and bereaved.

The North Lincolnshire Council Armed Forces Covenant currently had a dual approach, strategy and partnerships and community delivery. Within strategy and partnerships there was infrastructure that upholds the covenant principles through the North Lincolnshire Armed Forces Partnership (NLAFP) and internal council processes such as staff training, the Armed Forces staff network and participation in the wider agendas of Health, Housing and Education. This work has enabled the council to be a place leader for the covenant, supporting other public organisations to provide a local, consistent approach.

The report summarised how the council would be ready for and meet its responsibilities and standards expected in accordance with the statutory requirements of the new legislation. The current framework and ongoing staffing commitment to the Armed Forces Covenant meant that North Lincolnshire Council was well placed to meet the statutory duty in 2022 through the arrangements in place.

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 progress of the Armed Forces Covenant in North Lincolnshire be noted, and (b) that the council continues (i) its support for the Armed Forces Community, and (ii) the promotion, coordination, and support to practical actions in the delivery of the covenant and the duty.

1487 **NORTH LINCOLNSHIRE COUNCIL COMMUNITY FACILITIES - SAFE SPACES FOR CHILDREN AND YOUNG PEOPLE AND VULNERABLE ADULT**

The Director: Governance and Communities submitted a report informing cabinet on the current principles and practice of safe spaces in public facilities and outlined the next steps in the development of community hub safe spaces.

The Director in her report explained that North Lincolnshire community hubs

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and public facilities were safe spaces for people of all ages. They provided a safe haven for someone who may feel vulnerable in the community should they need advice, support, reassurance or help. It was recognised that some people may need more help and support to feel safe in their local community. Community hubs provided an environment for anyone who may feel vulnerable in the community to be able to go to should they need advice, support, reassurance, or help.

Spaces and facilities that were available and accessible included: confidential, spaces located on ground floor, dementia and autism friendly environments, toilet facilities and safe spaces for residents of all ages to use facilities and engage in activities. Community hub spaces were open, welcoming, and free to use, providing space for a diversity of users across all ages, ethnicities, and backgrounds. Alongside community hubs, the council operated a range of other public facilities such as leisure centres, cultural venues and visitor attractions and community libraries. All of these facilities offered access to general facilities such as toilets, a warm and welcoming space, enabling digital inclusion through free public Wi-Fi, information on local/national support agencies and networks displayed, e.g., on public information screens.

The report stated that the development of a local safe spaces scheme for domestic abuse was a key work strand of the Domestic Abuse Partnership Board. There was a strategic link and line of sight between the Domestic Abuse Strategy Board, Safeguarding Adults Board and the Protection & Accountability Subgroup, Safe Organisations Group.

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

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.

Fayiza Islam, North Lincolnshire's Member of the Youth Parliament attended the meeting and commented upon associated work of the Youth Council, and the Youth Parliament and commented upon key elements of developing the priority of supporting children and young people within the principles and practice of safe spaces provided by the council in its public facilities.

Resolved – (a) That proposals within the Director's report to continue to develop and build upon on the current principles and practice of safe spaces

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across all front-facing council buildings and facilities be welcomed; (b) that Community hub spaces being open, welcoming, and free to use, providing space for a diversity of users across all ages, ethnicities, and backgrounds be noted, and (c) that all public facing council spaces include: -

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

and those facilities which feature a library customer service function also include: -

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

1488 OPEN WATER SAFETY

This item was considered urgent by the chair so that the recent Humberside Fire and Rescue Service's educational awareness video on open water safety could be brought to the immediate attention of the Cabinet, and to outline the council's ongoing approach with multi-agency partners for promoting open water safety.

The Cabinet was shown a video of Humberside Fire and Rescue Service hosted on the YouTube platform which highlighted the dangers of unsupervised open water swimming.

The Deputy Chief Executive then briefly summarised the council's ongoing committed approach with multi-agency partners for promoting open water safety. This included 'education and informing' young people and adults through schools, colleges and social media, providing an enhanced presence, signage and safety infrastructure at various sites, together with any required enforcement measures.

The cabinet and members present then engaged in a discussion on open water safety at sites across North Lincolnshire.

Resolved – That the Humberside Fire and Rescue Service video be welcomed and supported and the service be thanked for their ongoing

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commitment and work as a key partner of the council in promoting open water safety.

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**LINCOLNSHIRE COUNTY COUNCIL
NORTH LINCOLNSHIRE COUNCIL
NORTH EAST LINCOLNSHIRE COUNCIL**

**GREATER LINCOLNSHIRE JOINT STRATEGIC
OVERSIGHT COMMITTEE**

11 March 2022

PRESENT: -

Members –

Councillor M Hill Lincolnshire County Council in the Chair.

Councillor P Bradwell (Lincolnshire County Council)
Councillor R Waltham (North Lincolnshire Council)
Councillors P Jackson and S Swinburn (North East Lincolnshire Council)
Pat Doody (Greater Lincolnshire Local Enterprise Partnership)

Officers -

Debbie Barnes and Andy Gutherson (Lincolnshire County Council),
Peter Thorpe (North Lincolnshire Council),
Rob Walsh (North East Lincolnshire Council) and
Ruth Carver (Greater Lincolnshire Local Enterprise Partnership).

Tanya Davies (Secretariat – North Lincolnshire Council).

The meeting was held at North East Lincolnshire Council, the Town Hall, Grimsby.

32 SUBSTITUTIONS

Councillor Swinburn substituted for Councillor Shreeve.

33 DECLARATIONS OF INTEREST

No declarations of interest were declared by members.

34 MINUTES

Resolved – That the minutes of the meeting of the Joint Committee held on 10 December 2021 be approved as a correct record and authorise the chair to sign.

35 DEVOLUTION AND BUSINESS ENGAGEMENT

The Deputy Chief Executive, North Lincolnshire submitted a report requesting the Joint Committee support entering into an engagement programme with the business community to inform a prospective devolution deal for Greater Lincolnshire, and to propose that enabling the Greater Lincolnshire Local Enterprise Partnership (GLLEP) be asked to lead on such a business engagement programme and through this draw upon support from the three upper tier authorities.

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The report referred to devolution options and opportunities provided through and since the Cities and Local Government Devolution Act 2016, and new opportunities proposed through the Government's Levelling Up White Paper.

The Deputy Director in his report stated that the Government saw Devolution Deals as a central plank towards their Levelling Up agenda. As such, the key and prioritised elements of their framework are economic in focus. The key identified economic areas included:

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

Consequently, the report recommended that a structured and prioritised business 'engagement model' be developed to ensure that the possible benefits of devolution are conveyed successfully to the business community and that in return this sector's views be heard and understood.

The core objectives of engagement would be to raise awareness and seek early views from businesses on the possible benefits of a devolution deal based around the proposed ten asks set out in the summary document to the report. The goal was to achieve over 1,000 business and business organisations responses within a six-week period. It was proposed that the central coordinating organisation for undertaking such an approach was the Greater Lincolnshire Local Enterprise Partnership (GLLEP). The GLLEP had established reach and direct contact to both larger and SME businesses. This approach would enable an equitable geographical split of engagement.

The GLLEP would utilise a model of information, advice and guidance on what a "deal" may bring and the implications for the business community. As part of this there would be a multi medium approach to communication including a central interactive website, a series of seminars / webinars, mailings and events. To enable this approach to happen both quickly and to have the desired reach the three upper tier authorities would make available commensurate resources from their respective business development teams. The outcome would be truly representative engagement and endorsement from business and their sector and trade organisations to help set direction and support any future potential bid for a devolution deal.

Resolved – (a) That the GLSOC be asked to enter into an engagement

GREATER LINCOLNSHIRE JOINT STRATEGIC OVERSIGHT COMMITTEE
11 March 2022

programme with the business community as to the attributes of a prospective devolution deal for Greater Lincolnshire (b) that the GLSOC enable the GLLEP, as described in paragraph 3.3 of the report above to lead on such a business engagement programme and through this draw upon support from the three upper tier authorities and agree to take a joint paper (GLJSOC and GLLEP) to the GLLEP Board meeting on 25 March 2022 seeking their endorsement to such an approach, and (c) that the programme be completed by the end of June 2022.

36 PROPOSALS FOR CHAIR AND SECRETARIAT 2022/23

In accordance with the Joint Committee's Terms of reference, the Joint Committee considered proposals for its chair and secretariat for the council (financial) year 2022/23.

Resolved – (a) That Councillor P Jackson (North East Lincolnshire Council) be the chair of the Joint Committee, and (b) that Lincolnshire County Council be the secretariat.

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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, with specific reference to the inflationary environment it is operating within and consider an increase in reserve utilisation to maintain a balanced 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 approve the revised capital programme.

2. BACKGROUND INFORMATION

- 2.1. 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.
- 2.2. 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) has increased to 10.1% and is expected to further increase to exceed 13%. The Bank of England currently expect inflation to return towards normal levels in two years' time.
- 2.3. 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

- 2.4. The current forecast indicates net operating expenditure could exceed £180m by the end of 2022/23, which would be 6.5% or £11m more than budgeted. The 2022/23 budget contained a series of adjustments to accommodate expenditure increases across a range of areas including

inflation and social care activity. The pressure reported is over and above this amount with £8m being due to additional inflationary cost pressures.

- 2.5. Progress has been made over the summer with pro-active action being taken to further mitigate current projections. It is anticipated that the impact of in-year mitigations and action planning that is being applied together with increased certainty over Quarter 2 and Quarter 3 will lead to final outturn in the region of **£5-7m** overspend in 2022/23. Further detail in Appendix 1

Financial Resilience Context

- 2.6. Inflationary and activity cost increases represent a threat to financial resilience, with the cost base at risk of increasing much faster than spending power. The Council approved a reserve strategy which governs the deployment of reserve balances, and links to identified risk which reserves exist to cover. The current period of inflation represents a material change of circumstances and is leading to expenditure increases; therefore, it would be prudent to consider additional reserve use as part of the plans to mitigate. Based upon the current forecast and reserves strategy it is proposed to amend the planned use of reserve by an additional £5m.
- 2.7. 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.

Medium Term Financial Plan

- 2.8. The Council's financial planning process, which will culminate in the 2023/26 medium term financial plan being taken to Full Council in January 2023, is currently in development. Appendix 2 sets out an initial opening position, together with the process which will guide the Council towards a balanced budget proposal. The revised opening position is based on current assumptions:
- Pay award for 2022/23 is implemented as per current offer
 - 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)
- 2.9. The financial planning process has commenced, underpinned by the strategic principles that provide a framework for the organisation and the operating model of One Council, One Family, One Place. To address the challenge Directors and Assistant Directors as commissioners are taking a whole system approach to plan the scale and scope of the offer required to achieve desired outcomes and action planning to achieve the fewest best interventions alongside enabling infrastructure and administration

functions. The activity to consider opportunities for achieving a financially sustainable plan and balanced budget includes:

- Reviewing utilisation of operational buildings
- Evaluating existing contracts with scope to re-commissioning new delivery models
- Modelling the financial impact of national policy reforms
- Re-assessing funding assumptions and ensuring sources of income are being optimised

2.10. 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 outlined by the Chancellor's budget. In the coming weeks, it will become clear how the Budget and spending plans will be reviewed, and any changes announced.

Budget Policy Framework

2.11. 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

3.1. To receive an update on the financial position of the organisation and specifically.

- Approve the proposed increase in use of risk reserve.
- Approve the revised capital programme.

4. ANALYSIS OF OPTIONS

4.1. 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.)

5.1. 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 does not have full control over the operating environment, and therefore 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.

5.2. The opening balance and revised closing balance of the Risk and Transformation Reserve following proposed amendment 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
Proposed 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.)

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

9.2. To approve a change to the budgeted use of reserves by an additional £5m in mitigation to the inflation impact on net operating costs.

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

9.4. To approve the revised capital programme 2022/25.

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

DIRECTOR OF GOVERNANCE AND COMMUNITIES

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North Lincolnshire

DN15 6NL

Author: Nina Torr/Adam Hopley

Date: Wednesday 7th September 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 2021/22 (Cabinet July 2022)

Other background papers:

- Q1 revenue and capital budget adjustments
- Technical Review – Economic Outlook

Table 1 – Revenue Net Operating Expenditure Forecast (based on Q1 financial management reporting)*

BY ACCOUNTABILITY	Budget £m	Forecast £m	Core Variance £m	DSG Variance £m
Adult Social Services	23.0	24.6	1.6	-
Adults Early Help & Prevention	22.4	25.6	3.3	-
Integrated Health & Care	4.3	4.5	0.2	-
Children's Help & Protection	10.6	10.0	(0.6)	-
Children's Standards & Regulation	10.9	9.7	(1.3)	-
Education	4.4	4.2	0.3	(0.5)
Organisational Development	15.6	16.6	1.1	-
Place	27.6	30.7	3.2	-
Public Protection	1.5	1.6	0.2	-
Community Enablement	8.1	8.3	0.2	-
Governance & Partnerships	5.0	5.3	0.3	-
Resources & Performance	8.4	7.9	(0.5)	-
Public Health	7.3	7.3	-	-
Central and Technical (includes pay and inflation contingency)	20.9	24.4	3.6	-
Net Operating Expenditure	169.9	180.8	11.5	(0.5)

Table 2 – Spending Power Forecast (based on Q1 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)	-

* figures subject to rounding

Table 3 – Identified impact of higher inflation

Area of impact	Cost pressure (£m)
Pay - the current pay offer reflects a flat increase of £1,925 to all spinal column points and is now the best-case scenario.	4.1
Energy costs – the increase in wholesale rates has a lag effect on the rate paid by the Council, although this may increase reflecting recent changes in wholesale rates.	0.8
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	0.5

Transport/fleet/fuel – the price of fuel has increased significantly during 2022/23, although has started to slowly fall back.	0.4
Waste – existing contract mechanisms are expected to lead to increase costs	0.5
Social care – whilst difficult to quantify at this stage, 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	8.0

Table 4 – Capital position 2022/23 forecast

CAPITAL – outturn forecast at Q1; budget reflects rephasing included in Appendix 4	Budget £000's	Forecast Spend £000's	Year to Date Spend £000's
EXPENDITURE			
Keeping People Safe and Well	10,866	10,849	957
Enabling Resilient and Flourishing Communities	12,227	12,045	5,396
Enabling Economic Growth and Renewal	26,713	27,040	3,942
Running the Business Well	9,513	7,517	949
Additional Investment Allocation	-	-	-
TOTAL EXPENDITURE	59,318	57,451	11,244
FINANCING			
External & Grant Funding	(33,792)	(32,096)	-
Council Resources	(25,527)	(25,356)	-
TOTAL FINANCING	(59,318)	(57,451)	-

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 one provides an opportunity to implement the approved budgets and commence delivery of the plan, understanding any areas which are at risk of diverging from the assumed plan. It is important to note that early identification of financial risks provides the organisation with time and opportunity to put into place mitigation measures to contribute towards a better financial outturn. Indeed, this approach has resulted in successful outturn positions for the previous few years despite the volatile nature of the operating environment.

Risk Mitigation Action

3. Financial management activity over the summer has already reduced the forecast outturn by £2m to the level reported in Table 1 and includes:
 - **Targeted financial management** – business partnering focus on key spend areas to refine outturn forecasting with managers, improved financial management information giving a single view subjective analysis at AD level to support effective resource allocation and action planning focussed on impact and outcomes.
 - **Robust contract management** – robust dialogue with providers requesting increases outside the terms of contract, including use of open book accounting, contractor mitigations (such as reduction in office/transport costs) and highlighting the council's own exposure to cost increases and in-year fixed funding. This is balanced with the need to minimise service continuity risks and impact of supplier failure.
 - **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 is being met through a quarterly budget adjustment based on assessment of net staffing spend (including agency/vacancy factor) against profiled budget.

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.
5. A significant change in the operating environment is the persistent high levels of inflation which is placing extensive pressure on the cost base. Some inflationary risks have already materialised and are not North Lincolnshire specific (i.e. sector wide) and are beyond the control of the Council. Therefore, the best-case scenario is that the forecast overspend gets reduced, as opposed to fully contained. Existing contracts provide some coverage from inflationary pressures, for example when they are based on a previous rate prior to the recent increase. Table 3 above summarises the inflationary impact that has been identified to date.

Non-Inflation Risks

6. 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.
7. 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. Leisure membership numbers are gradually recovering to pre-COVID levels, however this is at a slower rate than budgeted, therefore a financial risk remains within the projected outturn.

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. Work is underway to determine the permanency of this variance.
9. The cost of capital financing is forecast to be lower than budget, which reflects; a reduction in interest payable because of a deferred need to borrow (although the prevailing rate is now higher than the budgeted assumptions for when borrowing is needed), an increase in interest receivable due to higher interest rates, and a modest reduction in the cost of minimum revenue provision as a result of capital underspends in 2021/22.
10. It is anticipated that the impact of in-year mitigations and action planning that is being applied and increased certainty over Q2 and Q3 will lead to final outturn in the region of £5-7m overspend in 2022/23. This mainly reflects inflation related cost pressures. It is therefore recommended to make an in-year budget adjustment of a £5m use of reserves.

Analysis of Capital 2022/23

11. The Council plans to invest over £116.5m of capital resource by 2024/25 to support delivery of the Council plan. Approval is sought for the latest capital investment plan set out in appendix 3 (table 3), with adjustments to the current approved programme reported to Cabinet in July 2022 contained in tables 4 and 5. The adjustments refine the programme and ensure the programme remains in alignment with current delivery profiles.
12. The Council undertakes regular monitoring of its capital investment programme, to ensure the programme remains realistic and invests in Council priorities. In the previous couple of years, delivery timescales have been influenced by the Covid-19 pandemic, and it is now the case that the inflationary issues considered elsewhere within this report may lead to potential expenditure pressures which will be reflected in future capital planning or resolved through value engineering the scope of specific schemes to maintain affordability and ensure the desired outcome is still met.
13. In addition, the disruption to supply chains is expected to continue for some time. For instance, this is particularly of impact to the fleet asset management programme where vehicle lead times are now in excess of a year. The in-year variance on this programme primarily accounts for the in-year variance.
14. In total, 97.5% of total capital investment is currently in the delivery phase, which ranges from pre-procurement, contracted, in construction, and in delivery. The remainder of the programme is in pre-delivery planning.

1. The Council's Budget Setting meeting for 2023/24 is scheduled for 18th January 2023. The purpose of this appendix is to consider changes to the operating environment, consequential and material changes to the existing plan and map out the financial planning process which will determine a balanced budget proposal for 2023/24 and medium-term financial plan covering the financial years 2024/25 - 2025/26.
2. The Council's operating environment has been subject to significant changes since early 2020, with an unstable environment first brought about by the Covid-19 pandemic. There have been unprecedented increases in the price of energy and fuel during 2022, exacerbated by the Ukraine war. This has a significant impact on residents, on the local economy and on the Council.

Assessment of Financial Resilience

3. Financial resilience, the ability to weather financial shocks, is an important consideration for council sustainability. There are a number of indicators of the current health of council finances, which form part of the overall consideration in determining financial plans and budgets. The Council conducted a deep dive assessment of the various factors that determine how financially resilient it is last year and applied targeted updates during this year.
4. Prior to considering how the change in operating environment is impacting current and forward plans, it is important to recognise how strong financial management across the organisation has ensured a strong base. 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. It also achieved a successful 2021/22 financial outturn, with net operating expenditure successfully contained to within spending limits and an increase in strategic reserve capacity.
5. In summary, the Council is in a better financial position than many other local authorities and has demonstrated its ability to react to emergent crises and meet emergent need within available resources. However, to continue doing this well the Council cannot be complacent and must continue to act where it has control or influence to offset the impact of environmental changes to which it has no control.

Material Change of Circumstances

6. The external changes in the economic outlook – and which the Council has no control or influence over – represent a material change of circumstances from when the Council set its current medium term financial plan. It is important to recognise that the challenges posed are not specific to this Council, nevertheless they are challenges which the Council must respond and adapt to in the to-date absence of a national policy response.
7. The financial risks to the Council before considering service specific changes since February centre around inflation (energy, pay and contracts), the cost of borrowing and the potential implications for local taxation collection.

National Policy/Finances

8. 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 outlined by the Chancellor's budget. In the coming weeks, it will become clear how the Budget and spending plans will be reviewed, and any changes announced.

Funding Prospects for North Lincolnshire Council

9. 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). Each factor is currently subject to a comprehensive review as part of the budget setting process.
10. The latest assessment is that funding for 2022/23 is unlikely to change, but there may be the prospect of additional funding set out in the Autumn Budget from 2023/24 to recognise pressures – particularly within social care – but this is not certain or probable because of the national financing constraints.

2023/26 Medium Term Financial Plan (MTFP)

11. The 2023/26 MTFP opening position reflects an update from the 2022/25 MTFP and is the starting point for the upcoming financial planning process. The MTFP 2022/25 included a savings target of £3.8m for 2023/24, this is now expected to be in excess of £12m or 7% of spending power based on current assumptions:
 - Pay offer for 2022/23 is agreed at current level
 - No further increase in activity volumes in adult social care and high 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)
 - Medium term inflationary increases, including future years' pay award will be higher than previous plans assumptions
12. 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. This includes:
 - 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

13. As a result of the above adjustments, the residual challenge to be addressed has increased to a significant level in all years (£12.5m, £15.5m & £16.8m respectively). This can be seen below:

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)

Actions and Next Steps

14. Building upon the mitigating actions being taken to resolve the financial challenge in-year, outlined in Appendix 1, whole council action planning has started. Taking a realistic view, implementation of cost reduction plans of 7% of spending power or c£12m will be spread over a two-year period.

15. 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:

- Reviewing utilisation of operational buildings
- Evaluating existing contracts with scope to re-commissioning new delivery models
- Modelling the financial impact of national policy reforms
- Re-assessing funding assumptions and ensuring sources of income are being optimised

16. 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 (potential for an emergency budget prior to Autumn Budget)	(TBC) Oct 2022
Revised MTFP position	w/c 7 Nov 2022
2022/23 Q2 Financial Management and Medium-Term Financial Plan Update report to Cabinet	21 Nov 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	Original Approved Budget £000's	Technical Budget Transfers £000's	Q1 Revised Approved Budget £000's
Adults & Health	49,563	76	49,639
Children & Families	28,484	(2,605)	25,879
Economy & Environment	40,427	4,202	44,629
Governance & Communities	21,199	273	21,472
Public Health	7,310	(15)	7,295
SERVICE TOTAL	146,983	1,931	148,914
Central & Technical	22,868	(1,931)	20,937
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	82,324
Enabling Resilient and Flourishing Communities	34,518
Enabling Economic Growth and Renewal	9,407
Providing Value for Money for Local Taxpayers	43,602
NET OPERATING EXPENDITURE	169,851

Table 3 – Capital Investment Programme Summary 2022/25

Proposed Programme	2022/23 £000's	2023/24 £000's	2024/25 £000's	Total £000's
Investment in Priority				
Keeping People Safe and Well	10,866	1,028	265	12,159
Enabling Resilient and Flourishing Communities	12,227	7,681	6,166	26,074
Enabling Economic Growth and Renewal	26,713	15,572	10,132	52,417
Running the Business Well	9,513	6,470	1,442	17,425
Total Investment	59,318	30,751	18,005	108,074
Capital Investment Allocation	-	770	7,664	8,434
Capital Investment Limit	59,318	31,521	25,669	116,508
Funding Analysis				
External & Grant Funding	33,792	18,231	13,015	65,038
Revenue Funding	93	-	-	93
Borrowing	15,434	13,290	12,654	41,378
Capital Receipts	10,000	-	-	10,000
Total	59,318	31,521	25,669	116,508

Table 4 – Externally Funded Schemes rephasing and net additional investment

Capital Investment Scheme	2022/23 £000's	2023/24 £000's	2024/25 £000's	Total £000's
Flood and Drainage	(160)	-	-	(160)
Formula Capital Devolved to Schools	(107)	-	-	(107)
Future High Streets Fund	(1,000)	1,000	-	-
Infrastructure Schemes	55	-	-	55
North Lincolnshire Northern Forest	(75)	8	67	-
Schools Investment Programme	96	-	-	96
Total	(1,191)	1,008	67	(116)

Table 5 – Internally Funded Schemes rephasing and net additional investment

Capital Investment Scheme	2022/23 £000's	2023/24 £000's	2024/25 £000's	Total £000's
Capital Investment Allocation	-	(90)	-	(90)
Normanby Hall Deer Park Fencing	90	-	-	90
Capital Minor Works	(23)	23	-	-
Future High Streets Fund	(1,000)	480	520	-
North Lincolnshire Northern Forest	(48)	35	13	-
Total	(981)	448	533	-

Table 6 – Treasury Prudential Indicators 2022/23

	2022/23	
	Budget (Feb 2022)	Forecast (Q1)
Estimates of capital expenditure	£M 47.2	£M 59.3
General Fund ratio of financing costs to the net revenue stream % (Based on Prudential Code 2013)	% 7.00	% 7.23
An estimate of the capital financing requirement	£M 255.4	£M 253.9
The authorised limit for external debt: borrowing other long-term liabilities total	£M 275.4 10.0 285.4	£M no change
The operational boundary for external debt: borrowing other long-term liabilities total	£M 255.4 10.0 265.4	£M no change
maturity structure of fixed interest rate borrowing 2022/23 under 12 months 12 months to 2 years 2 years to 5 years 5 years to 10 years 10 years to 20 years 20 years to 30 years 30 years to 40 years 40 years to 50 years	Upper % 30.0 30.0 40.0 45.0 50.0 75.0 60.0 25.0	Upper % no change
maturity structure of variable interest rate borrowing 2022/23 under 12 months 12 months to 2 years 2 years to 5 years 5 years to 10 years 10 years to 20 years 20 years to 30 years 30 years to 40 years 40 years to 50 years	% 100.0 90.0 90.0 90.0 50.0 20.0 10.0 10.0	% no change
Total principal sums invested for periods longer than 364 days	£M 0	£M no change

NORTH LINCOLNSHIRE COUNCIL

CABINET

Youth Justice Plan 2022-24

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 For Cabinet to support the North Lincolnshire Youth Justice Plan 2022-24 which sets out the shared ambition and priorities of the North Lincolnshire Youth Justice Partnership.

2. BACKGROUND INFORMATION

- 2.1 Section 40 of the Crime and Disorder Act 1998 states that it is 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 are provided and funded;
 - how the Youth Justice Partnership is composed and funded, how it operates, and the functions it carries out.
- 2.2 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 analysis of plans. This is a change to previous requirements reflecting that the data and information contained within the plan is used by the YJB as an intelligence source that supports our oversight function. The standardised template supports consistency of content and structure, accessibility of the information and improves the identification and sharing of best practice.
- 2.3 Annual Youth Justice Plans are an opportunity to review performance and developments over a single year period and plan for the next year. This allows 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 planning and production of a Youth Justice Plan is beneficial to partnership working and service delivery to ensure the best outcomes for children
- 2.4 The annual Youth Justice Plan considers local and regional priorities including:
 - Reducing first time entrants to the youth justice system

- Reducing the use of custody
- Reducing reoffending rates

3. OPTIONS FOR CONSIDERATION

3.1 This report is to seek support from Cabinet regarding the North Lincolnshire Youth Justice Plan 2022-24 which sets out the shared ambition and priorities of the North Lincolnshire Youth Justice Partnership. Priorities have been reviewed and updated, introducing new leads and their role in driving these forward. The Youth Justice Plan sets 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

4. ANALYSIS OF OPTIONS

4.1 The submission of a plan that is approved by the YJB is a condition for receipt of the YJB Practice Grant. The North Lincolnshire Youth Justice Strategic Partnership Board provides system-wide leadership so that children are diverted away from the youth justice system wherever possible. In keeping with our North Lincolnshire One Family Approach, we commit to sustaining them in their families, schools, and communities.

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

5.1 **Statutory:** The Youth Justice Plan 2022-24 specifies how the Youth Justice Partnership will continue to meet its statutory requirements.

5.2 **Financial:** The Youth Justice Plan also refers to the financial envelope associated with the Youth Justice Partnership, including the YJB Practice Grant and partner contributions. The Youth Justice Partnership continues to be provided within existing resources and there are no additional resource implications for the council.

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

6.1 **Crime and Disorder; Equalities; Council Plan:** The Youth Justice Plan reviews the progress and successes achieved and how the partnership will continue to deliver improved outcomes for some of the

most vulnerable young people with a focus on reducing anti-social behaviour and offending.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 N/A

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 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.

8.2 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 has been signed off by the board chair.

8.3 The Youth Justice Plan 2022-24 will be presented to Full Council for final endorsement.

8.4 A child and young person friendly version of the plan has been developed.

9. RECOMMENDATIONS

9.1 For Cabinet to support the North Lincolnshire Youth Justice Plan 2022-24 which is a key document in the delivery of youth justice services in the area.

DIRECTOR OF CHILDREN AND FAMILIES

Church Square House
SCUNTHORPE
North Lincolnshire

Author: Paul Cowling
Date: August 2022

Background Papers used in the preparation of this report:

Youth Justice Plan 2022-24

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North Lincolnshire Youth Justice Plan 2022-2024



Partnership	North Lincolnshire Youth Justice Partnership
Partnership Manager/Lead	Emma Young
Chair of YJSP Board	Edwina Harrison

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Introduction, vision and strategy

Foreword by the Chief Executive of North Lincolnshire Council

This North Lincolnshire's Annual Youth Justice Plan sets out the shared ambition and priorities of the North Lincolnshire Youth Justice Partnership.

Children and young people open to youth justice need our extra care and commitment. The North Lincolnshire Youth Justice Strategic Partnership Board provides system-wide leadership so that children are diverted away from the youth justice system wherever possible. In keeping with our North Lincolnshire One Family Approach, where children are open to youth justice, we commit to sustaining them in their families, schools, and communities. Together, we will create the conditions that enable all children, regardless of their circumstances, to realise their true potential and to achieve successful outcomes.



Pete Thorpe
Chief Executive
North Lincolnshire Council

Foreword by the Independent Chair of the North Lincolnshire Youth Justice Strategic Partnership Board

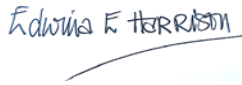
As Independent Chair of the Youth Justice Strategic Partnership Board I welcome the opportunity to introduce this annual Youth Justice Plan. As with previous years, it demonstrates the range of work which is taking place in North Lincolnshire and the continuing determination of the partners to making a positive difference.

The North Lincolnshire Youth Justice Strategic Partnership Board oversees the delivery of this plan and benefits from excellent support and attendance from across the partnership with thoughtful and child centred contributions and, where necessary, challenging conversations focussed on the needs of the children and their communities. Nationally, youth justice partnerships are moving towards the "Child First" model as promoted by the Youth Justice Board. In North Lincolnshire this complements our well-established "One Family Approach". All partners are signed up to this approach and the impact can be seen in the coordinated approach to each child as well as at a strategic level.

The contents of this plan are derived from a process of consultation with children, the workforce and the members of the Youth Justice Strategic Partnership Board. We have jointly reviewed our priorities and each of these has a nominated lead board member who reports in detail at every meeting. This ensures that we review progress throughout the year and that we can see a tangible difference in responding to the needs of children and diverting them from the youth justice system.

To be really effective, consideration of the needs of children involved in youth justice needs to be at the heart of strategic thinking at the highest level in any area. The Chief Executive of North Lincolnshire Council maintains a keen interest in the work of the Youth Justice Partnership and through our regular meetings he offers both challenge and support to me in my role as Independent Chair.

It is with pleasure that I introduce this plan and as the independent chair of the board I can assure you that throughout 2022-23 the North Lincolnshire Strategic Partnership Board will continue to deliver on the priorities we have identified in this plan.



Edwina Harrison
Independent Chair
June 2022

Executive Summary

This Youth Justice Plan sets out the vision and priorities for North Lincolnshire Youth Justice Partnership. The plan has been developed alongside partners and board members utilising development session discussions to ensure we are confident of the priorities set and assurance that the child first principle is fully embedded.

Children and Young people have been consulted and shared their views to support the plan. Different approaches including anonymised surveys and staff workshops have been utilised to ensure front line practitioners have provided their voice, setting out the vision of the partnership and providing key updates from the last 12 months alongside their perceived priorities for the years ahead.

The plan builds on our achievements in 2021/22 and sets out our strong partnership commitment to early help, prevention and diversion and introduces new strategies that are being implemented across the region to strengthen this further. It outlines our commitment to reducing first time entrants, reducing re-offending and sustaining our current performance in ensuring children are diverted from custody.

Localised priorities have been reviewed and updated, introducing new priority leads and their role in driving these forward. The plan sets 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 plan summarises North Lincolnshire's Risk Outside the Home (ROTH) Approach and progress to date whilst outlining our ongoing journey and interface with other local and national strategic plans.

Risks and challenges, including our recovery from the impact of COVID-19 are clearly defined in the risk log which identifies how we will seek to overcome barriers and challenges to ensure business continuity.

Finally, the plan outlines our ongoing work to strengthen and develop practice and assurance.

Vision and Strategy

The Crime and Disorder Act (1998) places a statutory responsibility on local authorities, acting with statutory partner agencies, to establish a Youth Offending Team (YOT). The statutory

function of the YOT is to co-ordinate the provision of Youth Justice Partnerships. Section 40 of the Crime and Disorder Act 1998 sets out responsibilities in relation to the production of an annual Youth Justice Plan. It is the duty of each local authority, after consultation with partner agencies, to formulate and implement an annual youth justice plan setting out:

- how youth justice partnerships in their area are to be provided and funded.
- how the YOT will be composed and funded, how it will operate, and what functions it will carry out.

Our plan is aligned with existing policy initiatives including North Lincolnshire's '**One Family Approach**' (OFA). OFA, as endorsed by the Integrated Children's Trust, underpins the values, principles and how we collectively respond to the needs of Children and Families in North Lincolnshire. It captures our intent to keep children in their families, their schools and their communities and ensures that support is provided at the right level by the right person using the fewest, best interventions. The One Family Approach builds upon strengths, empowers families and communities to find solutions, builds resilience and enables independence.

This Youth Justice Plan is overseen by the Youth Justice Strategic Partnership Board (YJSPB) in North Lincolnshire and has been subject to scrutiny and approval by members. In May 2021, the Board agreed to further support the commitment to the '**Child First**' principle and the decision was taken to re-brand the partnership.

Traditionally known as a Youth Offending Service, we became a '**Youth Justice Partnership**'. It is understood that language describing children as 'offender' and 'young offender' serves only to "encourage the stigmatisation and criminalisation of children" and "reinforces a feeling of exclusion and discourages positive re-integration into society" (Youth Justice Legal Centre, 2020).

North Lincolnshire Youth Justice Partnership operates in a multi agency arena to work with children at the earliest point, to work with them and their families to engage in addressing the concerns regarding their behaviour. Using a solution focussed and relational model we address offending or anti-social behaviour and promote desistance. Research tells us that the nature of the relationship is the aspect that makes the most difference, we build meaningful relationships with children that are non blaming.

Local context

North Lincolnshire is a small Local Authority on the Southbank of the Humber Estuary. Whilst we are a small Local Authority, we cover a wide area due to our rural location and border onto North East Lincolnshire, Lincolnshire, South Yorkshire and Nottinghamshire.

North Lincolnshire is a fantastic place and is home to just under 173,000 people, with the population expected to grow by a further 4,000 over the next 20 years.

The area is home to around 39,000 children and young people, who benefit from above average quality early years and school settings.

Between 2016 and 2022 the North Lincolnshire primary school black and minority ethnic cohort has increased from 15.2% to 19% and also increased in secondary schools from 11.9% to 14.9%.

As of January 2022, 13.1% of the pupil population in North Lincolnshire were identified as having SEN support, with 3.1% having an EHCP. Nationally in 2021, 12.2% of pupils were identified with SEN Support, with 3.7% having an EHCP.

Across North Lincolnshire, there are just under 77,000 homes situated across 86 settlements, ranging from the busy urban centre of Scunthorpe to tranquil rural hamlets. The average house price is lower than the national average.

The North Lincolnshire Youth Justice Partnership (YJP) is a statutory multi-agency service and is situated in Children and Families within North Lincolnshire Council. It is an integral part of the children and families offer and is overseen by the North Lincolnshire Youth Justice Strategic Partnership Board (YJSPB).

The partnership aims to prevent offending by children and young people through a partnership approach that builds resilience. The partnership is underpinned by the belief that young people within the criminal justice system should be seen first and foremost as children. The work of the YJP is geared towards ensuring this principle is demonstrated by our practice.

The Youth Justice Partnership believes that crucial to achieving success, change and positive outcomes for young people is the ability to engage with young people and their families and have a relationship with each young person that promotes resilience and the opportunity for individuals to develop 'good lives'.

This includes ensuring that support offers focus on both reducing and preventing offending or anti-social behaviour and the provision of the help the family need, including family support, health provision, education, training and employment opportunities, suitable accommodation and assistance to young people to participate and engage in positive activities within their communities.

In North Lincolnshire we utilise the Serious Youth Violence (SYV) Stocktake and the Ethnic Disproportionality Toolkit. These tools support us to address any issues of over-representation of particular ethnic groups and reflect on the services we provide. The SYV Data toolkit is designed to help us identify gaps and strengths in the work we are doing to reduce serious youth violence.

Child First

The principle '**Child First**' guides the work of the Youth Justice Board and underpins our work and values in North Lincolnshire. We recognise that children in the justice system often have multiple and complex needs. Where possible, we seek to divert children from the justice system entirely and address these needs.

For those who do offend, our core focus continues to be rehabilitation, tackling underlying causes of youth offending, and delivering a system that gives children the support they need to break the cycle of offending and build productive and fulfilling lives. 'Child First' is now an evidenced based approach to delivering youth justice and North Lincolnshire will continue to adopt and embed this approach across the partnership in line with our One Family Approach model.

We will;

- Prioritise the best interests of children.
- Build on children's individual strengths and capabilities as a means of developing a pro-social identity for sustainable desistance from crime.
- Encourage children's active participation, engagement and wider social inclusion.
- Promote a childhood removed from the Justice System, using prevention, diversion and minimal intervention.

Voice of the child

Children, young people, families and communities are at the heart of what we do. Our Council Plan sets out our promise to the people of North Lincolnshire, including children, young people and families, that it will be the best place for our residents and that the people and place of North Lincolnshire will be safe, well, prosperous and connected. The voices of children and families are strong, they are listened to and acted upon throughout.

In North Lincolnshire, we're committed to a culture of listening, learning, reviewing and adapting, underpinned by high challenge and high support across the workforce. We are ambitious for the future and for our children, young people, families and communities. Working collaboratively with key stakeholders, including children, young people and families themselves, we have high expectations of us all, as partners, to achieve our ambition for children be in their families, in their schools and in their communities leading to better outcomes.

Children have been consulted to support the development of this plan, utilising their direct experiences of the support they have received and what we need to do to make this better.

The Independent Chair of the Youth Justice Strategic Partnership Board has equally been hearing directly from children to enable their voice to make a difference to the services which are provided. The independent chair has recently had the opportunity to visit some of the groups that take place under the partnership and looks forward to future opportunities to hear directly from the children in the youth justice partnership.

There have been a number of developments in relation to the methods taken to capture the voices of children and families. One of these includes the development of the Children and Families Voice and Engagement Group. This group brings together partners across children and families together, including key officers to ensure that the voice of children and the families we work with is central to our work, informs policy, practice and developments and we listen, take action and develop our services in true partnership.

The meeting is key for sharing information and updating on any innovative ways partners are seeking to collate feedback (including case related feedback, group engagement and specific consultation events/activities).

Thematic consultation questions are developed, and this meeting is used to summarise responses, learn from the voices of children, their carers and families and agreeing messages, developments and action from this. Recent themes have included; emotional wellbeing support, social opportunities and positive activities and the involvement of wider family members in planning.

Learning from COVID-19 we moved away from our traditional feedback forms and self-assessments and have been creative in our approaches including utilising digital platforms such as survey monkey to obtain feedback and support analysis of this.

We are seeking to use other creative methods and are in the process of co-producing a local animation that will be used as a resource to explain what services the Youth Justice Partnership can offer, listening first hand from the staff, children and families who have experienced this.

Other key developments to enhance how we capture the voice of children and young people include:

- Strengthened approach to quality assurance (feedback, consultation and observation to inform monthly audit)
- Children and young people are involved in recruitment
- North Lincolnshire are signed up to the YJB Youth Advisory Network
- Voice is a recurrent agenda item at the Youth Justice Strategic Partnership Board
- DCS Assurance Events – focussed on voice and participation
- Questionnaires used to inform self-evaluations

Governance, leadership and partnership arrangements

Governance and Leadership

Full board membership, including attendance, job title of the board member and dates of board meetings can be found in [Appendix 1 - composition and attendance of the YJSPB](#).

Full structure of the Youth Justice Partnership can be found in [Appendix 2 - Full staffing structure of the Youth Justice Partnership](#).

The North Lincolnshire Youth Justice Partnership (YJP) is part of the Children and Families area of the council. The Youth Justice Head of Service's direct line manager is the Director for Children and Families.

The Youth Justice Strategic Partnership Board (YJSPB) has an independent chair, Edwina Harrison who brings extensive experience to the role including management within youth justice and as a longstanding independent chair of the North Lincolnshire Local Safeguarding Children's Board. Edwina has a good understanding of the role, and work of The Youth Justice Partnership and provides confident leadership to the board.

The YJSPB meets quarterly and oversees strategic management, funding arrangements, partnership working and access to partner agency provisions. The Board receives quarterly management reports and monitors staffing arrangements, generic workforce issues, and specific projects. The YJSPB also oversees action plans, policies, procedures and partnership protocols.

The Youth Justice Partnership Manager reports quarterly and annually on new initiatives and financial issues that have budget implications for the overall expenditure. The line management of the Youth Justice Partnership Manager falls within the remit of the Director of Children and Families.

The Youth Justice Strategic Partnership Board interfaces with the wider strategic partnerships and boards within North Lincolnshire including the Children's Multi-Agency Safeguarding and Resilience Board (CMARS), the Children and Young People's Partnership and the Community Safety Partnership.

Key aspects of the YJSPB include:

- Senior representatives attend the board who add value through support and challenge and ensure child first principles underpin practice at all levels of organisations.
- Regular well attended meetings and development sessions take place with board members to build on strong relationships between partner agencies.

- Lead roles group meets between board to maintain momentum and members work with specific Youth Justice team members.
- Subgroups are developed to resolve particular issues.
- Regular Performance and budget information underpins planning process.
- Thorough induction process is in place for new board members.

Partnerships

Section 39 (1) of the Crime and Disorder Act 1998 requires the co-operation of the named statutory partners to form a YOT. Section 38 (1, 2) identifies the statutory partners and places a duty on them to co-operate to secure youth justice services appropriate to their area.

These statutory partners are:

- The local authority (this includes children's social care and education).
- The police.
- The probation service.
- Health.

The YJP is constituted of staff seconded from or employed by these agencies. To support the YJP, additional partners may also be recruited to provide specific services and support to children.

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. We want to build on the collective strengths of our people and place to innovate and change through integration and system redesign.

In North Lincolnshire there is a comprehensive range of high-quality support offers in place to enable personalised and responsive provision for all children. The Youth Justice Partnership is a member of the Humberside Multi Agency Public Protection Arrangement (MAPPA) which is attended by the Youth Justice and Children's Social Care managers and works closely with probation services, the police and partners to reduce offending.

The Youth Justice Partnership is represented on Anti-Social Behaviour (ASB) panels, is a core member of the Harmful Sexual Behaviour (HSB) Group at the HSB Panel strategic and practitioner levels, part of the strategic group to develop our approach to Risk Outside the Home (ROTH) and part of the Multi-Agency Child Exploitation (MACE) process.

The North Lincolnshire Youth Justice Plan is linked to a range of partnership strategies and plans including:

- North Lincolnshire Council Plan 2022-25
- Humberside Police and Crime Plan
- North Lincolnshire Community Safety Partnership Plan (CSP)
- Risk Outside the Home Strategy 2022-25
- Helping Children and Families 2020-24
- Children's Commissioning Strategy 2020-24
- SEND and Inclusion Plan 2020-2024
- Humber Modern Slavery Strategy 2020-23
- CMARS | Policies, procedures and guidance
- Humberside Police Early Intervention Strategy

Involvement in the criminal justice system can impact adversely on a child's life chances, intervening at the earliest point provides the opportunity to deliver partnership models of preventative work that consider risk outside the home, desistance, and the relational approach. In North Lincolnshire, our early intervention work is in partnership with the Drug Education Liaison Treatment Agency (DELTA), the Child Exploitation Team (CEIT), and the statutory Youth Justice Team which forms 'The Youth Justice Partnership' and is overseen by the Joint Decision Making Panel.

The work encompasses a variety of themes, from substance misuse, exploitation, ASB, crime, domestic abuse, and emotional/mental health to ensure that a holistic programme of support is available to the young people.

Other key partnership arrangements and activities Include:

- Working with partners to identify alternatives to remand and more robust community bail packages.
- Close partnership liaison to support the disruption of Organised Crime Groups who pose a risk to children in North Lincolnshire.
- A custody pathway that concentrates planning for young people at the point of entry to custody and provides immediate input on release re ETE, Health, Substance misuse, accommodation and family relationships.
- Working with partners to support vulnerable groups including children in and leaving care, children who are unaccompanied and seeking asylum, children identified as having SEND.
- Close links with the North Lincolnshire Fostering Service to identify alternative placements that avoid remands to custody, and provision of PACE beds.

Service Level Agreement and Partnership Arrangement Review Process

To assure effective partnership working, Service Level Agreements (SLA) exist between the Youth Justice Partnerships and key partner agencies, including police, probation, CAMHS and Children's Social Care with emphasis on Children in Care and substance misuse services.

SLAs are subject to annual review and specify designated roles, accountabilities, responsibilities, recruitment processes, supervision, practice and delivery of services, and management of performance.

Regional & National Partnerships

North Lincolnshire have developed excellent joint working arrangements with colleagues regionally and nationally. Regional partnership arrangements include:

- Reciprocal audit arrangements.
- Chair of Humber region quarterly head of service meetings.
- Joint Appropriate Adult arrangements.
- Consortium bid applications.
- Joint training.

Resources and services

As an accountable and publicly funded body, the Youth Justice Partnership is committed to ensuring value for money via robust budget management and effective service delivery. The service ensures that resources are deployed appropriately within the partnership to meet the

changing demands of a smaller convicted cohort, with increased preventative and out of court disposal interventions.

The Youth Justice Partnership continues to achieve a balanced budget comprised in the main from Local Authority core funding and the Youth Justice Board Grant, supplemented by partner contributions and additional grant funding opportunities. There is ongoing commitment from the Police and Crime Commissioner (PCC) to continue to support the work of the YJP in diverting from and preventing youth crime. The PCC has agreed core funding allocations for the next three years providing some level of stability and continuity. The continued funding will be subject to submission of regular reports on delivery of outputs and outcomes.

Correspondence from the Youth Justice Board has advised of a delay awaiting grant confirmation from the Ministry of Justice. As such, budget planning has been undertaken utilising 2021/22 grant levels as instructed to support continuity of the critical services the partnership delivers. Full budget allocation can be seen in [Appendix 3 - Budget](#).

Progress of previous plan

Case Management/Supervision

During COVID-19, processes were quickly put in place to ensure a 'business as usual' approach was taken to certify the welfare needs of children and families were met. North Lincolnshire developed and used a COVID-19-specific risk assessment to identify the impact of the pandemic on the physical, emotional and mental health and offending profile of each child. This enabled us to determine which level of support children would receive, but also identified any increase or decrease in risk as a direct result of COVID-19. These were reviewed to reflect changing circumstances.

Face to face work continued where needed and was complemented by new virtual tools. Daily staffing updates were implemented, and a weekly assurance report was provided to the senior management team to ensure oversight of practice, compliance with standards, regulations and legislation and to ensure the continued capacity within the service to meet the business as usual model was maintained.

The Youth Justice Partnership continued to support and promote children to access and attend education and educational settings in line with the government and local guidance.

Following easing of restrictions, we have updated our Team Charter which outlines how we will operate a hybrid approach to case management utilising a combination of face to face and virtual techniques. There are now more amenities available and we have been able to enhance our offer of group work and positive activities.

Referral Orders

Referral Orders continue to be utilised for children who are not deemed suitable for an Out of Court Disposal. As a partnership we advocate for children to avoid remaining in the court arena, however when this is not possible, we advocate for the child to receive a sentence proportionate to the offence, while considering the impact on victims. When a child we are working with becomes an adult prior to sentencing, there is communication with the Probation Service to ensure that sentencing reflects their age when the offence was committed.

Referral Order panels have continued to be completed throughout the pandemic using hybrid methods. Whilst we advocate for the panels to be face to face where possible, each child is assessed individually and if it is deemed more appropriate to complete a shuttle panel, or

through Microsoft Teams, this course of action will be taken. The positive use of technology is something that has been developed throughout the pandemic, and something we will continue to utilise.

There continues to be a committed team of volunteers supporting with the panel meetings, and those who have been in the position for some time have been excellent in supporting newly trained panel members. The panel members continue to adopt a child first approach and there is a strong focus on the wishes and feelings of the victims.

Court

There has been an increase in the number of children appearing in court since easing of restrictions. This has been impacted on by delays in proceedings, more children being out in the community, and Police resources being more available. The Youth Justice Partnership considered the implications of the court closure and delays on a case-by-case basis. Children were offered diversionary support as appropriate as part of their plan at the time, or independent of this if they were not open to services.

The Court Team have continued to provide an excellent offer when advocating for the children and young people we work with. They adopt a child centred approach, while recognising the seriousness of certain offences, and recommendations for sentencing are proportionate. The team have been praised for the quality of their pre-sentence reports with Magistrates consistently minded to follow the recommendation of the report writer. Feedback is requested from the Magistrates following the completion of a report, to allow for challenge, and to highlight the good practice from the team which is celebrated.

Prior to each court sitting, a multi-agency pre-court meeting is held to ensure that everything is in place for the hearing. This includes ensuring the child and their parent/carers are able to get to the hearing, and they are supported with transport if not. In this meeting the offences are discussed and recommendations are considered, including the request for a matter to be sent back for an Out of Court Disposal if deemed appropriate. The team have continued to strengthen their knowledge of exploitation and are confident in presenting information to the court when there is a National Referral Mechanism referral in place.

The Court Team are skilled and experienced and keep up to date with relevant legislation, including the recent Police Crime Sentencing and Courts Act which will bring about changes for sentencing, including the use of custody and remand. North Lincolnshire ensure custody and remand is only used as a last resort and this can be demonstrated in our current performance.

Volunteers

The North Lincolnshire Youth Justice Partnership recruits volunteers over the age of 18. Volunteer roles include restorative Referral Order Panel Members and Appropriate Adults. They undergo extensive training including Foundation, Appropriate Adult and Referral Order Panel training, to ensure that they understand the One Family Approach and the importance of working under the child first principle when carrying out any intervention with children. They are offered the opportunity to shadow others already completing the role to instil confidence and provided supervision to ensure their own safety and wellbeing, as well as to discuss any questions or concerns that may arise while carrying out their roles. In addition, refresher training is offered when there are any changes to policies and procedures, or they have been in the role for a significant period of time.

North Lincolnshire have continued to recruit new volunteers during the pandemic as the roles they complete are core functions for the partnership. Training took place via Microsoft Teams and this enabled us to deliver training to our neighbouring authorities' volunteers who share the same custody suite with us to ensure consistency of information shared. Training has moved back to being face to face, which is preferable for those being trained.

Appropriate Adults

North Lincolnshire continue to work in partnership with North East Lincolnshire to deliver the Appropriate Adult scheme. This includes sharing responsibility for a rota, which includes both staff and volunteers. There are regular meetings between the partners to ensure that practice is consistently good and any areas of development are considered and acted upon.

Both authorities have continued to strengthen their approach around Risk Outside the Home and staff and volunteers are trained to understand concerns around exploitation and the actions to take to address this. There is an excellent working relationship between the partnerships and the police to ensure safeguarding is a priority.

Risk Outside the Home

The phrase 'risk outside the home' (ROTH) has now been incorporated into the December 2020 update of statutory guidance Working Together 2018, which tells us that 'alongside risks to children from within their family, children may also be vulnerable to abuse or exploitation from outside their families. This may include adults, groups of adults or locations that pose a risk to children. This may include schools and other educational establishments, peer groups, or more widely from within the wider community and/or online'. The North Lincolnshire Helping Children and Families Document reflects the changes in statutory guidance.

North Lincolnshire have been on a journey to further develop the multi-agency approach taken towards risk outside the home (extra-familial harm). Subsequently, following consultation with partners it was agreed to move away from the language 'contextual safeguarding' and move towards 'risk outside the home'. The rationale being to broaden our response to child exploitation in its widest sense incorporating:

- Child Sexual Exploitation
- Child Criminal Exploitation
- Serious Youth Violence
- Child Trafficking
- Modern Day Slavery
- Online abuse
- Teenage relationship abuse
- Bullying
- Child on child sexual violence and harassment and harmful sexual behaviour
- Children vulnerable to radicalisation

The [North Lincolnshire risk outside the home approach](#) was formally launched in May 2022 and not only draws upon years of local learning and experience about 'what works', it has also been shaped heavily by the views of children, young people and families.

Home Office – Devolved Decision Making for Child Victims of Modern Day Slavery Pilot

North Lincolnshire were successful in the bid to participate in a Home Office pilot 'Devolved Decision Making for Child Victims of Modern Day Slavery' which has enabled us to utilise our current safeguarding processes to make decisions on the National Referral Mechanism. The funding was utilised to develop a Modern Day Slavery Co-ordinator role within the authority that supports the co-ordination of referrals. The pilot is currently being evaluated and the Home

Office have confirmed that the pilot will be extended until March 2023. The pilot extension will enable further analysis of the local approach being taken and will inform national practice in the future.

The pilot has proved positive to North Lincolnshire developing a better awareness of modern day slavery across the workforce and enabling decisions about whether a child is a victim of modern slavery to be made by those involved in their care. Decisions made are multi-agency and closely aligned with the provision of local, needs-based support and any law enforcement response. The pilot has improved timescales in decision making and assurance that children are being recognised as victims first and foremost.

Safety Awareness Days

The Youth Justice Partnership, Police and education are working together to deliver Safety Awareness sessions within schools across North Lincolnshire. This programme is an updated version of the Crime Awareness Day, which provided information to smaller groups of school children who were identified by the schools as needing some intervention.

The Safety Awareness programme aims to target a wider audience of school children, initially starting in secondary schools. It will be delivered to children from years 7 to 11 and will also include alternative provisions. The aim is to deliver the programmes to full year groups if possible, with the option to deliver to smaller/bespoke groups where need is identified.

The programme is being delivered by skilled practitioners from the Youth Justice Partnership, with support from education and the Police. There will be a number of topics covered on a rolling programme including, Child Criminal and Sexual Exploitation, County Lines, Youth Justice and Substance Misuse.

Violence Reduction Unit

The Home Office have awarded funding to support Humberside develop a Violence Reduction Unit across the force. Bespoke meetings have taken place with youth justice managers across the region who will support the leadership and governance arrangements as well as influence model delivery. A joint up approach will be taken across services and partnerships to deliver key interventions with a focus of early identification to reduce serious youth violence amongst children and young people.

The Drug Education Liaison Treatment Agency (DELTA)

The Drug Education Liaison Treatment Agency (DELTA) is a community-based service delivered within North Lincolnshire. It provides an offer that will support young people, to reduce the harms their substance misuse including alcohol can lead to, with the emphasis on reducing the risk factors in relation to the development of problematic substance use in adulthood. Delta delivers a project supporting children and young people living in substance using families (Hidden Harm Project). As part of transitional arrangements a robust multi agency protocol has been developed with the local adult substance misuse provider.

DELTA adheres to North Lincolnshire's One Family Approach, in understanding the importance of practitioner's relationship with the young person/family and ensuring that the right service is there at the right time using the fewest, best interventions. Delta will support other professionals working with families who require substance use information and/or support, this includes sharing of information, knowledge, skills and resources.

Cannabis remains the primary reason that young people are referred into the service, this mirrors national drug trends. Other substances feature as part of drug trends locally are MDMA (Ecstasy) Cocaine, Benzodiazepine (Diazepam, Pregabalin, Xanax)

The latest drug strategy 'Harm to Hope' promotes the importance of early intervention for young people and families at the greatest risk of developing difficulties with substance use either directly or indirectly. Part of this process is to ensure all children and young people are provided with high quality education on health and relationships to help to prevent the use of substances. There are some funding opportunities over the next three years and the Youth Justice Partnership are working closely in partnership with colleagues in Public Health to develop capacity within the DELTA offer, to meet local identified need. This is to be included as part of the current recommissioning process of the psychosocial element provided.

Drug Information Briefing Sessions (DIBS) are a joint venture between Police and DELTA to promote early intervention and diversion. These relate to children who are stopped and searched and found in possession of substances and rather than being referred to youth justice they are afforded the opportunity to undertake some sessions with DELTA in a bid to prevent further offending and support harm minimisation work to occur at the earliest opportunity.

Child Exploitation Intervention Team (CEIT)

The CEIT Team provide bespoke and innovative packages of support for children and young people who are at risk and/or vulnerable to Child Exploitation, this support is extended to other family members where needed.

CEIT consists of a skilled group of professionals who have expert knowledge of child exploitation and their fundamental role is to work with children and families at the earliest opportunity to prevent increased risk or children being directly exploited. The CEIT team support with NRM submissions, mapping meetings, represent at MACE and are recognised across the partnership as individuals who can provide advice and guidance to other professionals when they are working with children and families where child exploitation is a feature.

Referrals into CEIT and through the Youth Justice prevention and diversion pathway which supports the One Family Approach in North Lincolnshire and reduces the risk of duplication across partnerships. For example, taking a relational approach, the CEIT team have also started to oversee youth justice prevention and diversion disposals to avoid the need to introduce another professional where this can be avoided. It has strengthened our partnership working and ensured we are working together to provide the best offer for children and families in North Lincolnshire.

In addition to holding cases, the CEIT team will support with training and education and regularly go into schools to deliver bespoke group work and/or 1:1 interventions. The PITSTOP in place in North Lincolnshire supports us to identify problem hotspots and locations and captures key themes which support us to prioritise the provisions we target.

CEIT offer weekly group work sessions in the community which were named by young people and called 'Little Mix' and 'Teenage Kicks'. These are well attended and children and parents provide positive feedback on the support these provide. CEIT also provide positive activities during school holiday periods to ensure children and young people are visible and engaged with activities that are raising their confidence and self-esteem.

More recently, CEIT have developed a parents group which aims to provide a safe environment for parents/carers to attend and share their experiences where their children are

identified at risk or are being actively exploited. CEIT utilise parents as safeguarding partners and ensure they are provided with the relevant support and knowledge to safety plan appropriately.

Outreach Youth Offer

The Outreach Youth Team is a group of detached youth workers who take a place based approach working outside of normal working hours to target children and young people. The Outreach Youth Team continued to work throughout the pandemic and supported some of the most vulnerable children to ensure they had appropriate levels of support in place.

The Outreach Youth Team have continued to visit locations and hotspot identified in relation to anti-social behaviour or where concerns are present for children being exploited. The Outreach Youth Team work closely with multi-agency partners to develop an increased understanding about the local picture as this is consistently changing and have undertaken joint patrols with police partners and the safer neighbourhoods team to share practice wisdom and develop an understanding of partners roles within the community.

The Youth Justice Partnership is working closely with partners in the police to further enhance our offer and will be looking to develop bespoke operations over the next 12 months. Operation Priam will be a bespoke operation targeting vulnerable children identified at risk of child exploitation and will be tasked through arenas such as MACE. Operation Python will be an operation tailored towards anti-social behaviour utilising a problem orientated policing approach.

Harmful Sexualised Behaviour (HSB)

In North Lincolnshire, agencies are collaborating in a programme to provide a specialist offer to children and young people who have engaged in harmful sexual behaviour (HSB). This includes harm to other children, young people and themselves.

In addition, there is a HSB Panel, with multi-agency management representation. In general terms, the purpose of the Panel is to act as a steering group for the programme; act as the referral and allocation route for the service; and act as a source of knowledge, expertise and support for the practitioner team.

Reparation

We have seen a decrease in reparation hours over the past year, this is in line with a decrease in statutory orders. Stand Alone Reparation Orders have also been abolished under the Police, Crime, Sentencing and Court Act changes in June 2022.

Where reparation is required, we try and make this meaningful and enjoyable for children, whilst also considering the repairing of harm to the community. In the past year we have utilised holidays such as Halloween and Christmas to create reparation group sessions with children for pumpkin making and Christmas wreath making which were donated to care homes.

Children also participate in jobs around the house which builds on relationships with parents and within the local area with staff in order to put exploitation posters up. We have also supported community centres with cleaning and painting.

We are currently co-creating an animation with children, the aim is for a child friendly animated video to explain what the Youth Justice Partnership is and their experience of working with us.

We have also supported community centres with cleaning and painting.

Over the next 12 months we will continue to look at more creative reparation ideas and incorporate the AQA award scheme into the reparation.

Positive Activities

The Youth Justice Partnership run a weekly boys group where children/young people participate in activities. In the past year we have taken them fishing, bowling, go karting, trampolining, swimming, football, and to action centres. This group is well attended and has doubled in size over the past year.

We incorporate learning into positive activities and invite guest speakers to provide inputs on certain topics at the start of the sessions before moving into the activity. We also incorporate life skills with them such as budgeting and cooking.

In March 2022 the Youth Justice Partnership entered 2 groups in the Humberside Police Night Challenge. The event this year was based around the theme of youth mental health and the importance of seeking help when you or someone you know might need some support. It included information about drug and alcohol misuse and the impact this can have as sometimes those who are struggling may turn to substances to help them cope. Staff from across the partnership, including the YJP seconded police officer participated and positive feedback was received from those that took part.

The Youth Justice Partnership ran the summer arts college over 3 weeks in August 2021. Six children successfully completed this and gained accredited arts awards for the work they completed. The children participated in graffiti art workshops, using DJ equipment and made their own rap song, and using media tools to create their own short video clip. The children also completed Maths and English work as part of their workbooks.

Plans are in place to facilitate the Summer Arts College again in August 2022. Children will be identified with the intention of targeting those children at greatest risk of offending/re-offending and/or at risk of child exploitation. In previous years this project provided excellent outcomes for children and young people with a significant reduction in offending.

Speech & Language Pilot

North Lincolnshire Youth Justice Partnership commissioned a Speech, Language and Communication Pilot in 2021. This involved a Speech and Language Teacher who specialises in working with children involved in the criminal justice system running a project with 10 children open to the YJP with identified speech, language and communication needs. This enabled us to look at the current offer we have in North Lincolnshire and identify learning and any gaps. The pilot was extremely positive and saw a number of positive outcomes for children and families which were individually evaluated. Findings were taken to the Youth Justice Strategic Partnership Board and subsequently a further project is currently being piloted in education provisions, targeting children at risk of exclusion and/or known to the Youth Justice Partnership.

Partners across Youth Justice and Education Inclusion have also jointly submitted a bid to the Youth Endowment Fund in the hope to expand this pilot further over the next 12 months.

Safe spaces

There has been ongoing development of community spaces children identify with as 'safe spaces' with access to help and support and Youth Justice workers also utilise to complete

direct interventions with children and their families. The views of children, families and the workforce have informed this and there is ongoing work to build upon and further development of safe spaces over the next 12 months alongside the North Lincolnshire Youth Offer.

To help inform the of these spaces. feedback was obtained by staff and children being supported by the partnership who shared the type of premises they would like to access. Feedback included:

- Access to buildings on evenings and weekends
- Building to be centrally located in Scunthorpe
- Somewhere they could access positive activities e.g. games room, pool table
- Wi-Fi access
- Kitchen facilities

HMIP also consider delivery environments through their inspection framework and a review of recent inspection reports were considered, highlighting some of the practice being undertaken by our regional and national colleagues.

Managers from across partnerships are building on this to further develop the use of community spaces and premises for all children and young people, not just those involved with the youth justice partnership

North Lincolnshire are planning a joint bid into the Youth Investment Fund and if successful this will aid and support the continuing development of safe spaces for children and young people in North Lincolnshire.

Performance and priorities

Summary of performance

The progress and performance of the Youth Justice Partnership is reported to each Youth Justice Strategic Partnership Board for scrutiny, oversight and action. Whilst the impact of COVID-19 brought about new challenges it's recognised that as a partnership we have continued to improve and develop.

The Youth Justice Partnership continues to provide services that make a difference for children, their families and the community as a whole. There is a continued focus on prevention from offending through holistic family approaches, working with children and their families to help them address the issues that lead to children and young people becoming involved with criminal and anti-social behaviour. Our staff have a clear understanding of how partnership delivery translates into performance and how individual roles contribute towards it. There is regular consultation with staff at all levels to ensure their understanding and commitment towards this.

Our fundamental aim is to promote a childhood removed from the justice system, using prevention, diversion and minimal intervention. Our data evidences the impact our partnership approach to prevention and early help has had demonstrating an increase in out of court disposals/prevention programmes.

The % of programmes starting that are out of court disposals or prevention remains at a high level.

Overall, 232 programmes (statutory and out of court/prevention/diversion) started in 2021/22. The total for 2020/21 was 179 and 217 in 2019/20.

In 2019/20 there were 172 new out of court disposals/prevention programmes starting, 85% of all programmes starting. In 2020/21 this was 86%, based on 127 such programmes. **In 2021/22 this is 88%, based on 167 such programmes.**

Prevention

Over the last 12 months, North Lincolnshire have further developed the wider partnership ensuring that prevention and holistic working via the fewest best interventions continue to be embedded. In line with the YJB Strategic Plan 2021-24 and our One Family Approach, North Lincolnshire adopt the child first principle to promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention minimising criminogenic stigma from contact with the system.

In North Lincolnshire the number of Prevention programmes has increased from 29 (16%) in 2020/21 to 41 (18%) in 2021/22.

The Youth Justice Partnership have enhanced the prevention and diversion referral pathway, supported by Humberside Police's Early Intervention Strategy and have introduced a multi-agency allocation meeting that takes place weekly and ensures consultation occurs on all cases to promote assurance that children receive the right outcomes that promote impact at the right time (see priority section page 32).

Diversion

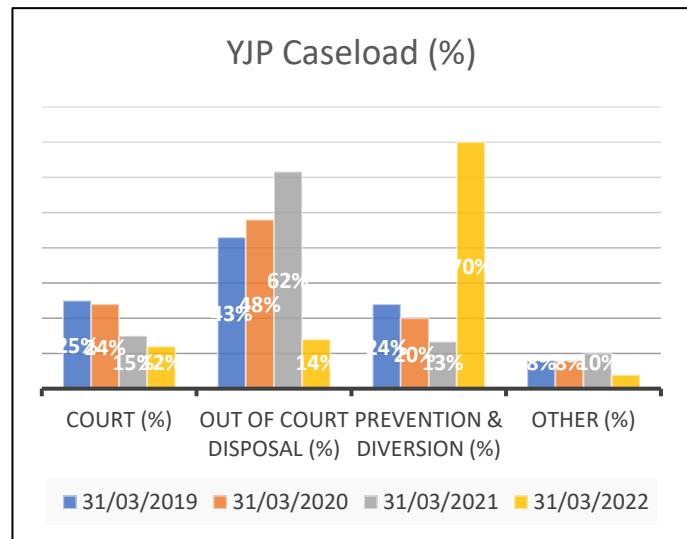
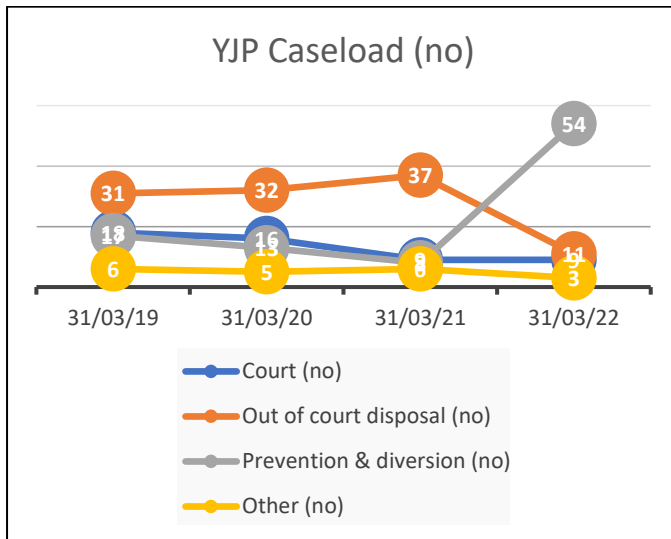
65 (36%) CR2s were started in 2020/21 but this reduced to 27 (12%) in 2021/22. At the same time the number of Diversion programmes has increased from none in 2020/21 to 64 (28%) in 2021/22. This is due to the change in the way we record CR2s following a change in language across the partnership moving away from Community Resolution to diversion and supports our local profile.

The development for tracking prevention and diversion outcomes has been progressed with the creation of further monitoring processes. This evidences our forward thinking, particularly when considering the proposed new KPI's likely to be introduced by the Ministry of Justice in coming months.

Current Impact:

- 104 young people had such a programme end in 2020/21
- 92% of programmes were successfully completed
- 64.3% (67 young people) had no further programmes start in the 12 months
- 28.8% (30 young people) had 1 programme start
- 6.7% (7 young people) had 2 programmes start
- Of these, 13.5% (14 young people) became FTEs within 12 months; 1 had their licence endorsed, 7 had a YCC and 6 had a Referral Order. 11 of the 14 had originally been subject to a CR2, 2 a Prevention Programme and 1 a Voluntary Support Programme
- Of the 14 FTEs, 7 had their most serious offence score at a 3 and were for Violence against the person
- Of the FTEs, 1 young person had 2 YCCs in the 12 months
- A further young person received a Referral Order but not as a FTE

YJP Caseload	31/03/19	31/03/20	31/03/21	31/03/2022
All programmes (no)	72	66	60	77
Court (no)	18	16	9	9
Out of court disposal (no)	31	32	37	11
Prevention & diversion (no)	17	13	8	54
Other (no)	6	5	6	3
Court (%)	25%	24%	15%	12%
Out of court disposal (%)	43%	48%	62%	14%
Prevention & diversion (%)	24%	20%	13%	70%
Other (%)	8%	8%	10%	4%



Reducing First Time Entrants

Reducing the number of first-time entrants into the Youth Justice System is a key priority in North Lincolnshire. The Youth Justice Board measures FTE's as a rate per 100,000 of 10-17 years olds in our area.

The rate for Jan-Dec 21 is the latest published figure. It is 185 per 100,000 population (based on 31 young people). The England average was 146 and Humberside average was 135. The Yorkshire average was 180.

The rate of 185 is an increase on Jan-Dec 20 when it was 146 (based on 24 young people). In 2019/20 our performance was better than the England rate of 207, Humberside rate of 180 and YOT family average of 170.

All of the FTEs were white and 3 of the 26 FTE's were female (the same as in the previous 12 months).

FTE performance is monitored locally and the increase was anticipated due to the robust oversight of the cohort and live tracking of those children bailed or released under investigation. The cohort was impacted by a spike in Q3 2021/22 and whilst the increase is an overall small number of children (7 during the year compared to the previous year), subsequently a management thematic review was undertaken into all FTE's.

Key actions following this review were overseen by the Youth Justice Strategic Partnership Board and have supported the assurance that the Youth Justice Plan priorities are the right ones to target.

Ongoing work undertaken to decrease FTE's includes:

- Ongoing oversight and tracking of children in Police custody – including those RUI or bailed with follow up actions based on individual need
- Utilisation of the YJB Live Tracking tool identifying FTE's at increased risk of re-offending and identify actions and support to reduce offending
- Utilisation of prevention offer to avoid delays in intervention where appropriate
- Reflective supervision on all FTE's to identify any themes, learning or areas of development and identify actions and further support
- Education, Training & Employment priority with actions and identified lead overseeing through Youth Justice Strategic Partnership Board
- Key themes taken to the board to identify partnership response
- Regular quality assurance and thematic reports undertaken on FTE's

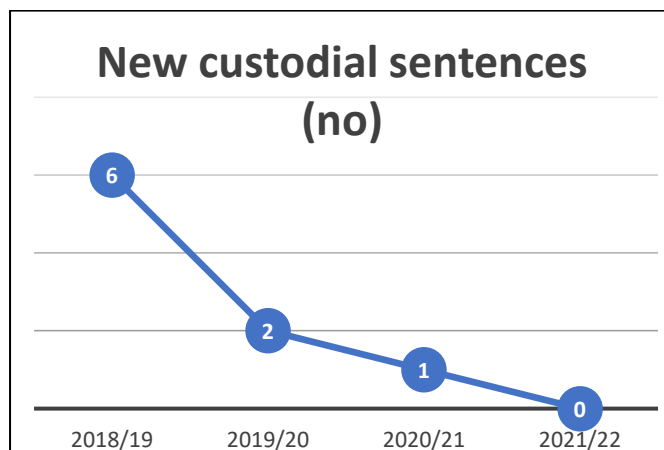
Custody and Remand

The number of custodial sentences in North Lincolnshire remains low with no children sentenced to custody during 2021/22. This has been achieved by:

- A focus on preventative work and the family as a whole.
- High quality pre-sentence reports.
- Use of robust bail support, including Bail Intensive Supervision and Surveillance where appropriate.
- Building resilience through supporting young people in their education, training and employment robust alternatives to remand to youth detention accommodation packages (including remand Foster Care and bail support).
- Use of the early guilty plea where appropriate.
- Appropriate resettlement support for those children released from custody.

In 2019/20 there were 2 custodial sentences, giving a rate of 0.13. In 2020/21 there was 1 custodial sentence, giving a rate of 0.06. The latest rate available is for 2021-22. We had no children in the period and we are lower than the Family average of 0.11, the England average of 0.12 and the Humberside average of 0.13.

No North Lincolnshire children were sentenced or remanded in custody throughout 2021/22.



Constructive resettlement and the use of custody (including remands)

North Lincolnshire Youth Justice Partnership adopt the 'child first' principle and work hard to divert children away from the criminal justice system and advocate strongly to ensure custody is only utilised as a last resort. This is evidenced through our performance with 0 children being sent to custody in 2021/22. Whilst this is positive, it's important professionals are still clear on their roles and responsibilities for supporting constructive resettlement should they become involved with a child in this situation.

The resettlement of children from custody is a statutory responsibility of local authorities, in partnership with other services. Whilst in practice, the planning and co-ordination of custodial sentences is led by youth justice partnerships, there is a clear role for other services such as children's social care.

Whilst no-one has been resettled from custody in the last year the North Lincolnshire partnership have developed and reviewed our resettlement policy which clearly outlines the procedures which need to be undertaken when a child is due to be released from custody.

The Youth Justice Partnership deliver quarterly workshops via our workforce development offer to staff across children and families to ensure all teams are aware of their role and responsibilities.

These workshops provide:

- An overview of North Lincolnshire's Constructive Resettlement Policy
- An overview of Youth Justice National Standards – applied to resettlement
- 5 principles of constructive resettlement
- 7 pathways to resettlement
- Partnership roles and responsibility for delivering statutory responsibilities in resettlement cases

Suitable Accommodation

With regards to suitability of accommodation at the end of a young person's programme, this was 85% for 2019/20 and 94% for 2020/21 and 95% for 2021/22, compared with 84% in England and 84% in Yorkshire.

Reducing Re-offending

Reoffending is measured by looking at a cohort of young people (aged 10-17) who received a caution or sentence or were released from custody during a 3-month or 12-month period. All the children and young people in the cohort are **tracked for 12 months** to see how many reoffended and how many further offences were committed. The cohort are **tracked for a further 6 months** to allow for offences that may have taken place but for which the **outcome** is not known at the end of the 12 months.

Current performance data indicates that re-offending in North Lincolnshire is reducing.

The latest published figures across 12 months are for Jul 19-Jun 20. The cohort from Jul 19-Jun 20 period was for 45 children, of which 13 children committed 45 re-offences. This gives a re-offending rate of 28.9% and 3.46 re-offences per re-offender. This is a 20% decrease from the rate in Jul 18-Jun 19 when it was 49% (25 out of 51) and a re-offences per re-offender of 3.52.

- England averages for this latest period are 33.3% and 3.61 re-offences.

- Family group rate was 35.6% and 4.05 re-offences.
- The Humberside rate was 40.5% and 4.51 re-offences.

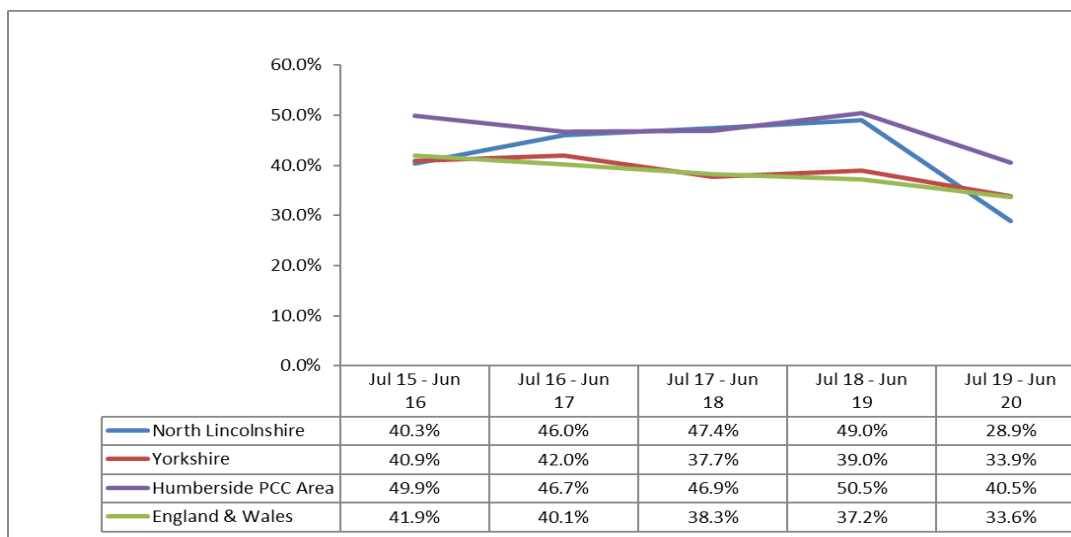
With the exception of the Family group, all comparator groups have reduced from the same period in the previous year, with ours reducing by 20.1 percentage points.

The latest quarterly reporting period reported is Apr-Jun 20. For this period 25% re-offended (2 out of 8), compared to 44.2% in Humberside, 35% in our Family group, and 32.3% in England. Our re-offences per re-offender rate remained low at 3.00.

North Lincolnshire have one of the lowest cohorts in our Family group which in turn makes our re-offending rate volatile.

The Youth Justice Partnership continues to prioritise reducing re-offending through:

- Adopting an effective method of 'live tracking' of children and young people currently being worked with and who are in the current reoffending cohort.
- Reviewing assessment practice to see where improvements can be made in accurately identifying the potentially prolific reoffenders at the earliest stage.
- Quality assurance that as soon as young people are identified as more likely to re-offend their intervention plans are amended accordingly to reduce that likelihood.
- Team Managers are utilising the YJB Re-offending Toolkit to keep well-informed of the make-up of the cohort and the characteristics of those who are re-offending in order to adjust services accordingly to improve our re-offending performance.



Education

SEND

777 children have an Education Health Care Plan (EHCP) in North Lincolnshire (based on children attending primary, secondary & special schools), 3.1%. At 31/03/22, 9 (out of 17) of cases open with an order had an EHCP and 13 (out of 60) prevention/diversion/other cases.

3240 children have SEN support in North Lincolnshire (based on children attending primary, secondary & special schools), 13.1%. At 31/03/22, 5 (out of 17) of cases open with an order had SEN support and 21 (out of 60) prevention/diversion/other cases.

Data for Education, Training or Employment for the YJB is for young people supervised due to a DTO/YRO/RO who were in ETE when their programme ended.

This was 62% in 2019/20, compared to 43% across England. This reduced to 29% in 2020/21 due to the impact of COVID-19, compared to 38% in England and 32% in Yorkshire.

The 2021/22 figure was 30% ending an order and in full-time ETE (6 out of 20), compared to 41% in England, 36% in Yorkshire and 31% in the Humberside PCC area. For below school age we compare favourably at 57% (4 out of 7), compared to 38% in England, 39% in Yorkshire and 47% in Humberside. But for those above school age, we were 15% (2 out of 13), compared to 36% in England, 35% in Yorkshire and 23% in Humberside. When including those in part-time ETE, overall 50% with orders ending were in ETE provision, compared to 45% in England, 47% in Yorkshire and 48% in Humberside.

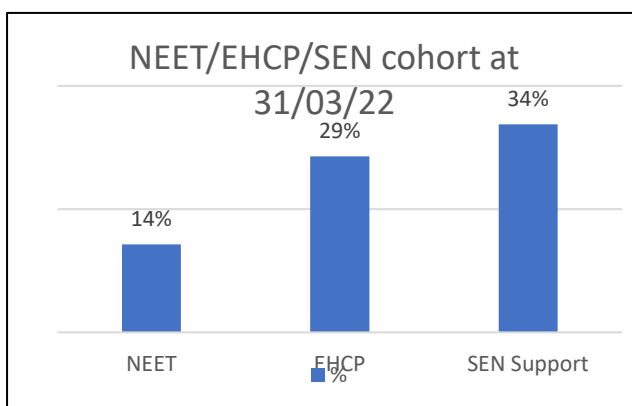
Whilst it's recognised that our ETE data has dipped, it reflects a significantly reduced cohort that includes children with increasingly complex needs whereby diversion from the criminal justice system entirely has not been achieved.

The Education Inclusion Officer seconded to the Youth Justice Partnership oversees those children not engaging in education and works in partnership with youth justice practitioners to support integration into education, training and/or employment. The YJP also chair partnership education prioritisation and action meetings weekly to ensure appropriate oversight and action on those young people who are not in ETE and whereby further challenge/support may be required.

A bespoke cohorts meeting for children with identified ETE needs has been developed and is attended fortnightly by the SEND Manager, Education Inclusion Officer and Team Managers from YJP and Education Inclusion. This provides further opportunity to review cases, identify individual actions and key themes.

As of 31/03/22 for cases open to the YJP:

- 66/77 (86%) of open cases were in EET.
- 22/77 (29%) of open cases were on an EHCP.
- 26/77 (34%) of open cases were receiving SEN support.



As of 31/03/2022, The Youth Justice Partnership had 77 open cases. The breakdown of education provisions in place included:

- 39 in mainstream
- 17 in independent/alternative provisions
- 3 in employment/apprenticeships
- 2 in a specialist provision
- 5 transitioning to Post 16 further education
- 11 NEET
- None were home educated

The use of suspensions for children supported by the Youth Justice Partnership is subject to continuous review and challenge where appropriate. The below outlines our current performance. As you can see below, there was a reduction in 2020/21 which coincided with school closures due to the pandemic. However, we are seeing an increase in the use of fixed term suspension in comparison to data prior to the pandemic. This further supports the priority of education, training and employment and the response being taken (as outlined under the education priority lead section).

Dates	Fixed Term exclusions	Number of days	Permanent exclusions
2018/19	126	237	2
2019/20	95	141.5	2
2020/21	30	50	3
2021/22	108	189	3

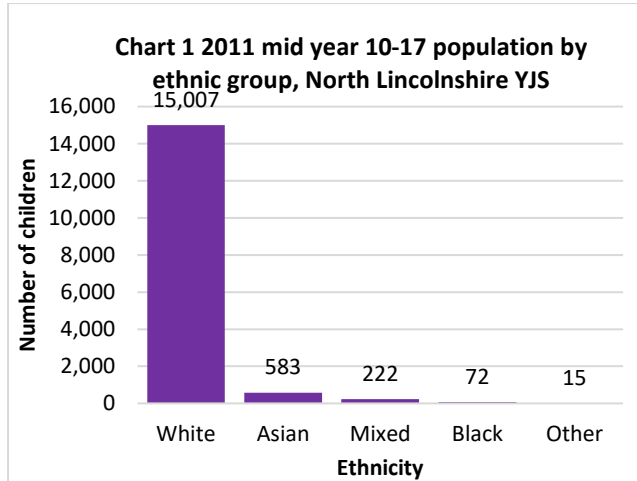
Attendance

6 of the Statutory cases open at 31/03/22 had overall attendance below 90% (2 of these children were also in care). Of these, 2 were in mainstream school, 2 in independent provision and 2 in other provision.

34 of the Prevention/Diversion/Other cases open at 31/03/22 had overall attendance below 90% (2 of these children were also in care). Of these, 29 were in mainstream school and 2 in independent provision.

Over-represented children

Addressing disproportionality is a priority for the Youth Justice Board in England and Wales and there has been a lot of recent research published in relation to the disproportionate representation of children from Black, Asian and Minority Ethnic (BAME) groups. Whilst North Lincolnshire have low numbers of BAME children it's identified that there has been an increase in the populations, particularly for those children identified at risk of Child Criminal Exploitation.

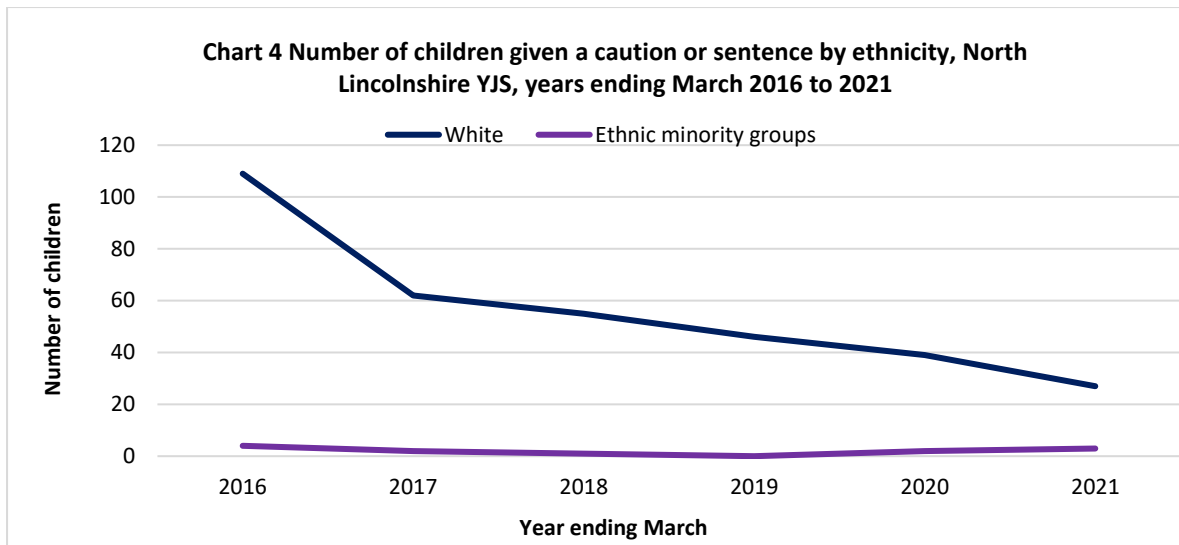


15,899
Number of children aged 10-17 (2011 Census)

BAME children, viewed as a single group, are nationally over-represented in the youth justice system: while 18% of the 10-17 population come from a minority ethnic background, 27% of children cautioned or convicted in 2019 were of BAME origin. Moreover, this latter figure represents almost twice the proportion of 14% in 2010.

Dr Tim Bateman (The State of Youth Justice, 2020) detailed that whilst there had been a recorded fall in youth custody that this has benefitted white children more than BAME children and young people where there is a clear imbalance within Young Offenders Institutes. He rightly pointed out that this is unacceptable and should not be allowed to continue and therefore disproportionality and the treatment of children in custody will be prioritised within this Youth Justice Plan.

Overall, the number of BME young people starting any type of programme has decreased from 12 (7%) in 2020/21 to 9 (4%) in 2021/22 despite the total programmes starting increasing by 30% between the 2 years. No BME young people started a Statutory programme in 2021/22.



Figures published by the Department for Education (2019a: national tables) indicate that children in care are between three and five times as likely as their peers in the general population to be made subject of a formal youth justice disposal.

North Lincolnshire have worked hard to ensure that children looked after by the local authority are not over-represented in the youth justice system and were awarded the runner up award in the Howard League Community Awards 2021 'Children in Care & Care Leavers' category.

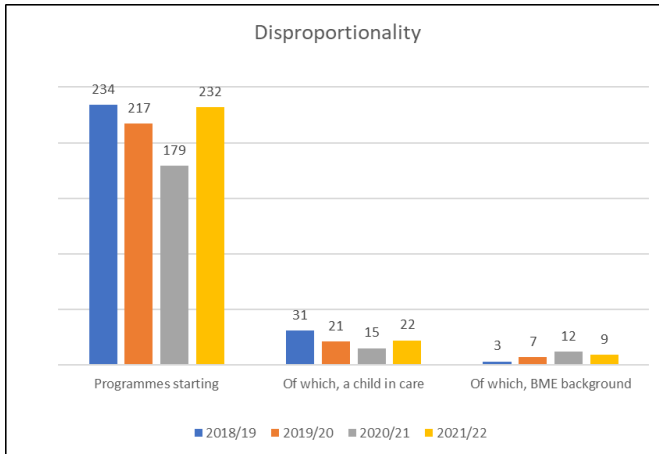
This award recognises the work being done across sectors to:

- understand and highlight the factors leading to this over-representation;
- prevent criminalisation of this group of children and young people;
- and/or provide support to children in care, and/or care-experienced young people aged 25 years or under, who have been involved with the criminal justice system with a view to preventing further criminalisation.

The % of children in care for a year or more and aged 10 or over who were convicted/youth cautioned for an offence was 4.2% (5 children) in 2018/19. In 2019/20 this was 2.3% (3 children). In 2020/21 this remained at 2.3% (3 children). In 2021/22 it is 2.8% (3 children).

The % of CIC aged 10 or over receiving a Community Resolution Order has reduced from 8% in 2018/19 (6 children) & 2019/20 (7 children), to 6% (4 children) in 2020/21. In 2021/22 it is 0%.

22 of the programmes starting in 2021/22 have been for children in care (16 of these were for prevention/diversion). This is in-line with the 15 programmes starting for children in care in 2020/21 and 21 such programmes in 2019/20.



Girls

Whilst girls tend to be under-represented in the youth justice system, they do have a specific set of needs, and support offers may need to be adapted to meet the needs of the girls supervised by the partnership. As at 31/03/22, the partnership had 4 girls on Statutory programmes and 11 on prevention/diversion/other programmes.

Overall, the number of girls starting any type of programme has increased from 27 (15%) in 2020/21 to 43 (19%) in 2021/22.

The Youth Justice Partnership Cohorts Meeting provides an analysis and overview of specific cohorts within the youth justice population. It focuses on children who are at risk of entering and within the youth justice arena with a view to reducing offending, reoffending, entrants to youth justice and custody. It identifies trends, issues and actions required in relation to the cohort as well as specific actions in individual cases.

The meeting reviews the following cohorts:

- The overall population
- Children subject to out of court disposals – including CR2's
- First Time Entrants
- Offences committed and type
- Reoffending – linked to the YJB reoffending toolkit
- Employment, Education and Training
- Types of crime and trends
- Age profiles
- Disproportionality
- Children in Care
- Transitions to probation

An annual thematic review will be undertaken on disproportionality to ensure ongoing oversight of this cohort and to ensure that any themes are picked up and challenged swiftly. Thematic audit reports are taken to the Children and Families Joint Managers Case Audit/Oversight Meeting and Youth Justice Strategic Partnership Board for further analysis and review.

The YJB disproportionality toolkit will be utilised to inform further analysis, including any themes linked to particular offences or types or sentences received.

All staff have attended disproportionality and unconscious bias training and YJB publications are routinely shared with front line staff to ensure they are kept up to date with local and national initiatives.

Restorative justice and victims

A new and revised Code of Practice for Victims of Crime was introduced in April 2021 which introduced 12 new rights for victims. The Victims' Code sets out the minimum level of services victims can expect from criminal justice agencies. It details what each criminal justice agency must do for victims and the timeframe in which they must do it. It applies to all criminal justice agencies including Youth Justice Partnerships.

The introduction of the Code of Practice and the new victim rights has been welcomed and is encompassed in every victim contact. In accordance with the Code of Practice every victim who has consented to share their details are contacted, their views and impact sought and a Restorative Justice intervention offered.

Between 01/04/21 and 31/02/22:

- 105 victims came to the attention of the YJP
- 18% declined to be contacted/their contact details shared.
- 48% were contacted by the Victim Liaison Officer (VLO) however declined to participate.
- 34% of victims participated in Restorative Justice (RJ) process.

Although it is consistently offered, there has been no response/uptake in terms of victims taking part in RJ Conferences. The general feedback from victims is that they are happy that contact has been made with them and they are being kept informed of the process.

Where requested by victims, victims are updated on progress of young people and completion of Diversional or Youth Conditional Caution Programmes. All victims are asked if they would like any questions putting to the young person and whether a letter of explanation would offer them further support and reassurance.

All victims are also offered the opportunity to explain the impact the crime has had on them, this information is relayed to the child's worker and with the victim's consent the young person. This, in turn with being kept informed of the young person's progress supports the victim come to terms with what has happened and move on with their lives.

The Victim Liaison Officer has a positive partnership with the seconded Police Officer. In cases where victim information is missing on referral forms/consent hasn't been gained, they will always endeavour to contact the Investigating Officer to revisit with the victim as to whether they are happy for their information to be shared and be contacted by VLO. This has assisted in increasing engagement between the VLO and the victim.

North Lincolnshire's Victim Liaison Officer has good relationships with other VLO's in the region and will regularly meet to offer support and guidance to each other in their roles.

Priorities 2022-24

The Youth Justice Strategic Partnership reviewed the 2021-2022 Youth Justice Plan to consider progress, gaps, priorities and learning. Based on this, reviewing the performance information and anticipating developments as a result of the recovery from COVID-19 the board has identified the continuing priorities for the Youth Justice Partnership to be:

Priority Area	Priority Lead
Prevention of Serious Youth Violence (including weapon related offending)	Paul French - Superintendent 5691 Humberside Police
Community Safety and reduction of exploitation	Stuart Minto – Principal Officer NL Safer Neighbourhoods
Transition to Adulthood process	Nick Hamilton-Rudd – Head of Probation – North & North East Lincolnshire
Engagement in Education, Employment and Training	Darren Chaplin – Assistant Director Education (Deputy Director Children & Families)
Improve the Emotional and Physical Health of children involved with youth justice	Helena Dent – Commissioning Manager – NHS Clinical Commissioning Group (CCG) (Integrated Care System from 1 st July 2022)

The Youth Justice Strategic Partnership board has agreed that board members will continue to take lead roles in reporting to the board on key areas identified in the Youth Justice Plan. This will enable the board to have an overview of key wider partnership information so resources within the scope of the board can be better aligned to identified need with a view to achieving the above key priorities.

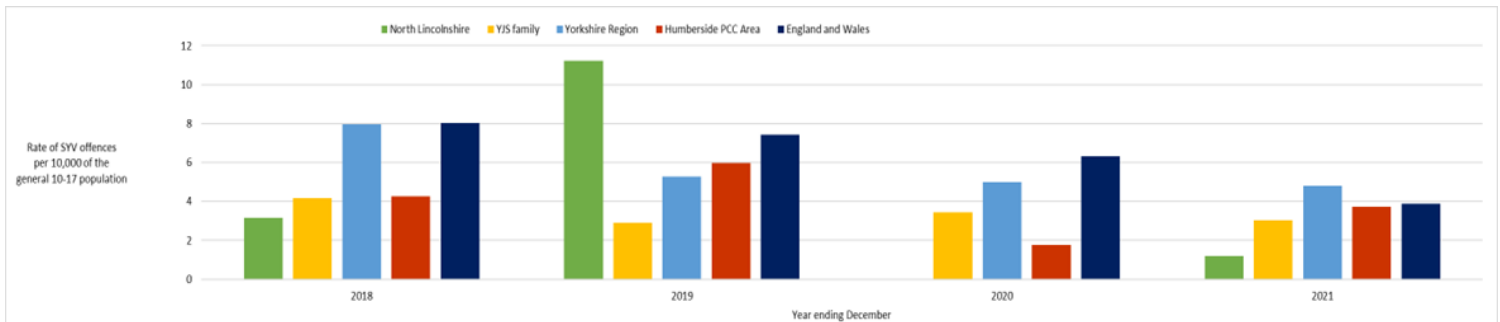
The expectation is that each board member with a key lead is responsible for:

- Identifying and leading key partners to together progress the priority,
- Agreeing the key issues, gaps, developments and actions needed.
- Overseeing the actions and progress.
- Reporting to the board

Prevention of Serious Youth Violence (by Superintendent Paul French – Humberside Police)

As part of National Home Office funding we have delivered a targeted and evidence based initiative targeting identified hot spot areas with dedicated and enhanced highly visible patrols, as part of a Humberside wide randomised control trial, and look forward to publishing the findings of this activity in the coming months.

The below chart shows the rate of serious youth violence offences per 10,000 children aged 10-17 by YJS, YJS family, YJS region, PCC area and national average. North Lincolnshire are green and counts children and young people who were proven of committing a serious violent offence and received an our of court or statutory disposal (Youth Conditional Caution and above). The chart demonstrates how North Lincolnshire were higher than local and national comparators in 2019 but outlines how this has reduced with North Lincolnshire now being below regional and national areas. However, this data does not include prevention and diversion and North Lincolnshire have seen a significant shift in the amount of statutory disposals used as we have enhanced our early help, prevention and diversion offer.



Humberside Police are committed to providing a child-centred approach to all children and young people to;

- Ensure the safeguarding of children & young people is at the heart of all we do;
- Provide dedicated and specialist offer to children and young people who are victims of crime
- Fully support the National Police Chief Council’s Policing of Children and Young People strategy’s identified priorities:
 - Police Custody
 - Prevention of harm
 - Youth Justice & Criminalisation
 - Engagement & Relationship
 - Children in Care and Care Leaver
- Develop the understanding and application of theory around Adverse Child Experiences so as to identify vulnerable children & young people and to develop early help / early intervention responses.

As a partnership we recognise the importance of ensuring that our people are able to respond effectively to risks posed to children. We prioritise new and emerging threats such as child exploitation, online grooming, violent extremism, knife and gang crime and county lines.

Voice of the Child:

It is vitally important that we build trust and confidence amongst children and young people within our local communities.

Young people want to be listened to and treated fairly. We must do what we can to be open, honest and transparent in our relationship with them.

Through our Neighbourhood Policing Teams, our Community Cohesion Officers, and through our Children and Young People's Independent Advisory Group – we will engage with Children and Young People to understand the impact of what we do and use their feedback to help inform how best we might improve our offer and delivery.

Every engagement with a young person will be treated as a positive opportunity to enhance our relationship with them, to understand their journey and to support them in accessing advice and support where appropriate.

Stop and Search:

Throughout the year 2021 / 22, 355 young people were subject of stop and search in North Lincolnshire, of which 72 occurrences resulted in positive action being taken (20.28%). This is the highest positive outcome rate across Humberside (North East Lincs 15.79%, Hull, 20.19%, East Riding 18.83%).

We will ensure that when it is necessary to conduct a Stop & Search on a young person, this is carried out in line with our child centred Stop & Search policy which identifies the child as vulnerable and places safeguarding at the heart of the process.

Children and young people will be given information on how to provide feedback on the process and we will ensure that they are an integral part of our Young Persons Independent Advisory Groups.

We have invested in the development of Power BI, digital dashboards which provide an overview of Stop and Search prevalence across young people, which can be filtered by Local Authority area, and further including sub filtering around ethnicity, findings and outcomes.

Prevention and Diversion Approach:

We recognise that most young people in Humberside never come to police notice for alleged criminal matters, and of those that do commit offences, the majority of these will be less serious in nature.

We are committed to a Child Centred Approach to policing, in line with the national Children and Young People's strategy all children and young people will be treated as 'children first' in every encounter we have with them.

Since the previous Youth Justice Plan, we have now formalised our commitment to deliver to all children and young people who have committed an offence, a youth justice outcome that is tailored to their needs and which has been determined in partnership between the Youth Justice Police Officer and wider Youth Justice partnership colleagues.

We are committed to working collaboratively with partner agency colleagues to identify the most appropriate outcomes both in terms of; crime disposal, sanctions and support, while developing diversionary strategies which are most effective to deal with the offending behaviour whilst also reduce any associated risks for future offending.

We will work proactively to deliver child centred outcomes, reducing the number of first time entrants into the Criminal Justice System with our Youth Justice Police Constables working in-line with national YJS PC profile, with enhanced awareness of Adverse Childhood Experience theory and Trauma awareness to help identify vulnerability and develop bespoke responses, supporting the use of the non statutory crime outcomes - Outcome 21 and 22 as necessary.

Outcome 8 community resolution will be used in exceptional circumstances only and when in full consultation between the Officer in the Case, their Supervisor and the Youth Justice Police Constable / Partnership.

Spring 2022 marked the launch of Humberside Police's new Early Intervention Strategy, enhancing the expectation and delivery of Early Intervention and Early Help approaches across all aspects of operational delivery. A key part of this strategy has seen the identification and embedding of a dedicated Early Intervention / Early Help PCSO into the Multiagency Vulnerability HUB, allowing for a Neighbourhood Policing connection to the daily Pit Stop triage arrangement, and to allow for swifter allocation and delivery of early help interventions across the Neighbourhood Policing function.

Humberside Police lead a range of dedicated and placed based tasking processes, at a range of levels, including; ward based beat planning, area placed tasking, and also the sub divisional Tactical Tasking and Coordination Group meeting. These mechanisms, include enhanced representation from colleagues from across the Community Safety Partnership, and seeks to deliver constant assurance of horizon scanning, the identification of emerging concerns and threats, in addition to supporting, tracking and holding to account the delivery of placed based interventions as necessary to solve problems, reduce threat and risk, and to safeguard vulnerable people.

In addition Humberside Police is committed to ensuring appropriate attendance by our Neighbourhood Policing Commanders (Inspectors) and our dedicated OCG / Child Exploitation meeting at key targeted meeting arrangements including MACE – of which Humberside Police are proud to co-chair in support of its' delivery and traction of action and activity.

This has allowed for the high intensity coordination of multiagency problem solving activities, aimed at reducing risks, reducing vulnerability and delivering intervention that achieve sustainable engagement and reduction in offending / exposure to criminal offending.

An example of this includes Operation Holistic, led by a dedicated Organised Crime / Child Exploitation Detective Inspector, and coordinating a multiagency problem solving framework delivering evidence based responses targeted to children and young people subject or at risk of exploitation, and also those on the periphery of criminal activity. Such approach was seen to result in a 35% reduction in relation to Missing Person occurrences, incident demand and CEVT risk scoring alongside a significant rise in reintegration into education for those young people as part of the cohort.

The Operation Holistic Approach also advocated Child First across the partnership, while also substantially reducing the Management of Risk in Law Enforcement Score (MORILE Score) for a mapped Organised Crime Group from 441 – the highest in the force at that time, to 78. Initial considerations of Gang Injunctions were reviewed and no longer deemed necessary or proportionate, with young people subject of the cohort increasing their engagement with Children's Social Care and YJP . Through the dedicated high intensity partnership focus under this approach, 50% of children considered under Op Holistic were referred to the NRM – 70% received a CG decision. The approach allowed for structured Exploitation Notices to be served, delivering a clear message to perpetrators that exploitation would not be tolerated.

Further good practice through this approach included seeing an increase in intelligence reports being submitted by colleagues from across the Youth Justice Board partner agencies and wider Community Safety Unit – through the Partnership Intelligence Form PIF in addition to increased knowledge and use of Section 45 questions to support and identify young being exploited while in custody.

Horizon Scanning

The continued use and occurrences of antisocial and criminal use of motorcycles by small numbers of young people across North Lincolnshire continues to be identified through our proactive partnership scanning and analysis work, with illegal motorcycle use being seen to enable wider offending activities including violence, the supply of controlled drugs, and theft offences.

The challenges associated with this emerging concern not only include the threat / risk and vulnerability around illegal motorcycle use or the wider offending, but also expand to significant challenges of community impact and public trust and confidence in Community Safety partners.

Operation Yellowfin continues to be Humberside Polices' response to this challenge, supported by a place based piece of high intensity problem solving through Operation Consequence including a reoccurring intelligence profile being developed and shared, in turn driving proactive activity.

Released Under Investigation

Throughout the last 12 months the total number of young people subject to Released Under Investigation status, for long periods (6 months or more) is significantly lower than during the 12 months prior. This reduction in delay has allowed the Youth Justice Partnership to work with children at an earlier opportunity, providing support and reducing the risk of re-offending.

Humberside Police are committed to supporting the Youth Justice Police Constable to provide daily updates which identify all children who have been detained at Birchyn Way custody facility, including the outcome for the child, and if they are not known to the partnership.

A graduated and escalated approach allows for appropriate Senior Management oversight in cases of specific need and concern, for example repeated arrest while subject of Released Under Investigation status.

The close collaborative working across Youth Justice partners, including Humberside Police Youth Justice Police Constable, supports The One Family Approach in North Lincolnshire, increasing the interventions offered to children who are RUI and not open to the Youth Justice Partnership.

There are ongoing areas of concern regarding children who are RUI for drug related offences, due to the time it takes for forensic investigations and mobile telephone analysis to be completed. There is ongoing work between the Youth Justice Partnership, Children and Family Services and the Police to speed up with process as much as possible, especially for those children who are discussed in the MACE arena.

There are ongoing developments regarding the transition process between the Youth Justice Partnership and the Probation Service. The number of transitions between the partnerships is extremely low due to low numbers of Court Orders, however there is scope to provide further information for the children who have transitioned to adulthood during the RUI period and receive an adult Court Order.

Youth Custody Protocol and Overnight Detention

April 2022 marked the sign off of an innovative pan South Bank Children in Custody Protocol between Humberside Police and the Local Authority.

As part of this protocol, where possible, Humberside Police will try and deal with children (10 – 17 years) outside of the main custody environment (including either at a Police Satellite Station if operationally viable or in the child's home). This will take into account officer safety and will be assessed on a case-by-case basis. The intention of this principle is to avoid arrest where possible.

As part of the Youth Custody protocol, signed up to by all key organisations, all alternatives to arrest will be explored before a child is arrested and taken into custody where a victim can be successfully safeguarded.

Children and young people should only be taken to a custody suite when they have been arrested for offences as outlined above, where the risk of threat and harm merit detention, or where the risk is lower, only to secure and preserve evidence. Where this is necessary, they should be adequately supported by their responsible local authority or care setting.

Furthermore, as part of the protocol, Humberside Police will also ensure overnight stays for children in custody will only occur when absolutely necessary. Local Authorities and Police will work together to ensure that legal duties are met and that we fulfil the roles we play to ensure that concordat responsibilities are achieved.

Through the development of the youth Custody Tracker, Humberside Police will account to the Youth Justice Strategic Partnership Board on youth custody rates, overnight detention and post charge custody on a routine basis. Next steps are to arrange routine attendance at the Youth Justice Strategic Partnership Board of Humberside Police Custody Inspector lead who can report on development and embedding of the protocol, performance, in addition to any support or challenge that is needed.

Learning and Development

There is a commitment ahead to partnership learning and development activity, including;

- One family approach
- Voice of a child
- Building the bridge – early help / early intervention
- Police – Youth Custody protocol
- Police – Youth Justice decision making protocol

In addition to development and upskill around;

- Team collaborative working
- Effective and functional team work

Safer Schools Partnerships

Humberside Police recognises that the school environment is an ideal setting for Police, partners and young people to interact, develop relationships and build trust.

We will continue to be proactive in seeking and exploring opportunities to work collaboratively with our schools, academies and colleges to enhance our engagement with young people and help signpost them into early intervention amenities when necessary, using standardised delivery material across the Humberside area including;

- Not in our Community (NIOC)
- No More Knives
- Fearless – Crime Stoppers
- Prison Me No Way (PMNW)

Further engagement and consultation with children and young people can be supported through the innovate Youth IAG where children and young people can bring their own voice / personal experiences and perspectives in order to help Humberside Police better understand their communities and to help inform and shape how we support those who live in the Humberside Area in addition to:

- Create and encourage an open discussion with our diverse communities
- Provide young adults with the opportunity to help shape how we support everyone in the Humberside Area
- Get young people involved in developing our policies and procedures and make them suitable for all
- Improve how we work with young adults across the force
- Give young people the skills to help them work with us to create resilient communities
- Provide young adults with the chance to speak freely and act as a “critical friend” and help us improve and grow alongside our communities

Op Sceptre

Supporting national Op Sceptre initiative Humberside Police will engage in a diverse range of activities to tackle knife and weapon related harm, including, school engagement, highly visible engaging patrols and knife sweeps, the use of proactive comms and engagement campaigns, in addition to a proactive knife amnesty.

In addition to key aspirations detailed above, we will seek to also:

- Reduce long term released under investigation status for young people.
- Reduce the number of young people entering the Police Custody environment.
- Reduce the number of young people being detained in the Police Custody environment, post charge, e.g. bail refused.
- To ensure 100% of cases where young people are detained in the Police Custody environment, post charge, e.g. bail refused, that rationale is robust and in line with local, and national protocol and legislation.
- Reduce the number of cases in which police alone Outcome 8 Community Resolution outcomes are administered.
- Increase the number of targeted and themed in school presentations as part of the Safer School Partnership.
- Enhance the skills and confidence of our people and our partners in identifying the need for and delivering bespoke Early Help interventions as necessary to divert young people away from crime and antisocial behaviour.



Further to the above, there is an aspiration of developing both a trauma informed and where necessary a public health / child centred approach to matters of offending by young people in addition to serious violence and weapon related violence.



Community Safety and reduction of exploitation (by Stuart Minto – Principal Officer NL Safer Neighbourhoods)

The Safer Neighbourhoods Crime Reduction Team and Community Safety Partners, continue to be extremely busy working in the community and with Partners focussing on Risk and Harm as opposed to the pure volume of crime in the area. A continued focus on protecting vulnerable people through the various initiatives is the key priority.

Over the last year there have been a significant number of arrests of high-profile individuals within Organised Crime Groups. There is ongoing work with partner agencies to engage with young people in specific geographic areas of North Lincolnshire. As a result of this targeted approach increased visibility and intelligence gathering, offences involving violence with weapons have decreased over the previous period.

The dismantling of Organised Crime groups and ensuring an early intervention process to deter young people away from crime has seen some success. The arrest and remand of some key persons has resulted in the risk associated with OCG's reducing. However, the impact of Organised Crime means it is an ongoing priority area.

The partnership working and information sharing in this area continues to flourish particular in respect of identifying young people associated with CCE as identified by MACE and through the OCG Response structure. Concerns regarding young people involved in violent incidents have reduced through an integrated and effective partnership approach.

Legislation, reporting guidance and tools related to Child Exploitation are shared on the MARS website, Workforce training has been rolled out to staff around Child exploitation, all safeguarding leads within schools have received training, this has included Risk Outside The Home (ROTH) elements. Neighbourhood watch groups have completed training and partnership operations have been undertaken to raise community awareness and guardianship. Targeted Operations are undertaken to engage with the public and encourage reporting.

Workforce training has been rolled out to staff and partners to equip them with the skills to identify risk outside the home and intervene to prevent escalation. This has included all Dedicated Safeguarding Leads and community groups including leisure centres and the night-time economy. The ROTH strategy and action plan has been developed and published. The PIT STOP considers police intelligence and maps risk outside the home to enable proactive targeting of intervention and resources. Partnership operations to raise awareness and build community guardianship have taken place. Awareness raising campaigns have been shared on social media platforms. Awareness raising campaign has been targeted on busses and taxis. "What do you see" campaign being developed to target in key hotspot locations with advice on what to look for and how to report.

Anti-Social Behaviour (ASB)

The ASB Panel is held, with good attendance and continued good outcomes, with excellent input from partners including Ongo and Children and Families partnerships clearly considering vulnerability as well as offending. Partnership visits arranged and are ongoing each month.

A new ASB Panel process was established in January 2019, looking at early intervention by making parents aware of behaviours through a staged approach of warning letter, visits, and referrals. This has been reviewed up to December 2021 (3-year evaluation).

- **ASB Offenders - 554 referrals into panel. These all received first stage letter and only 46 of these have then escalated to first visit, 7 to second visits and 1 ABC.**

Showing the success of the early prevention by making families and carers aware of behaviour at an early stage.

- ASB Repeat Victims - 521 Risk Assessments referred in, 103 came in as high score, 163 came in as medium Score, 256 came in as low score. These have all received the appropriate response for their score in line with the process. At this stage we were carrying 1 high scoring Risk Assessment.

New Evaluation 1st January 22 to 24th May 22

- ASB Offenders – 175 referrals into Panel. These all received first stage letter and only 29 of these have then escalated to first visit, 4 to second visits and 1 ABC.
- ASB Repeat Victims - 82 Risk Assessments referred in, 11 came in as high score, 25 came in as medium Score, 46 came in as low score. At this stage we were carrying 8 high scoring Risk Assessments

Priorities for 2022/24 Anti-Social Behaviour

The Community Safety Partnership works to enable communities to be safer, stronger, and resilient. We will contribute towards people being safe, well, prosperous and connected where North Lincolnshire has a reputation for being the best place to live, work, invest and visit.

Working together, we want to better understand local people, their diverse need and how we can enable them to feel safe. This is at the heart of all that we do. We work with the people and communities to base the partnership on what works, so that our collective activity makes a difference to the people we serve.

We know that Crime is dynamic and ever changing and we will ensure we are responsive to these changes, issues such as cyber bullying, harassment and offences linked to social media are now included in our intelligence and has resulted in reports of violent crime rising both locally and nationally. The partnership recognises that we must respond to new crime types and an increase in reported crime across the area (in line with national trends) to focus our collective efforts to combat this.

We will focus on our most vulnerable people and communities, on the things that matter the most to local people and on the crimes that cause the most threat, risk, and harm to the people in the area.

Public engagement and education are key to helping both the Partnership understand the priorities and concerns of the public and helping the public to understand the work of partners to tackle crime and community safety issues to improve safety and wellbeing across our area, we will ensure we fully incorporate feedback from young people and “user voice” in the development of plans and strategies.

Through consultation with the public, CSP partners and key stakeholders, we have identified clear overarching outcomes which the partnership will focus on over the next three years:

- People are Safe
- Vulnerable People are Protected and Supported
- Delivery of key national policy areas.

We will continue to focus on reducing harm and early intervention through a series of initiatives:

- Tackling Organised Crime
- Safety for Women and Girls in Public Spaces
- Domestic Abuse
- Reducing the risk in the Night Time Economy
- Reducing Violence Associated with Young People
- Reducing Risk Outside the Home
- Reducing the Risk associated with MDS and Radicalisation.

To ensure this process is robust and delivers on the agreed outcomes we will.

- Continue to streamline, use existing expertise, provide assurance and reassurance about service delivery.
- Maintain oversight of key areas of work whilst focussing on the added value working in partnership brings to communities in North Lincolnshire.
- Support young people and communities towards recovery and lasting resilience.

Transition to Adulthood process (by Nick Hamilton-Rudd – Head of Probation – North & North East Lincolnshire)

Between 2021-22 we have enabled a period of transition and the stabilisation of services. A key priority has focused attention on the implementation of Community Integration Teams (CIT). The Probation Service – Yorkshire and the Humber Region will implement a hybrid model of service delivery that combines reach into prisons from the community and reach out from prisons to community. Our intention is that we build this into a holistic service, to meet the multiple needs of short sentenced prisoners.

In North Lincolnshire this team is now responsible for the management of short sentenced prisoners (those whose total sentence is twenty months or less) and the IOM cohort.

Due to the integration of the IOM cohort into the above structure, the timing lends itself to enable a more consistent approach locally for both organising transition from a process perspective, but importantly from an informed, evidenced based baseline. An important element of this is transition as follows;

- Youth to Adult (Y2A) transition The HMPPS Youth to Adult transition process exists in both England and Wales, where cases supervised by the Youth Justice Partnership (YJP) are identified as potential transfers to adult Probation provision at 17years 6 months.
- The objective is to provide a smooth transfer from youth to adult services. In some areas, the Y2A Probation Officer is identified as managing these cases. Best practice with Y2A transitions has been identified in Wales where all transfers are transitioned via IOM provision.
- This ensures that the multi-agency wrap around support provided to the young person is continued. The Y2A case is identified for automatic selection onto IOM at a MACC/selection meeting before they turn 18; they are reviewed within three months. If there are no concerns or any new intelligence to suggest they are involved with criminality, the case can be deselected and transitioned to the generic team to complete their supervision.
- Working with Young Adults 18-25 Young adults are generally over-represented within the criminal justice system; this is more prevalent within the IOM cohort. Staff are required to review the maturity assessment toolkit below, discussing it with Police and Probation colleagues. This will encourage operational staff to consider a young person's developmental maturity, ensuring that interventions are tailored appropriately.
- Understanding the young adults' journey through the criminal justice system, especially if they have been in care is essential to building new skills to help reduce risks of reoffending and harm. Adopting a trauma informed approach allows you to understand the physical, social and emotional impact of trauma on an individual. It is then essential that those professionals working with the individual develop a safe environment built on transparency and trustworthiness, create pro social peer support, demonstrate collaborative approaches to bring about change and empower the individual to change. In addition to this, adopting a strengths based approach will also help individuals build on their strengths and reduce their risks of reoffending.

In order to further strengthen the interface between the Probation Service in North Lincolnshire and the Youth Justice Partnership, we have sought to enhance our strategic and operational relationship between our lead Senior Probation Officer and the YJP management team to develop the transfer process to ensure that the language used was appropriate to both organisations.

This has resulted in an agreed process inclusive of;

- When a young person is identified at 17 years and 6 months YJP staff to link in with the designated Probation Service Senior Probation Officer
- Transfer form to be completed and SPO to provide date of next Multi-Agency Case Conference (MACC) meeting
- Young person to be discussed at MACC meeting and the outcome shared with YJP manager
- If the young person meets the Community Integration Team (CIT) criteria the IOM transfer process will be followed
- If the young person does not meet the CIT criteria, then they will be allocated to a probation practitioner in our sentence management function to enable transition.
- This is inclusive of initial discussion arrangements for a professionals meeting where all relevant professionals/agencies working with the young person should attend and provide a comprehensive overview the case, including risk, personal circumstances and identified support/interventions moving forward.
- Following this the arrangement of a 3-way with the young person to discuss the transfer process and begin to build those relationships.
- There should be clear and regular communication working towards an agreed handover date and reviewed Asset.
- For MAPPA cases the relevant notification/referrals should be made and if Level 2 then the case should be discussed prior to transfer.

Resettlement

A key priority going forward is to ensure the Youth Justice Partnership ensures that a child's resettlement is effective both in terms of release from secure settings and in the community. It is also critical that the partnership is clear on how the needs of young children are prioritised and that accommodation pathways are understood. The Youth Justice Partnership will need to ensure that;

- Accommodation is sustainable
- The totality of the child's needs are recognised and considered
- The child's voice is central to preference balance with risk in respect of resettling to the home area or an alternative location
- The child's desistance is supported by emotionally informed and supported environments
- Safeguarding procedures are applied to providers and landlords
- That the arrangements for custodial releases are planned and communicated in advance of the release date.

Transition

In order to enhance our approach to transition, we need to ensure that;

- YJP practitioners have a strong understanding of how adult supervision is configured in terms of transition to sentence management teams of the Community Integration Team
- In relevant cases, there continues to be an early referral to MAPPA to enable a strong multi-agency response where required.

Engagement in Education, Employment and Training (by Darren Chaplin - Assistant Director Education (Deputy Director Children & Families))

There has been a significant amount of work undertaken in the last year to reduce those young people entering and within the Youth Justice Partnership who have received fixed term suspensions or a permanent exclusion. Schools are continually challenged and supported to ensure their most vulnerable young people have the appropriate support in place and that they remain in mainstream education wherever possible.

Support has included additional Teaching Assistant support via the Local Authority, a trial project in key schools on speech, language and communication needs of this cohort. An expected outcome of this is likely to be further development and rollout for this project. A joint bid to access funding to support further roll out has been submitted to the Youth Endowment Fund alongside the Youth Justice Partnership.

The LA has supported schools with access to motivational speakers for our young people, Human Utopia presentations, and secondary schools have all been provided with funding to access the Prison Me No Way project with delivery expected in the Autumn Term 2022. A parent support day is planned within one of our secondary schools for July 2022 in which partnerships come together to bring the support directly to the parents and families.

Despite limited take up of the National Citizenship Programme for this cohort, further work will be undertaken to encourage and support this cohort to take part in the programme for the next year.

Children involved in youth justice have been invited to take part in robotics sessions during the summer. They will learn and build their own buggies, robotics and hydrogen powered cars together with building aspirations and learning about high tech companies in the area that can support them to progress.

Our Daily Tasking multi agency meeting has been a key component in providing additional support and challenge to ensure aspirations are high for our young people, that access to education, employment and training is on everyone's agenda and to ensure any unmet need is identified and addressed to ensure best outcomes for each individual young person.

Our priorities for the next 12 months are:

- Support the reduction in first time entrants to the Youth Justice system
- Support schools to identify children and young people at the earliest opportunity who would benefit from the Youth Justice preventative and diversionary programmes
- Challenge to reduce part time timetables for young people within the Youth Justice Cohort and challenge and support to see a significant reduction in the use of suspensions and permanent exclusions within schools
- Ensure each young person within the Youth Justice system has the appropriate support to access GCSE qualifications
- In line with our council values, ensure that our young people are supported to achieve their aspirations and become an asset to our community and have the best opportunities in life
- Identify sympathetic employers who will mentor and provide appropriate support within work placements with a view to long term employment opportunities

- Continue to develop inclusion opportunities with mainstream pre-16 school settings for vulnerable young people including more bespoke curriculum and vocational offer (through SEND Capital Projects)
- Roll out the successful Speech, Language and Communication Project to more young people within schools with a priority for those who are at risk of or within the Youth Justice Cohort and ensure appropriate assessment is undertaken to identify unmet need within this cohort
- Support schools to work within an ethos of whole school trauma informed practice and an act as champion to the social, emotional and mental health needs of these young people
- Provide further opportunities to access aspirational activities to support EET, build confidence and positive outcomes

Improve the Emotional and Physical Health of children involved with youth justice (by Helena Dent - Commissioning Manager – NHS Clinical Commissioning Group (CCG) (Integrated Care System from 1st July 2022))

Over the last 12 months the revised model of CAMHS support into the Youth Justice Partnership has been embedded and the model has evolved with both the youth justice team, and the joint working with the generic CAMHS offer. The CAMHS provision continues to offer 0.5 wte per week, which is being delivered. The activity currently mainly focused on providing clinical expertise in supporting workers and other relevant clinical meetings including allocation meetings, Joint Decision-Making, and Substance Misuse Panel.

Clinical consultations are also embedded with the Youth Justice staff to discuss cases/referrals and, when required, direct face to face assessments and interventions have been offered. In addition, the provision has also been able to offer urgent mental health assessments to some of the young people – this has ensured the young person was seen in an efficient timescale usually in 24 hours of the request being made. The governance and oversight of the model and input has also improved, with quarterly routine partnership meetings to continue to plan and develop the integrate the new model. In addition, the CAMHS worker has been integrated into much of the wider youth justice training including language support and trauma informed training (the later provided by HCV).

Humber Coast and Vale ICS have been successful in securing a national youth justice bid, to which 3 test and learn sites have been supported in a project focusing on implementing Trauma Informed Care across Humber Coast and Vale. An opportunity is imminent for North Lincolnshire Youth Justice Partnership to also submit a bid to become a test and learn site, with a focus on prevention and trauma informed care.

The Humber Coast and Vale Framework for Integrated Care is a collaboration of partners from across our six places within the ICS. The model for the 10 year programme aims to build on existing infrastructure to strengthen pathways and collaborative working while testing new models of delivery to improve outcomes.

The vision is:

- To facilitate integrated trauma-informed systems that enable children and young people with complex needs to thrive.

The mission 2030 is:

- To effect cultural change through developing local, sustainable and trauma-informed children's emotional wellbeing offers by:
 - working collaboratively across services to co-ordinate, integrate and deliver trauma-informed care
 - genuine co-production with children and young people with complex needs, and their families, to develop services and systems that are accessible and acceptable to them
 - working with the child directly, through relationships with staff in the role of 'young people's champions' who are psychologically informed and well supported, have a positive view of young people and are able to understand them and who advocate for and support them effectively along their journeys.

Key Performance Indicators:

- Improved wellbeing
- Reduction in high risk behaviour (reduced FTEs and re-offenders)

- Reduced mental health concern
- Organisations are more trauma informed
- Improved purpose occupation (school attendance and exclusion)
- Improved stability at home

Update on previous plan

For the past 12 months, the revised CAMHS model has been embedded. Over the next year, it is important that strategic planning in relation to emotional health and mental health is not done in isolation and greater links are established between education, the language offer, and strategic approaches to trauma-informed care. It is the vision that in the next financial year, North Lincolnshire will have developed a 'test and learn' site and will have begun implementation.

National standards

Self Assessment

Standards for children in the youth justice system define the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children in the youth justice system. Revised Standards for children in the youth justice system were implemented in 2019, and self-assessments against these standards were carried out by all local partnerships and submitted to the Youth Justice Board in 2020. Whilst it was not a formal requirement, North Lincolnshire revisited this exercise in 2022 and reviewed the self-assessment against the standards to evaluate the progress made by the partnership and identify key areas that required further development.

Feedback from children and families, alongside direct consultation with the workforce and partners were utilised to inform the updated self-assessment. Anonymised surveys were utilised to support a true reflection from staff and partners on where they rated North Lincolnshire against the standards.

A strategic and operational self assessment has been undertaken utilising the YJB Leadership & Governance Guidance and dip sampling a proportion of open cases during the period. Cases selected were a combination of prevention, diversion, out of court disposals and statutory cases. There have been no children sentenced to custody but a review of policies and procedures for custody, remand and resettlement was undertaken.

When the original self assessment was undertaken in 2020, North Lincolnshire rated themselves as 'good' across the majority of the domains. However, the recent review has demonstrated improvements in practice with some areas being assessed as 'outstanding' now. Areas for development have been identified and subsequently tracked and included in the service improvement and business plan (appendix 6).

North Lincolnshire have developed a robust document bank which was utilised to support the evidence within the self assessment.

Internal audit

The YJP had an internal audit carried out as part of the 2021/2022 Audit Plan. The overall objective of this audit was to provide assurance that an effective control environment is in

place. In particular, it was designed to provide assurance on the effectiveness and compliance to legislation following a change in management and process.

The audit provided assurance on the controls in place to meet key objectives and mitigate risks including:

- there is a partnership in place with the appropriate governance as set out in the MOJ guidance.
- there is a management board with the relevant terms of reference to hold the partnership to account.
- there is a local plan for service delivery that has been agreed, performance in relation to it is reported to the board.
- there is an inspection regime in place that reflects guidance for Youth Justice Boards setting out performance to be measured.
- data is securely held and handled.
- there is a comprehensive process for capturing all required data and ensuring that it is accurate and timely for submission nationally and locally.
- performance is reported and action plans in place where performance is less than target measures and to drive improvements across national, regional, and local themes; and
- grant spend is in accordance with the conditions set.

The audit concluded:

- **There were no identified areas for improvement**
- **Substantial assurance on the effectiveness of the service**
- **Residual risk as low**

Challenges, risks and issues

[Appendix 4 - Risk Log](#) outlines the current challenges, risks and issues recognised by the Youth Justice Partnership. The risk log summarises what actions are being taken to address existing issues and challenges and what proposed action may be needed to address potential risks should they emerge.

Partnership Improvement

North Lincolnshire Youth Justice Partnership are never complacent and are always looking at ways to promote ongoing development. **Appendix 6 (Business & Improvement Plan)** outlines the areas of focus for the next 12 months, summarising any key progress that has taken place to date.

Peer Review

As part of our desire to continuously improve, North Lincolnshire have applied to the Youth Justice Sector Improvement Partnership (YJSIP) to have a peer review undertaken. The primary purpose of a Youth Justice Peer Review is to help the partnership identify their strengths and to highlight areas for potential improvement. The Peer Review Team is made up of trained Peer Reviewers who are all Youth Justice Managers / Heads of Service. They know about youth justice and act as critical friends. YJPRs are a unique opportunity for YJPs and local authorities to gain a fresh perspective from peers alongside collaborative support in

improving local youth justice. YJPR is a supportive yet challenging process. It is not an inspection and the Peer Review Team has been invited in, it has not been imposed.

Independent Review of Children's Social Care

North Lincolnshire were one of the local authorities that contributed towards the research to inform the independent review of children's social care report published by Josh MacAlister in May 2022. Whilst the report provides some significant recommendations to consider it also creates some great opportunities to continue to review, develop and strengthen our offer to children, young people and their families. North Lincolnshire's Director of Children and Families has responded promptly to the report and the establishment of a delivery transformation board for Children's Social Care is currently being set up to consider our response to the proposed developments that seek to strengthen outcomes for children and families.

Thematic Inspections

The findings and recommendations of thematic inspections are regularly reviewed within the Youth Justice Partnership and updates are provided to the Youth Justice Strategic Partnership Board. Learning is utilised to inform practice and development.

Thematic reports have included:

- HMIP Thematic Review of the work of youth offending services during COVID-19.
- Protecting children from criminal exploitation, human trafficking and modern slavery.
- Reducing the number of BAME young people in the Criminal Justice System.
- 'Ethnic disproportionality in remand and sentencing in the youth justice system.
- Contextual Safeguarding in a youth justice setting.
- Information obtained from attendance at the Youth Justice Board Bitesize sessions facilitated throughout the pandemic.
- Proposed changes to HMIP Inspection Framework.
- Child First Justice: the research evidence-base report.
- HMIP Annual Report.
- A joint inspection of education, training and employment services in youth offending teams in England and Wales

Examples of actions taken as a result has included:

- The Youth Justice Partnership (YJP) utilised the thematic review during COVID-19 to measure against our own practice. This enabled us to identify our own areas of strength and learn from others to aid our development.
- The YJP continue to take an active role in the North Lincolnshire Multi Agency Child Exploitation Board (MACE), considering CCE in all cases and are proactive in ensuring referrals to the National Referral Mechanism are made where appropriate.
- North Lincolnshire made a successful bid application to participate in the 'Devolved Decision Making for Child Victims of Modern Day Slavery'.
- Improvement actions have been developed from HMIP inspections.
- Disproportionality and unconscious bias training was delivered to the partnership.
- Development of strategy for North Lincolnshire's approach towards 'Risk Outside the Home' (ROTH).
- A decision to incorporate exploitation in its widest sense within the ROTH Strategy encompassing Serious Youth Violence & Knife Crime.
- Enhanced use of the YJB Disproportionality toolkit and Serious Youth Violence Toolkit.

- Resettlement workshops were delivered to the team to improve confidence in their assessment and planning to ensure appropriate attention is being given to support children returning to the community.
- Development of a Speech & Language Pilot jointly between YJP and Education

Youth Justice Board Strategic Plan 2022-24

As alluded to, North Lincolnshire has adopted and embedded the 'Child First Principle' as endorsed by the YJB Strategic Plan. This plan has been utilised to inform North Lincolnshire's annual youth justice plan acknowledging the need to work collaboratively to improve opportunities for children.

The YJB have committed to increasing leadership and guidance to drive system improvement. Already, North Lincolnshire have noted increase oversight from the YJB which was welcomed in the form of having the Head of Innovation and Engagement for Yorkshire and Humberside attend and represent at a recent Youth Justice Strategic Partnership Board and YJB representatives attending and contributing to a regional head of service meeting we have implemented in the Humber region.

There have been a number of consultations received by the Youth Justice Board in recent months, including the proposed changes to Key Performance Indicators (KPI's). North Lincolnshire Youth Justice Strategic Partnership Board member utilised a recent development session to review the proposals and compile a partnership response.

Learning from serious incidents

North Lincolnshire adopted the YJB standard operating procedure for reporting serious incidents to the YJB. We recognise that intelligence related to serious incidents in the community supports the YJB's oversight of the whole system and have ensured that any incidents that meet the criteria have been referred through accordingly during the voluntary period in 2021/22 and this has continued into the formalised process reinstated for 2022/23.

The Youth Justice Strategic Partnership Board ensures robust oversight over any reportable incidents with a recurring agenda item at each meeting. The Youth Justice Partnership Manager will provide anonymised reports for the board where appropriate and appropriate reflection and learning is considered for any cases.

Youth Justice Partnerships should notify the YJB of a serious incident if a child:

- Is charged with committing one of the following notifiable incidents outlined below, (a full list of reportable incidents is included at Annex A)
- Attempted Murder/Murder/Manslaughter
- Rape
- Grievous Bodily Harm or Wounding with or without intent – section 18/20
- A Terrorism related offence

Or

- Dies while on the YOT caseload or up to 20 calendar days following the end of YOT supervision

Workforce Development

The golden thread is that staff have the knowledge and skillset required for their role. In North Lincolnshire we are committed to having a highly skilled workforce that are able to meet the needs of our children and families. Our workforce consists of qualified social workers, nurses,

police officers, and practitioners who are educated to degree level in relevant subjects e.g. criminology, youth justice, social care. We have an emphasis on a learning culture in North Lincolnshire and ensure staff feel valued, listened to and supported.

The 'One Family Approach' reinforces our approach to integration and our staff are afforded the opportunity to work across the different offers available. Whilst this enables us to demonstrate our commitment to partnership working, this equally upskills the workforce and supports better understanding of key roles and responsibilities across the children's and families offer.

All staff and volunteers have regular access to training. The majority of staff have completed the Youth Justice Effective Practice Certificate qualification and new staff are encouraged and motivated to do so. This is role specific and reflects the risk and complexity of working in youth justice.

Staff are trained in other key areas such as:

- Harmful sexualised Behaviour (AIM2/3 and Good Lives)
- Restorative Justice
- Safeguarding Children
- County Lines
- Risk outside the home
- Transitional Safeguarding
- Child Exploitation
- Domestic Abuse
- Child Development
- Diversity

All staff receive regular supervision and appraisals, and ongoing career development is encouraged through this process. All new starters also receive a robust induction package.

More recently, staff have been encouraged to utilise the YJB skills audit tool which was designed to help youth justice practitioners to reflect on their practice, in particular to identify potential gaps in their knowledge, behaviours and skills and thereby to gain access to more targeted training. The Youth Justice Board's Resource Hub provides a platform for practitioners to access a range of tools and resources that support ongoing knowledge and development.

Training needs are regularly reviewed and most often linked to the Youth Justice Partnership's key priorities. This has included practitioners attending training on:

- Modern Day Slavery – including Section 45 Defence and the National Referral Mechanism.
- Adverse Childhood Experiences (ACE's).
- Deprivation of Liberty and The Mental Capacity Act.
- Disproportionality and Unconscious Bias.
- Resettlement.
- Trauma Informed Practice
- Speech, Language and Communication Needs
- Child First Effective Practice

Regular workshops are often also facilitated to provide staff with the opportunity to refresh their skills and knowledge, for example Asset Plus workshops and report writing workshops.

Board Development

The YJB expects local management boards to take responsibility for all aspects of youth justice service governance; to lead strategically across relevant partners and to ensure a high-quality service is provided to all children. In 2021 the YJB provided updated guidance on youth justice service governance and leadership to support this. A self assessment survey, alongside the updated guidance was circulated with all board members to review their role and contribution against the guidance. There are plans in place to utilise the findings from this process to inform a future board development session.

Management board members are provided with information and training when important changes take place within youth justice or their locality which will impact on how the partnership operates and delivers its services. There is a robust induction in place for new board members which outlines the requirements of attendance at the board ensuring there is a commitment to regularly attend, to scrutinise, check and challenge information which is presented and contribute to oversight of the Youth Justice Partnership and its functions.

Annual board development/training sessions take place and there are plans for board members to attend a joint training session on trauma informed practice in the next 12 months.

Evidence-based practice and innovation

For the purpose of this plan the definition of evidence-based practice is 'integration of the best available and accessible evidence with professional expertise, in the context of working with children in contact with the youth justice system'. Its purpose is to promote effective practices and achieve positive outcomes for children. This includes systems, ways of working or specific interventions which are based on the best available research, are child focused and developmentally informed.

Risk Outside the Home

North Lincolnshire Youth Justice Partnership seek to deliver best practice across services and will regularly adopt innovative and creative approaches to support best outcomes for children and families. For example, North Lincolnshire were recognised by the County Lines Co-ordination Centre for our forward thinking and approach being taken to risk outside the home. This recognition at a national level saw The Children's Society and British Transport Police share the approach.

Operation Holistic is another good practice example of how partners have worked collectively to respond to threat and risk in relation to child criminal exploitation in North Lincolnshire. The partnership sought advice and guidance from national colleagues from The Children's Society, National Working Group and Metropolitan Police to utilise innovative disruption tactics to aid safeguarding of vulnerable children known to be being exploited by an Organised Crime Group. An internal evaluation of this operation was completed and key themes, outcomes and impact was presented at the Youth Justice Strategic Partnership Board and MACE. This was recognised as best practice due to the reduction in risk and positive impact and was endorsed as an approach that could be replicated in the future.

Child First

Professor Stephen Case, an expert in criminology at Loughborough University, published a summary report in March 2021 setting out the evidence-base for the 'Child First' principle –

the foundation of a progressive approach to how children should be understood, treated and supported after experiencing problems that have led them to commit a crime. Officially encompassed in new standards set out by the Youth Justice Board (YJB) for England and Wales (YJB) in 2019, the Child First principle has been guided by a longstanding body of research and scholarship by Professor Case and key colleagues nationally (notably Professor Kevin Haines, University of South Wales, and Professor Neal Hazel, University of Salford) and a close working relationship with the YJB, Youth Justice Partnerships and children in the Youth Justice System. As outlined throughout this plan the child first principle is fully embedded across the North Lincolnshire Youth Justice Partnership.

Other examples of innovation include:

- Commissioning of local speech, language and communication pilot linked to ETE priority and reduction of suspension.
- Development of the Summer Arts College targeting high risk children and young people to engage in positive activities to divert children away from criminal behaviour and reduce likelihood of them becoming first time entrant or re-offenders.
- North Lincolnshire recognised by the Howard League for the Children in Care and Care Leavers Joint Protocol and partnership approach taken to divert this cohort away from the criminal justice system.
- YJB recognition for Humberside Children in Custody Protocol – shared on YJB knowledge hub to support best practice locally, regionally and nationally.

Looking forward

Horizon Scanning

Horizon scanning is used in North Lincolnshire to consider emerging trends and developments and identify potential threats and risks so we can respond proactively opposed to reactivity wherever possible. For example, whilst we recognise that serious youth violence in North Lincolnshire is lower than other local authority areas, we recognise that there are current risk indicators that could impact adversely in the future e.g. risk of children identified at risk of child exploitation and drug related and weapon related offending.

Over the next 12 months, North Lincolnshire Youth Justice Partnership will remain up to date from a range of sources, including emerging legislation, government publications, audits, inspections and research findings in order to inform strategic planning and decision making locally. A further example of this includes North Lincolnshire's response to children over represented in the criminal justice system. Whilst North Lincolnshire have low numbers of children from a BAME background currently involved in the system, it's noted that this has increased slightly and due to our low cohort numbers our performance is volatile. Therefore, over representation and disproportionality will continue to be a key priority as a partnership and something that will continue to be reviewed and considered holistically through the Youth Justice Strategic Partnership Board.


ROTH Approach

HMI Probation plan to undertake an exploratory study into the use of Contextual Safeguarding in Youth Justice. They are keen to understand how Youth Justice partnerships are using, or would like to use, Contextual Safeguarding approaches – and what this might mean for their approach to inspection.

North Lincolnshire have approached Professor Carlene Firmin to express an interest in being part of this study to seek assurance on our ROTH approach and support ongoing learning and development. It's proposed that the fieldwork, including interviews and focus groups from across the partnership will commence in July.

[Appendix 6 \(Business & Improvement Plan\)](#) sets out the current priorities for the next 12 months, defining clear actions, specifying leads and setting clear timescales.

Sign off, submission and approval

Chair of YJS Board - name	Edwina Harrison
Signature	
Date	30/06/2022

1. Appendix 1 – Board Membership



Composition and attendance of YJSPB

2. Appendix 2 – Partnership Structure Chart



Staffing structure

3. Appendix 3 – Budget



Budget

4. Appendix 4 – Risk Log



Risk Log

5. Appendix 5 – Child & Young Person Friendly Plan



Child & Young
Person Friendly Plan

6. Appendix 6 – Business and Improvement Plan



Business &
Improvement Plan



Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
CSE	Child Sexual Exploitation
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child in Care	Child in Care, where a child is in the care of the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Risk outside the home	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt

EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with

	children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution
MACE	Multi Agency Child Exploitation
JDAP	Joint Decision Allocation Panel
SYV	Serious Youth Violence
CIN	Child In Need
CP	Child Protection
YJP	Youth Justice Partnership
CEIT	Child Exploitation Intervention Team (service that sits under the YJP)
OYS	Outreach Youth Service
DELTA	The Drug Education Liaison Treatment Agency – targeted substance misuse service working with children and young people
CMARS	Children’s Multi-Agency Resilience & Safeguarding Board
OFA	One Family Approach
TTCG	
YJB	Youth Justice Board
RJ	Restorative Justice
Safer Neighbourhoods	Internal community safety team in North Lincolnshire
IOM	Integrated Offender Management
ICS	Integrated Care System
HCV	Humber Coast and Vale
KPI	Key Performance Indicator

NORTH LINCOLNSHIRE COUNCIL

CABINET

The SEND & Inclusion Plan Annual Report 2020-21

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 This annual report provides an opportunity to summarise the work undertaken during the period 2020/21 to implement the North Lincolnshire Special Educational Needs and/or Disabilities (SEND) and Inclusion Plan 2021-24.

2. BACKGROUND INFORMATION

- 2.1 This report is directly linked to the SEND and Inclusion Plan 2021-24.
- 2.2 The report sets out our expectations for the lived experience for children and young people with SEND in North Lincolnshire and provides case studies which illustrate the difference our support has made to children and young people's lives.

It describes our response to the Covid-19 pandemic and how we quickly adapted to new ways of working and progressed into the ensuing period of recovery and renewal.

Progress made against the priorities and commissioning intentions of the SEND and Inclusion Plan are highlighted, for example, establishing a new provision for Key Stage 2 age children with social, emotional, mental health needs at Wyredale Road and enabling the relocation of Coritani Academy to high quality accommodation. We have also ensured that a sponsor was appointed by the DfE for our post-16 SEND Free School, for September 2023 opening. Funding has also been secured for a new complex needs short breaks home. This is due to be completed by March 2023.

Education outcomes for children and young people with SEND are also included.

- 2.3 Headline strengths include 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.
- 2.4 This report also details the range of priorities for development that will 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.
- 2.5 The report also highlights the excellent local area SEND inspection outcome, which is a testament to the hard work and commitment of everyone working in local services across North Lincolnshire for children and young people with SEND.

Inspectors praised the suite of strategies that are in place in North Lincolnshire to help young people achieve better outcomes, access opportunities and lead better lives.

Inspectors also acknowledged the effectiveness of the support provided by all agencies at key transition points and the range of opportunities available to develop independence and life skills.

Also highlighted were the quality of leadership, the strength of partnerships, a clear commitment to co-production and the dedication of the teams within North Lincolnshire which clearly helps children, parents and carers in our local communities.

3. OPTIONS FOR CONSIDERATION

- 3.1 Approve and publish the SEND Annual Report 2020-21.

4. ANALYSIS OF OPTIONS

- 4.1 The report is a summary of progress and has gone through a process of scrutiny by senior officers.

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

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

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 have been considered and included in this plan.
- 6.3 This report is linked via the SEND and Inclusion Plan 2021-24 to the Council Plan, and its values of:
- Equality of opportunity so everyone can have a good quality of life.
 - Striving for excellence and high standards.
 - Using our resources wisely and with integrity.
 - Promoting self-responsibility and people having choice and control over their own lives.
- 6.4 No environmental implications or significant risks have been identified.

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

- 7.1 Not Applicable

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

- 8.1 Consultation has not been required.
- 8.2 There are no conflicts of interest.

9. **RECOMMENDATIONS**

- 9.1 That the SEND Annual Report 2020-21 is approved and published.

DIRECTOR OF CHILDREN AND FAMILIES

Church Square House
SCUNTHORPE
North Lincolnshire

Author: Darren Chaplin, Assistant Director: Education
Julie Frost, Lead Officer (SEND)

Date: 26/07/22

Background Papers used in the preparation of this report:

SEND and Inclusion Plan 2021-24

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**Rotherham Doncaster
and South Humber**

NHS Foundation Trust



**Northern Lincolnshire
and Goole**

NHS Foundation Trust

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SEND AND INCLUSION PLAN ANNUAL REPORT

2020/2021

**North
Lincolnshire
Council**

www.northlincs.gov.uk



**North Lincolnshire
Clinical Commissioning Group**

Foreword

Welcome to our Special Education Needs and Disabilities (SEND) Inclusion Plan Annual Report for 2020-2021.

This annual report provides an opportunity to summarise the work we have undertaken, our priorities for the future and an opportunity to celebrate our shared successes. This report also shows how well placed we were to be able to meet the challenges of Covid-19 and continue to enable children, young people and families to achieve good outcomes.

2021 culminated in an inspection by Ofsted and the Care Quality Commission (CQC) in December. Our whole system for supporting children and young people with SEND came under intense scrutiny and I am delighted to say that the feedback from Ofsted was overwhelmingly positive. The inspection outcome is an affirmative assessment of the high quality of North Lincolnshire’s services across the early years, education, health and social care.



Councillor Julie Reed
Cabinet Member for Children and Families



If you are a child, young person or young adult with SEN/D you are more likely to ...

- attend your local early years setting and school, one that is rated good or better by Ofsted
- attend a local special school if you need more support than a mainstream school can give
- enjoy good participation and attendance within learning
- have your say and influence how services that affect you are organised and be involved in discussions about how your needs are supported
- enjoy universal activities and groups with people of your own age outside of school hours
- live in your family network and be supported as part of your whole family
- be in education, employment or training
- receive the right support, at the right time, in the right place, from the right people
- experience high quality short breaks with outstanding overnight care
- have options for short breaks as a young adult including using direct payments to do activities you enjoy with people who are important to you
- have a well-planned and connected transition to support from adult services as needed
- have good quality care and support if needed as a young adult
- have options to move into your own home when you are ready

We are working hard so that children, young people and adults ...

- do not have to wait so long for an assessment for autism and other neurodiverse conditions and are well supported to understand what a diagnosis means for them and their family and what intervention, treatment and support options are available
- receive the right support and interventions from the point of referral, whilst awaiting any planned assessment
- feel listened to across the education, health and care system
- experience fewer suspensions/exclusions from a small number of schools
- can attend a brand new post-16 school that will help better prepare our young people for independence into adulthood
- can access activities outside of school hours regardless of their background, learning needs or ability to develop their resilience, life skills and wellbeing
- have choice and control to enable them to grow and flourish
- with more complex needs enter employment
- receive the right support at the right time through the triage referral process
- start talking about and preparing for adulthood earlier to achieve the best outcomes

You will see a workforce that ...

- is child and young person centred - ambitious, passionate and values driven
- learns together and seeks opportunities to increase knowledge and understanding through research and training
- works together across all service areas to create a one family approach that considers and addresses a range of needs
- has pride and commitment to achieve even better outcomes for vulnerable children and young people
- understands our communities and needs
- adapts and transforms
- is strengths based and solution focused
- works hard for children and young people
- seeks and acts on the views of children and young people

Our response to the Covid Pandemic

The operating environment during 2020-21 was affected by the Covid pandemic. Workforce resilience has been exceptional, with nearly all staff available for work throughout the pandemic (including early years setting, schools, education and health settings) with key workforces adapting quickly to new ways of working.

- In keeping with the One Family Approach, the ambition throughout the pandemic has been for children to be in their families, in their early years settings or schools and in their communities
- Schools and settings have strived to remain functioning and have done so admirably. In addition, health services led the response to address the issue of those children who required aerosol generating procedures to be undertaken throughout the school day.
- Priority was given to ensuring health and social care staff (including staff in special schools and children's disability services) were offered the vaccine to provide added protection for vulnerable children and young people.
- Bespoke outreach sessions were organised within the specialist school setting for those children and young people eligible for the Covid vaccine.
- Support for vulnerable children and young people, including those with SEND was sustained and developed. Education, Health and Care (EHC) Plans were reviewed ahead of the summer term, and daily tasking meetings ensured a line of sight to the most vulnerable and their access to in-school learning.
- Council specialist teachers for vision, hearing, physical disability, autism and social-emotional needs continued to keep in touch with children, young people and their families throughout the pandemic - liaising with schools and settings where needed to ensure that needs continued to be met whether learning was taking place at home or in school.



Our response to the Covid Pandemic

- The Cygnets continued to offer overnight short breaks for families of children with disabilities throughout the year and as conditions permitted.
- During the pandemic and the national lockdown restrictions children's continuing health care staff worked alongside Children's Disability Social Care and Short Breaks to ensure the continued support to children, young people and families at that time.
- Children's disability services continued to provide additional short break activities through a blended approach of remote on-line activity and individually where this was possible.
- Disability social workers continued to support families throughout the Covid challenge using innovative approaches to communication, alongside practical advice and support to families.
- Children's Community Nursing, including Special School Nursing and the Clinical Educator continued to provide input into Special Schools to ensure continued access to school for children with complex health needs.
- All children with complex and continuing health care needs continued to have access to their package of support and Care Education Treatment Reviews were used effectively to provide enhanced support in the community to prevent escalation to either a residential or Tier IV placement. Enhanced liaison, care planning and oversight was facilitated for children with complex health and social care needs through the use of weekly resource allocation meetings attended by health providers, Designated Clinical Officer, CCG Continuing Care and Children's Social Work.



Whilst steeped in managing the impact of the pandemic, transformation and developments within education, health and inclusion functions have continued:

- implementing a digital hub for EHC Plans to increase family engagement in the process and to speed up assessments
- reviewing and strengthening arrangements for Initial Teacher Training
- with stakeholders, including families, developing a new SEND and Inclusion Plan for 2021-24
- launching a further SEND capital competition for locality-based social, emotional, mental health provision at secondary age in Winterton and Scunthorpe and complementing that already established in Barton
- establishing a new 20 place provision for Key Stage 2 age children with social, emotional, mental health needs at Wyredale Road and enabling the relocation of Coritani Academy to high quality accommodation
- a reduction in alternative learning provision commissioned numbers supported the closure of our Key Stage 3/4 Pupil Referral Unit provision
- ensuring a sponsor was appointed by the DfE for our post-16 SEND Free School, for September 2023 opening
- a recently launched Inclusion Projects SEND capital allocation competition at secondary phase has also seen three further applications for funding to support reorganisation of existing accommodation to support young people with Social, Emotional and Mental Health needs
- launching a revised Neurodiversity Pathway
- remodelling and further developing the Child and Adolescent Mental Health Services (CAMHS) Learning Disability pathway
- reviewing the Designated Clinical Officer structure and agreed an enhanced model of delivery

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In line with our **One Family Approach** of keeping children in their families, their schools and their communities our shared priorities for recovery and renewal were:

- Enabling the continued **safe operation** of schools, settings and services, and **supporting staff wellbeing**
 - Supporting children and young people's mental health and wellbeing; **building resilience and confidence** through re-engagement and participation
 - **Supporting families and communities** to recover from the experience and impact of Covid
 - Addressing **complex safeguarding** and hidden harm
 - Assessing **impact of differing learning and development experiences** - especially within the early years and for vulnerable children of all ages
- Creating opportunities for **learning and employment for older young people**, with a focus on those most at risk of becoming NEET (Not in Education, Employment of Training)

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As a result of multifaceted support and the resumption of some activities which had been suspended or limited in their availability due to Covid-19, the period of recovery and renewal draws to a close. The focus for children's education and wellbeing in North Lincolnshire is now to prioritise educational excellence through driving inclusion, further strengthening leadership and challenging standards and performance.



Due to the outbreak of Covid-19 and cancellation of examinations in the summer term, the usual analysis concerning end of Key Stage attainment for 2020 and 2021 could not take place. Our **key performance highlights**, based on the most recent official published data available for each benchmark, are set out below.

Children and young people in North Lincolnshire ranked within the **top 25% of performance in the country** in the following measures

- Children with an EHC Plan achieving the expected levels in each of reading, writing and maths at the end of key stage 1 (2019)
- Progress made by children with an EHC Plan between key stages 1 and 2 in each of reading, writing and maths (2019)
- Average attainment 8 at Key Stage 4 for young people with an EHC Plan (2021)
- Overall absence and persistent absence rates in special schools (2019) and overall absence and persistent absence rates for children with an EHC Plan (2019)
- Suspension rate in special schools (2020)
- Permanent exclusion rate in special schools (2020)
- Permanent exclusion rate for young people with an EHC Plan (2020)
- Young people with an EHC Plan (at age 19) qualified to level 2 including English and maths (2020)

In addition, performance of our children and young people was **above the national average** in the following measures

- Children at SEND Support achieving a good level of development in the Early Years Foundation Stage (2019)
- Children at SEND Support and children with an EHC Plan achieving the expected standard in the year 1 phonics screening test (2019)
- Progress made by children at SEND Support between key stages 1 and 2 in writing (2019)
- Progress 8 score for young people at SEND Support at the end of key stage 4 (2021)
- English Baccalaureate average point score for young people with an EHC Plan at the end of key stage 4 (2021)
- Young people at SEND Support (at age 19) qualified to level 3 (2020)
- Proportion of 16-17 year olds with SEND in education and training at 31st December (2020)
- Proportion of young people with an EHC Plan going to, or remaining in, education, employment and training (2020)



We first met Joseph (not his real name) when his mum brought him to a family learning Arts & Crafts session during the Easter holidays in 2021. Due to his anxiety Joseph was initially reluctant to come into the session and join in. After a little gentle discussion about Joseph's interests and visually showing him the activities we were doing and giving him choices, we managed to persuade Joseph to join us in the session. After a couple of activities Joseph started to feel relaxed, was thoroughly engaged and very happy and chatty.

At the session we talked to mum about our offer to support children/families with anxiety including 'Supporting Your Child's Anxiety' parent workshop and our monthly family anxiety forum, which we felt might help support Joseph and his family. We also talked about other events and activities we have coming up that Joseph and mum could access to help him, such as the Let's Have Fun Together and Let's Cook Together family workshops. Mum attended the 'Supporting Your Child's Anxiety' workshop and has learnt some new strategies she can show/use with Joseph to support him on a daily basis.

Mum and Joseph have started to attend our monthly anxiety forum sessions and Joseph is learning new coping strategies, enjoying the anxiety busting arts and crafts and meeting other children with similar struggles.

Joseph and mum have attended several family workshops at Ashby Hub – Joseph really loves arts and crafts and is super creative. He is becoming more confident with the family learning staff he is familiar with but can still be quiet and nervous with new/ different staff. Where possible we try to keep some familiarity.

Joseph and his mum have now signed up to a 4 week family learning cooking course, so to help him settle in quickly the tutor popped into our last yoga session with Joseph to say hello. Joseph enjoyed giving the new tutor difficult yoga instructions, which he found hilarious. Hopefully this will help him ease into his new course starting in a few weeks.

We are hoping that mum will join our NCFE Level 2 Supporting Your Child's Mental Health' qualification this year, as this will help mum and his wider family to continue to find ways to support Joseph.

North Lincolnshire has embedded a partnership "Preparation for Adulthood Protocol 2021-23" and worked with the Parents Forum (PIP) to develop an easy read version.

We have

Supported young people to manage their own health as they move into adulthood.

Continued to develop opportunities for young people to participate in physical activity and make healthier lifestyle choices that will improve their long-term health and well-being.

Developed a learning disabilities 'health check register' of children and young people aged 14 and over with learning disabilities. All 19 GP practices have signed up to deliver the Learning Disabilities Annual Health Check.

Independent Lives

We have

Developed a supporting housing scheme incorporating assistive technology for people with a learning disability/autism.

Linked a local Community Hub with a new supported housing scheme to ensure young adults with learning disabilities/autism are involved in their local communities.

Worked with schools, colleges, post-16 and independent providers to promote housing advice about specialist schemes and ensure independent living is explored during EHC Plan reviews.

Co-produced transport guidance with the Learning Disability Partnership and the Youth Council.

Ben (not his real name) has a diagnosis of Down Syndrome. He started at North Lindsey College in September 2021. His course is Employability and Life Skills and there is funding agreed for a second year. His ambition, after this, is to pursue the opportunity of a supported internship.

Ben was first referred to Preparation for Adulthood in 2017, he was 17 years old at the time of referral. Ben is engaged with the Learning Disability and Sensory Service.

Ben enjoys accessing sports-based activity. Fitness is very important to him and this forms part of his social circle. He is a member of two football teams; the DS Active Team (football team for players who have Downs Syndrome) and for the Special Olympics Disability League. Ben is keen on sports and has a timetable for a Personal Assistant (PA) to help him access a variety of sessions.

He is more able to follow instructions ensuring he carries out the exercises safely and to the best of his ability with very little support from his PA.

Ben has really developed his social skills and his confidence has improved dramatically. He is a popular member of the group with his cheeky nature and jovial personality. He enjoys interacting and socialising and having conversations with the other participants of all the sports he is involved in. His attention span has increased and now has a greater ability to listen to instruction. Ben is enjoying making friends of his own age and is supported by his PA to meet them for tea and at other times.

The college course is helping Ben develop key life skills for semi independent living which he wishes to consider in his future.



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Thomas (not his real name) wanted to build his confidence so that he could look for work. Despite Thomas's confidence difficulties and additional needs, he has always wanted to work. He also wants to learn to drive. It was Thomas's dream to work for the gardening department at North Lincolnshire Council.

During the first lockdown, we (Supported Employment NLC Action Station) worked with Thomas on his driving theory test. Soon he told us that he liked growing things, so we sent him some onions seeds and plants to grow. He documented this with photographs and sent them to us to put on our group page.

In May 2020, we initiated meeting Thomas in the Memorial Gardens in West Street along with a small group of other young people, adhering to social distancing rules, He started litter picking. He is really good at this and he is thorough and enthusiastic. He loves finding objects that shouldn't be there. He worked well with the staff and this spurred him on to good attendance. His enthusiasm for the Memorial Gardens project grew, and he told us of his ideas to plant claret, white and blue coloured plants of the Lincolnshire Regiment.

In August, he came along to our Action Day at the Memorial Gardens, and he took an active part in improving the area for the residents, not just in a practical way but offering up ideas on preventing anti-social behaviour by planting Yucca and other attractive but uninviting plants. This brought him to the attention of the council Green Space Manager, who was working there alongside us. He was so impressed with his work ethic and attitude that he offered him a chance to ride alongside the North Lincolnshire Council gardeners in a voluntary capacity. A Support Worker accompanied him in November and December, and he progressed to garden work in other green space in North Lincolnshire. Once Thomas felt confident to attend on his own, he went along with the Green Space Manager to look at other areas of the town and he completed some bulb planting. The volunteering was going along well until lockdown in January 2021 when it had to cease, much to Thomas's disappointment.

The Green Space Manager was very interested in scoping Thomas some paid employment – a 'job carving' opportunity. Thomas now has a paid job that he loves - he began work at the North Lincolnshire Council Green Spaces department in September 2021.

During this period we have been busy developing new ways to support children and young people with SEND.

In partnership with the **DfE** and **Wellspring Trust** we are proud to be building a **new Free School** for students over the age of 16 who have:

- Severe learning disability
- Profound and multiple learning disability
- Speech and language communication needs
- Autism Spectrum Disorder
- Potentially challenging and complex behaviours

The new school will have a vocational focus and provide skills and employability opportunities for all its young people. Construction work started January 2022 and the school is anticipated to open September 2023.



We have continued to invest in **Inclusion Provision** to support young people with Social, Emotional and Mental Health (SEMH) needs.

Provision is now located at Baysgarth and Frederick Gough schools and further capital investment is planned for Winterton Community Academy, Sir John Nelthorpe School and Outwood Foxhills Academy.

Another two projects are at development stage for future investment. These projects have been funded from the **DfE High Needs Capital Grant**.

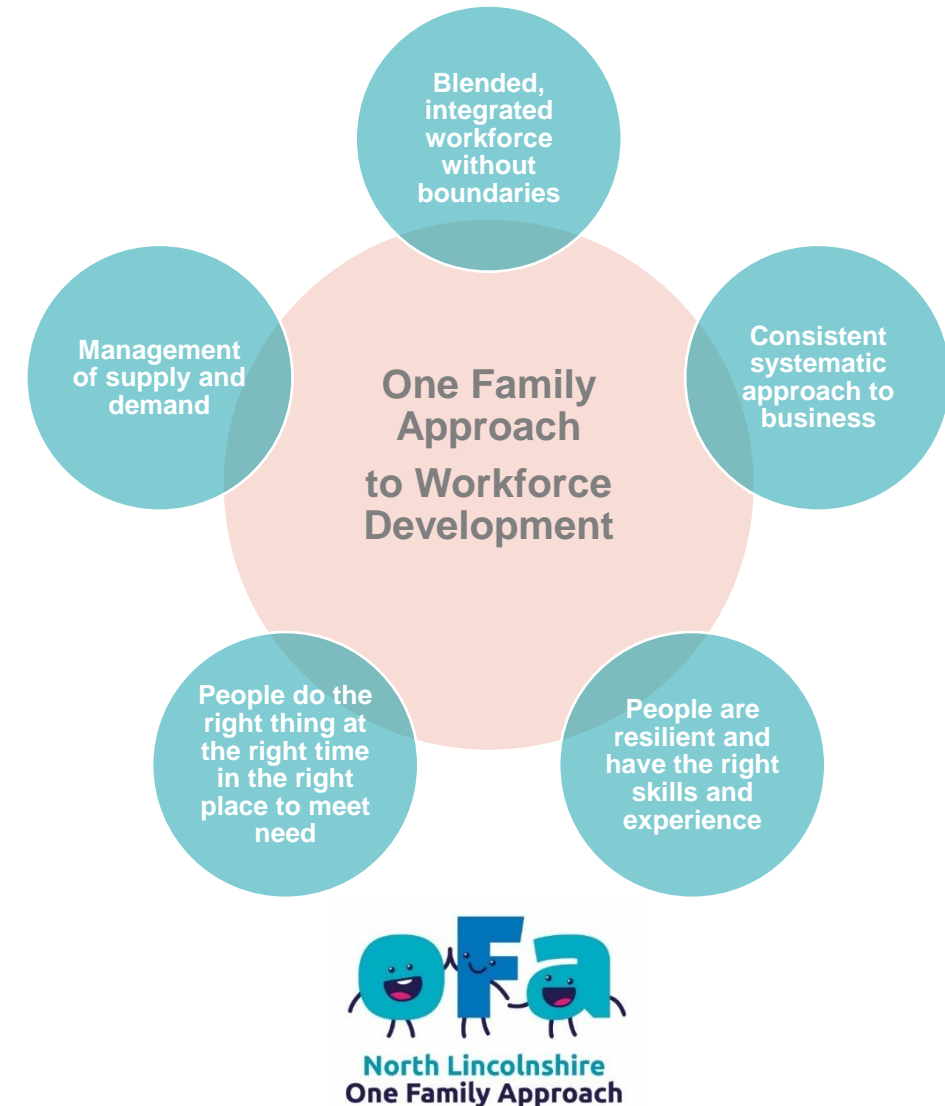
In partnership with Isle Education Trust, **Coritani Alternative Provision** was relocated from Henderson Avenue to Wyredale Road. The age range was changed to create provision for KS2 pupils. The photo above shows the former commercial kitchen transformed into a Science and Technology teaching space.

A key factor to ensuring improved outcomes for our SEND children and young people is that we have a workforce that is equipped with the appropriate skills, knowledge, experience and qualifications to meet the needs of our children and young people with SEND

Our Good to Great for SEND tool has supported Special Educational Needs Co-ordinators (SENCOs) to analyse and judge the **progress and attainment** of pupils with SEND and **make decisions** about **future provision**.

We have:

- continued to develop the 'Good to Great' training and support model for SENCOs to support appropriate identification of need, equity of access and consistency of support (including guidance on appropriate time allocation)
- continued to provide a training offer to settings, schools, governors and wider professionals in relation SEND
- reviewed and completely updated the SEND Local Offer website including key co-produced policies and protocols (e.g. the North Lincolnshire Preparing for Adulthood Protocol 2020).
- introduced and co-produced a digital/web-based real-time solution to SEND statutory functions – the 'EHC Hub' with direct young person, parent/carer and professional access.
- worked with key partners to provide training and support to schools and professionals in readiness for the next stage of the EHC Hub roll out of Annual Review in 2021
- used a variety of communication platforms - Keeping in Touch events and SENCO Networks - to continue delivering an effective local SEND offer to children, young people and families throughout the Covid-19 pandemic.



We are committed to engaging with children, young people, parents and carers at an individual, service and strategic level. The **views of children, young people and their parents/carers are truly valued** and they are involved in decisions that affect them as individuals or as groups who use services.

In order to gather the views of families, there are a number of surveys available via the North Lincs Local Offer:

- Local Offer Survey
- Education Health and Care Plan Survey
- Education, Health and Care Needs Assessment Survey

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We recognise that using a **multimedia** approach can create a better platform for sharing information and experiences and impact upon shared outcomes and involvement in decision-making.

Our **EHC Hub** is an online area for families, professionals and education settings **to work together and contribute** on EHC assessments, plans and reviews. **The EHC Hub puts children and their families at the heart** of these processes and provides secure access to anyone who needs to be able to contribute and view information. It has been designed to support local processes and to work alongside existing systems. It offers:

- **Children, young people and families a voice** so they can contribute, view information and track their case.
- The **statutory assessment function** a secure platform to coordinate assessment, planning and reviews.
- **Professionals** who are involved, a simple way to contribute advice easily and securely.
- **Education settings** an intuitive hub for managing all EHC assessment and review cases.
- Our digital-first platform will **transform the way we work** with partners and is the key to driving meaningful engagement and providing the best outcomes for children and young people with special educational needs and disabilities.



Co-production with the North Lincs PIP Parent Forum:

- Annual SEND Conference for Parents and Carers
- Annual SEND Conference for Schools and Settings
- Parent Forum Surgeries
- Developing and implementing the Sensory Needs Toolkit
- Developing the Local Offer
- Commissioning the digital EHC Hub

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The Parent Forum have representation on the following:

- Local Offer Focus Group
- Short Breaks Steering Group
- SEND CYP Partnership
- SEND Standards Board
- SENDIASS Steering Group

Children, young people and their families have also contributed to and been involved with:

- Local Offer and Needs Assessments
- Re-commissioning and commissioning of service provision
- Recruitment and selection



NORTH LINCOLNSHIRE
SPECIAL EDUCATIONAL
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LOCAL OFFER

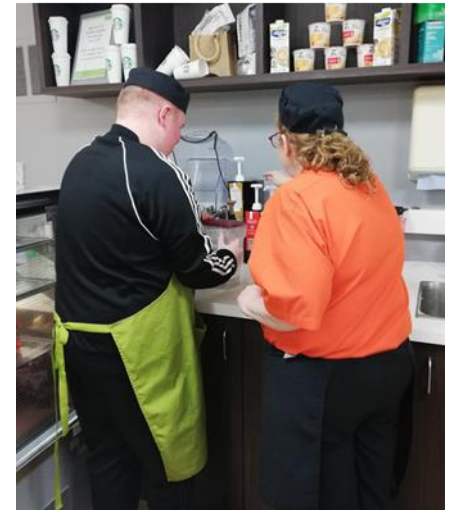
The 'lived experiences' of children, young people and families are reflected in what they and their families tell us. These help to create the right type of support:

Samir (not his real name) is 18 years old and attends a local post-16 college. He recently engaged in an Annual Review of his EHC Plan and told us about his experiences.

Samir said that everything had been going well at college and he had been enjoying his course, although he found English difficult. He had found it challenging without a teaching assistant with him in college, but it was important to him that he worked well and tried his best. He would like to pass his English GCSE.

Currently, Samir is a student advocate within college and is also completing his Duke of Edinburgh Award. He was pleased with his progress in Information Technology in college. Samir said that he would like to improve his English skills. He is considering a career in Information Technology and would like to find an apprenticeship in the future. Samir's mum said that she would like him to have a laptop wherever possible and be given extra time in lessons to complete tasks. She would like him to do well and follow the courses that he would like to do.

In response to these comments by Samir and his mum, he will be given opportunities to participate in employability workshops and sessions through the curriculum to support in developing employability skills. He will be provided with access to independent and impartial careers guidance. He will also be provided with a range of resources, blended learning opportunities and revision materials to support with independent study. To reduce note taking, Samir will be allowed to access his phone to use as a means of recording key concepts and ideas, and he will also have access to a named adult for support to help ease his anxiety and support with motivation.



Ofsted/CQC Inspection of the Local Area's Provision for Children & Young People with SEND

Between 6 December and 10 December 2021, Ofsted and the CQC conducted a joint inspection of the local area of North Lincolnshire to judge the effectiveness of the area in implementing the SEND reforms as set out in the Children and Families Act 2014.

We were notified of the inspection on 29th November, giving us 5 working days to prepare.

The inspection was led by one of Her Majesty's Inspectors from Ofsted, with a team of inspectors including an Ofsted Inspector and two children's services inspectors from the CQC.

At the time of the inspection we were aware that, of 11 local areas inspected since the resumption of inspections in June 2021, 10 had received a Written Statement of Action, a massive 91%.

We did not receive a Written Statement of Action! We received feedback from Ofsted and the CQC in a letter in which the strengths massively outweigh the areas for development.

You can view the letter here: <https://files.ofsted.gov.uk/v1/file/50179114>



In the words of Ofsted and the CQC:

- We are committed to the principles of the 2014 special needs code of practice
- We take co-production seriously
- We work closely with schools to enhance provision for children and young people with SEND
- We ensure that new EHC plans are completed in a timely manner and to an appropriate standard
- Health visiting and school nursing offer a fully integrated 0 -19 service
- The voices of children and young people with SEND are important in influencing the services that support them
- The local area team coordinate actions that enhance wider outcomes for children and young people with SEND effectively
- There are areas where effective provision for children and young people with SEND is helping them to achieve better outcomes
- The vast majority of children and young people with SEND benefit from good mainstream school provision in the local area



The inspection outcome is a positive assessment of the high quality of North Lincolnshire’s services across the early years, education, health and social care.

Inspectors praised the suite of strategies that are in place in North Lincolnshire to help young people achieve better outcomes, access opportunities and lead better lives.

Inspectors also acknowledged the effectiveness of the support provided by agencies at key transition points and the range of opportunities available to develop independence and life skills.

Also highlighted were the quality of leadership, the strength of partnerships, a clear commitment to co-production and the dedication of the teams within North Lincolnshire which clearly helps children, parents and carers in our local communities.

But there is still more to do....



We will

- Continue to address areas for development identified in the Ofsted/CQC inspection letter
- Continue to address areas for development identified in our self-evaluation document
 - to improve outcomes particularly in the context of Preparation for Adulthood
 - to improve education outcomes, particularly for those at SEND Support
 - to ensure equity of expectation, access and support across all providers
 - further strengthen the Local Offer in certain areas of provision to ensure that there is stability in school and the community and for specific needs
 - further development of integrated commissioning and service provision in line with our One Family Approach through Integrated Children's Trust Board arrangements
- Continue to build on our strengths and strive to be even better
- Continue to evaluate our own strengths and areas for development to enable us to ensure children and young people have the best possible experiences and outcomes
- Continue to prioritise partnership and collaborative approaches
- Address the implications of the SEND and Alternative Provision Green Paper
- Prepare for the new SEND Inspection Framework, which is expected to be published later in 2022

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“Short Breaks is the only place R attends activities as the **staff just seem to 'get it'** and I do not feel embarrassed or shamed by them.”

- Parent feedback, Short Breaks Group Based

“**You keep my child safe, happy and he has learnt so much.** We are over the moon with the progress he has made.”

- Parent Feedback, St Luke’s

“**I don’t know how I could have got through it without your support.** The family are making massive strides now. I feel we’ve got a future.”

- Parent feedback to Tuition and Medical Needs Education staff

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“D and I are going to miss you being his main teacher, **you have helped him gain confidence in himself to try new things.** Thank you.”

- Parent feedback, St Hugh’s

“I just wanted to say **a huge thank you for C having this opportunity to thrive in the right environment for him,** he is excited about going to school and as a family we are so very grateful and happy. Just cannot emphasize enough how grateful we are, thank you.”

- Parent feedback to EHC Plan Co-ordinator

“The Cygnets is a home from home, the staff are like family to O. **It’s a place I know O is safe.**”

- Parent feedback to The Cygnets

“**I couldn’t wait to get to Short Breaks today** and was talking about it all day at school wondering what we could be doing today.”

- Child feedback, Short Breaks

“The team were always fantastic with T. **He is now more confident in his learning** and is happy to play and share with other children.”

- Parent feedback to Behaviour Support staff

“**We are more than happy with what you have provided.** He loves his communication book and he gets this out at home to tell us things. We also take it to his medical appointments. He is learning more Makaton signs at home too and he likes to show his aunty these.”

- Parent feedback, Speech and Language Therapy

Contact us:

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NORTH LINCOLNSHIRE COUNCIL

CABINET

Self Evaluation of the Experiences of Children in Need of Help and Protection and of Children Looked After and Care Leavers 2021/22

1. OBJECT AND KEY POINTS IN THIS REPORT

1.1 For Cabinet to note:

1.1.1 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 (self-evaluation) 2021/22

1.1.2 key impacts, progress and highlights; and

1.1.3 the areas that were identified for further implementation, review and transformation

2. BACKGROUND INFORMATION

2.1 The Ofsted framework for inspecting local authority children's services, published in November 2017, and updated in August 2020, includes "local authorities sharing an annual self-evaluation of the quality and impact of social work practice".

2.2 The self-evaluation is utilised by Ofsted to inform and identify areas for further exploration within the inspection framework including through focused visits that look at a specific area of service or cohort of children, full inspections (standard or short) where judgements are made and joint targeted area inspections (JTAI). It also forms the basis of the annual engagement meeting with the senior leaders across services to children.

3. OPTIONS FOR CONSIDERATION

3.1 This report is to inform Cabinet regarding 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.

3.2 Building on a strong base articulated in the self-evaluation 2020/21, the self-evaluation update highlights 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 has also confirmed the continuing positive progress throughout the year.

- 3.3 Children, young people, families and communities have remained as the centre of all we do. We have continued to respond 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 protect our workforce. It has enabled us to continue the excellent progress in achieving our ambition for children to be in their families, in their schools and in their communities.
- 3.4 In our 2020/21 self-evaluation, we identified key developments for continued improvement. Examples of impact articulated in the self-evaluation 2021/22 are:
- **Supporting Families programme:** This is closely aligned with our One Family Approach and has been welcomed across our key partnerships as an opportunity to strengthen whole family working. In 2021/22, 220 families have been helped to achieve and sustained improved outcomes resulting in a successful claim
 - **Case management system:** A detailed procurement exercise is progressing with the aim of replacing the long established CareFirst case management system. Intended benefits includes a greater scope to meet the needs of children and families; the delivery of seamless services to children and families; reduced duplication and better enabling for people to tell their story only once
 - **One Family Approach Hub:** The hub is working in partnership with families to equip them with the skills they need to build resilience and empower them to be independent of services. As at end 2021/22, the hub was working with 61 children from 29 families, all of which are being supported to remain together
 - **National Referral Mechanism (NRM) Pilot:** North Lincolnshire were successful in the bid made for the NRM pilot. The pilot and associated funding has been extended until March 2023 enabling more timely and robust decision making
 - **Risk outside the home (ROTH):** The new ROTH approach builds on strong local foundations developed over years, to respond to challenge of exploitation, missing children, harmful sexual behaviour and country lines. Complexities and crossover of the types of ROTH are better understood and there has been proactive partnership intervention and disruption
 - **Workforce development:** We continue to focus on recruitment and retention across our social work teams. This includes a commitment to work with Frontline as well as a range of initiatives aimed and enhancing practice and the skills of our workforce i.e. via social work apprenticeships, 'growing our own', and continuous professional development. The very large majority of children in care benefit from a consistent social worker
- 3.5 We have also maintained and enabled additional investment across the system in relation to early help and prevention; the front door; leadership capacity; workforce; fostering capacity; corporate parenting support; development of the Youth Justice Partnership; investment in Safeguarding Organisation; and Independent Scrutiny.

- 3.6 From a leadership and management perspective, examples of key progress and highlights include:
- There have been recent changes to the Council's senior leadership team, and there continues to be a strong, consistent and experienced team of senior officers and services leads, and through agile leadership, system leaders have taken collective responsibility for outcomes
 - We have continued to represent the place of North Lincolnshire at a wider level including via the Independent Review of Children's Social Care (including through the Local Design Area Review visit)
 - There has continued to be a focus on systems leadership and ongoing development and innovation across our key partnerships and boards
 - Through the Children and Young People's Partnership, there is an ongoing focus on strategic voice and rich examples of consultation, collaboration and co-production
 - Outcomes of assurance activity has demonstrated that we have continued to maintain standards and that the quality of practice is strong leading to positive outcomes for children and families
- 3.7 From a children in need of help and protection perspective, examples of key progress and highlights include:
- Children and families continue to benefit from targeted preventative support
 - Overall, demand at the front door has continued to be managed and there has been increased management assurance and oversight
 - There has been a continued focus on hidden harms, seeking assurances of partnership responses to babies pre-birth to 2 and in relation to emotional wellbeing
 - There is extensive evidence of effective multi agency practice and decision making, as seen within performance and populations data and the feedback from children and families
 - The Children's MARS education and training programme is responsive to emerging need and the training offer has been enhanced in year as appropriate with positive feedback
 - The Youth Justice Partnership have further enhanced their integration of services as reflected in the updated Youth Justice Plan
 - There continues to be a focus on vulnerable children in education to raise awareness of the importance of education, raise aspirations and build confidence and resourcefulness
 - Council targeted family support teams now deliver a strong reducing parental conflict offer, from a number of trained practitioners
- 3.8 From a children in care perspective, examples of key progress and highlights include:
- All children in care have bespoke care plans capturing their holistic needs and care planning is swiftly explored, with timely decisions made for permanence
 - By using the 'you say who' model, children have made reconnections with family members and people that are important to them
 - There has been investment in fostering recruitment marketing and a review of the applications process which led to an improvement in the number of enquiries received

- No children were placed with external foster carers or in residential provision within the period
- We have strengthened our transitional work for young people aged 15 and above to capture the drive for high quality initial pathway planning
- Corporate parenting continues to be robust and corporate parents have continued to deliver against the corporate parenting promise
- The Independent Visitor scheme has strengthened with the recruitment of new volunteers and there is a stronger focus in children in care reviews
- As part of the Family Adoption Links regional adoption agency we have continued our focus on the recruitment and assessment of adopters and we are projected to exceed last years' approvals

3.9 From a care leavers perspective, examples of key progress and highlights include:

- We have invested in the workforce, including new Personal Advisor, Social Worker and Practice Supervisor posts. Prioritising the help and support to care leavers, developing strong and trusting relationships and contributing to strengths based, relational practice and management oversight
- There has been a continual drive on pathway planning and we have worked across the council to successfully acquire external funding to deliver aspirational events and activities to support their thinking and promote engagement in education, training and employment
- We have further developed our accommodation provision for care leavers, including the quality of accommodation and ongoing maintenance and management

3.10 Further to the completion of the self-evaluation 2021/22, and the publication of some significant policy drivers, in addition to and aligned with the ongoing actions identified above, moving forward, there will also be an amplified focus on the following areas for implementation, review and transformation:

- Strengthening the quality of the local offer through the SEND and Alternative Provision estate
- Development of youth provision in the area utilising Youth Investment Fund investment
- Replacement of Social Care and Aligned Systems
- Implementation of Complex Care Campus
- Structuring and designing the Family Help Offer
- Children and Families transformation to take account of key policy drivers, including (but not exhaustive) the Independent review of children's social care, the Child Protection in England: National review, SEND and Alternative Provision green paper, Schools white paper and the Attendance guidance
- Lifelong offer for Care Leavers
- Workforce development, recruitment and retention (with a specific focus on working proactively and creatively to respond to the challenges pertaining the recruitment and retention of social workers; and to maintain an effective workforce that prioritises the experiences and outcomes for our children, young people and families)

4. ANALYSIS OF OPTIONS

4.1 None, this report is for information only.

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

5.1 None, this report is for information only.

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

6.1 None, this report is for information only.

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

7.1 None, this report is for information only.

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

8.1 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 outlines the impact and outcomes of voice and engagement activity with children, young people and families.

9. **RECOMMENDATIONS**

9.1 For Cabinet to note 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.

DIRECTOR OF CHILDREN AND FAMILIES

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Date: August 2022

Background Papers used in the preparation of this report:

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

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Self-Evaluation of the Experiences of Children in Need of Help and Protection and Children Looked After and Care Leavers

2021/22

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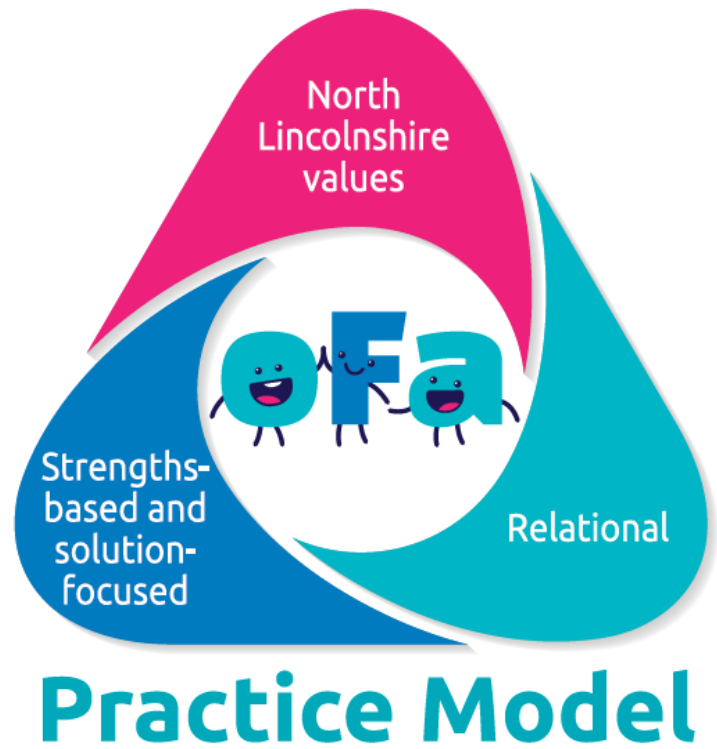
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Introduction

Welcome to our North Lincolnshire Council Self-Evaluation Progress Update of the Experiences of Children in Need of Help and Protection, and of Children Looked After and Care Leavers between 1 April 2021 and 31 March 2022

We have high expectations of ourselves, our partners and for our children and families and through our One Family Approach we continue to build a system that works for all children and families through the fewest, best interventions, leading to whole family turnaround. Our shared ambition for children to remain in their families, in their schools and in their communities continues to be underpinned by our One Family Approach Practice Model.

This document sets out the local context and our ambition for children and families; provides an overview of our progress during 2021/2022 against the key areas for continued development; up to date performance data; and an updated position regarding areas of practice, impacts and outcomes for children and families in North Lincolnshire. It also articulates our continued commitment to listening, learning, reviewing and adapting and identifies our ongoing areas for further consideration and development.



Our Vision and Strategy

- Under the auspicious of the Council Plan, as a Council and working with partners, we are ambitious for North Lincolnshire and we want our area to be the **#BestPlace** for our residents. We have high expectations of ourselves and upon making sure our children, young people and families are **safe, well, prosperous and connected**
- Through our One Family Approach, we want to **create a system that works for all children, young people and families** so that children can be **in their families, in their schools and in their communities**
- We have articulated our ambition for children, young people and families in our multi agency [Children's Commissioning Strategy 2020/24](#) which is overseen by our Integrated Children's Trust, chaired by the Director of Children and Families and vice chaired by the Chief Operating Officer for the North Lincolnshire Commissioning Group
- The [Helping Children and Families in North Lincolnshire 2020/24](#) document sets out our local definitions of need, in line with our organisational model and the [Children's Challenge 2020/24](#) provides the basis for challenging and supporting partnership action
- These documents articulate the organisational model and how we should work to shape services for children and families. This message is consistent and embedded throughout key strategies and plans across North Lincolnshire e.g. in relation to early years, emotional wellbeing and mental health, special educational needs and disabilities and children in care and care leavers
- The council and its partners have continued to prioritise vulnerable children, young people, young adults and their families by investing sufficient capacity and resources which reinforces our ongoing commitment for children and families to be at the centre of all we do and our focus on improving outcomes

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Summary of investment in services

Since 2017, we have maintained and enabled additional investment in:

Where	What	Impact
Early Help and Prevention	<p>Integrated family support services within the children's centre offer</p> <p>Established the One Family Approach Hub team</p>	<p>Upskilling of children's centre staff and greater capacity for leading multi agency plans for families to prevent escalation and for those stepping down</p> <p>Brought together staff with family support and residential care backgrounds with the aim to enabling families experiencing crisis to continue to care safely for their children</p>
Front Door	<p>Established the daily PIT Stop meeting</p> <p>The council received Home Office funding to be part of the NRM pilot</p> <p>Further strengthened leadership, scrutiny, assurance and oversight, including independent scrutiny</p> <p>Investment in the workforce and a range of opportunities for continual professional development</p>	<p>Opportunity for partners to meet to ensure the earliest intervention is provided to children and families and prevent escalation</p> <p>Training opportunities and information sharing to ensure robust and timely decision making for children where there are concerns of human trafficking and modern slavery</p> <p>Helped to ensure consistent identification of need and intervention and enabled impartial oversight of practice, identification of areas of excellence and areas of learning to ensure best practice is consistently achieved for children and families</p> <p>Staff have access to professional guest speakers, reflective forums, bespoke debrief sessions and teams days to further enhance their practice</p>
Leadership Capacity	<p>Built in Assistant Director roles within Children and Families Senior Leadership Team (for Children's Help and Protection, Children's Standards and Regulation and Education)</p>	<p>Provides additional system leadership within Children and Families and across the wider council and partnership in relation to children and families in the context of whole family working</p>
Workforce	<p>Upgraded LADO role to better reflect the accountabilities of the managing allegations functions</p>	<p>Helped to ensure retention of permanent high quality staff</p>

Summary of investment in services

Where	What	Impact
Fostering Capacity	<p>Enhanced management capacity across fostering and commissioning services</p> <p>Increased capacity to focus on fostering recruitment and marketing</p>	<p>Prioritised the sufficiency of local care provision and reflects our ambitions that children live in their families, schools and communities</p> <p>Specific focus on recruitment, assessment and approval of foster carers; a speedy and effective response to all enquiries which has contributed to the increase in the proportion who progress from enquiry to assessment; and a strong presence in the local and wider communities that encourages people to consider fostering</p>
Corporate Parenting Support	Created capacity to build and develop our Corporate Parenting offer	Will co-ordinate and support the delivery of the Corporate Parenting promise
Development of the Youth Justice Partnership	Enhanced management capacity across the Youth Justice Partnership to provide enhanced oversight, leadership and quality within the service	Further development of the wider partnership ensuring that prevention and holistic working via the fewest best interventions continue to be embedded and developed
Investment in a SPACE service	Through the creation of a SPACE service (Strategy, Policy / participation / performance / partnership, Assurance, Children and Evaluation), we have developed capacity to further enable the robust effectiveness, standards and regulatory framework relating to children and families	Lead, driven and developed a range of functions under SPACE, for example the development of key strategic drivers; a project approach to the ongoing development and implementation of the OFA; maintaining and developing our ongoing focus on strategic voice; maintaining and developing partnership and governance arrangements; developing data, performance and analysis to underpin practice delivery contributing to demand management and service development; and maintaining and developing scrutiny and assurance processes leading to service and practice developments
Independent Scrutiny	Continued investment in the independent scrutiny of practice within Children's Services and through our local Children's MARS arrangements (over and above internal assurance framework).	<p>Enabled clarity regarding areas of strength and good practice and enabled a clearer focus on specific areas for improving practice.</p> <p>Overall, the independent scrutiny has demonstrated strong local practice and collaborative working from a flexible, skilled and knowledgeable workforce to achieve positive outcomes for children and families. For further impacts, see slide **</p>

About our children and young people

North Lincolnshire has a population of 172,005 (mid 2018 ONS population estimate). This has risen steadily since 2005 and projections indicate a continuing growth of 3.68% over the next 25 years. Based on the office of national statistics 2018 mid-year population estimates, it is anticipated that 47,492 young people under the age of 25 years are living in North Lincolnshire, of these 37,491 are aged 0-18.

As at January 2022, there are 24,774 children on a school roll. In March 2022, 90% of schools are currently judged Good or Outstanding by Ofsted. 100% of schools have been judged by Ofsted to have effective arrangements for safeguarding children. 99% of early years education and childcare settings that have been inspected by Ofsted have been judged as Good or Outstanding

As at January 2022 the proportion of children eligible for and claiming free school meals:

- In primary schools is 26.9% (national 21.6% - 2021)
- In secondary schools is 25.2% (national 18.9%- 2021)
- In special schools is 42.2% (national 43.2% - 2021)

Between 2016 and 2020 the North Lincolnshire primary school black and minority ethnic cohort has increased from 15.2% to 17.7%, and in secondary schools from 11.9% to 14.1%.

As at January 2022, 13.1% of the pupil population in North Lincolnshire were identified as having SEN support, with 3.1% having an EHCP. Nationally in 2021, 12.2% of pupils were identified with SEN Support, with 3.7% having an EHCP.

Between 2016 and 2022 the North Lincolnshire primary school black and minority ethnic cohort has increased from 15.2% to 19% and also increased in secondary schools from 11.9% to 14.9%.

Current context and key headlines

The COVID-19 pandemic has created new challenges for children and families, and in the delivery of services to offer help, support and protection for the most vulnerable. It has also created opportunities for innovation and improvement, as seen in a number of developments for children in North Lincolnshire, reflecting the agility, responsiveness, and creativity of leaders and the workforce.

Between 1 April 2021 and 31 March 2022, business continued across all functions, whilst simultaneously adapting and supporting the overall COVID-19 recovery response. In line with changing Government guidance, and as deemed appropriate, there continued to be face-to-face direct work and relationship-building with children and families in need of help and protection. This has been underpinned by local visiting guidance which has been regularly updated to reflect the current position.

Children, young people and families have shown tremendous resolve and resilience in these challenging circumstances leading to stability and positive outcomes, including our children in care and care leavers. Our staff and those who work closely with us, foster carers, carers and partners, have shown immense care and collaboration through this time, in their ongoing passion, drive and commitment to helping children, young people and families improve their outcomes.

We have continued to respond to the needs of individuals and diverse communities, prioritising the most in need, to help and protect children, young people and families. We have also supported and protected our workforce, in relation to capacity and in terms of their health and wellbeing. This enabled continued progress in achieving our ambition for children to be in their families, in their schools and in their communities

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

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. Numbers of early help assessments for the year continue to show an increase, the impact of this is seen in the low rates of referral and ultimately the comparatively low rates of child protection plans and children needing to become looked after

Front door enquiries, contacts, referrals, repeat referrals and assessments by children’s services have remained consistent overall evidencing the drive to ensure children and families are supported at the right level and at the earliest opportunity

Children in North Lincolnshire who are in need of help and protection make good progress, and are supported to live safely within their family network

The children in care population is at its lowest level since before the end of 2015/16, which reinforces our ambition for children to be in their families, in their schools and in their communities

We have further reduced the number of children in external foster care and residential provision enabling them to remain connected to their local support networks and community

Children in North Lincolnshire who are in need of help and protection make good progress, and are supported to live safely within their family network. There are fewer children in need cases demonstrating the successful work completed with the family

The number of children entering the youth justice system as ‘First Time Entrants’ continues to be low and a high proportion of cases are prevention and out of court disposals demonstrating the success and effectiveness of the preventative approach

Progress against 2020/2021 actions

Supporting Families Programme

The programme has been welcomed across the Integrated Children Trust (ICT) and Children’s Multi Agency Resilience and Safeguarding (MARS) partnerships as an opportunity to strengthen the North Lincolnshire focus on whole-family working, building resilience and enabling early help, due to its close alignment with our One Family Approach.

A One Family Approach Supporting Families Steering Group has been established to draw together the delivery of our One Family Approach and the Supporting Families Programme.

The steering group has specific workstreams aimed at developing our integrated whole-family working, data maturity, and early help system - in line with our aspiration to ‘create a system that works for all children, young people and families’

In 2021/22, 220 families have been helped to achieve and sustain improved outcomes resulting in a successful claim (in line with the local target set)

Case Management System

A detailed procurement exercise has commenced with the aim of replacing the long-established CareFirst case management system.

The project aims to identify opportunities for integration across a range of systems in order to strengthen recording practice and data flow, improve the practitioner experience, and give greater access for children and families to access their plans and records.

Central to the developing specification is the requirement to maintain strong data functionality and there will also be continuous improvement and flexibility in the use of systems, records and data. Flexibility which will enable more streamlined access to data, reduced data entry and improved data quality

Intended benefits includes a greater scope to meet the needs of children and families; the delivery of seamless services to children and families; reduced duplication and better enabling for people to tell their story only once

Progress against 2020/2021 actions

One Family Approach Hub

This provides a strengthened offer to families with children on the edge of care and/or who are experiencing crisis that may result in family breakdown and harm.

The ethos of the service is to provide enabling, intensive, and flexible help that builds resilience, confidence, and motivation to change, using a strengths-based and relational approach in line with the One Family Approach Practice Model.

The team is made up of staff with a range of skills including from a residential care background, offering intensive outreach support and interventions. There is the potential for the team to provide residential care for children who may need to be looked after for a short period within the One Family Approach Hub as part of a plan to prevent harm and effect change to enable reunification (pending registration as a children’s home)



As at end 2021/22, the OFA Hub are working with 61 children from 29 families, all of which are being supported to remain together. All of the families were identified during an assessment or following a contact referral, where a Hub worker was allocated alongside a social worker to undertake direct and immediate work to de-escalate crisis or restore children within their families and work to strengthen relationships within the home

National Referral Mechanism Pilot

North Lincolnshire Council were successful in the bid made for the National Referral Mechanism (NRM) pilot. This has sharpened the response and timely decision making around the grounds for an NRM outcome for children who have experienced modern day slavery and human trafficking.

The Modern Day Slavery co-ordinator has developed a training package for the workforce to ensure high quality national referral mechanism referrals are submitted.

A multi-agency evening of action took place in July where workers from children services, police and safer neighbourhoods visited hot spot areas and properties to disrupt activity and raise awareness in the local community.

Submissions have been made and accepted by the Home Office and it is planned to embed this approach into mainstream practice following the pilot.



The NRM pilot and associated funding has been extended until March 2023, the impact of this devolved partnership decision making for children is that more timely decisions can be made in comparison to timescales within the SCA, with decisions being made under 45 days for conclusive grounds. There is also a strength to the decision making being undertaken by partners who understand the local picture and exert practice wisdom to the decision making for the children

Progress against 2020/2021 actions

Risk Outside the Home approach

There has been a continued focus on risk outside the home across the partnership, and following consultation with partners and families, the local approach has been reviewed and refreshed and is now based around three 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

The approach builds upon the strong local foundations developed over several years in response to the challenges of exploitation, missing children, harmful sexual behaviour and county lines, using the One Family Approach as a framework for core principles and practices underpinning how we tackle extra-familial harms.

The North Lincolnshire approach to risks outside the home not only draws upon years of local learning and experience about ‘what works’, it has also been shaped heavily by the views of children, young people and families

Transforming Places

There are ongoing partner arrangements to transform the spaces and identified hotspot locations with risks linked to criminality and exploitation within North Lincolnshire to enhance community resilience and reduce risk. Transformations have included enhancing the overall aesthetics and accessibility in specific areas, building ‘community guardianship’ through awareness raising and education, additional CCTV, increased foot patrols by police and safer neighbourhoods, community engagement, additional ANPR cameras within hotspot areas



Risk has reduced for children identified as at risk of / experiencing exploitation

Community resilience and guardianship has been strengthened by equipping the public, local business and organisations with the skills to identify the signs

Children who have experienced risk outside the home have co-produced training on the signs to spot and the harm caused by exploitation. This has been delivered across the workforce and partnership, to neighbourhood watch groups, faith and community groups, low budget hotels, business in hotspot locations and the night-time economy to build community guardianship

The use of the child exploitation vulnerability tool (CEVT) and mapping of key themes within Partnership Integrated Triage (PIT) Stop and MACE has enabled new and emerging risks are identified earlier and target proactive early intervention work to prevent this

The National County Lines Coordination Centre and the Regional Organised Crime Unit have given credit to North Lincolnshire around the best practice and outcomes achieved

The children in custody protocol has been developed to ensure children are supported as victims, their needs are met early, their voices are heard and joint planning for children at these reachable moments

The complexities and crossover of the types of risk outside the home including online exploitation and serious self-harm are understood across the partnership and a sharpened focus has been given to children’s emotional wellbeing and mental health including the impact of trauma and recovery

There has been proactive partnership intervention and disruption using a range of disruption measures, civil powers and criminal offences such as Child Abduction Warning Notices, Sexual Harm Prevention Orders, Closure Orders and increased police presence in hotspot areas

Progress against 2020/2021 actions

Workforce Development

We continue to give the highest priority to maintaining the optimum environment and support for social work and social care practice to thrive. Key to this is continuing with our focus on recruitment and retention across our social care teams. This includes a commitment to work with Frontline as a central part of our strategy to recruit and develop social workers, and an ongoing commitment to a range of initiatives aimed at enhancing practice and the skills of our workforce. Examples of the continued progress on this include:

- **Social Work apprenticeships** as a means of continuing to increase the qualified social work workforce whilst developing career pathways and professional development opportunities for family support staff who wish to follow this route. Since April 2021 a further member of staff, from the youth justice partnership, has successfully commenced a Social Work apprenticeship
- We continue to **'grow our own' talent through** supporting a range of routes into social work through working in collaboration with partners, HEI's and other national social work education providers (such as Step up to Social Work) to maximise recruitment and retention of social work professionals. As part of this, we have had our first cohort of Frontline participants join us in September 2021 as we embark on our journey with the Frontline programme to support the recruitment of social workers. With this it has brought development opportunities for our existing staff with the Consultant Social Work role and Deputy Consultant Social Work role. We are now progressing with plans for a second year of engagement with Frontline
- We continue to work in collaboration with the **Step up to Social Work programme** and 4 students joined us in January 2022
- We have continued to offer blended and **extensive continuous professional development** opportunities including face to face and virtual training to enhance the skills and knowledge of our workforce to ensure we have a competent workforce. Adapting to using virtual platforms has proved invaluable during COVID-19 ensuring our workforce still have excess to a wide range of training. Feedback from training has evidenced that staff have found the training calendar to be motivating, relevant to practice and has boosted confidence levels in ability and skills to apply to practice
- We have developed **practice themed months** for our workforce to cascade training opportunities in the form of smaller workshops with Bite Size learning. These have commenced in November 2021 and have complemented the training that we currently have in place. These workshops have been received well by the workforce and feedback has been provided on how accessible these have been for all

As part of our ongoing focus to create the conditions for social work and social care to thrive, we have also continued to engage with staff, monitor key workforce measures and performance indicators and prioritise workforce planning and support

Average caseloads have continued to be managed and have reduced from 19 on 31st March 2021 to 17.1 at the end of March 2022

The vast majority of social workers are permanent employees of North Lincolnshire Council. The use of agency social workers has been minimal and appropriate to maintain capacity where needed in the context of a wider focus on recruitment

A very large majority of children in care benefit from consistent social workers and in 2020/21 only 2.4% of children in care had more than 2 social workers

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Thematic practice developments

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 **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
- A strengthened focus on **engagement with fathers** 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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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 **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 SALT pathway**, and universal training across the sector into infant mental health, Solihull approaches and attachment means children needs are identified and met sooner

Thematic practice developments

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. 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 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 Children’s Help and Protection Pathway lead officers meeting and 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 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 for and initial roll out and implementation of Mental Health Support Teams (commencing early 2022)
- 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

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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 receipt of formal therapeutic support

Corporate and political leadership

During 2021, there were some changes to the Council's senior leadership team. Our core values and strategic direction remains consistent, focussing on North Lincolnshire being the best place for our residents and where children, young people, families and communities are at the heart of all we do. The previous Director of Learning Skills and Culture took up the position of Chief Executive and the previous Head of Children's Social Care (Deputy Director) took up the post of Interim Director of Children and Community Resilience (DCS) in August 2021 before subsequently securing the position of Director of Children and Families (which formally commenced in January 2022). These longstanding senior leaders in the Council bring with them a wealth of experience and proven outcomes in system leadership in relation to children, families, schools and communities.

Work has progressed at pace to formalise the underpinning children and families structure, and the senior leadership team continues to be supported by a strong, consistent and experienced team of senior officers working to a strengths-based leadership model which promotes a collective commitment to improved outcomes for children.

The Leader of the Council (previous Lead Member for Children) and Lead Member for Children (locally the Cabinet Member for Children and Families) continue to provide high challenge and high support to ensure that there is an ongoing focus on improving practice leading to better outcomes for children and families. Examples of key decisions taken through democratic services to demonstrate this are:

- Extended the support to families through the Local Support Grant
- Agreed the One Family Approach Hub Statement of Purpose
- Supported the proposals for consultation to further develop the Children and Young People Family Support Offer
- Endorsed the Domestic Abuse Strategy 2021/24 and Youth Justice Plan 2022-2024
- Supported an open door policy for all Care Leavers regardless of their age and refreshed the Care Leavers financial policy
- Continuing to ensure strong and inclusive education settings meet the needs of all children including the most vulnerable through investing into school improvement

A training and development session was held for Heads of Service, service leads and service managers across the Council to provide an opportunity to further raise awareness and enhance understanding of:

- the scope and functions of the Safeguarding Organisation Group
- the safeguarding assurance measures in relation to inputs and outcomes of safeguarding practices
- safeguarding statutory frameworks and associated pathways
- the roles and responsibilities of specific individuals and cross Council teams and services

The Cabinet Member for Children and Families continues to chair a number of key boards and partnerships including the Children and Young People's Partnership and the Corporate Parenting Board at which she provides high support and high challenge to Council officers and their partners.

The Cabinet Member for Children and Families also continues to be a member of the Children's MARS Board, Schools' Forum and the Education and Special Education Needs and Disabilities (SEND) Standards Board and will take up membership on the Domestic Abuse Partnership Board from the November meeting.

Senior leaders and managers across Children and Families have attended Places and Governance scrutiny panels as well as Children and Education scrutiny panel, which has demonstrated amplified assurance in relation to Children and Families and oversight across the breadth of the Council's democratic and scrutiny arrangements.

There has continued to be regular meetings between the DCS and the Cabinet Member for Children and Families through informal briefing meetings as well as formal democratic meetings and other partnerships, boards and events.

The DCS continues to take up their statutory role on key boards at which there are opportunities for high support and high challenge. The DCS has the chairing role at the Integrated Children's Trust, Children's MARS Board and SEND Standards Board, as well as a membership role on the Health and Wellbeing Board, Corporate Parenting Board, Education Standards Board and Domestic Abuse Partnership Board. The DCS also continues to have a systems leadership role on the Place Partnership as well as the strategic lead for the Children and Young People's Partnership.

There continues to be a focus on children being 'everyone's business' across the Council's senior leadership team, with a strong core (commissioning, finance, IT, HR etc) equally responsible as one team for improved outcomes. The 'One Council' approach enables Directors, Assistant Directors, Heads of Service and Principal Officers to work together to improve outcomes for 'all our children'.

The North Lincolnshire Council Chief Executive is the lead Chief Executive for Humber and North Yorkshire Integrated Care Board, representing all Chief Executives across the areas and maintaining paramouncy of place.

Agile and responsive leadership

Across North Lincolnshire, there remains a collaborative leadership approach to providing and commissioning information, support and services. This is underpinned by a 'no walls' system leadership approach where leaders and managers have a clear accountability framework though there is a shared responsibility to achieve outcomes for our children and families.

System leaders across children's services take collective responsibility for outcomes, deploying staff flexibly in response to changes in need and demand. An example of this has been support across services to ensure robust staffing capacity and continued strong practice and decision making in line with practice standards and levels of need.

Working under the auspices of the Government's roadmap and local guidance, leaders and managers across Children and Families have responded to the needs of children, young people and families and utilised available settings and resources to encourage and support face to face meetings, group work and visits in line with specific needs and circumstances. Leaders and managers have also enabled the conditions for front line practitioners and managers to come together for reflective discussions and to contribute to positive emotional health and wellbeing



- This has meant continued service delivery and high-quality intervention with children and families
- Consistently high levels of manager oversight and assurance
- Continued practice developments to enhance the skills of the workforce and ensure a stable and resilient workforce

Wider influence

North Lincolnshire Council have represented regional children's services within the Humber Coast and Vale Health and Care Partnership mental health and emotional wellbeing workstreams. The focus of these groups is on improving service delivery and consistency of outcomes, by sharing best practice across the region as Clinical Commissioning Groups transfer to the Integrated Care Systems.

The DCS has taken up membership on the Association of Directors of Children's Services (ADCS) including business meetings, which have recommenced alternately as face-to-face meetings. Relationships have also been maintained through informal 'keeping in touch' meetings and there have also been opportunities to engage in meetings and contacts with the Department for Education and Local Government Association to represent the North Lincolnshire and regional perspective.

North Lincolnshire Council has a regular presence at a number of ADCS policy committees and working groups, for example the Workforce Development committee, in which we have helped to shape policy responses to recent issues including regional agency social worker protocols and the Independent review of children's social care 'Case for Change' document.

North Lincolnshire was selected as one of ten local design areas to contribute in the Independent Review of Children's Social Care. In October 2021, the review team visited North Lincolnshire and met with over 100 leaders, managers and practitioners across the workforce, as well as children, young people and family representatives. The visit was an opportunity to help shape and influence the findings and recommendations of this key national review. There was positive feedback from contributors regarding their engagement in the visit and from the Review team regarding the North Lincolnshire system. Members of the Review team specifically articulated that they felt there was 'a genuine desire to put families first threaded throughout', that 'it was exciting to see the value of relationships' and 'to see just how passionate people were in a really authentic way'. In addition, we have also contributed to the Independent Review of Children's Social Care 'call for ideas' in which we submitted two ideas focussed around 'deploying a local whole system approach' and 'developing meaningful controls for social work agencies'. The North Lincolnshire 'You Say Who' approach was selected for inclusion in the composite report from the local design area visits, as well as featuring in the main report from the Independent Review of Children's Social Care

'Place' system leadership and partnerships

Integrated Children's Trust

The Integrated Children's Trust (ICT) is an executive function of the North Lincolnshire Place Partnership (sub committee of the Humber and North Yorkshire Integrated Care Board) and is the singular vehicle for developing our integrated approach and commissioning intent in relation to health, social care and education for children, young people and families. The ICT is chaired by the Director of Children and Families, who links into the Place Partnership, along with other ICT members including the Children and Families Cabinet Member and NHS Place Director.

The ICT endorsed the revised One Family Approach outcomes framework which clarifies the agreed system health measures, education and population profile and the specific impacts that will be experienced by families wherever they are in the system. The outcomes framework includes a range of 'I statements that articulate how families will best experience the system. There has been progress against the 'shine a light' areas of focus and work is underway to refresh the Children's Commissioning Strategy.

Community Safety Partnership Board

The Community Safety Partnership (CSP) Board has continued to endorse grant funding opportunities to extend the local offer of support and interventions. Work has progressed to develop the CSP - Partnership Plan, which has been further refreshed to take account of a change in Police and Crime Commissioner, and in which they have identified 'safeguarding the vulnerable from exploitation' as being one of the key outcomes for the partnership

Youth Justice Strategic Partnership Board

The board has endorsed the Youth Justice Plan which clarifies our local intent to deliver improved outcomes for some of the most vulnerable young people with a focus on reducing anti-social behaviour and offending. Statutory Board Members have lead areas on which they report progress to the board. Collaborative work has been undertaken to develop the Children in Custody joint protocol which clarifies the role and responsibilities of each agency in relation to the detention of children and young people (and vulnerable adults) at the police custody suite

Children's MARS Board

The board has continued to meet, oversee and develop the Children's MARS arrangements and seek assurance regarding the standard of local implementation across the early help and safeguarding system. In 2021/22, there have been recent changes to the safeguarding partner representatives on the board and, as these were planned, the transition has been seamless with a continued strong commitment across the partnership.

The board have been assured that the pending changes to the Humber Coast and Vale Integrated Care System will not impact on the ongoing focus on 'place' and there will continue to be a place-based representative on strategic boards.

There has been an amplified focus on seeking assurance regarding children in care and care leavers and the board noted that the reduction in the numbers of children in care through the relentless ambition for children to be in their families, in their schools and in their communities.

The board has raised the challenge relating to self-harm and emotional wellbeing and requested CCG colleagues provide more context about the challenges in developing multi agency oversight of children at risk of self-harm and/or suicide. The CCG have responded by confirming their support to re-establish the Multi Agency Suicide and Self Harm Reduction Group.

The board has endorsed the Children's MARS Annual Report and the refreshed suite of documents, including the local arrangements, memorandum of understanding, scrutiny assurance framework and information sharing agreement

As required under the auspices of Working Together 2018, the Annual Report was submitted to the What Works Centre for Children's Social Care and the National Child Safeguarding Review Panel and all refreshed documents are published on the Children's MARS website. This key information was also disseminated to the Children's MARS stakeholder communication virtual group consisting of more than 300 leaders, managers and staff across the partnership ensuring they are aware of the most current local arrangements and can access up to date information.

Having been invited to contribute, the Board have now received updates relating to the research findings from the Department for Education relating to partnership working following the multi agency reforms.

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‘Place’ system leadership and partnerships

SEND Standards Board

There continues to be strong representation at the SEND Standards Board and a continued strong focus on and oversight of children and young people who have SEN/D and clear evidence of good practice and outcomes being achieved. Governance and accountability arrangements through the board are transparent, well-embedded and appropriately challenging (e.g. fixed term exclusion at secondary phase with a minority of schools and neuro-diversity pathway waiting times have been areas of specific focus which have received a positive response). The board has reflected on the outcomes of the SEND inspection report, in which there were no statements of written action, and which specifically referenced the strength of the board

Domestic Abuse Partnership Board

We have worked collaboratively to respond to the new statutory duties incorporated within the Domestic Abuse Act 2021 including the establishment of the board, for which the inaugural meeting took place in July 2021 and quarterly meetings thereafter. There is strong multi agency strategic representation on the board which reinforces our commitment to working towards our priority for individuals to be safe and well in their homes and in their communities. Overseen by the board, work has been undertaken to complete a domestic abuse needs assessment and strategy, both of which have now been endorsed by the board. The strategy was formally signed off through the Cabinet meeting at the end of September 2021 and the strategy was published on the Council website in October 2021, before the national deadline. A delivery plan has been developed and work is underway to drive forward partnership action to improve outcomes for victims of domestic abuse, children and perpetrators

Education Standards Board

Our partnership approaches to transparent mutual accountability for education standards with education sector and statutory partners monitors maintains oversight of performance and standards for schools. This includes outcomes in their broadest sense for groups of children including SEND and ethnic minority achievement, children in care, and oversight of the Virtual Headteacher role and it’s impact on improving outcomes for looked after children. Having previously focused on education recovery and renewal as a result of the pandemic, there is now a focus on developing a forward thinking Education Strategy

Corporate Parenting Board

Through the board, there remains a strong commitment to improving outcomes for children in care and care leavers. A self-evaluation undertaken in March 2021, demonstrated a positive local position regarding Corporate Parenting arrangements which is underpinned by the strength of Corporate Parenting across the partnership and positive outcomes for children in care and care leavers. There was also an opportunity to highlight areas for development and building on this, progress has been made to further strengthen our arrangements, for example:

- **membership being refined to take account of recent changes at system leadership level across the partnership and ensure appropriate representation**
- **collaborative work to facilitate Corporate Parenting Week 2021 at which partners formalised their recommitment to Corporate Parenting**
- **bespoke action plans are in place with champions to detail how their organisation continues to fulfil the promise**
- **there is an amplified focus on extending the offer to care leavers to enhance transitions and support into adulthood**

A board development session was held in March 2022 at which there was good LA and agency representation. The session focussed on four key areas including bringing corporate parenting to life across organisations and the workforce; engaging with the voice of children and young people; living the promise; and next steps. Discussions at the session identified key priority areas of focus for development and a development plan overseen by the board is underway.

Corporate parenting

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 and care leavers and report on their specific roles and actions to achieve the promise. Champions are supported this through the Corporate Parenting Champions Group

Examples of developments include:

- Working with partners on bespoke projects for our young people, including the Humber Outreach Programme funded Summer Aspirational Project. The success of this project has provided a springboard for future collaborative projects with colleagues from Learning, Skills and Culture. Summer aspirational events supported by colleagues in Participation and Achievement included:
 - 2 day 'industrial experience' at a local industrial site
 - an experience at a local airfield specifically around developing confidence, team building and communication skills
 - 1-day Personal Trainer experience taster session
- Emergency Services Event where children in care and care leavers spent an activity and information day with the Fire and Police services
- Corporate Parents within IT led on a project that has ensured that a local telecoms provider has committed to providing WIFI access to all care leaving accommodation in North Lincolnshire at no cost for 2 years, as part of their offer to our young people and the service
- A local College working with the CiCC to offer and develop a children friendly venue
- Employment and apprenticeship opportunities and support for young people to join the Police Cadets
- 'Take Over' event exclusively for children in care held at 20:21 Arts Centre which opened for Foster Families on a Sunday. The activities throughout the day included a range of musical instruments available to play with instruction from a music teacher, Karaoke, Band experience, Craft room and a local artist, Jason Wilsher-Mills, ran workshops teaching the children how he made his Changing Places art. The children were able to produce art which will remain on this App platform
 - 18 families attended the day. The children and carers spoke positively of the event and saw the children's confidence grow throughout the day. A large proportion of the families who registered care for children with additional needs demonstrating the inclusivity of the venue and the event
- The success of collaboration, as described above, has also directly contributed to more external agencies, business and organisations wanting to sign up to our Corporate Parenting pledge and be an active Corporate Parent, including local industrial training providers

Celebrating our children in care and care leavers

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 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. The week was great success and included support from partners across all areas including:

- All partners signing up to the Corporate Parenting Promise at a live event including the commitment to provide an open door for help and advice to care leavers whatever their age
- Partners supporting and attending the Awesome Kidz Awards, presenting prizes and certificates and the Awesome Autumn Factor talent show
- Support with events including the Bake-off with facilities provided by North Lindsey College, support with venues including 20:21, leisure facilities and staff to provide and support activities, funding bespoke activities including the Arcades, street sports and 5-a-side

Lead contributions to the week from within the Council included:

- Coordination of planning, information and communication and Arcade trip for young people – NLC Democratic Services
- Information / materials / web pages etc - NLC Communications Team
- Street Dance / Street Sports - NLC Learning Skills and Culture
- 20:21 activities/events - NLC Learning Skills and Culture
- Employability Event - NLC Learning Skills and Culture
- Awesome Kidz Awards/Autumn Factor (venue and arrangements, lights/sound/décor) - NLC Business Development
- COVID-19 safe protocols throughout - NLC Public Health and Health and Safety

The robust and effective approach to Corporate Parenting contributes to the improved stability of children in care and care leavers. It has enabled children and young people to be connected, contributed to their feeling safe through work with the emergency services, helped build self-esteem and improve confidence and enabled children in care and care leavers to increase employability and understanding of the workplace through the employability events.

Our collaborative work alongside local partners in the local telecoms industry has meant that our supported accommodation provided to our young people is WIFI enabled at no cost to our young people. This is supporting our young people to remain socially connected, develop essential life skill using the internet, as well as support their studies and employment searching. The remaining accommodation was also WIFI enabled during the early stages of 2022 (in line with the refreshed Care Leavers financial policy)

Continued support of Corporate Parents in promoting and communicating messages in relation to Fostering Recruitment and support also contributes to ensuring there is choice and flexibility in provision leading to increased stability, children developing positive, sustained relationships, reduced numbers of children placed with external providers and better outcomes for children and young people



Assurance and oversight

Assurance Framework

The Children and Families Assurance Learning and Development Framework Resilience articulates the arrangements for assurance and oversight across Children and Families, the Council and the wider partnership; delivery against our statutory and regulatory functions and progress against key areas of focus set out within our key strategic planning documents.

It also outlines our learning and development mechanisms, which consist of three elements:

- **Service user voice and engagement**
- **Performance, activity, compliance data and analysis**
- **Case audit, quality assurance and practice observations**

The assurance framework is also linked to and has a relationship with the Access and Inclusion assurance arrangements to encompass the breadth of assurance, learning and improvement across Children and Families and as an additional source of assurance pertaining DCS statutory responsibilities. Further work is pending to rationalise all assurance, learning and development arrangements across Children and Families.

DCS Assurance Events

There has been a continued commitment to undertaking DCS assurance events which provide a direct line of sight between the DCS, senior leadership team and front-line practice. Events during the period have focussed around child protection, the Single Point of Contact and Integrated Multi Agency Partnership, Children’s Disability Services, the Youth Justice Partnership, child exploitation, the experiences of children in care and care leavers and outcomes for ages 4 to 12. Overall, the events **demonstrated that we have maintained our practice standards and that the quality of practice is strong**, underpinned by a passionate, motivated workforce who work collaboratively to achieve positive outcomes for children and families. Areas for development are monitored through the monthly Case Audit Meeting.



Specific examples of impacts from young people and parents include:

- Parents benefitting from a consistent social worker, feeling listened to and able to share their views in key meetings i.e. core groups and conferences
- One parent, having left an abusive relationship, being supported through nursery provision, thus giving her time to adapt to being a single parent and access support
- One parent became alcohol free during the child protection plan and is proud of his journey and what he has achieved
- The work with the team helped the parent to manage and deal with their child’s behaviour
- Group work for young people has successfully continued throughout COVID-19 (in line with restrictions) i.e. for young people at risk of and/or experiencing child exploitation and those in the youth justice system with strong testimonials from young people and families regarding the positive impacts of services and support

We have now amplified the focus on communicating messages from DCS Assurance Events to the wider workforce via a 7-minute briefing, for which there has been positive feedback

Assurance and oversight

Independent Scrutiny

As part of our ongoing commitment to listening, learning, reviewing and adapting, we continue to take opportunities for independent scrutiny of our local arrangements and practice, from a Children's Services perspective as well as through our Children's MARS arrangements.

Children's Services independent scrutiny has included a review of six potential serious cases which did not meet the criteria for notification to the national Child Safeguarding Practice Review Panel. This concluded that decision making is robust, thorough and thoughtful. Over a series of independent scrutiny activities focusing on the front door there has been the **review of 186 case records including Single Point of Contact enquiries, contacts, referrals, re-referrals, strategy discussions and assessments**. This has highlighted consistent identification of need and proportionate intervention to meet this need and reduce risk, robust decision making and outcomes for children. Strong partnerships are well embedded and the key area of focus identified was regarding the further strengthening of strategy discussions to include live time recording, the analysis of partner information sharing and enhancing the specificity of safeguarding and investigation planning. Partnership training has been undertaken which included a workshop delivered by the independent scrutineer. Ongoing assurance frameworks have highlighted the impact of these developments in practice

Children's MARS independent scrutiny has included a case specific multi agency audit and practice learning line of sight event on a baby; a multi agency audit and practice learning line of sight event on four babies and young children aged 0 – 2; a **thematic assurance event on the front door** (which included the review of eight case records by two groups of Children's MARS Board representatives); a thematic assurance event to review the services in place for children where there is Harmful Sexual Behaviour that encompassed a multi agency audit and practice learning line of sight event on two cases of child sexual abuse (CSA) in the family environment. Four different independent scrutiny officers have been involved in leading these events.

Overall, the events (across Children's Services and Children's MARS) demonstrated strong local practice and collaborative working from a flexible, skilled and knowledgeable workforce to achieve positive outcomes for children and families.

Examples of key headlines from the latest Children's MARS independent scrutiny activity (in relation to CSA) include:

- The strength and utilisation of tools, interventions and research
- **Evidence of the impact of training on practice and application of learning from practice**
- **Relational working within the parameters of managing risk** and focus on keeping families together
- **Good co-ordination of plans and communication** between professionals
- Reflection that we have it right 'the right plan, the right people at the right time'
- Robust senior leadership oversight and assurance and reflection built into the system
- **Effective use of family solutions**

The Children's MARS annual report 2021/22 contains further reference to learning outcomes and areas for further consideration. Learning outcomes from all events have been shared across the children's services and wider partnership workforce as appropriate to raise awareness and shape and influence best practice. Any actions associated with areas for development are monitored through the Case Audit Meeting (Children's Services) and Safeguarding Pathway Learning and Improvement Group (Children's MARS) as required.

Assurance and oversight

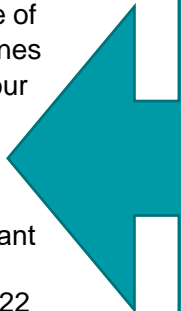
Independent Scrutiny

The national Child Safeguarding Practice Review Panel considered our local position regarding serious incident notifications. Our ongoing focus on quality assuring our local decision-making pertaining potential serious child safeguarding cases demonstrated that this level of scrutiny reinforces good practice whilst ensuring 'no complacency' and continuous learning. The same independent scrutiny will be undertaken in May 2022.

In addition, a **large scale review of the Children's MARS arrangements** has been undertaken in response to national cases. This extensive programme of independent scrutiny, led by four independent scrutiny officers from disciplines across social care, police and health, also served as our annual review of our local arrangements.

The review programme comprised of:

- review of agendas and papers for the Children's MARS Board and relevant sub groups
- viewing of a recording of the Children's MARS Board held in January 2022
- agency specific forums with practitioners and supervisors from safeguarding partner organisations, along with representatives from schools and settings
- **meeting with safeguarding partners and another with multi agency senior safeguarding leaders**
- **discussions with children, young people and families**
- desktop review of random sample of case records relating to referrals, re-referrals (including those from family members, friends, the public and anonymous), tracking of a selection of the aforementioned, and children in need, child protection and children in care cases that have been stepped down
- **multi agency practice learning event** focussing on case records of two children's cases



Overall, feedback has been overwhelmingly positive in terms of the robustness of the process and feedback also demonstrated strong practice and partnership working.

Independent scrutiny officers have led on developing a composite evaluative report, which will be shared with the Children's MARS Board and will ultimately serve as the independent scrutiny review of Children's MARS arrangements for 2021/22.

The report specifically referenced that:

- **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 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
- **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**
- 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

Eight recommendations were identified, some of which have already been commenced and an action plan will be developed and progress reported into the SPLIG and Children's MARS Board as appropriate.

Assurance and oversight

Internal Audit: There is a commitment to engaging in the Council's internal audit programme and recent audits include care leavers support; fostering and connected persons; section 17; children's direct payments; child protection conferences; youth justice; and regional adoption agency. In all cases, the residual risk was found to be low, and there has been substantial assurance on the effectiveness of the control environment and evidence of strong controls in place

Assurance systems and processes

A **Children's Services Systems and Leadership Confirm and Challenge** function has been established to provide an opportunity to bring together system leaders to provide peer to peer high challenge and high support.

This has been further strengthened during the period with **confirm and challenge meetings** established to focus on specific themes and functions across Children and Families, including pre-birth to 2, front door, child protection, permanence, and children in care. The meetings provide an opportunity to bring together key officers to provide additional, oversight, assessment and action as needed.

There has also been continued **Service Lead and Service Manager dip sampling, oversight and audit** of front door practice. Good practice is evident and areas of development have been shared and implemented.

There has also been **increased assurance in regard to children's services assessments** which include daily manager oversight, daily briefings, weekly senior management assurance meetings, implementation of updated reporting systems and increased supervision. This is to ensure responses to families are proportionate and timely and outcomes are robust including step out planning

Democratic Scrutiny

A services to children summary position and headlines update was presented to the **Children and Education Scrutiny Panel**. The panel acknowledged that our One Family Approach is permeating through conversations, behaviours, practice and outcomes for children; they were assured that performance and standards have been maintained across services to children; they also acknowledged key achievements; and were assured of progress in relation to education and renewal; all of which is contributing to improving outcomes for children and families.

The **Best Start Plan was also presented to the Children and Education Scrutiny Panel**. The panel acknowledged the plan which clarified the shared priorities and implementation plans, received an overview of the Early Years Outcome Framework and were assured regarding the arrangements for Imagination Library, staff training and development and multi agency working.

The **North Lincolnshire Youth Justice Plan was also presented to the North Lincolnshire Places Scrutiny Panel**. The panel was assured regarding the key partnership priorities, the shared vision and ambitions for children and that the North Lincolnshire Youth Justice Partnership is making good progress in achieving positive outcomes for children and the community

Oversight of unregulated provision

We have continued to strengthen our offer in relation to provision for older children in care, and children aged 16 / 17 presenting as homeless and requiring support. This has included updates to procedures for children in care and care leavers around expectations of practice, as well as dedicated practice standards that are tracked for all children who live in unregulated supported accommodation or other arrangements. This ensures there is: robust oversight on the cohort of young people, with a clear line of sight on their experiences whilst living in these arrangements; a focus on pre-placement procedures, which means that it is clearly evidenced that any young person moving into an unregulated provision is doing so when the plan has been robustly overseen and the decision making validated as in line with the needs of the young person; and a robust package of support in place prior to the young person moving to the accommodation and throughout whilst living there. We also continue to monitor the quality of accommodation through management inspections of accommodation, as well as weekly and monthly inspections by the dedicated property services team where required

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

The voice of children and their families is central to everything we do. **The Children’s Services 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 and Families Voice and Engagement Operational Group, will bring together service managers, to plan and co-ordinate voice and engagement activity and consider emerging themes and areas for action.

A summary of voice and engagement activity and impacts in 2021/22 has been developed, the focus of which is on general participation and consultation activity, thematic consultations and child and family feedback.

Thematic consultation

In addition to individual, team and thematic collaboration, feedback and consultation, we also undertake service wide thematic consultation on key themes. During the period these included emotional well-being and support in education and training.

The first, concluding in June 2021, focused on emotional well-being and how this is supported including whether children feel they have someone to talk to about how they feel, both in their home and their schools/colleges; how they access support and information and whether they find it helpful; awareness of community-based groups and activities and preferences in how they receive and access information

407 children and adults provided their feedback to the consultation. Key themes and learning identified included:

- The very large majority of children and young people shared they have someone to talk to at home and wider networks
- The large majority also shared that they have someone to talk to in school/college
- Children identified additional social and physical activities that they accessed that were helpful and enjoyable, others said that they preferred to spend time with their friends or reading and playing games
- Children and young people preferred a variety of differing means of involvement with face-to-face being the significant preference. Children also said that they liked the use of social media/text and on-line tools with some examples where children said they liked letters and email
- The large majority of parents/carers responding to the question indicated that they feel able to talk to their child. A small minority of parents did not feel they had the skills or opportunity to talk to their child about their feelings. These were parents with children not in their care
- Overall, the majority of parents/carer responding said that they were aware of the resources available and also identified that they preferred a variety of communication methods

Learning from the consultation has been shared with managers, partners, teams and workers to inform and develop practice and learn from the feedback from the children and their families

Thematic consultation

The second thematic consultation concluded in October 2021 and focused on the help children received to achieve in their education, employment and training including whether they feel supported to achieve, any challenges, the impact of COVID-19 and suggestions to improve the support provided.

259 children and adults provided their feedback to the consultation. Key themes and learning identified included:

- Families were clear overall that they felt that **education/training settings have supported the children and their families well** and the majority of children consulted across services said that they enjoyed school
- Children and their parents felt that they had support to attend and valued the relational aspects to this saying that it helped them either stay engaged in their education or re-engage. The provision of resources, materials and bespoke support was also appreciated by many. There were some however who felt that they could have previously received more help in this area
- **The importance of friendship groups and relationships** was emphasised throughout with many expressing how they felt that this had been affected by the restrictions
- The emotional impact of COVID-19 and the restrictions was a feature. There were many examples of how children were supported with this, and also a small number of children and parents felt that this wasn't always fully considered
- Those **older young people who were employed felt generally well-supported** by their employers and had the support they needed to access their employment

Services shared the findings of the consultation with their staff and carers and across wider partnership meetings including with the Children and Young People's Partnership to disseminate the messages and learning and inform practice

Consultation of the children and family offer

A further consultation took place in December 2021, where 274 parents/carers provided their views on proposals for integrating the child and family offer, including the family hubs delivery model. Respondents expressed a wish for greater information about what is going on in their communities, and supported the proposals for family hubs, as well as plans to make use of a wider range of local places for accessing groups and learning opportunities.

The views obtained through the consultation have helped to shape the latest iteration of the **Family and Community Offer** which will form the basis of future plans to develop family hubs in North Lincolnshire.

Relational practice

Feedback from the mother of a young person who was previously on a child protection plan as a result of risk outside the home fed back to the Independent Reviewing Officer - eight months following de-registration:

Mum said her daughter is doing really well and she wanted to say thank you for the help and support they received. All the workers involved were 'like family' and she would love to help other parents who are experiencing and going through what she has as a parent. Mum spoke really fondly of the social worker, FaSST worker and others who helped them through the difficult and challenging journey and she was extremely proud to share about her daughter's progress, including going to college. She also talked about her own experiences as a parent and how she felt supported by everyone involved during the past few years

Following the initial representation, we have approached the parent to engage with her to co-produce a case study to demonstrate her journey and her experiences of services. It is anticipated that the case study will be utilised as part of our education and training programme

Strategic voice and engagement

In the North Lincolnshire Children’s Commissioning Strategy, we have clearly articulated our commitment to listening to the views and experiences of stakeholders to contribute to a system that works for all children and families and to achieve our ambition for children to be in their families, in their schools and in their communities.

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

Experts by experience

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.

Funding has also been secured across the partnership to contribute to these roles and a job description has been developed for new **‘Supporting Families in Partnership Assistant’** posts. Recruitment processes are underway and plans developed for the induction, support and infrastructure arrangements including the interface across wider Children and Families

Children and Young People’s Partnership

The Children and Young People’s Partnership continue to meet on a quarterly basis and there continues to be robust agency representation as well as young people’s engagement. The changes in the government’s roadmap and the easing of restrictions has enabled a reorientation of young voice activity and at recent meetings there have been a number of updates from young people’s representatives regarding recent activity, impacts and areas of focus. Partners also led on inputs, facilitated discussions and identified opportunities for collaborative partnership action and support in relation to suicide prevention, mental health support teams, young Healthwatch, digital information advice and guidance project, holiday activity and food programme, education recovery and renewal, the best start plan and the SEND and inclusion workforce development plan

Children’s Challenge

A ‘one year on’ document was presented to the Children and Young People’s Partnership in November 2021, which summarises the progress made in relation to the identified challenges for partnership action and challenges for children, young people and families themselves. Specific consultation is underway to refresh the Children’s Challenge, which will also take account of the outcomes of indirect consultation activity, i.e. Children and Young People Lives Survey (primary), Make Your Mark, positive activities consultation and children and families offer. This will be presented to the Children and Young People’s Partnership and Integrated Children’s Trust and will help to shape and influence the refresh of the Children’s Commissioning Strategy

Participation functions

We are building and developing our dedicated children’s participation team to further strengthen and support co-production, consultation and participation across the whole of children’s social care services, maintaining a clear focus on the voice of our children in care and care leavers

Key highlights

- The overall repeat activity is reduced compared to last year. Re-contacts have-reduced this year from 20.6% to 14.8% this is lower than the previous years figure, this evidences the clear drive and focus to ensure families are supported at the lowest level and that step out planning is robust to meet need. A continued focus remains on repeat referrals as although this remains lower than statistical neighbours (SN) and England average (EA) at 16%, this is very slightly higher than last year
- The percentage of re-referrals during this period is 16%, this shows an increase of 2.8% on the 2020/21 year-end figure which was 13.2%. It remains lower than the latest EA at 21% and SN average at 22%
- During 2021/22, no child was deplaned that was subject of a child protection plan for more than 2 years. The figure for de-plans where there had been a plan for more than 2 years, was very low for 2020/21 at 1.7%. For 2020/21 SN and EA figures were 3.1% and 3.7% respectively
- Child Protection rates are low and have been sustained over the long term – 37.9 (per 10,000) at end of March 2022, and 25 (per 10,000) at end March 2021, compared to 41 (per 10,000) nationally and 49 (per 10,000) for SN averages. The rate of children on a child protection plan in 2019/20 was 21, a reduction from previous years
- A low number of child protection plans are second or subsequent plans – 10.3% for 2021/22, compared with 22% nationally and 22% SN(for 2020/21). This is an improvement from 2020/21 at 15%
- For 2021/22, 729 early help assessments have been completed. This is an increase from 2020/21 when there were 419 completed
- At the end of March 2022, 451 children were receiving targeted support from the Family Support Service (Targeted Intervention cases and Targeted Prevention cases). A further 150 children were open to targeted support alongside a specialist plan, reflecting the role played by Family Support Service when intensive help is needed to create change
- During 2021/22, 36% of public law proceedings have concluded within 26 weeks, compared to our 2020/21 year-end figure of 64%. The average weeks completion figure has increased to 35.7 weeks, compared to the 2020/21 figure of 25.3 weeks, and we are running above the latest national figure of 32 weeks
- At the end of the 2018/19 academic year 72% of children in North Lincolnshire had reached a good level of development at the end of the Early Years Foundation Stage. This is in line with national and an improvement on 2018 data. Key outcomes at KS1, 2 and 4 are in line with or above national
- Identification of SEND – 2021/22 data shows that North Lincolnshire is in line with national data in relation to the % of all children with an EHCP (North Lincs – 3.1%, national 2020/21 – 3.7%) and those at SEN Support (North Lincs – 13.1%, national 2020/21 – 12.2%)
- As of January 2022 provisional figures show, children with an EHCP are slightly more likely to attend a mainstream setting in North Lincs than national (North Lincs – 40.0%, national 2020/21 – 39.9%)
- At the end of 2020/21, 211 families have been ‘turned around’ leading to successful The Family Initiative claims and contributing to positive outcomes for children within their families, taking the total number of claims to 852 for the second phase of the programme. For 2021/22 there have been 220 families identified for a claim under the programme where whole-family helped improved and sustained outcomes. This means the target for the year has been achieved

Targeted family support

During 2021/2022 progress has continued in strengthening the targeted family support offer of help, and in aligning it to need in accordance with the One Family Approach and the fewest, best interventions. As the children’s centres and FaSST family support team have worked to integrate over the pandemic period, the offer to children and families is now more clearly defined with preventative and targeted ‘pathways’ that enable more bespoke responses to different family circumstances and needs

As demand for family support services has increased during the pandemic, the integrated offer is continuing to ensure that children and family needs are responded to without delay and at a level proportionate to their needs. A key focus of the offer is to build resilience and strengthen people’s connections with their community offer and local services, and from a more preventative perspective work with partners to ensure ‘hidden’ children are identified and families benefit from the earliest help. This is evidenced in audit work and user feedback, and seen as part of the wider impact of early help in demand at the front door

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:

- 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 DA 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 a joint accountability for decisions made
- **Its effectiveness is evidenced in the low number of children entering into children’s services following initial discussion and 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 CEVT to understand emerging risks has enabled proactive early intervention in key hotspot locations which has prevented escalation

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Integrated Multi Agency Partnership (front door)

At the end 2021/22, populations in all areas have increased when compared to 2020/21 and 2019/20, with the exception of SPOC. The reduction upon last year is only 96 enquiries, though this would potentially be higher without the work of the PIT Stop. The number of contacts completed in 2021/22 is higher than the previous four years and the number of referrals is higher than the previous two years, largely due to the initial spike in Q1 and Q2. Recontacts have reduced and this is now lower than the previous two years. There have been more repeat referrals this year than last year, but this is lower than in 2019/20.

The rate of children’s services assessments has seen a corresponding increase, as has the rate of section 47 child protection investigations. This rise in demand led to a dip in performance of the timeliness of recording and authorising assessments within 45 days, due to the presence of unplanned changes in staffing levels at the front door. Action was taken quickly to address this, with capacity deployed flexibly from the wider service to help meet demand and quickly return to ‘normal’ high levels of performance. A review of children’s services assessments authorised at 45 + days has shown that there was no delay to the assessment and intervention work itself following referral meaning that help was offered at the right time and children continued to be safeguarded when needed.

In North Lincolnshire assessments are seen as interventions to effect change, drawing upon a range of tools and resources to build upon family strengths and enable family resilience. This means that fewer children require statutory plans following assessment and families continue to be supported at the lowest level. The impact of this is demonstrated in the low numbers of children who have repeated contact with the front door.

Responding to this challenge over summer 2021 was seen as an opportunity to build additional resilience into front door arrangements. Taking a One Family Approach, steps were taken to further strengthen the family support interface with the social work assessment team to maximise opportunities for early change work. In addition, management oversight was strengthened at decision making points to help support consistency in responses to family need, with family support managers providing additional challenge and support. As a result, as demand at the front door has stabilised, throughput of need has been managed as a system, not resulting in increases in child in need, child protection, or children in care populations. In fact, the strength of the system response and commitment to the One Family Approach Practice Model has led to a further reduction in rates of key statutory populations.

A further aspect of the response at the front door over this recent period has been the increased management focus given to audit and assurance activity to ensure consistently robust decision making, not just at the front door but throughout the help and protection pathway. A number of regular thematic ‘**Confirm and Challenge**’ meetings have been established to focus upon specific areas of practice, helping to strengthen the Assurance Framework which has been developed to replace the previous Learning and Improvement Framework. As ever though, the focus in North Lincolnshire continues to be on outcomes for children and families, and how learning from data, audit, and listening to users of services helps us to deliver the best help possible so that children are in their families, schools, and communities.

Our sustained focus upon and investment in early help has led to the number of referrals to children’s services being consistently lower than England and Statistical Neighbour comparators. The evidence from audit activity at the front door and via multi agency audit activity show that early help activity is consistently robust, and very often takes the form of informal interventions reflecting the permissions set out in the Helping Children and Families in North Lincolnshire document (refreshed in December 2021) to provide early help at the right point, when needed.

The quality of practice continues to be strong. Levels of need are consistently applied and intervention effects change for children and families

Children’s needs are identified and responded to appropriately without delay. Families in North Lincolnshire have continued to receive the help they need at the earliest stage and the lowest level to prevent needs from escalating. The values and principles of the one family approach are embedded within practice and ensure that children remain within their families, their schools and communities

There are strong partnership arrangements to ensure information is shared timely to inform holistic decisions for children and the best outcomes are achieved



Children in need and child protection

At the end of March 2022, there were 824 children identified as 'in need' with a further 132 children open for a children's services assessment

Of the open cases, 135 children were subject to a child protection plan (which includes 2 children in care), 358 were subject to a child in need plan, 9 children were open for private law matters, 190 children were in care (which includes 6 who are unaccompanied children and seeking asylum) and 115 were care leavers (which includes 44 former unaccompanied children and seeking asylum) plus 2 care leavers with a qualifying status

At the end of March 2021, 15% of children in need in North Lincolnshire had a disability compared to 2020/21 statistical neighbours 13% and England average 13%

Children's help and protection pathway

Led through the **Children's Help and Protection Pathway (CHaPP)** group, the leadership and oversight of the help and protection pathway is robust and effective, from the interface of early help to children in care and those requiring specialist provision. There is good multi agency attendance at the CHaPP and evidence of high support and high challenge. In 2021/22, the CHaPP has continued the focus upon 'hidden harms', seeking specific assurances on the partnership responses to babies pre-birth to 2, and in relation to emotional wellbeing, and mental health.

The group has noted the extensive evidence of effective multi agency practice and decision making, as seen within performance and populations data and the feedback from children and families. The group has provided challenge in relation to specific areas of the system, including in relation to arrangements for preventing serious self-harm and suicide.

There have been enhancements to the performance framework which provides a richer picture of the local populations and prevalence. The framework now includes CSA data, CAMHS inpatient data and hospital data where a child presents at A&E with mental health issues. There has also been an agreement for attendance at CP conferences to be built into the report for routine reporting.



The work and focus of the CHaPP group in relation to the hidden emotional harms associated with COVID-19 can be seen in the development of health-led activity to undertake 'deep dive' audits of children presenting at A+E with mental health concerns, and resulting commitments to establish ongoing forums for reviewing multi-agency responses to these children. As a result of the data, other opportunities for deep dives have been identified i.e. child protection medicals (ongoing)

Oversight and decision making

There continues to be **regular case supervision and manager authorisation of all records within the front door**. The morning briefings provide strong direction and reflection with staff and ensure prioritisation and progress. This oversight and decision making has been enhanced to ensure the rationale for decisions is clear and to consider how this decision has been achieved. Data whiteboards continue to be reviewed daily by workers, practice supervisors, service managers and the service lead - these whiteboards also inform discussion within the daily briefings.

The Decision Making and Allocation Meeting continues to ensure that children and families are receiving support at the right level and are only have a statutory intervention where needed and get help at the earliest point. Caseload management within the meeting ensures that social worker's caseloads are manageable in accordance with level of experience and complexity.

Enhanced management oversight of child in need and child protection cohorts aimed at identifying early increasing risk has been established through a weekly populations meeting. The meeting membership includes service managers from social work, family support and the independent reviewing service as well as practice supervisors and IRO's (CP/CIC). Increasing risk is identified through child in need/child protection planning/supervision where there are concerns that there is limited progress or escalating risk, which could lead to a child protection plan or entry under the Public Law Outline (PLO)/Care. The purpose is to identify additional support/wrap around planning that would prevent children being at risk of significant harm or entering public law/care. There is also oversight of children who have a child in need plan or child protection plan where there are private law proceedings and children in care with a care plan of restoration to ensure there is no drift and delay

The manager and assurance frameworks ensure that statutory requirements are met and the quality of practice is high

The weekly assurance meeting has ensured a continued focus on assessment timescales and progressed these to be aligned to the needs of children

Daily oversight drives forward practice developments such and ensures live reflection in action

Children and families receive help at the earliest point to support need and risk. There is continued weekly oversight of the populations to ensure that any escalating/increasing risk is identified quickly with support tailored round the family



Multi agency learning and development

The Children's MARS education and training programme was published at the beginning of April 2021 and core training has been successfully delivered via worksheets, e-learning, MS teams training and face to face training (in line with restrictions and where required). The development and delivery of training is responsive to emerging need and the training offer has been enhanced throughout the year as appropriate. Examples of additional training (over and above the core programme) held since April include; Working with young women and girls affected by gangs and county lines; Child Sexual Abuse; Honour Based Abuse and Forced Marriage; Brook Traffic Light tool; Female Genital Mutilation; and Prevent.

For all training, multi-agency attendees fed back an increase in confidence in the subject matter, that the course contributed to their understanding on the topic and that it would be helpful to their professional development and subsequent practice. Through the Children's MARS Safeguarding Practice Learning and Improvement Group, we have endorsed the Yorkshire and Humber Multi Agency Safeguarding Trainers Multi Agency Safeguarding Children Training standards, which provide a minimum standard in relation to the delivery of our local training programme

Youth Justice Partnership

- 77 young people were receiving a service from the Youth Justice Partnership at 31/03/22, compared to 60 at the end of 2020/21
- During 2021/22, 232 programmes have started, indicating an increase of 53 programmes from the total of 179 for the previous year. 88% of the programmes started since the end of March have been for prevention, diversion and out of court. Just 17 of the programmes have been court outcomes such as Referral Orders or Youth Rehabilitation Orders
- 81% of these programmes have been for males, and 4% in relation to children from a black or minority ethnic background. 9% of programmes have been for children in care The North Lincolnshire Youth Justice Plan has been reviewed, updated and approved by the North Lincolnshire Youth Justice Strategic Partnership Board and submitted to the Youth Justice Board.

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The plan is set in the context of the broader strategic framework, and our ambition for children to be in their family, in their school and in their community. It is underpinned by and embeds our integrated One Family Approach. The voice of children is central to the plan and it is informed by the Children’s Challenge 2020/24.

The **Youth Justice Partnership** have further enhanced their integration of services streamlining the referral pathway into Youth Justice Services, the Children’s Exploitation Intervention Team (CEIT) and substance use service (Delta). In line with to the One Family Approach the new pathway builds on a joint approach that ensures the right service is involved with the child/family at the right time whilst minimising changes in the professionals involved. Robust Management oversight is built into this process and feeds into the targeted early help profile across the authority.

A Speech and Language pilot has successfully completed within the Youth Justice Partnership and has further enhanced the skills of workers in the service in ensuring children’s needs are met as well as case support and direct work with children by a dedicated Speech and Language Worker. This will be built on and embedded within the service.

The success of the Youth Justice Plan can be seen in the improved outcomes it continues to achieve including:

- The number of children who are enter the youth justice system for the first time remains low, demonstrating our commitment to diverting children away from the criminal justice system where possible
- **The number of custodial sentences in North Lincolnshire remains very low with no custodial sentences starting during 2021/22 and no children in custody on 31/03/22**
- The percentage of children in care who have been involved in offending behaviour remains very low
- Partnership commitment is strong and evidenced through effective contributions at the Youth Justice Strategic Partnership Board
- Young people living in suitable accommodation at the end of an order has remained strong and above the national average
- Prevention and out of court disposals continue to be a high and increasing proportion of the work of the partnership demonstrating the effectiveness of early help and interventions



Reducing parental conflict

Reducing parental conflict continues to be given strong strategic and operational focus in North Lincolnshire. A £22,000 grant has been successfully applied for to develop a series of training packages for the children’s workforce, including ‘Arguing Better’ and ‘Getting it right for children’, focusing upon separated parents

Council targeted family support teams now deliver a strong reducing parental conflict offer, from one of the number of trained practitioners

Contest (Prevent and Protect)

We have a robust and comprehensive approach to reducing the risks around radicalisation through a combination of clear processes for assessment, referral and support for young people who are at risk of radicalisation, a strong Channel Panel approach and wide-ranging staff training. This is complimented by our approach to public and staff safety through a series of initiatives for both the children's workforce and the wider council and partner staff. Chaired by the Head of Early Help and Protection, the Chanel Panel continues to meet on a monthly basis and is compliant with guidance.

A programme of independent scrutiny of local arrangements was undertaken as an opportunity for senior leaders to seek assurance as to the quality and effectiveness of the Channel Panel arrangements and interventions, and the quality of evidence that is in place in relation to policies, procedures, systems, and processes and to understand the current position regarding any areas of improvement identified in the assurance statement. The programme included desktop research to take account of relevant national and local documentation, attendance at December 2021 Channel Panel as participatory observer, review of systems and processes pertaining a specific case. The outcomes of the independent scrutiny of the Channel Panel arrangements identified that there is close partnership working; evidence of trust and respect; that panel members appear to be well informed and conscious of the boundaries of their respective roles. A subsequent development session considered the independent scrutiny report and an action plan has been developed which also highlights progress made to date.

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, including 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 have 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 as appropriate.

The meetings help 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 uniform, creating individual timetables allowing children to attend school, supporting families to take their child to school, and being part of the team around the child for continued support, wherever necessary. Practitioners involved with the daily tasking meeting share that the meetings has:

- **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**

Learning from the voice of children and families has also informed this meeting.

Focus on vulnerable children in education

In order to demonstrate the impact of the Daily Tasking Meeting two case examples have been identified with an analysis provided the children’s lead professionals.



KW was referred to the daily tasking meeting in April 2021, he was 17 at the time. KW was identified as not in Employment, Education or Training. KW was also on the MACE agenda due to concerns 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 KW’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 KW, discuss his future aspirations and engage him in relevant work and agencies. The Daily Tasking Meeting ensured on emphasis on education, employment, and training so momentum was not lost.*

After 7 months, this resulted in him accepting a referral to Empower and KW attended a telephone appointment in November 2021 and then two face-to-face appointments in December 2021, where he updated his CV and secured employment. KW was supported to gain employment at Rocal in Brigg as a manufacturer of high quality door panels.

*With the Daily Tasking Meeting encouraging persistence, the multi-agency group has supported KW and **he has now been diverted away from risks associated with Child Criminal Exploitation and is now in employment.***



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

School concerns were identified when he first became open to the YJP on the 10/11/2020. JB’s attendance was 64.29% with 22 authorised absences and 8 unauthorised absences with this continuing to decrease. This resulted in his attendance dropping to 6.95% between 2/11/2020 to 23/7/2021.

It had also been identified by professionals that JB’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 to consider a nurturing alternative provision to phase JB back into and engage with his education.*

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

Key highlights

- There were 190 children in care as at 31/03/22, this compares to 207 as at 31/03/21. Our latest figure equates to a rate of 53 compared to 67 national and 77 statistical neighbour comparators
- During 2021/22, the children entering care figures have reduced with 63 episodes (62 children) entering care, This is a small decrease on last years performance where there were 64 episodes of children entering care
- 11% of the children in care population are placed in connected people placements, compared to 14% at the end of 2020/21. This is slightly lower than the latest national average for 2020/21 of 15%
- During 2021/22, 44% of children leaving care have done so to achieve permanence (Adoption, Residence Order/Child Arrangement Order or Special Guardianship Order), this is a significant increase compared to our 2020/21 figure of 28% and compares well to the latest national published figure for 2020/21 also 28%. In addition to this 28% of the 2021/22 cohort, so far, have returned to live with their parent/other person with parental responsibility
- The 2021/22 position for the number of children in care experiencing 3 or more placements is 8%. This has maintained the performance achieved in 2020/21. Our figures compare well to the latest national figure of 9% for 2020/21
- There has been an improvement for the 2021/22 period for the long-term stability of children in care with a year-end figure of 74% compared to our 2020/21 result of 69%. This is above the latest national average of 70% for 2020/21
- During 2021/22 3% (3 children) of children in care for a year or more and aged 10 or over have been convicted/youth cautioned for an offence. This compares to 2% (3 children) for 2021/22 and 2% nationally for 2020/21
- Children continue to be placed in-house with a further increase in the percentage of children placed with North Lincolnshire approved foster carers. As of March 2022, 80% of children in care are living with North Lincolnshire approved foster carer. Appropriate matches are identified for all children entering foster care
- 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

Reducing children in care and reunification

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 changing cohort and the focus on early help and achieving reunification and permanence for those who do enter care.

We 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 Practice Model, are at the heart of our practice for children in care. We have remained committed to ensure 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 this summer months we have seen children have positive holidays with extended family, as a result of such work. We have developed working tools 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 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

Fostering recruitment and stability

The Fostering Service and partners work closely to deliver the **North Lincolnshire Sufficiency Strategy** and associated Fostering Recruitment Strategy. Building on the success in recruitment of new carers during 2020/21, the Fostering Service have worked closely with Corporate Parents and local companies to expand awareness and many local businesses have offered promotions to foster families in support of the service.

Whilst there was a dip in enquiries over the summer period following the lifting of Covid-19 restrictions, investment in further advertising space, social media expansion and review of the application process through feedback from prospective carers **has seen this significantly improve**. This has been supported by a number of radio, social media and roadshow events that have continued to take place including a targeted radio campaign over December and new fostering banners placed at Supermarkets across the area.

Training has continued to be offered to foster carers. Topics have included child sexual exploitation/child criminal exploitation/online grooming, 'lying and shame', 'delegated authority', 'attachment', 'therapeutic parenting-based training' and 'safer care'. This is in addition to a suite of e-learning training courses, TSD workshops and first aid training

The service has allocated a dedicated short breaks Fostering Social Worker who drives forward development, working closely with partners such as the disability social work services and the Cygnets

Face to face engagement groups resumed during the period. This includes 'Take Part Thursday' throughout the summer providing activities, engagement and breaks to support children in foster care and their carers

A **virtual fostering celebration event** also took place during Fostering fortnight. Households who registered for the event were sent treats and cakes to eat. Videos were made by Corporate Parents to say 'thank you' and children gave feedback about why fostering is such a positive in their lives. Feedback from the event was very positive, and many saying it was emotional and made them feel proud

The impact on children's lives has included:

- continued improvement in stability within foster care helping children have meaningful relationships
- children being part of their own communities through better choice and matching with carers
- all children entering care over the last 2 years being placed with North Lincolnshire Foster Carers enabling them to remain in their schools, engage with their families and be a part of the community of North Lincolnshire
- **no children have been placed within external foster carer or residential provision for over 2 years**
- the number of children in externally commissioned placements has continued to fall with only 4 children currently living in independent fostering agencies and 4 in residential provision

This demonstrates both the success in providing the help families need leading to a reduced care population and the availability, flexibility and choice of North Lincolnshire approved foster carers.

This enables children to have a sense of belonging, feel more valued by their community within North Lincolnshire.

Voice of children in care and families

We have strengthened our transitional work for our young people aged 15 and above to capture the drive for high quality initial Pathway Planning. Our young person’s self-assessment tool for the initial Pathway Plan has been revised, with input from our young people. The toolkit for post 16 needs assessments has been strengthened in 2021/22, with bespoke workshops held with the social workers to capture our commitment of support for our children moving to adulthood

We have reviewed our transitions work for our young people and during the period have developed a group work programme where young people are invited to sessions to learn life skills in a relaxed, fun setting. These sessions are led by social workers and personal advisers in the Leaving Care Team whereby young people can gain valuable life skills together for their move to adulthood. The groupwork consists of budget skills, cooking, learning basic first aid and exploring local training initiatives

The fostering service has further enhanced the voice of children and carers within the Annual Reviews through performance monitoring process development and adapting ways feedback is gathered. A virtual feedback form for children in care regarding their foster family was developed, offering additional routes for children to share their views.

Children and families continue to have a key role in the development and training of foster carers. Throughout the period children have interviewed prospective carers and their views used within the assessment process. Young people and carers have also played key roles in the skills to foster training representing their experiences and needs.

Following case sampling and feedback towards the end of 2021 from our children in care, we are about to embarked upon consultation work on the design of the child friendly care plan. We have sought views from our workforce and used the quarterly questionnaire (The Big Q) in January-March 2022 to explore our children’s views. We will be redesigning the child friendly care plans with our Children in Care Council and co-producing the new forms



Children’s voice is fundamental to evidence-based practice and at the heart of North Lincolnshire social work practice. Our children are their own experts in their lives and using co-produced work strengthens the One Family Approach practice model of being relational in our practice. We believe in the empowering of our children not just to be listened to but feel valued and a part of changes for our practice

Children in care are safe and well

The Children’s Help and Protection Pathway group as a sub-group of the Children’s MARS Board has strengthened its oversight of vulnerable children to include a line of sight on children in care and care leaver in 2021/22.

In 2021/22, we have further developed our Emotional Well Being oversight for our children in care. As part of this drive to ensure that all children have supported to be emotionally well, the SDQ’s that are completed each month receive oversight from CAMHS, Barnardo’s therapeutic service, designated looked after nurse, Education Psychologist, Service Manager for Children in Care and the Service Manager for Fostering. The group has ensured that children’s SDQ scores are reflected upon and assured of the need for any additional support for each child



The Independent Visitor scheme has continued to strengthen in 2021/22, with the recruitment of new volunteers and a stronger focus in children in care reviews. There are currently 14 volunteers in place, of which 10 are actively undertaking befriending activities with children and a further two are awaiting an introduction.

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Children in care are in education, employment or training

Through the daily tasking meetings for vulnerable children an in education we ensure that children in care have weekly oversight. The weekly tasking meeting has multi agency attendees with a peer reflection on the needs of all children in care aligned to their educational plans. Any child in care who has below 90% attendance or NEET is explored, and a solution focused intervention is implemented to support full attendance

We continue to support our children to access opportunities to develop interests and excel in all endeavours. Over the last six months we have seen children gain work experiences in chosen fields of interests such as a local nursery, local café, shops to gain valuable work experience as they prepare for life choices

Family time

We have developed a **lead role for our family time support officers to engage parents and to be the point of contact for the family, child and carer**. These lead roles are based on our value base of relationships. Family Time is an opportunity to actively engage, observe, and coach parents with the goal of strengthening parental capacities. We have moved into using a model of Family Time coaching that involves active engagement by the support officers with the parent that sets clear, achievable goals, making the sessions both more enjoyable and more effective for the parent and child.

For our parents that do not have children returned to their care, following the court proceedings concluding, the **offer of Holding On is made for each parent**. Where possible the lead officer will be a part of the referral discussions and be the Holding On practitioner for the parents. At present we have 4 support officers from the team that can take on this role.

In December 2021, we have designed a feedback form for our families to consult over the coaching sessions, and to aid our evaluation of the service that we offer

Family time has several benefits for children including enabling them to maintain relationships with their parents and return home, and addressing issues of loss and separation, and identity for children, which in turn can have a positive effect on children’s well-being. The practice model of North Lincolnshire has been embedded into the family time service where children and their families can meet and have fun and safe time together

Adoption recruitment and assessment

A key area of focus continues to be the recruitment and assessment of adopters. Our local recruitment strategy is underpinned by both the Regional Recruitment Strategy and the National Adoption Recruitment Strategy for adoption. We continue to be in a robust position with regards to adopter recruitment. Since April 2021 we have approved 17 adopter households and on 31/3/22 have 7 assessments ongoing. This has exceeded last year’s approvals.

We currently have 4 North Lincolnshire children placed for adoption and all are placed with North Lincolnshire approved adopters

- 2017/18 of the 14 children placed 13 were with North Lincolnshire (NL) families (93%)
- 2018/19 of the 6 children placed 6 were with NL families (100%)
- 2019/20 of the 16 children placed 12 were with NL families (75%)
- 2020/21 of the 8 children placed 8 were with NL families (100%)
- 2021/22 of the 5 children placed 5 were with NL families (100%)

Adoption timeliness for children

Timescales from entering care to placement have risen but remain below the England average. The 3-year average for 2017-20 was 274 days, compared to the England average of 367 days. This increased to 328 days in 2018-21 and has risen further in 2019-22 to 406 days.

Timescales from placement order to match have risen but remain below the England average. The 3-year average for 2017-20 was 90 days, compared to the England average of 175 days. This increased to 122 days in 2018-21 and has risen further in 2019-22 to 156 days.

Whilst it is acknowledged that these timescales have slightly increased, this is something that was predicted due to the focus on ensuring that all children have the opportunity to achieve permanence through adoption where it is in their best interests and their plan, including those who are older or have more complex needs. An increased proportion of children with a plan of adoption have been older, with more complex needs meaning it has taken longer to identify the appropriate match for these children. There has been a positive impact on those children as permanency has been achieved for them.

Timescales from entering care to placement order are predicted to remain stable. This is a new indicator on the scorecard. Our 3-year average for 2017-20 was 223 days, compared to the England average of 256 days. This increased to 262 days in 2018-21 and is 258 days in 2019-22

Of the 12 children adopted over 2021/22 thus far, 9 of those children have more complex needs due to their age, being in a sibling group or health needs.

This is evidence of our success in identifying adopters for all children where it is the best plan to meet their needs

Family Adoption Links – Regional Adoption Agency

In October 2020 we formally joined Family Adoption Links Regional Adoption Agency (RAA). The RAA is accountable to the Family Adoption Links Management Board which is aligned to the agreed vision and will enable partners to have a continuing demonstrable focus on achieving permanence through adoption for children in care.

The RAA is achieving good outcomes for children and families and we are able to evidence significant achievement as a service. Through working in partnership, we are benefiting from the regional sharing of best practice, pooling of resources and developing a strategic approach to the development of a range of services from the marketing of adoption across the region through to the commissioning of post adoption support services.

There is a single RAA website developed and a regional marketing strategy that sits above the local plan. These have been updated and refreshed. Managers have access to a wide range of performance information that has developed further during the period to assist them in running the service on a day-to-day basis. Pooling that data enables managers and the board to fully understand the wider regional picture and plan effectively

Adopter voice

In the development of the adoption service we ensure that voice of those we are working with is strong. We have a number of local face to face groups that have been established to ensure this is the case, as follows;

- Young person’s group for adopted young people
- Young Persons group for young people living in Special Guardianship arrangements
- Adopters Support Group
- Group for Special Guardians
- Support group for those caring for a child of different ethnicity to themselves
- Group for the pilot group of those taking part in the Education Passport
- Holding On Group for birth parents



From listening to adopters and special guardians, education is an area of challenge for them and in consultation with families we have devised the ‘Education Passport’. The Education Passport is a communication tool designed to facilitate communication between home and school but with specific focus on the following:

- Ensuring that there is a focus on children / young people’s needs, based on a sound understanding, of how their life experiences may have impacted on their development and functioning
- To give children / young people and their parents / guardians a tool they can use in school to ensure that there is a clear plan around any support needs
- All children in adoptive and special guardianship households to receive the additional support they require in order to achieve in education
- For school and home to have a tool that promotes partnership working with the shared goal being to help the child / young person to see education as something that is a positive environment and can be something to enjoy
- To promote the right learning environment in order for the child to achieve and succeed

Populations and performance: key highlights

- There has been a 6% increase in the number of eligible care leavers during 2021/22 so far from 109 as at 31/03/21 to 115 as at 31/03/22
- The 2021/22 year-end figure for those in education, employment or training (EET) aged 19-21 years is 75%, which would be an increase on our 2020/21 year-end result of 66% and compares well to the latest national result for 2020/21 of 52%. The year-end predictions for the 17 & 18-year-olds is 79% in EET, which is a decrease from our 2020/21 result of 94%. This compares to the latest national figure for 2020/21 of 65%
- The 2021/22 year-end predictions for those in suitable accommodation aged 19-21 years is 96%. This maintains our 20/21 performance and compares well to the latest national result for 2020/21 of 88%. The year-end predictions for the 17 & 18-year-olds is 100% in suitable accommodation, an increase from our 2020/21 figure of 94%. This would be above the latest national figure for 2020/21 of 91%

The introduction of experienced social work practitioners into the service has been invaluable. This addition, in line with the revised structure, has enabled the implementation of a system in which these social workers directly supervise and support small pods of personal advisors, in order to continue to promote relational and aspirational practice.

Alongside this, the social workers, in collaboration with the Practice Supervisor, have been supporting the ongoing development of **outcome focused, high quality pathway plans**. Through case sampling, quality assurance through authorisation of plans, and through regular audit activity, we can see a clear progression in relation to the quality of planning in place for our young people

Progress and developments

As a result of our ongoing practice developments, we remain well positioned to continue our journey of developing our services for our care leavers, to ensure that we drive forward our ambitious practice, and ensure that our young people achieve their goals and aspirations and become outstanding assets to our communities.

In line with our One Family Approach Practice Model, relational practice is at the heart of our approach to improving outcomes for care leavers. During the first half of this year, we have undertaken a **full-service review of the Care Leaving Service**. This is now complete and has enabled us to redesign our structure to ensure that our service has the capacity and resources to deliver outstanding relational practice.

The **number of Personal Advisors in the service has increased by 60%**, ensuring that our Personal Advisors have smaller caseloads which enable them to spend more time with young people, developing strong and trusting relationships.

Alongside this, we have **invested in two social worker positions** within the service, to oversee, guide and direct the practice of our Personal Advisors, utilising the experience, expertise and knowledge of current social work practice in our area. These key roles will continue our constant drive towards delivering outstanding strengths-based and relational practice, in line with the One Family Approach Practice Model.

We have also invested in a **dedicated Practice Supervisor** for the Care Leaving Service, bringing expert social work advice, knowledge and wisdom to the day-to-day management of practice within the service

Care leavers are safe and well

The service review and redesign ensures that we have more personal advisors, and therefore each worker has greater capacity to spend time with our young people.

All our care leavers continued to be contacted regularly and in line with their plan, and regularly visited in their homes.

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

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

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Following the review of our service, the average case load of our personal advisors is now 12.9 young people. Due to this, workers have more time and capacity to support young people directly. The regular contact with young people is evidenced through our regular case sampling and audit activity.

Our MIFI and WIFI offer to young people, as well as general financial support provided during COVID-19, has ensured that young people have remained connected to their networks. Young people regularly feedback their thanks at the internet provision, and how useful this has been for them.

We have progressed our collaborative work with the Rees' foundation and procured our initial batch of 'Ask Jan' memberships, and these are being distributed to the young people who are identified as requiring this additional support and advice in the early part of 2022. We will review the impact of this provision into 2022/23

Care leavers are in education, employment or training

We have continued to support and promote the aspirations of our young people, which is reflected within our performance data.

In 2021/22, we reached a performance figure of 75% of our care leavers aged 19-21 years old that were actively engaged in education, employment and training (EET). We have also continued to consistently achieve over 60% of all care leavers aged 18-21 that are engaged in EET. This has been achieved through a continual drive towards high quality Pathway Planning that is actively considering the ambitions and aspirations of our young people.

Alongside the developments regarding Pathway Planning, we have also worked alongside our colleagues within the wider Council to successfully acquire external funding to deliver aspirational events and activities for our young people that supports aspirational thinking and promotes engagement with EET.

We have also continued to build strong relationships with the newly developed **Education Inclusion Officer dedicated for Care Leavers**. As part of this partnership, we have ensured that specific performance related information is shared amongst the services, so that the dedicated Education Inclusion Officer is aware of and can reach all those young people who are currently not accessing education, employment or training. The impact of this role has been significant, with there being some excellent case examples of how this officer has directly supported young people back into fulfilling opportunities

- Our performance in relation to EET age 19 to 21 has improved in 2021/22 and continues to be above comparators
- We have also seen an **increase in the number of young people accessing higher education and attending University**, further demonstrating our commitment to supporting young people to achieve their aspiration
- We have seen increased access to incentives available through the financial policy, with several young people regularly accessing our financial rewards for achieving 95% or greater attendance each term
- We continue to work closely with our colleagues in Learning, Skills and Culture, and the dedicated Education Inclusion Officer to specifically support those young people who are not currently engaged in EET opportunities



Care leavers accommodation

We have continued to develop our accommodation provision. This includes an ongoing drive to improve the quality of accommodation through robust application of our integrated Accommodation Standards Policy. Alongside this, we have continued to develop our integrated offer to care leavers. A key part of the Care Leaving Service review involved the transition of our **Property Maintenance Service to Environmental and Housing Services within the Council**. This ensures that the maintenance and management of our accommodation offer to care leavers is now supported and overseen by a service with expert knowledge and experience, this will increase the quality of accommodation utilised by our young people

- Our service review has finalised and has ensured that the oversight and day to day management of our housing offer is overseen by relevant managers within Housing and Environmental Health. This has brought key benefits such as access to other resources and staffing within the Housing section, as well as key knowledge, advice and expertise from the Home Assistance Manager who has a wealth of experience in managing housing and maintenance related services
- Recent management inspections of randomly selected accommodation demonstrated that the accommodation standards are being maintained within our accommodation and provide high quality homes for our young people
- Our ongoing collaboration with Housing Related Support (HRS) has supported our practices around young people moving on to independent living from our supported accommodation. During 2021/22, we have supported around 20 young people to move to their own accommodation in the community. This is following the implementation of the pathway that enables our personal advisors to refer young people to HRS for dedicated support around moving to independence, when they are ready for this next stage



Transitioning to adulthood

A key area of service development in relation to care leavers during 2021/22 has been the development of practice around transition to adulthood for young people. To support service development, we have designed and held bespoke workshops with front line staff to refocus practice in relation to Pathway Plan and how this should be used as a tool to support transition to adulthood.

Furthermore, we have developed a bespoke **Think Ahead Group (TAG)**, which is a face-to-face support group for young people aged 14+, whereby young people can attend a relaxed environment with other young people. During these sessions, the young people work with personal advisors, social workers and other professionals to learn some key life skills in an engaging and fun way.



- Following the launch of the TAG, we are currently reviewing this offer and reflecting upon the impact of our initial group, to consider how we can further improve this offer to young people. We are therefore looking to launch our revised group work offer in the early part of 2022, to continue the positive work in this area
- We continue to review the quality of Pathway Planning across the service, following bespoke workshops held and the sharing of best practice. This case sampling identifies that the quality of pathway planning continues to improve and demonstrates our commitment to ensuring that young people are well prepared for adulthood, through co-produced pathway plans which focus on the individual needs of young people specifically in relation to adulthood
- We have supported around 20 young people who have left care to move to their own independent accommodation in the community, through collaborative work with Housing Related Support services. This is excellent progress, and considered alongside the performance in relation to education, training and employment, this demonstrates how our practice is being effective in giving young people effective transitions to adulthood
- **Corporate Parents across the partnership have committed to providing an open door for help and advice for all care leavers whatever their age**

Open Door Care Leaver Offer

Following approval through the Corporate Parenting Board and cabinet member, work is progressing to develop and implement the all age offer to care leavers. This will enable the council and its partners to continue to be effective and proactive corporate parents beyond the age of 25. Consultation is ongoing regarding the specific offer, which will look to support our care leavers throughout their lives to build upon their resilience, empowering them with support and advice, and giving them the skills and confidence to live independent, successful lives.

Ongoing areas of continued development

As a learning organisation, we are committed to listening, learning, reviewing and adapting in order to continue to further improve outcomes for children, young people and families. We have made progress against the identified areas of continued development for 2021/22, though there will remain an amplified focus on these areas in 2022/23 as follows:

Supporting Families programme

- We will continue to work with key partners to strengthen whole-family key working across the system, and develop further relationships with adult-focused services and the voluntary and community sector
- We aim to seek to embed the new outcomes framework across systems and practice, to strengthen how we collectively measure progress for children and families across early help and targeted services
- We will challenge and support the strategic partnership to continue developing data sharing agreements and information systems that assist in the earliest identification of need, and which help practitioners when undertaking early help
- A further area of development is to scope out the specification and explore options for procuring an integrated early help recording system
- We will also progress the development and implementation of the experts by experience framework

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Carefirst case management system

- As part of a Council procurement exercise, we will continue to develop the specification and test for a replacement social care case management system and consider options for integration alongside education and adult services in order to maximise user efficiency and support best outcomes for children. The procurement and planning process will be thorough, consultative, and based upon national implementation learning with the aim of securing optimum flexibility for North Lincolnshire to achieve best practice

One Family Approach Hub

- The One Family Approach Hub will continue to develop throughout 2022/23, as the team becomes fully staffed and practices and processes become embedded, with relationships and interfaces developing in the partnership context.
- The model of family support offered by the team will be strengthened with the application of a consultation-formulation approach, working alongside key partners such as CAMHS, the Youth Justice Partnership, and Humberside Police to ensure an integrated response based upon a clear understanding of the issues behind the presenting factors
- The One Family Approach Hub team will develop its use of the Hub building as a base for family intervention. When required, as part of a plan to build resilience and strengthen relationships to prevent breakdown or to help reunification, the One Family Approach Hub may be used to accommodate a child (pending registration as a children’s home)

Ongoing areas of continued development

Risk Outside the Home Approach

- Developed alongside key partners, following child and family consultation, the North Lincolnshire Risk Outside the Home Approach will continue to be developed and implemented across systems and practice throughout 2022/23
- Following endorsement via the Children's MARS Board, the approach will be formally launched and rolled out across the wider partnership
- Overseen by the Risk Outside the Home Strategy Group, work will include strengthened peer mapping and a focus on continuing to strengthen the approach to places and spaces
- Building on the successful bid to the Home Office pilot 'Devolved Decision Making for Child Victims of Modern-Day Slavery', we will continue to utilise the learning and development from the pilot to further improve decisions about whether a child is a victim of modern slavery by those involved in their care and embed learning into practice
- We are committed to ensuring children vulnerable to exploitation are recognised as victims and treated as such. Most pertinently in relation to any criminal proceedings, safeguarding and modern-day slavery. Through the pilot we will further improve local understanding of modern slavery and the needs of child victims to deliver a more holistic approach to identification and support and reduce the impact of unnecessary delays within criminal proceedings

Workforce development

- Page 179 Through the Integrated Children's Trust we will help to lead system transformation and workforce development across the children's system, with a focus on the One Family Approach Practice Model. A workforce plan will be developed, with opportunities for integrated commissioning of training across the partnership to be explored, to consider relevant strengths-based and relational practice skills
- We will develop a composite Workforce Development Strategy across Children and Families and we review and refresh the governance and reporting arrangements for the Workforce Board and Steering Group, with an even stronger focus on recruitment and retention
- We continue to give the highest priority to maintaining the optimum environment and support for social work and social care practice to thrive. Key to this is continuing with our focus on recruitment and retention across our social care teams. These include traditional University routes into Social Work, Step up to Social Work, Front Line and Apprenticeships
- We will continue to participate within the Humber Social Work Teaching Partnership, a professional forum for those involved in the development of the Social Care Workforce
- We are continuously reviewing different platforms to attract experienced practitioners thinking strategically about how we advertise and promote working for North Lincolnshire. We continue to utilise Children's Social Work Matters to advertise along with the council website with our own social care landing page. Service areas have provided information about their teams to contribute to a new web page and we are currently collating blogs and are producing short films to advertise our social care workforce
- As a result of the positive progress made in regards to recruiting newly qualified social workers we continue to ensure that social workers are supported throughout their first Assessed and Supported Year in Employment
- Whilst it has been key to ensure we drive forward and support new starters joining us it has also been imperative to ensure we promote the continuous professional development of our existing workforce. In regards to continuous professional development, we continue to offer blended and extensive training opportunities including face to face and virtual training to enhance the skills and knowledge of our workforce. We have supported a number of our Practice Supervisors and Service Managers to undertake the Practice Supervisor Development Programme (PSDP) through Research in Practice which aims to provide high-quality continuous professional development (CPD)

Open door policy for Care Leavers

- Further develop and embed the open door policy for Care Leavers whatever their age across the Council and wider partnership

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NORTH LINCOLNSHIRE COUNCIL

CABINET

Protect Duty 2022

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To provide an update to Cabinet on the new “Protect Duty” 2022 and to confirm the local process for implementation of the Duty.

2. BACKGROUND INFORMATION

2.1 Protecting Public Places - Current Position

Protect is 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 is no legislative requirement to consider or implement security measures at publicly accessible locations.

2.2 New Protect Duty 2022

The Government undertook a consultation in 2021 and are 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)

- 2.3 The proposals focus on legislative considerations of security being undertaken at certain publicly accessible locations (any place to which the public or any section of the public has 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 is not public access.

2.4 Scope of the Duty

- Proposal: The Duty should apply to owners and/or operators of publicly accessible venues with a capacity of 100 persons or more.
- Proposal: The Duty should apply to large organisations (employing 250 staff or more) that operate at publicly accessible locations.
- Proposal: A Protect Duty should be used to improve security considerations and outcomes at public spaces – These may be open public locations which usually have no clear boundaries or well-defined entrance / exit points (e.g. city centre squares, bridges or busy thoroughfares, parks, and beaches).

2.5 What will the Proposed Duty requirements be?

For public venues and large organisations with the scope of a Protect Duty, we consider that the owners/operators should be required to:

- Use available information and guidance provided by the Government (including the police) to consider terrorist threats to the public and staff at locations they own or operate.
- Assess the potential impact of these risks across their functions and estate, and through their systems and processes; and
- Consider and take forward 'reasonably practicable' protective security and organisational preparedness measures (for example staff training and planning for how to react in the event of an attack).

2.6 Local Plans and Preparedness

The duty is 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) is needed that builds upon and incorporates the existing duty regarding "prevent" and ensures that all portfolios activity is joined up.

Police interaction is through the Counter Terrorism Unit.

Therefore, to progress the work required in advance of the Duty, a new North Lincolnshire *CONTEST Board* has been established, Chaired by the Deputy Chief Executive. This Board will be supported by the work of the existing *Multi Agency Prevent Board* and a new *Protect Board* both of which will feed into the *CONTEST Board* on a regular basis.

3. OPTIONS FOR CONSIDERATION

3.1 Do Nothing: This is not an option due to the new statutory duty.

3.2 Adopt the new duty: Cabinet to note the requirements of the *Protect Duty 2022* and to receive confirmation that the required resources and structures are in place to deliver the Duty.

4. ANALYSIS OF OPTIONS

4.1 The duty is a statutory requirement, which will be placed on relevant authorities through legislation. The definitions published confirm that Local Authorities will be in the scope of the new *Protect Duty 2022*.

4.2 For most organisations in scope of a Protect Duty, it is proposed that compliance would be demonstrated by providing assurance that the threat and risk impacts had been considered, and appropriate mitigations had been considered and taken forward (implemented or plans in place for their progression). For organisations at the lower end of criteria thresholds, this would entail simple low – or no - cost preparedness measures.

4.3 The option outlined confirms the Councils continued commitment to Contest and Safeguarding individuals and places through the appropriate implementation of the Duty.

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

5.1 There may be some costs associated with required mitigation plans, these will be met from within existing budgets

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

6.1 The proposal to implement the Duty as required is in line with our ongoing commitment to the ambition and priorities articulated in the Council Plan.

6.2 The Duty can be undertaken from within existing resources and there are no specific risks or capacity issues identified.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

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

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 Consultation was undertaken with regional partners and further consultation will form part of the implementation as required.

9. RECOMMENDATIONS

- 9.1 It is recommended that the Cabinet note the Protect Duty and receive confirmation that the required resources and structures are in place to deliver the Duty.

DEPUTY CHIEF EXECUTIVE

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Author: Stuart Minto

Date: 31st August 2022

Background Papers used in the preparation of this report: None

Report of the Director: Governance and Communities

Agenda Item: 9

Meeting: 26 September 2022

NORTH LINCOLNSHIRE COUNCIL

CABINET

Annual Report for the first Year of North Lincolnshire Fuelled Programme 2021

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To inform cabinet of the first year of implementation of the North Lincolnshire Fuelled Programme (Holiday Activity and Food Programme funded by the DfE)

2. BACKGROUND INFORMATION

- 2.1 Funding was made available to North Lincolnshire Council by the Department for Education (DfE) to deliver the Holiday Activity and Food (HAF) programme during the Easter, Summer, and Christmas school holidays in 2021.

In North Lincolnshire the HAF programme has been 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 is 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 can be more active over the school holidays.
- Support the development of resilience, character, and wellbeing of participants along with wider education attainment. This includes 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, and North Lincolnshire offered the programme to the following groups:

- looked-after children
- young carers
- children in receipt of 'Early Help' or those protected
- children of recognised refugees or asylum-seeking families
- young people at risk of becoming NEET
- children with low school attendance or those at risk of exclusion
- children referred by other organisations or services such as Social Care, Schools, CAMHS or Health Practitioners

- 2.2 This report shares the offer available to over 6,000 children who were eligible for benefit related free school meals in the first year of 'FUELLED' delivery. The aim of the report is to capture North Lincolnshire's journey to date and identify out the next steps for future planning and delivery, ensuring that the investment reaches those who are eligible for the programme.
- 2.3 The summer 2022 Fuelled programme has continued to build upon the first year and has implemented several changes that have improved both the access and monitoring elements of the programme. This has included a much more effective registration and booking system more aligned to the needs of parents in North Lincolnshire. Forty-three providers have been recruited to deliver the Fuelled Programme and the majority are from the North Lincolnshire Community which has increased the sustainability of the local infrastructure for providing high quality holiday activities for our children and young people.

During the 2022 Summer programme we 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 several the different elements of the programme, including visiting several our local Fuelled providers, talking to parents, children, and young people. 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. The DfE has subsequently 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 congratulated the 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 pin provision had been identified as part of the audit in year one of the programme.

The DfE requirements stipulates sixty minutes of physical activity, and alongside this requirement the North Lincolnshire programme has worked hard to develop a balanced range of activities including theatre and pantomime workshops, arts and crafts, drama, music, leadership, science, STEM, and some sessions that offer a little bit of everything as an activity camp.

- 2.4 The Fuelled Summer programme finished on the 2nd of September. and the feedback from children, young people, parents, carers, and providers has been overwhelmingly positive:

- “My kids loved all of it! They came home telling me all about it”
- “Normally my son would have only gone to one session a week as that is all I could afford; this Summer was fabulous! He was involved in so much”
- “It was great having something fun to look forward to everyday”
- “The panto with Annie Fannie was my favourite!”
- “I got to meet so many new people and try new things
- 100% of providers rated the programme as Excellent or good overall
- “I have loved it, it has been fab to see children engaged and loving it. Bringing these sessions to children who wouldn't normally get the opportunity and equipping them with the tools and information to make healthier choices has been great

3. OPTIONS FOR CONSIDERATION

- 3.1 To consider the North Lincolnshire Fuelled Annual Report for information. (HAF)

4. ANALYSIS OF OPTIONS

- 4.1 To accept the report as an overview of the first year of the DfE funded Holiday Activity Food Programme - North Lincolnshire Fuelled, and note the future steps for further development as the programme progresses into year two – Summer 2022

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

- 5.1 Funded within current resource levels funded by the DfE

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

- 6.1 Providing safe and positive holiday opportunities as part of the Council priorities for Children and Young People

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

- 7.1 N/A

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 8.1 None

9. RECOMMENDATIONS

- 9.1 To receive the report as an overview of the first year of the DfE funded Holiday Activity Food Programme - North Lincolnshire Fuelled, and note the future steps for further development as the programme progresses into year two – Summer 2022

DIRECTOR: GOVERNANCE AND COMMUNITIES

Church Square House
SCUNTHORPE
North Lincolnshire
Post Code
Author: Sandra Simmons
Date: 8th September 2022

Background Papers used in the preparation of this report – Fuelled feedback from providers, Children and Young People, parents, and carers, DfE Monitoring reports and mandated data returns.

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North Lincolnshire Fuelled Holiday Activity and Food

Annual Report 2021

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FUELLED NORTH LINCOLNSHIRE

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Introduction

Welcome to the 2021/22 annual report on 'FUELLED', North Lincolnshire's Holiday Activity and Food programme, delivered as part of the governments national initiative to support vulnerable children and families.

We know that that the school holidays can be pressure points for some families. For some children this can lead to a holiday experience gap, with children from low-income households being:

- less likely to access organised out-of-school activities
- more likely to experience 'unhealthy holidays' in terms of nutrition and physical health
- more likely to experience social isolation

These inequalities have been shown to have a negative impact on school attainment once children return to the classroom. This is significant as educational performance is key to social mobility and enabling people to move out of poverty.

Funding was made available to North Lincolnshire Council by the Department for Education (DfE) to deliver the Holiday Activity and Food (HAF) programme during the Easter, Summer and Christmas school holidays in 2021.

This report shares the offer to over 6,000 children who were eligible for *benefit related free school meals* in the first year of 'FUELLED' delivery. It captures our journey to date and sets out our next steps and future plans, ensuring that the investment reaches those who are eligible for the programme.



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Vision

In North Lincolnshire the HAF programme has been delivered under the brand name 'FUELLED'.

In line with the HAF delivery objectives by the Department for Education, the 'FUELLED' programme vision is to:

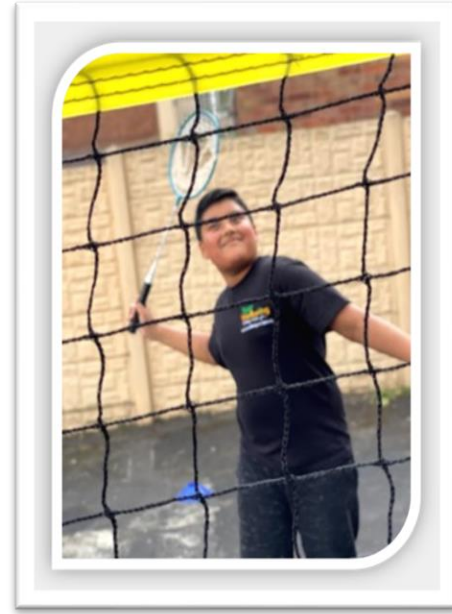
- Provide meals and snacks to ensure participants can eat healthily over the school holidays.
- Provide a range of sport and physical activities to ensure participants can be more active over the school holidays.
- Support the development of resilience, character and wellbeing of participants along with wider education attainment. This includes 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.

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“
Activities were well organised, at good locations and were well led.
 Parent, Summer Fuelled”



“
I miss my friends in the long holidays. I can now see them at Fuelled camps.
 Child, Summer Fuelled”



Eligibility

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).

The Department for Education extended the offer to include the **15% most vulnerable children** in the County. Criteria for this category was decided by each local authority. North Lincolnshire offered the programme to the following groups:

- looked-after children
- young carers
- children in receipt of 'Early Help' or those protected
- children of recognised refugees or asylum seeking families
- young people at risk of becoming NEET
- children with low school attendance or those at risk of exclusion
- children referred by other organisations or services such as Social Care, Schools, CAMHS or Health Practitioners



Journey so far

Pre-programme Preparation

- HAF funding from the DfE confirmed
- Mapping exercise completed
- 'FUELLED' brand selected by local young people, followed by brand development

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Easter 2021

- Activity packs and online delivery
- 'FUELLED' activity guide created for nutritional information and signposting
- Small face to face delivery piloted with 2 providers

Summer 2021

- Face-to-face delivery: 4 days per week across 6 weeks
- Leadership courses for teenagers developed in partnership with Hull University

Winter 2021

- Face-to-face delivery: 4 days per week across 2 weeks
- Activity Packs and food bags provided for all attendees
- Partnership with North Lincolnshire Volunteer Hub



“ *I liked learning a skill I couldn't do before.* ”

Children's Summer Fuelled feedback from providers



Activities

Activities were run by a range of providers in the following categories:

- Sports clubs
- Arts, craft and music
- Out of school clubs
- Wellbeing
- Youth activities
- Leadership and skills courses

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Providers were given the opportunity to access a range of training including:

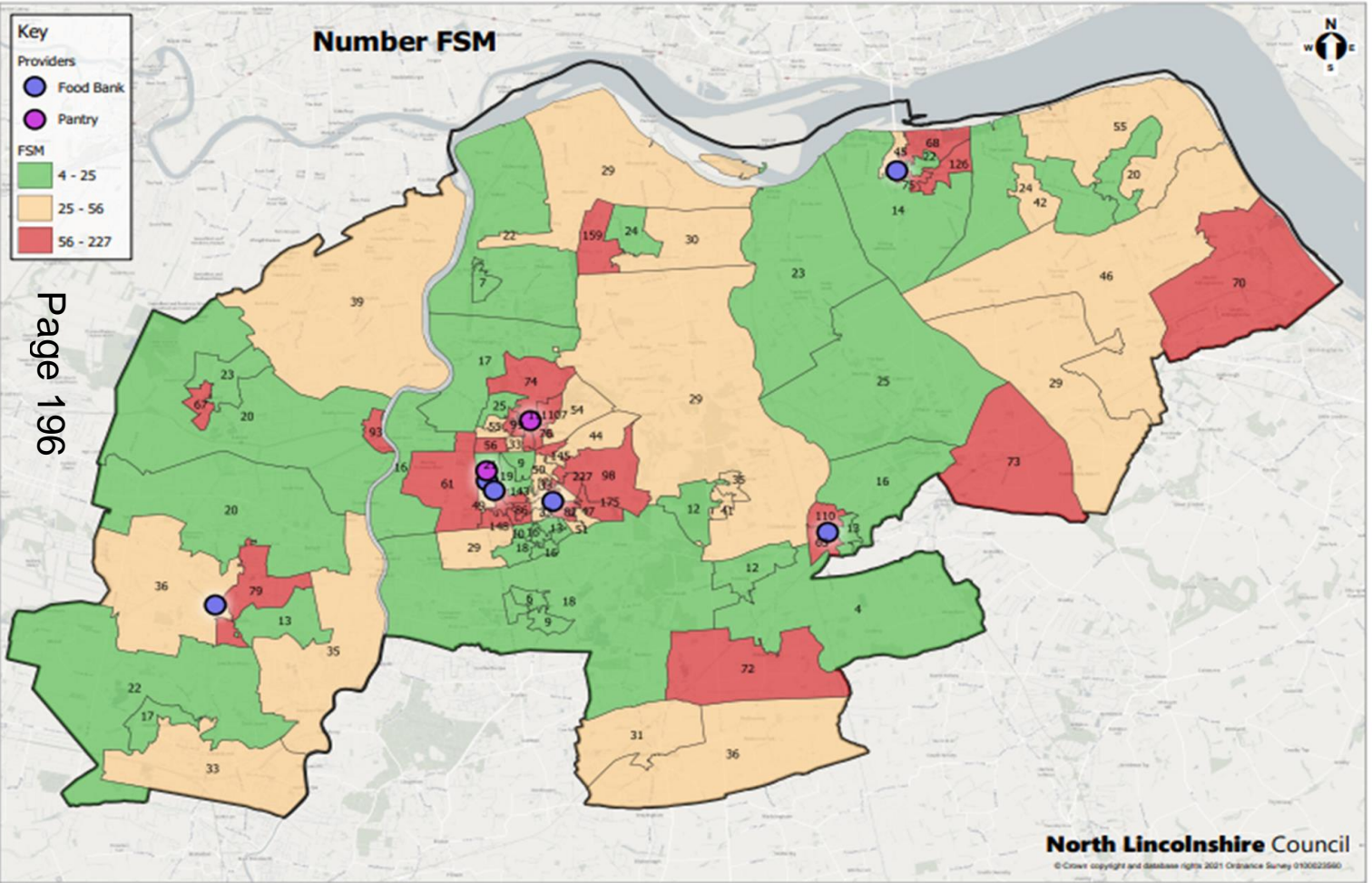
- Safeguarding
- Food hygiene
- Equality and Inclusion
- Emotional Wellbeing
- Nutrition and Active games



“
Well that was just ace. Loved ALL of it. When can we do it again?
 ”
 Child, Summer Fuelled

“
My sons came back after every session saying how much fun they'd had.
 ”
 Parent, Summer Fuelled

Priority Areas



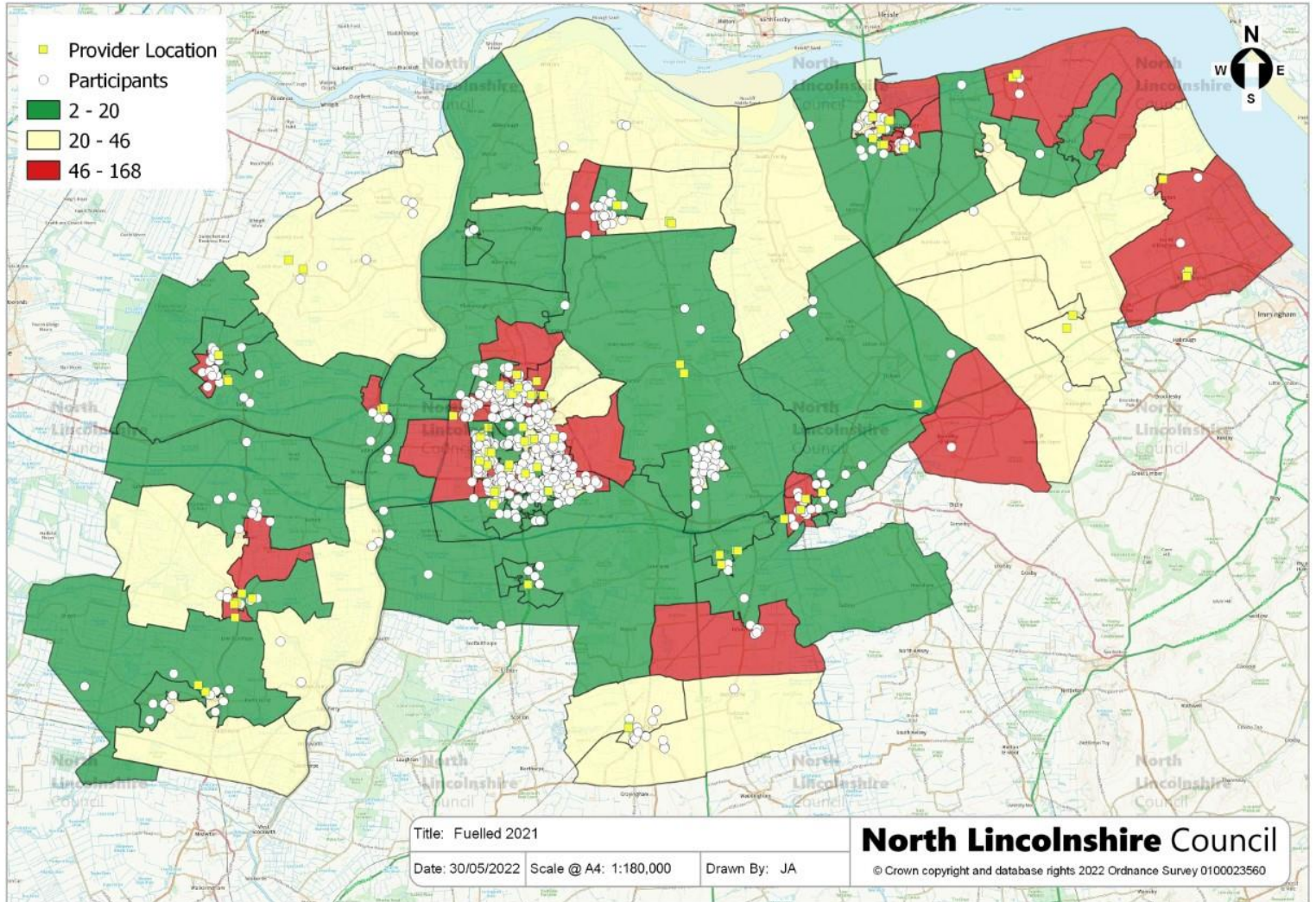
- A mapping exercise was completed prior to each holiday to better understand the spread and location of pupils receiving benefit related free school meals in North Lincolnshire.
- This helped identify areas of greatest need and to inform priority delivery locations.
- Locations of the local food network (food banks and pantries) were also identified.

Easter 2021 figures

- When applications were considered from provider's they were matched to identified areas of the benefit related free school meals data.
- This ensured that the programme met the requirement from the Department of Education that enough provision was available for families in both areas of high free school meal numbers and also rural areas.
- Where an identified area of free school meals **did not** have an activity running, a provider was approached to fill the gap.

“
We have a small flat. These activities meant the children could come to an activity that was local to us with lots of space and have fun.
”

Parent, Summer Fuelled



Summer 2021 figures

Promotion and Marketing

- North Lincolnshire has delivered the Holiday Activities and Food programme under the brand 'FUELLED'
- The brand was created to implement the programmes priorities and help reduce any stigma associated with the programme.
- Targeted promotion included a specific marketing pack inclusive of letters for parents, postcards, empty belly posters, social media posts, an online magazine and articles in the DIRECT newspaper (with a reach of 80,000 homes).

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Children come and ask us “Is Fuelled on this holiday. Can we come back and do some Fuelled stuff?” When the children ask .. That’s when you know that you are getting it right.

Fuelled Provider, Winter Fuelled

My sons engaged in workshops which were just fantastic. I could not be happier with the sessions. They ran on time, were well organised and ran in my local area.

Parent, Summer Fuelled

My child thoroughly enjoyed the session and talked about the other children he had met.

Parent, Summer Fuelled.

I like trying out new physical activities. I like challenging myself to see what I can do.

Young person, Sports Leadership Course, Summer Fuelled



'FUELLED' Website Statistics

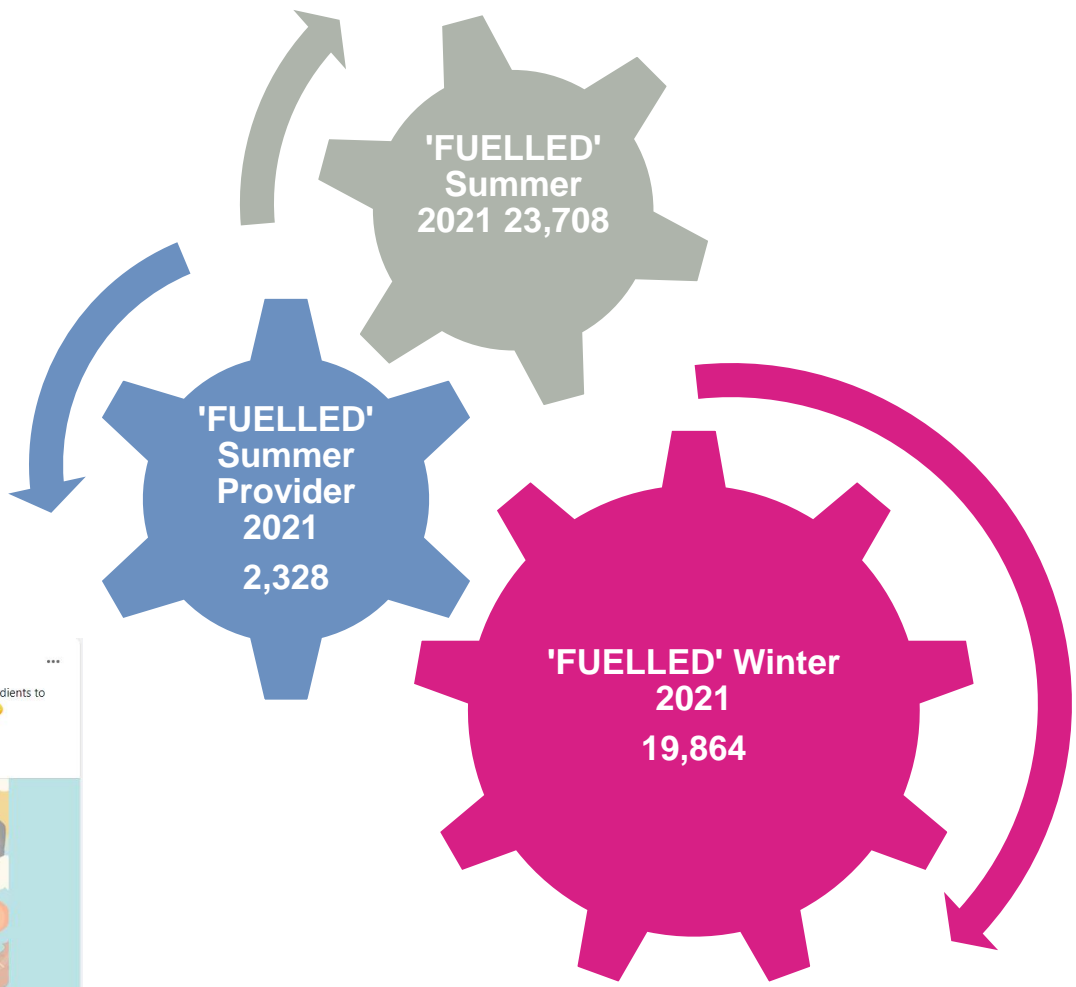
Number of hits on 'FUELLED' Provider website: **total hits 2489, unique hits 1129**

Number of hits on 'FUELLED' Family website: **total hits 26,432, unique hits 10,325**

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The most popular 'FUELLED' post had a reach of **8,329** people.

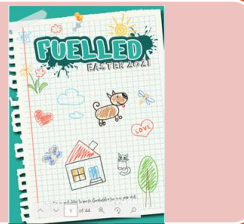
70% of FUELLED providers used the graphics package supplied to advertise on their own social media sites.




Social media post Impression statistics

Remote Delivery


Due to the high Covid rates in the area, some activities were delivered remotely during 2021.



5,986 activity bags were delivered in partnership with North Lincolnshire schools and alternative provisions. They contained a range of physical activity equipment, science challenges, recipes and nutritional advice.



A menu of 10 virtual activities were offered to encourage children and young people to Be Active, Go Out and About, learn about Cooking and Nutrition and focus on their Wellbeing. This included live streaming classes from NL Active.



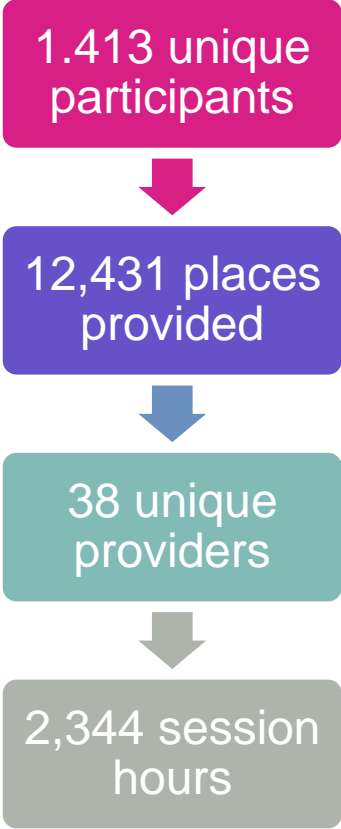
Over 1,000 craft packs and over 1,000 food parcels were supplied as part of Winter Fuelled through local Fuelled providers, Children's Services and North Lincolnshire Council teams.



Key Statistics 2021 *Face to Face* Delivery

Primary School: 81%
Secondary School: 19%
Attendee with a declared special need / disability: 8%

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Feedback from children & young people's Easter Survey as to what face to face clubs they would like:

- 56% Outdoor Adventures
- 55% Arts / Crafts
- 52% Sports
- 45% Cooking
- 21% Drama
- 21% Gaming / Coding

Many of the children asked indicated that they would attend more 'FUELLED' activities

Outcomes and Impact

An ambition across North Lincolnshire is that all children and young people have access to a vibrant and inclusive offer, delivered across public, private and voluntary & community sector organisations.

The investment has supported the coming together of providers to support overall quality and learning. It has both strengthened and established new relationships with providers and is building capacity for providers to grow a quality and accessible offer.

Children reported that they had:-

- Made new friends
- Had fun
- Learned new skills
- Found the holidays more exciting with more things to do

Parents & Carers

- Benefited from access to advice and support during the holidays
- Accessed affordable childcare through the scheme
- Be enabled to carry on working as working parents
- Gained financial relief (free activities, free meals)
- Experienced valuable respite

I really like coming here. We do lots of cool things and I have fun. Best school holiday EVER!!

Young person, Summer Fuelled

I didn't need to worry about lunch. This helped reduce my stress levels during the long holidays.

Parent, Summer Fuelled

Outcome – Food

HAF OUTCOME: Provide meals and snacks to ensure participants can eat healthily over the school holidays

12,431 meals provided in 2021

Summer 'FUELLED'

- Menus developed to ensure a varied and colourful lunch was offered daily
- Relationships built with local food suppliers, thereby decreasing food miles and supporting the local economy.

Winter 'FUELLED'

- Feedback from Summer activity providers showed that some participants were hungry when arriving at the activities. (This was especially the case where free breakfast clubs ran in the area during term time).
- In response, fruit and healthy snack bars were introduced in **60%** of the clubs.
- Other clubs provided 2 meals (mostly breakfast and lunch) to fill the gap.

“
I loved making the Pizza Faces. It gets 10 out of 10.
 Child, Summer Fuelled
 ”

1,000 food bags were delivered as part of the Fuelled Winter programme.



Over 50 children taught cooking skills throughout the programme.

“
My son liked the jacket potato and choice of filling. He has asked for it at home several times since. Parent, Summer Fuelled
 ”

Outcome – Physical Activity

HAF Outcome: Provide a range of sport and physical activities to ensure participants can be more active over the school holidays

As part of the Easter programme, activity packs were provided alongside streamed physical activity session by NL Active.

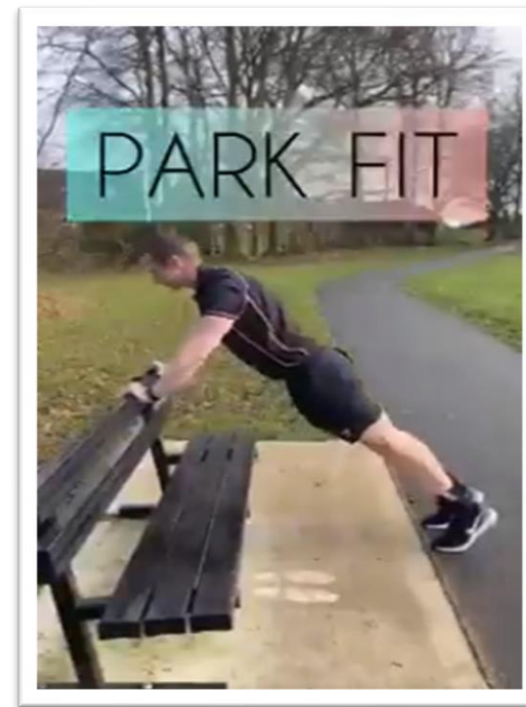
All activities in the Summer and Winter Fuelled programme delivered at least 60 minutes of physical activity. Some activities were run as Sports Camps. Sports included football, multi-sports, cricket, rounders, dodgeball, martial arts, boxing and street dance.



“
My son was shattered when he came home from the football session. He hasn't stopped raving about it since. He made new friends and loved the coaches.
”
Parent. Winter Fuelled

“
If I wasn't here I'd be in my bedroom playing on my Xbox. I don't talk to people in the holidays, just friends I'm playing a game with. This is more fun!
”
Child, Winter Fuelled

'FUELLED' partnered with NL Active to develop Park Fit boards for teens and their parents to complete together at Central Park and Baysgarth Park.



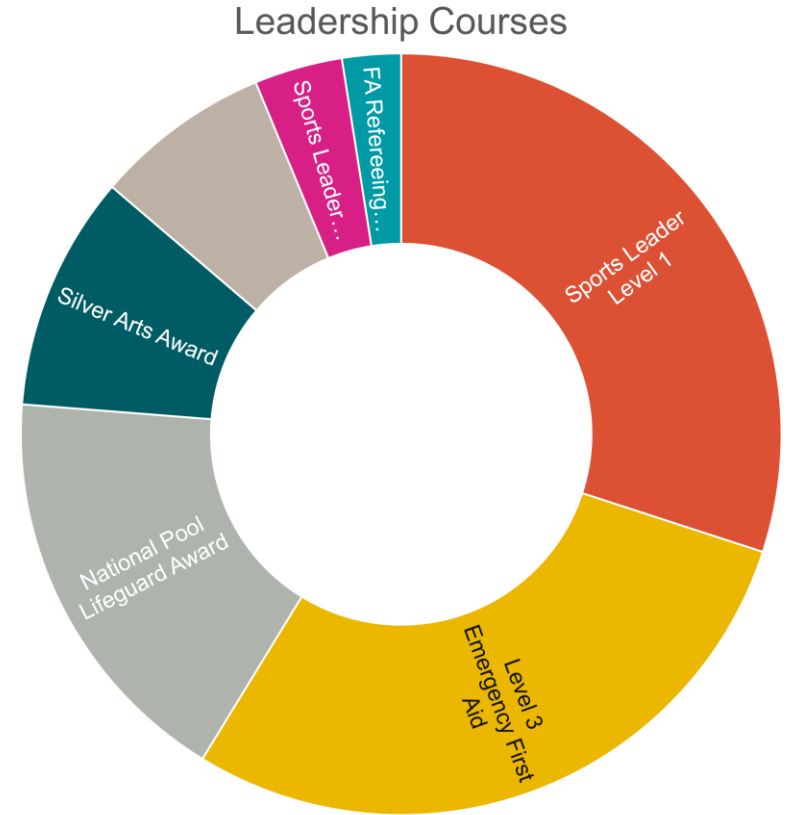
Outcome – Wider educational attainment

HAF OUTCOME: Support the development of resilience, character and wellbeing of participants along with wider educational attainment.

- Partnership with Hull University’s Humber Outreach Programme (HOP) provided further opportunities for young people aged 12-16 years of age.
- Match funding from HOP enabled young people to gain a leadership qualification with the intent to support them into work or progress into further education.

Courses ran included:

- Sports Leadership and FA Refereeing courses
- National Pool Lifeguard and Level 2 Award in Swimming Teaching
- Level 3 First Aid in the Workplace
- Silver Arts Award



“

I've used the work I've done on the Silver Arts Award as my portfolio for a National Art College and I've been accepted. This opportunity has made such a difference.

Young person, Silver Arts Award

”

Outcome – Wider educational attainment

HAF OUTCOME: Support the development of resilience, character and wellbeing of participants along with wider education attainment. This includes giving children and families a greater knowledge of health and nutrition

- Local Partnership ‘Get Ahead’ developed food nutrition activity boxes for providers – utilised in **83%** of the programme.
- providers developed their **own nutritional information** with local companies.
- Information was shared with all parents through recipe cards
- 3 further providers developed **nutritional workshops** for families.
- Contact details were given for Healthy Lifestyle advice to parents and teenagers.



Nutrition Information shared with parents:

- Eat Well plate
- Proteins, fats, carbohydrates, fruit & veg
- Food labels
- Sugar and salt levels
- Food budgeting
- Healthy recipes
- Healthy swaps

“ *Did you know that the only bit of a pomegranate that you can eat are the seeds? It’s a really funny looking fruit but the seeds were yummy!!* ”
 Child, Winter Fuelled

Outcome – Safe spaces and Connection

HAF OUTCOME: 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 also linking families to wider levels of support.

- The face-to-face 'FUELLED' camps provided safe spaces and opportunities for children to continue friendships with their peers and meet new people
- The collaboration between North Lincolnshire Council, schools, education teams, children's centres, Children's Services and voluntary youth settings ensured those most in need of the provision were offered the opportunity to attend.

“

The venues feel very safe. My son said he felt safe and cared for by the people who ran it. A real compliment.

Parent, Summer Fuelled

”



Parental feedback led to changes in delivery timings to enable working parents to manage drop-off and collection times and ensure attendance. An adjustment in hours for one provider, for example, resulted in numbers doubling in the Winter holidays.

How Parents heard about 'FUELLED'

Education Team	3%
Schools	77%
Social Media	17%
Word of mouth	3%

Additional Outcomes

Schools

- Links maintained with children over the holidays lead to an increase in confidence in the children when they returned to school
- Contact with and support for vulnerable children and families during the holidays

Providers

- Supported crucial post-covid recovery and renewal outcomes for children as well as for the youth activities sector
- Increased reach with new families attending
- Accessible practice supported children with SEND to attend universal sessions
- Growth of number of providers accessing funding due to extra funding in the system – building future capacity
- Renewal and strengthening of policies and procedures to enable safe, quality and accessible provision

Other outcomes and impact as a result of the programme

- Increased participation in physical activity
- Support for the wider food network via the donation of cooked meals to the Lighthouse and any surplus food bags to the local foodbank and pantry network.
- Funding supporting providers to grow their offer to attract other investment to support future sustainability
- Children and young people having **FUN!!**, feeling **CONNECTED** to their communities and friends and keeping **SAFE &**

WELL.

Strengths of 'FUELLED' programme

- **Local providers are sought to deliver the programme, therefore investing back into the community**
- **Familiar venues** in convenient location with known providers
- **Variety of activities** available (not just sports)
- **New providers appearing due to funding in the system**
- Where providers not known, comments from children and parents were that providers were friendly & approachable

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Ability to meet SEND needs within universal provision to deliver an inclusive offer

Feedback to inform future Planning

- Seek even wider opportunities to promote and market the offer – utilise all touch points of contacts for Children, Young People and Families.
- Include the Fuelled Offer in Place wide promotions, communications going out to parents re vouchers
- Simplify and Start the application earlier via dialogue with Parents, Carers and schools
- Create opportunities across Place Partners, and other staffing groups to enable development of the programme and delivery.



Further Opportunities

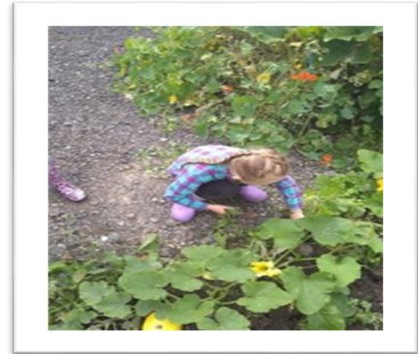
- Ensuring sufficient places on universal activities for eligible children, whilst encouraging provision is available for both eligible and non-eligible children to attend as friendship groups within in their own communities.
- Locating provision in areas of high need where there was no provision
- ^{Page 210}Local and Community Insight focused on running Activities at times needed based on feedback from parents, but also for teenagers who prefer afternoon and evening activities rather than mornings
- ^{Page 210}Transport challenges in rural locations



Beyond 2021: Next Steps

In December 2021, the Government confirmed funding available to local authorities to continue HAF delivery in 2022. It is North Lincolnshire Council's ambition to continue the delivery of the 'FUELLED' programme, due to the success and positive impact it has had on young people and their families in the holiday periods.

- Continue to grow and deepen partnerships across North Lincolnshire to further extend the impact of the programme
- Develop an effective marketing strategy to ensure visibility and improve Secondary attendance. This includes communicating sufficiency of activities within areas.
- Continue to listen to children, young people and parents to shape our North Lincolnshire 'FUELLED' offer.
- Explore how nutritional education can best be built into ongoing delivery, including engaging children and parents.
- Build stronger relationships with Supermarket Champions and the wider North Lincolnshire Food Network.
- Building on the evidence that the most successful holiday clubs were those with established relationships with schools, community centres and facilities.
- Offer activities to attract/engage different age children with a focus on including secondary age.
- Signpost parents/carers to other support in a systemic way, particularly health and employment.
- Explore sustainability plans for the future of the Fuelled Holiday Activities and Food programme.



FUELLED

NORTH LINCOLNSHIRE

Final Thought

'FUELLED' has created opportunities for children & young people to access child friendly spaces and for them to expend energy. It has helped them recover from the past 2 years of the pandemic physically and improve their emotional wellbeing.

Ecorys, 2021 Evaluation of the Holiday Activity and Food programme



Department
for Education

**North
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Contact Details

<https://www.northlincs.gov.uk/fuelled>

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Useful links:

- [Holiday Activities and Food Programme Guide 2022](#)
- [Practical guide to School Food Standards](#)
- [Evaluation of the 2021 Holiday Activities and Food programme](#)



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Report of the Director: Governance and Communities

Agenda Item: 10

Meeting: 26 September 2022

NORTH LINCOLNSHIRE COUNCIL

CABINET

SUMMER DAZE'

North Lincolnshire Active Free School Holiday Swimming Offer - Summer 2022

1. OBJECT AND KEY POINTS IN THIS REPORT

1.1 To provide an update on the 'SUMMER DAZE 2022' – a programme of free school holiday swimming for children and young people during the school summer holiday

2. BACKGROUND INFORMATION

2.1 There is strong scientific evidence that taking part in physical activity can have a positive impact on an individual's physical health, social and emotional wellbeing. As well as helping people lead healthier lifestyles, the 'SUMMER DAZE' free-swimming scheme encourages children to visit safe indoor facilities, instead of being drawn to unsupervised outdoor water locations. During hot weather increasing numbers of people, especially children, put themselves at risk of drowning in open water. This offer provides a supported environment to enjoy water safely during the school summer holidays. The free swim offer is based on the principles of equality of access and supports all participants, ensuring that they are treated fairly, based on pool and site capacity, and not discriminated against in terms of ability, or affordability.

The aims of the offer:

The 'SUMMER DAZE' free summer holiday programme offers 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
- Provides a safe environment in school summer holiday that helps 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

Description of the offer - SUMMER DAZE' is a programme of scheduled pool time for children and young people to access free of charge at the following local venues:

- Baysgarth Community Hub
- Ancholme Leisure Centre
- Riddings Pool
- The Pods
- Axholme North Leisure Centre

- Epworth Pool (a community operated pool, sessions supported by NLC investment)

Who is eligible? - 'SUMMER DAZE' sessions are available free of charge for children aged 16 years and under (pool safety ratios apply)

When is the offer available?

The 'SUMMER DAZE' offer commenced on Monday 25th July ran until Sunday 4 September 2022.

'SUMMER DAZE' and 'SUMMER DAZE FAMILIES ONLY' sessions were programmed on the pool timetables at each venue.

Alignment with targeted programmes

The offer was integrated with the HAF programme so that children & 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.

How did young people access the offer

The 'SUMMER DAZE' offer is an open access programme with no requirement to book. To access the offer, children turned up on the day. A band system was in operation to ensure maximum bather loads were adhered to.

Marketing & Communications

'SUMMER DAZE' was promoted in the run up to the school summer holidays and content / PR featured on a range of channels NLC and NL Active socials, NLC website, What's On guides, digital screens, News Direct.

Data re free school holiday swimming at NLC pools

Summer Daze - Free Swimming Take up figures (from 25 July until 4 September 2022)

	25/7/to 31/7	1/8/to 7/8	8/8 to 14/8	15/8 to 21/8	22/8 to 28/9	29/8 to 4/9	Total
ALC	240	217	178	304	199	177	1315
ANLC	81	91	68	76	84	58	458
BLC	151	117	180	121	75	109	753
ELC							0
RCH	215	186	132	138	90	108	869
TP	567	692	618	624	467	367	3335
Total	1254	1303	1176	1263	915	819	6730

3. OPTIONS FOR CONSIDERATION

3.1 To accept and note the report on the 'SUMMER DAZE 2022' free school holiday swimming for children and young people during the school summer holiday

4. ANALYSIS OF OPTIONS

4.1 The free summer holiday swimming offer contributes towards the safe and well outcomes in the council plan. It supports community safety and promotes good health and wellbeing by encouraging young people to take part in physical activity in a safe swimming environment.

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

5.1 To enable the provision of the SUMMER DAZE programme in the Epworth locality, a budget was identified to fund the community-operated pool to provide the offer at this site.

NL Active sites planned their summer holiday pool programme to ensure a balanced offer to support paying members, casual users and to enable the continued delivery of other targeted programmes, such as Good Boost and swimming lessons. This was to support all pool users and minimise disruption to the commercial offer.

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

6.1 Links to strategies/plans/council objectives etc

The free summer holiday swimming offer contributes towards the safe and well outcomes in the council plan. It supports community safety and promotes good health and wellbeing by encouraging young people to take part in physical activity.

On a national level it addresses priorities raised in government strategy Sport Future: Uniting the Movement, “investing more in children and young people from the age of five to build positive attitudes to sport and activity as the foundations of an active live” as a priority along with “focusing more money and resources on tackling inactivity”.

Swimming is a sport which can save lives. Drowning is still one of the most common causes of accidental death in children, so being able to swim is an essential life-saving skill. Building up water confidence helps to prevent fear, which can lead to panic, and panic is the most common cause of drowning. Getting children into the water in a safe and managed environment can teach children about the properties of water and can help to eliminate fear by teaching them how to be safe and have fun in the water.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 N/A

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 None

9. RECOMMENDATIONS

9.1 To accept and note the report on the ‘SUMMER DAZE 2022’ free school holiday swimming for children and young people during the school summer holiday

DIRECTOR: GOVERNANCE AND COMMUNITIES

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Background Papers used in the preparation of this report – Monitoring data NL Active

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