

NORTH LINCOLNSHIRE COUNCIL

**CHILDREN AND FAMILIES
CABINET MEMBER**

**NORTH LINCOLNSHIRE CHILDREN'S COMMISSIONING STRATEGY 2020/24
(2022 REFRESH)**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To note and endorse the North Lincolnshire Children's Commissioning Strategy 2020/24 (2022 refresh).
- 1.2 The 2022 refresh builds on and articulates our One Family Approach, encompassing our ambition for children to be in their families, in their schools and in their communities. It recognises the excellent progress made and confirms our integration priorities and commissioning intent across education, health and care for our children and families.

2. BACKGROUND INFORMATION

- 2.1 The North Lincolnshire Health and Care Integration Plan sets the strategic vision and principles for integrated working within North Lincolnshire. The integrated care partnership and governance arrangements established for the place of North Lincolnshire includes the Integrated Children's Trust (ICT) (among others), which report to the Place Partnership. The ICT is the singular vehicle for developing our integrated approach and commissioning intent across the children and families offer, for our children and families.
- 2.2 Set in the context of the Health and Care Integration Plan 2021/24, and through the ICT, we developed and launched the inaugural Children's Commissioning Strategy 2020/24 in September 2020. The inaugural strategy articulated our One Family Approach to create a system that works for all children and families to contribute to our ambition for children to remain in their families, in their schools and in their communities. The strategy also identified five initial 'shine a light' areas of focus for partnership action in relation to the One Family Approach, Emotional Wellbeing and Mental Health, Early Years, SEND Support and the Children's Challenge.
- 2.3 Through identified leads and partnership delivery groups, the ICT has had oversight of activity, impact and outcomes pertaining the 'shine a light' areas of focus. A progress review was presented to the ICT in April 2022, which demonstrated the positive impact on children and families through effective partnership working as detailed in the strategy.
- 2.4 We continue to be ambitious for the future and for our children and young people, and we have high expectations of ourselves as partners,

working with children, families, and communities, to build on the consistent improvement in outcomes across the place and neighbourhoods of North Lincolnshire.

2.5 The 2022 refresh further articulates our ambition for children to be in their families, in their schools and in their communities. It continues the focus on, and progress of, an integrated children and families offer that works for all. Key to this is ongoing integration with schools as primary partners, wider partners and the community to continue to meet need at the earliest point, enabling sustainable change within families. The 2022 refresh also refines the 'shine a light' areas of focus, which are now focussed around:

- Emotional wellbeing and mental health
- Best start in life
- Adolescents and youth offer
- Outcomes for children and young people with vulnerabilities

2.6 To continue the success of the strategy in achieving the best outcomes, there is also an amplified focus on aligning the 2022 refresh with the Place Partnership strategic intent and the further development of the associated Health and Care Integration Plan. Ensuring that the children's agenda influences and is represented in the integration plan; that it is reported into the Place Partnership; and that underpinning reporting through the ICT is aligned.

3. OPTIONS FOR CONSIDERATION

3.1 Cabinet is asked to note and endorse the 2022 refresh of the North Lincolnshire Children's Commissioning Strategy.

4. ANALYSIS OF OPTIONS

4.1 The strength of partnership working has been fully evidenced through the inaugural Children's Commissioning Strategy which is having a positive impact on the experiences of our children and families.

4.2 There is an ongoing commitment to listen, learn, review and adapt and the 2022 refresh takes account of the views and experiences of children and families, local needs and populations, national and local policy drivers and our transformation agenda. This places us in a strong position to further build on the collective strengths of our people and place to innovate and change through integration and system redesign.

4.3 The 2022 refresh has been developed in line with the rearticulation of the Health and Care Integration Plan and takes account of the agreed strategic intents.

4.4 The 2022 refresh includes how we respond to the challenges offered by our children and families, through the Children's Challenge, and how we safeguard and protect the most vulnerable through the 'Helping Children and Families in North Lincolnshire' document.

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

5.1 There are no specific resource implications associated with this report, though it is acknowledged that there will be likely resource implications associated with the delivery of the strategy which will be considered in due course.

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

6.1 The strategy sets out the high level ambition and intent for future development and shaping of the offer to children and families in the context of the relevant legal and regulatory requirements.

6.2 The strategy contributes to the priorities and outcomes articulated within the council plan.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 An Integrated Impact Assessment was completed for the original iteration of the Children's Commissioning Strategy 2020/24 and has been reviewed and refreshed to reflect the 2022 refresh. No adverse impacts were identified.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 The 2022 refresh has been developed in consultation with key stakeholders across the scope of the membership of the ICT and across the wider partnership.

8.2 The outcomes of consultation and engagement with children and families have helped to shape and influence the 2022 refresh.

8.3 There are no conflicts of interests to declare.

9. RECOMMENDATIONS

9.1 That Cabinet notes and endorses the 2022 refresh of the North Lincolnshire Children's Commissioning Strategy 2020/24.

DIRECTOR: CHILDREN AND FAMILIES

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DN15 6NL
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Date: 4 January 2023

Background Papers:

North Lincolnshire Children's Commissioning Strategy 2020/24 (2022 refresh)



North Lincolnshire
One Family Approach

Children's Commissioning Strategy

One Family Approach: An integrated system that works for all children, young people and families

2020/24: refresh 2022

**North
Lincolnshire**

Council

in partnership with Schools and Colleges



North Lincolnshire Health and Care Partnership

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We want North Lincolnshire to be the #bestplace to live, work, visit and invest and we want the people of North Lincolnshire to be safe, well, prosperous and connected.

We are proud to acknowledge and celebrate the strength of partnership working and to continue to build on success. Set in the context of the Health and Care Integration Plan 2021/24, we launched our inaugural Children's Commissioning Strategy 2020/24 in September 2020, which clarified our integrated **One Family Approach** and our shine a light and line of sight areas of focus in relation to health, social care and education for children, young people and families. Two years on, children, young people, families and communities remain at the heart of what we do and mid point in our strategy, we have taken stock against our shine a light areas of focus to ascertain our progress in improving outcomes. A summary of progress, impact and outcomes is contained on slide 5.

We continue to move forward and to be ambitious for the future and for our children and young people. We have high expectations of ourselves as partners, working with children, families and communities, to improve outcomes across the place and neighbourhoods of North Lincolnshire.

This refresh further articulates our ambition **for children to be in their family, in their school and in their community** and as we build on and continue to develop our partnership actions, we will take account of local needs and populations, national and local policy drivers and our transformation agenda. We are in a strong position to further build on the collective strengths of our people and place to innovate and change through integration and system redesign. Led through our Integrated Children's Trust (ICT), we are continuing our focus on working together with schools as the primary partner, wider partners and the community through an integrated system that works for all children, young people and families, that meets need at the lowest level and enables sustainable change within families via the fewest best interventions.

As partners continue to take a One Family Approach across North Lincolnshire, we want children, young people and families to build upon their strengths and their resilience to find or be enabled to find solutions when things are not going so well through an integrated children and families offer. We enable them to access available information, advice, guidance to maximise their potential and enhance their life chances. We want all children and families to have a sense of belonging, equality of opportunity and equality of outcomes and through our integrated working, we will continue to address inequalities and enable those more in need to achieve positive outcomes. Where there are significant concerns, we want children, young people and families to be able to access swift, creative and flexible family help so they can remain independent. We will continue to protect children and young people with an aim to build resilience and help them live within their family, attend their school and be a part of their community.

We want children, young people and families to be supported by a workforce that has an agile mindset to best contribute to our children and families offer. We will continue to develop a children and families workforce that is resilient, confident, competent and with authorisation to do what they think is the right thing to do without escalating children and families unnecessarily through a range of organisational systems and referral processes when the day to day contact with trusted professionals can make the difference. We listen to families, work to build upon the child and family's strengths, help them find solutions and only when necessary consult with others to seek assurance, check they're doing the right thing and continue to support the child and family. We will continue to create equality of opportunities by acknowledging inequalities and removing barriers and we will prioritise help and support to our most vulnerable children and young people so they have fair and equitable opportunities to be the best they can be, irrespective of their background and circumstances. We will enhance, build and further develop an integrated workforce, one that works with the whole family and where we reduce unnecessary duplication of professionals involved with a child and family.

Underpinned by our values of equality of opportunity, excellence, self-responsibility and integrity, this strategy signals a continuing intent to work together and integrate our children and families offer and our commissioning functions where these improve outcomes for children and families; to prioritise those who have additional need; and to reduce inequalities and improve outcomes for all children and families, taking account of ethnicity, race and religion and those with certain specific additional vulnerabilities.

The refreshed scope of this strategy:

- enables agencies and organisations across the partnership to build on a shared understanding of our local ambition for our children, young people and families, and how this can be delivered through an integrated offer for children and families
- clarifies our key enablers and shine a light areas of focus for partnership action, which are based upon national and local guidance, data and intelligence and the views of children, young people and their families, through our **Children's Challenge 2020/24**, as well as from practice wisdom and best practice; and it adds value and supports individual agencies statutory functions
- is set in the context of the **Helping Children and Families in North Lincolnshire 2020/24** document, which sets out how local provision helps and supports children, young people and families to participate, find help online and in their neighbourhoods and communities, to be resilient and stay independent; and that they are safeguarded and protected when necessary

As an executive function of the North Lincolnshire Place Partnership (Sub Committee of the Humber Coast and Vale Integrated Care Board), the ICT will oversee the development and implementation of this strategy, and will provide a conduit between the Integrated Adults Partnership, the North Lincolnshire Population Health Management and Prevention Collaborative and other key boards and partnerships, to represent the interests of children, young people and families, including the transition between children and adults for 16 to 24 year olds including those impacted by recent circumstances



Ann-Marie Matson

Director of Children and Families
North Lincolnshire Council
Chair of Integrated Children's Trust



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Integrated Care Board
Vice Chair of Integrated Children's Trust

In the original Children's Commissioning Strategy 2020/24, five '**SHINE A LIGHT**' areas of focus were identified for partnership action. It is acknowledged that there has been significant progress, impact and outcomes pertaining the areas of focus, a summary is included below:

One Family Approach

- Embedded the One Family Approach (OFA) and OFA practice model across the partnership
- Progress towards achieving the ambitions of the Supporting Families programme,
- Specific examples of OFA in action include the Partnership Integrated Triage (PIT STOP); and the 0-2 pathway and Multi Agency Pre-birth Liaison and Consultation (MAPLAC) forum
- Early help forms and associated guidance have been refreshed and improvements in the functionality and reporting capacity of the early help assessment system

Emotional Wellbeing and Mental Health

- Digital offer to access emotional wellbeing and mental health support has been further developed
- Commissioned With Me In Mind Mental Health Support Teams in schools and working with young people to raise awareness
- Focus on upskilling the workforce in relation to trauma informed practice
- Enhanced support regarding specialist eating disorders in place to respond to demand

Early Years

- Revised Communication Counts offer
- Early intervention groups 'family play' have been added to the menu of targeted groups
- Early years cluster groups established
- Agreed a definition of 'school readiness'
- Ready for school partnership event(s) held with 'top tips' developed for families to support children's transition to school
- Ongoing focus on continuous professional development across early years professionals

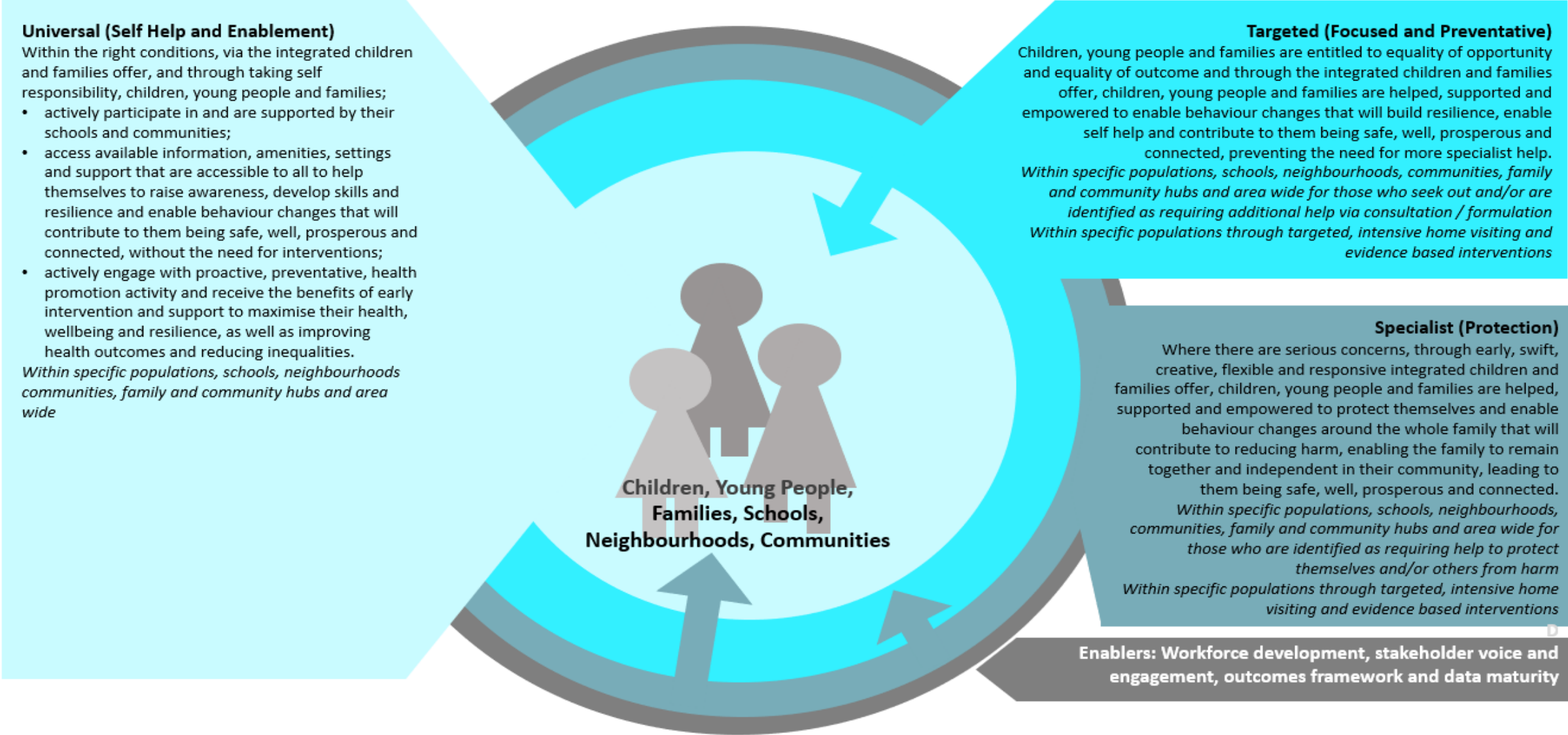
SEND Support

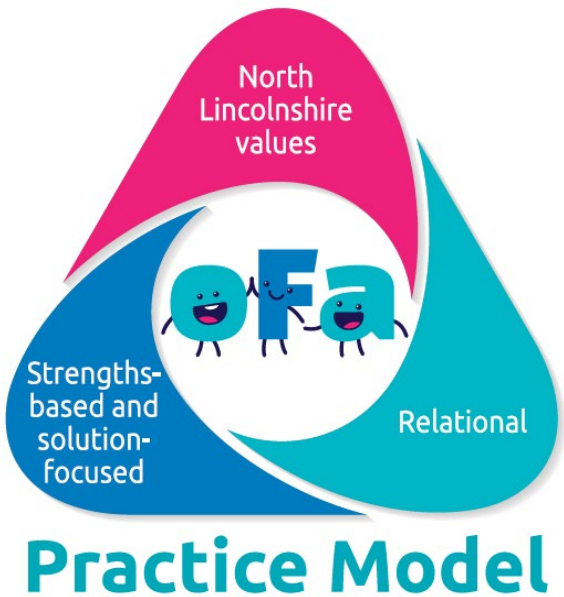
- Supported additional resourced provision in school settings, which is positively impacting on suspension figures
- Worked collaboratively with head teachers and principals to review delivery approaches in relation to alternative learning provision for young people at key stages 3 and 4 to support quality inclusion
- Expanded the number of post 16/19 supported internships so that more young people with SEND can access learning and training opportunities in the workplace
- Targeted support for young people with SEND from year 9 onwards with a focus on preparation for adulthood

Children's Challenge

- Progress made against the challenges identified in the Children's Challenge
- Ongoing commitment to engagement with children, young people and families at all levels
- Developed part time, casual Supported Families in Partnership Assistant posts for people with lived experiences of interventions to work with others to help listen, learn, review and adapt systems, process, support and interventions
- Held bespoke consultation activity with children, young people and families to shape and influence the children and families offer

<p>Ambition</p>	<p>Through our One Family Approach, we will work together with schools as the primary partner, wider partners and the community to build on and further strengthen an integrated system that works for all children, young people and families, where children can be in their families, in their schools and in their communities</p>
<p>We do this by</p>	<p>Meeting need at the lowest level Prioritising the vulnerable Addressing inequalities to enable equality of opportunity and equality of outcomes Promoting independence, maximising opportunities and enabling self responsibility Managing and mitigating risk Ensuring the best children and families offer in the best place</p>
<p>Policy intents</p>	<p>Focus on place based and neighbourhoods model Enabling sustainable change Whole family working Fewest best interventions One Council One Family One Place</p>
<p>Shared values</p>	<p>Equality of opportunity, excellence, integrity and self responsibility</p>
<p>Drivers</p>	<p>National and local policy drivers Organisational model Practice model Helping Children and Families in North Lincolnshire document</p>
<p>Outcomes</p>	<p>Safe, Well, Prosperous and Connected</p>





Practice Model

The **One Family Approach Practice Model** provides the framework for how every professional in North Lincolnshire should work with children, young people, and families.

It is based upon our North Lincolnshire culture, values and beliefs, aiming to help us achieve our ambition – to keep children **in their families, their schools and their communities**.

We do so by building upon strengths, finding solutions in families and communities, building resilience and confidence, and enabling independence.

North Lincolnshire values	<p>Our One Family Approach is underpinned by four values which drive and unite our practice, behaviour, and decisions:</p> <ul style="list-style-type: none"> • Equality of opportunity - where all children, young people and families, regardless of need, community, or diversity, have equal access to the same opportunities to achieve their potential and positive outcomes. To achieve this involves working anti-oppressively to challenge disadvantage and adversity • Excellence - where we have high aspirations for children, young people and families and high expectations of each other across the workforce, and support and challenge together as we strive for best practice and best outcomes • Integrity - where we are respectful, honest and accountable in our actions, where behaviours build trust and effective relationships, and we uphold the highest standards including the creative use of resources across the partnership to achieve shared outcomes for children, young people and families • Self responsibility – where confident and autonomous professionals enable and empower others to have choice and control over their lives, to make decisions, have a voice, and to live independently from interventions, in their families and communities
Strengths based/solution focussed	<p>Being strengths-based and solution-focused is how we seek to achieve enabling sustainable change that improves the wellbeing of children and young people.</p> <p>A strengths-based and solution-focused approach encourages positive worker-family relationships, and positive restorative conversations that helps people build confidence for the future based upon ‘what is working well’.</p> <p>Taking a solution-focused mind-set into our work with children, young people and families reflects our beliefs in North Lincolnshire that the answers to challenges and problems are found within families, neighbourhoods and communities. Effective help and protection is founded upon people being inspired and enabled to resolve and overcome their difficulties, and be more resilient into the future.</p> <p>Being strengths-based and solution-focused does not mean discounting or minimising risk, it calls for risk to be assessed and responded to in a proportionate and sensible way, so that action aims to increase safety rather than reduce professional anxiety.</p>
Relational	<p>Being relational reflects the value we give to family and to community, to identity and to attachment, to teamwork and to love. Building, maintaining, and strengthening relationships improves the wellbeing of children and young people.</p> <p>A relational approach to our work means we take the time to listen, take the time to build rapport, and provide help through trusted relationships. We seek to understand children’s and adult’s needs and behaviours in the context of their system and experiences (their relationships with family, friends, and their community), adopting a trauma informed mindset.</p> <p>Working relationally means that we recognise help is often best delivered through the trusted professional. We try to reduce unnecessary referrals to other agencies, and when other skill-sets are needed, these agencies may take a more consultative role, supporting the lead professional and network. We use formulation to help get our analysis right and make sure that help improves outcomes.</p> <p>Being relational and restorative sees a high priority given to partnership and co-production, allowing families to lead their own plans. When needed, the professional response must be swift and effective, with families supported to change in the child’s timescales.</p>

North Lincolnshire Strategic Intent

Our Ambition

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

People will;

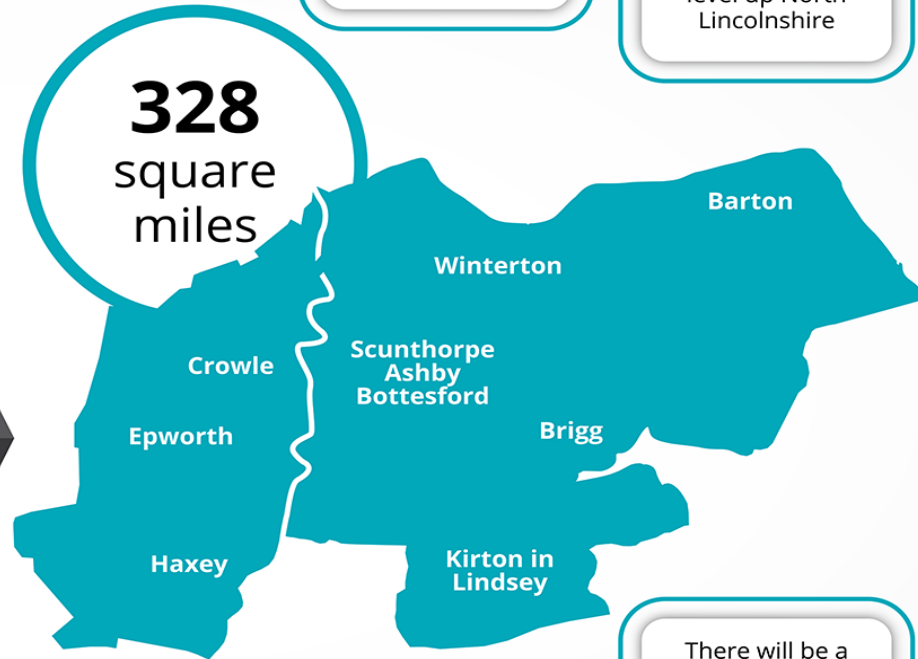
- enjoy good health and wellbeing at any age and for their lifetime.
- live fulfilled lives in a secure place they can call home.
- have equality of opportunity to improve their health and play an active part in their community and enjoy purpose within their lives.

Our community first approach

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

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

Priorities for Collective Investment



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

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

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

The health inequalities gap will reduce across our wards

Access to health and care will take account of rural challenges

Healthy life expectancy will improve for our population

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

The integrated practise model will be person centred

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

The Integrated Children's Trust have identified four **shine a light** areas of focus for partnership action and system change to contribute to children, young people and families being **SAFE, WELL, PROSPEROUS** and **CONNECTED** and so that **children live within their family, attend their school and be a part of their community.**

These new areas of focus have emerged from the mid strategy review of the original **shine a light** areas of focus, emerging themes from the ICT development discussions and the refresh of the Children's Challenge.

Aspects of partnership action associated with these **shine a light** areas of focus contribute to the Place Partnership Strategic Intents implemented through the Place Partnership Integration Plan

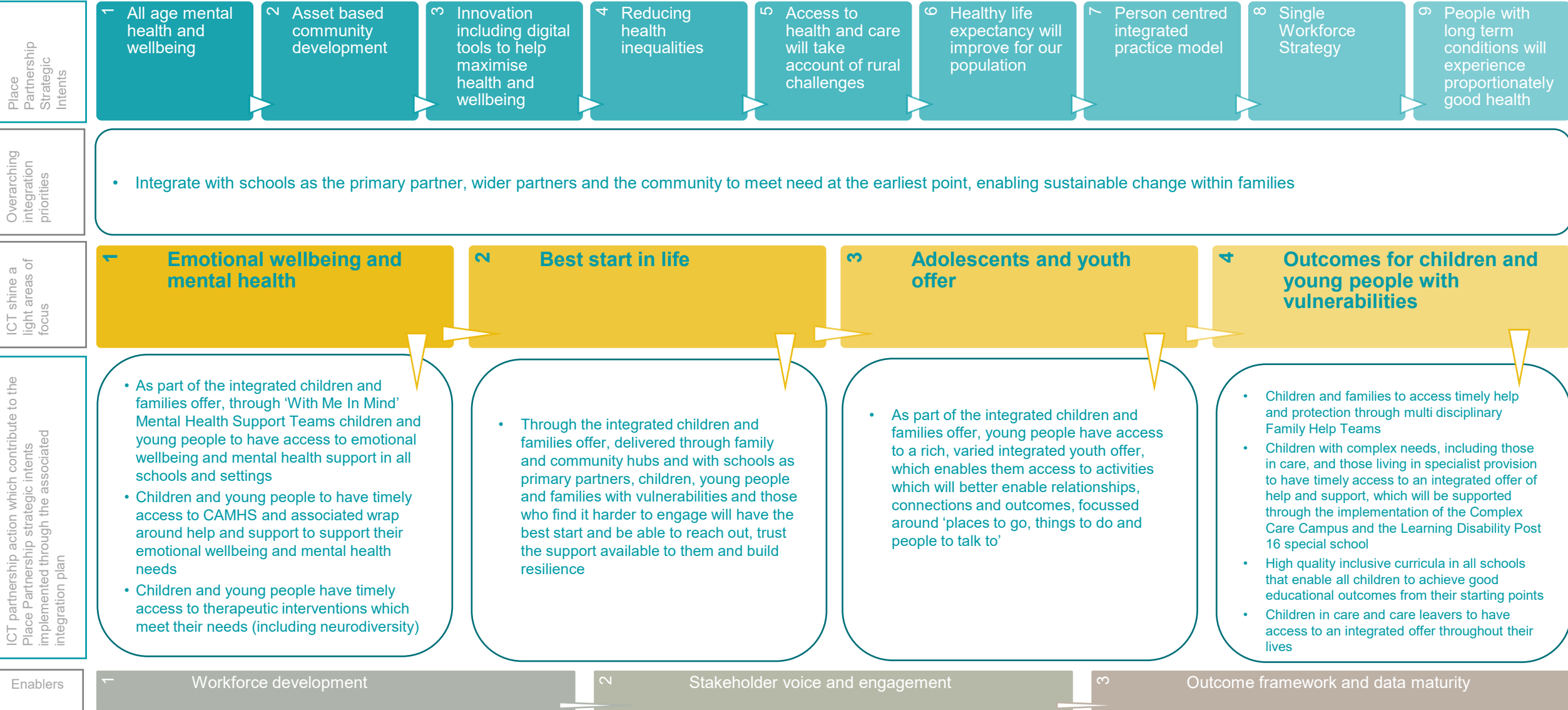
↶ Emotional wellbeing and mental health

↷ Best start in life

↻ Adolescents and youth offer

↷ Outcomes for children and young people with vulnerabilities

Children's Commissioning Strategy refresh (and interface with Place Partnership Strategic Intents)



Under the auspices of the ICT, in order to move forward our main integration priorities, there are established partnership arrangements and identified lead officers to drive forward partnership action and system change. As part of this, through the identified lead officers and lead partnerships (**in bold**) will be responsible for identifying, monitoring and progress reporting to the ICT, underpinned by relevant **performance data and analysis, practice wisdom, voice and engagement and reviews/reports.**

INTEGRATION PRIORITY	PARTNERSHIP ACTION		LEAD PARTNERSHIP(S)	LEAD OFFICER(S)
	What will we do (priorities)	How will we do it (partnership action)		
1: Integrate with schools as the primary partner, wider partners and the community to meet need at the earliest point, enabling sustainable change within families	<ul style="list-style-type: none"> ➤ Ensure children, young people and families have timely, equal access to an integrated offer across the continuum of need 	<ul style="list-style-type: none"> ➤ Undertake mapping exercise to understand the scope of the children and families offer and the associated resources / assets ➤ Consider and understand the additionality of the partnerships across schools and our wider neighbourhoods and communities, that will contribute to our local children and families offer 	<ul style="list-style-type: none"> ➤ Integrated Children and Families Offer Strategic Steering Group 	<ul style="list-style-type: none"> ➤ Assistant Director Children's Help and Protection, NLC

For areas in which we want to **shine a light** there are established partnership arrangements and identified lead officers to drive forward partnership action and system change. As part of this, through the identified lead officers and lead partnerships (**in bold**) will be responsible for identifying, monitoring and progress reporting to the ICT, underpinned by relevant **performance data and analysis, practice wisdom, voice and engagement and reviews/reports.**

ICT partnership action which contribute to the Place Partnership strategic intents implemented through the associated integration plan are also captured below to be included in the composite of the ICT partnership actions against our identified **shine a light** areas of focus

SHINE A LIGHT AREA OF FOCUS	PARTNERSHIP ACTION		LEAD PARTNERSHIP(S)	LEAD OFFICER(S)
	What will we do (priorities)	How will we do it (partnership action)		
<p>1: A culture and system that leads to positive emotional wellbeing and mental health for children, young people and their families</p>	<ul style="list-style-type: none"> ➤ As part of the integrated children and families offer, through 'With Me In Mind' Mental Health Support Teams children and young people to have access to emotional wellbeing and mental health support in all schools and settings ➤ Children and young people to have timely access to CAMHS and associated wrap around help and support to support their emotional wellbeing and mental health needs ➤ Children and young people have timely access to therapeutic interventions which meet their needs (including neurodiversity) 	<ul style="list-style-type: none"> ➤ Further embed the 'With Me In Mind' Mental Health Support Teams model in schools and settings, understand the interfaces with other part of the system, and the impact and outcomes (including for specific vulnerable groups) ➤ Consider how the 'With Me In Mind' offer is available to children and young people not in schools and settings i.e. electively home educated ➤ Ongoing review of systems, processes and resources to enable children and young people to have timely access to: <ul style="list-style-type: none"> ➤ CAMHS and wrap around support ➤ Neurodiversity pathways which meet their needs ➤ Explore the benefits of adopting a single approach / model in relation to emotional well being and mental health i.e. the Thrive model and roll out as appropriate ➤ Further scope and develop a multi agency dashboard to report on key performance / activity information in relation to children and young people's emotional wellbeing and mental health 	<ul style="list-style-type: none"> ➤ Emotional Health and Mental Health Partnership 	<ul style="list-style-type: none"> ➤ Interim Director of Nursing and Quality, NLHCP ➤ Senior Commissioning Manager, NLHCP ➤ Assistant Director Education, NLC

SHINE A LIGHT AREA OF FOCUS	PARTNERSHIP ACTION		LEAD PARTNERSHIP(S)	LEAD OFFICER(S)
	What will we do (priorities)	How will we do it (partnership action)		
<p>2: Enable babies, children and young people to get the best start in life by building on and developing existing partnership work and transforming our approach</p>	<ul style="list-style-type: none"> ➤ Through the integrated children and families offer, delivered through family and community hubs, and with schools as primary partners, children, young people and families with vulnerabilities and those who find it harder to engage will have the best start and be able to reach out, trust the support available to them and build resilience ➤ Babies, infants and young people to have the best start in life, taking account of the wider determinants of health 	<ul style="list-style-type: none"> ➤ Building on work to date, establish what the family and community hubs offer needs to look like in the future, as a key delivery mechanism for the children and families offer ➤ Ensure family and community hubs are fully integrated and consider how we collectively use our resources across the partnership, including schools, settings and the VCSE ➤ Embrace and utilise the strengths of our neighbourhoods and communities, and build community leaders and champions to 'model behaviours' and contribute to the children and families offer ➤ Embed health and wellbeing into the One Family Approach by focusing on healthy parenting, healthy weight in children; reducing teenage pregnancy; and improving equity in maternity and child screening and immunisations ➤ Work collaboratively to enhance children's communication and language skills (including with parents as partners) ➤ Improve children's readiness to start school and enable successful transitions ➤ Commission and launch an approach to build resilience to help children and young people to develop the knowledge skills and confidence to improve their outcomes 	<ul style="list-style-type: none"> ➤ Integrated Children and Families Offer Strategic Steering Group ➤ Start for Life Family Hubs Steering Group ➤ Best Start Lead Officers Group ➤ Primary Heads Consortium ➤ Secondary Heads and Principals ➤ Health and Wellbeing Board 	<ul style="list-style-type: none"> ➤ Assistant Director Children's Help and Protection, NLC ➤ Head of Education Standards and Early Years, NLC ➤ Head of Family Help and Intervention, NLC ➤ Public Health Consultant NLC

SHINE A LIGHT AREA OF FOCUS	PARTNERSHIP ACTION		LEAD PARTNERSHIP(S)	LEAD OFFICER(S)
	What will we do (priorities)	How will we do it (partnership action)		
<p>3: Focus on developing our Adolescents and Youth Offer to best meet their needs and further improve outcomes, focussed around 'places to go, things to do and people to talk to'</p>	<ul style="list-style-type: none"> ➤ As part of the integrated children and families offer, young people have access to a rich, varied integrated youth offer, which enables them access to activities which will better enable relationships, connections and outcomes 	<ul style="list-style-type: none"> ➤ Agree the scope of what we want to achieve and establish what the youth offer needs to look like in the future focussing on 'places to go, things to do and people to talk to' ➤ Ensure the youth offer is fully integrated and consider how we collectively use our resources across the partnership, including schools, VCSE and businesses ➤ Ensure preparedness for independent scrutiny activity through the National Youth Agency ➤ Undertake self assessment to inform the development of a Youth Strategy and delivery plan (to include a youth workforce component) ➤ Ensure ongoing engagement, leading to co-production, to ensure the youth offer meets the needs of our young people 	<ul style="list-style-type: none"> ➤ Integrated Youth Offer Steering Group ➤ Youth Activity Partnership ➤ Primary Heads Consortium ➤ Secondary Heads and Principals 	<ul style="list-style-type: none"> ➤ Assistant Director Children's Standards and Regulation, NLC ➤ Assistant Director Community Enablement, NLC ➤ Assistant Director Education, NLC ➤ Head of Education Standards and Early Years, NLC ➤ Head of Community Wellbeing, NLC

SHINE A LIGHT AREA OF FOCUS	PARTNERSHIP ACTION		LEAD PARTNERSHIP(S)	LEAD OFFICER(S)
	What will we do (priorities)	How will we do it (partnership action)		
<p>4: Amplified focus on our local offer for children and young people with vulnerabilities to further improve outcomes (including for those who are most able to enable them to reach potential)</p>	<ul style="list-style-type: none"> ➤ Children and families to access timely help and protection through multi disciplinary Family Help Teams leading to reduced numbers of children in need ➤ Children with complex needs, including those in care, and those living in specialist provision to have timely access to an integrated offer of help and support, which will be supported through the implementation of the Complex Care Campus and the Learning Disability Post 16 special school ➤ High quality inclusive curricula in all schools that enable all children to achieve good educational outcomes from their starting points, and ensuring more children in mainstream education and fewer in alternative provision ➤ Care leavers to have access to a timely integrated offer throughout their lives 	<ul style="list-style-type: none"> ➤ Take account of (pending) national policy direction and further explore our local response to the development and implementation of multi disciplinary Family Helps Teams ➤ Finalise the implementation of the Complex Care Campus ➤ Finalise the implementation of the Learning Disability Post 16 School ➤ Schools continue to develop high quality inclusive curricula supported through ongoing sector led improvement, assurance and oversight ➤ Develop performance and profiles pertaining identified vulnerabilities (including but not exhaustive, those who have experienced trauma, SEND support, EHCP, CIC/CL, children in receipt of FSM, young carers, children who speak English as an additional language, children who are electively home educated) ➤ Ensure equity of access and further strengthen the children and families offer, including the all age care leaver offer, to improve the experiences and outcomes for children and young people with identified vulnerabilities (e.g. in relation to emotional wellbeing and mental health, neurodiversity pathway assessment waiting times, attendance, attainment, suspensions, exclusions, preparation for adulthood, transitions, post 16 progression, public health indicators etc) 	<ul style="list-style-type: none"> ➤ SEND Standards Board ➤ Education Standards Board ➤ Youth Justice Strategic Partnership Board ➤ Corporate Parenting Board ➤ Primary Heads Consortium ➤ Secondary Heads and Principals 	<ul style="list-style-type: none"> ➤ Assistant Director Education, NLC ➤ Assistant Director Children's Help and Protection, NLC ➤ Assistant Director Children's Standards and Regulation, NLC ➤ Head of Education Standards and Early Years, NLC

SHINE A LIGHT AREAS OF FOCUS	LEAD PARTNERSHIP	Implementation Timeline		Evidence of impact and outcomes
		2022/23	2023/24	
1 Integration	<ul style="list-style-type: none"> Integrated Children and Families Offer Strategic Steering Group 	<ul style="list-style-type: none"> Confirmation of support and commitment through the ICT to build on and further develop our integrated children and families offer 	<ul style="list-style-type: none"> Mapping exercise to understand the scope of the children and families offer and the associated resources / assets Clarity regarding the additionality of the partnerships across schools and our wider neighbourhoods and communities, that will contribute to our local children and families offer Next steps identified and underway Formally evaluate plan and develop 2024/28 plan 	
1 Emotional Wellbeing and Mental Health	<ul style="list-style-type: none"> Emotional Health and Mental Health Partnership 	<ul style="list-style-type: none"> Clarity regarding impact and outcomes of 'With Me In Mind' Mental Health Support Teams Waiting times for CAMHS and Neurodiversity pathway improved Monitor and review ongoing plan 	<ul style="list-style-type: none"> Multi agency dashboard scoped and reporting arrangements in place Formally evaluate plan and develop 2024/28 plan 	
2: Best Start in Life	<ul style="list-style-type: none"> ➤ Integrated Children and Families Offer Strategic Steering Group 	<ul style="list-style-type: none"> Clarity of offer Family and Community Hubs Monitor and review ongoing plan 	<ul style="list-style-type: none"> Family and Community Hubs offer in place Commissioning of the approach to build resilience complete Formally evaluate plan and develop 2024/28 plan 	
3: Adolescents and Youth Offer	<ul style="list-style-type: none"> ➤ Integrated Youth Offer Steering Group 	<ul style="list-style-type: none"> Clarity of scope of Youth Offer Self Assessment undertaken Monitor and review ongoing plan 	<ul style="list-style-type: none"> Enhanced Youth Offer place Strategy in place Preparedness for independent scrutiny (i.e. via peer review) Formally evaluate plan and develop 2024/28 plan 	
4: Outcomes for children and young people with vulnerabilities	<ul style="list-style-type: none"> SEND Standards Board Education Standards Board Youth Justice Partnership Corporate Parenting Board 	<ul style="list-style-type: none"> Initial exploration of Family Help Teams undertaken Scope of performance and profiles in place Monitor and review ongoing plan 	<ul style="list-style-type: none"> Complex Care Campus in use Learning Disability Post 16 School opened Reporting on performance and profiles Clarity regarding role of Family Help Teams in place and pending further scoping Formally evaluate plan and develop 2024/28 plan 	

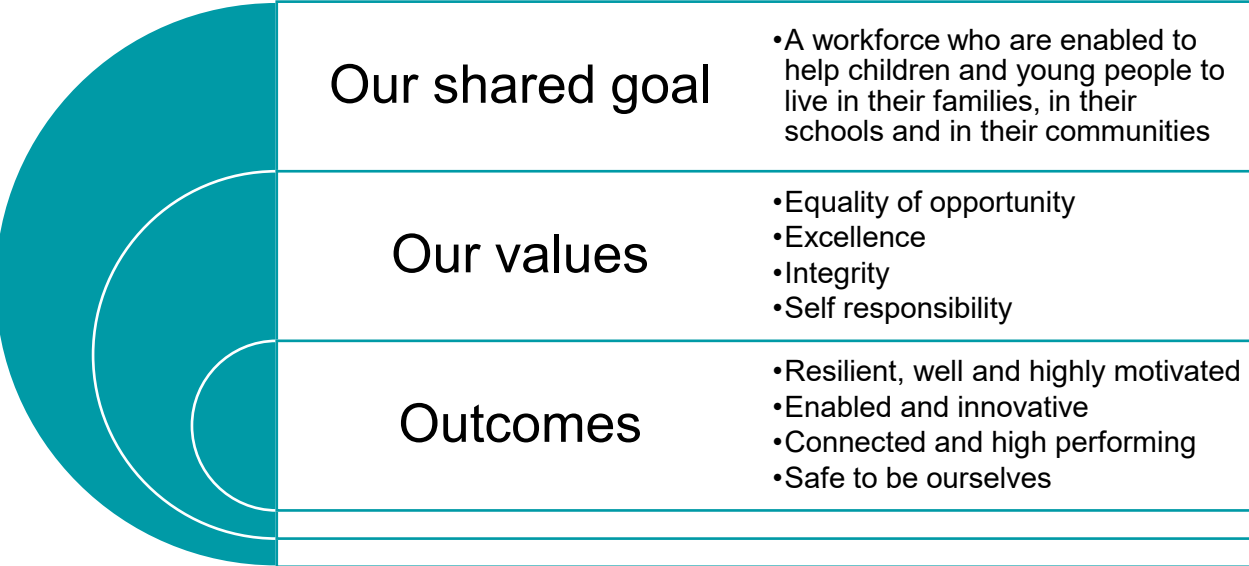
Under the auspices of the Integrated Children's Trust, we are committed to ensuring the best systems and enablers to effect change. These **ENABLERS** are key to the conditions across the partnership that contribute to an integrated system that works for all children and families.

↩ Workforce
development

↻ Stakeholder
voice and
engagement

↻ Outcome
framework
and data
maturity

Enabler: Workforce Development - a One Family Approach Workforce that supports ‘an integrated system that works for all children, young people and families’



A One Family Approach Workforce who:

- Work together to provide and commission an integrated children and families offer
- Are diverse and can recognise and work with the diverse population of North Lincolnshire
- Are strengths based and solution focused
- Do the right thing at the earliest point to meet need
- Streamline processes, reduce and overcome barriers and avoid duplication
- Address issues in inequality and demonstrates anti oppressive and anti racist practice
- Are resilient and confident
- Are skilled and competent
- Are supported and receive appropriate supervision
- Work to ‘level up’ children’s life chances and prioritise our offer to our most vulnerable children and young people

WORKFORCE ENGAGEMENT STRATEGY

Will be achieved by...	Being agile in thinking and working practices	Enabling flexible, agile leadership at all levels	Involving the workforce at all levels in decision making	Valuing and recognising achievement	Behaving true to our values - valuing each other
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Enabler: Stakeholder Voice and Engagement – where the views and experiences of stakeholders contribute to ‘an integrated system that works for all children, young people and families’

- Children, young people, families and communities are at the heart of all we do and by making use of their strengths, assets, views and experiences and by engaging with and working together as partners and with other key stakeholders across the partnership, including the voluntary and community sector, we will co-produce our local offer which meets needs and helps to achieve positive outcomes
- This is underpinned in our engagement framework which clarifies our commitment and mechanisms for engagement with children, young people and families, for those working with children, young people and families and for those making strategic decisions
- Along with children, young people, families and communities themselves, key partners and stakeholders include the Council, the NHS Humber and North Yorkshire Integrated Care Board, education providers, health providers, police and the voluntary and community sector



What is the vision we want to achieve?	The One Family Approach is how we respond to the needs of children and families in North Lincolnshire in the context of integrated services for children. It provides a vision for a new system that places children and families at the centre – a One Family Approach to strategy, commissioning, planning and practice.								
What is the outcome we want to achieve?	We want children, families, adults and communities to be:								
	Safe		Well		Prosperous		Connected		
What is our ambition?	We achieve this taking a One Family Approach where children are in their families, in their schools and in their communities.								
Population profile	North Lincolnshire demographic profile		CYP and families needing targeted early help		CYP needing specialist services		CIC and those living away from family		CYP with SEND needs
System health measures	Front door activity <i>(SPOC, contacts, referrals, repeat front door activity)</i>		No. of families achieving successful family outcomes <i>(Supporting Families payments by results)</i>		Access to learning <i>(Attendance, NEET, adult learning)</i>		Community capacity <i>(Connected voluntary/community sector – early help system)</i>		
Families will experience:	I trust the professionals working with me and my family, they understand us better	I tell my story once	I get offered help much earlier now and everyone works together	I have someone in my life listening to and caring for me and my family, appreciating our strengths	I set the outcomes in my family plan with my lead worker	I know how to improve our lives, navigate the system and get support if there are problems	I feel my outcomes are improved	I know the relationships I have with my friends and community will help me	
Impact	The impact of OFA will be seen via sustained improved outcomes for families experiencing multiple challenges, wherever they are in the system, in the following areas:								
	Safe		Well		Prosperous		Connected		
	Safe in my family Safe in my community Safe in relationships Safe online		Free from the harm of substance misuse Experiencing good physical health Experiencing good emotional health and wellbeing		Achieve financial stability Secure and stable housing Accessing education / learning In employment / volunteering		Receives and provides family support Positive relationships outside the home Takes part in the community Can get help online Access to transport		

For our key **ENABLERS**, we have identified specific partnership action to continue to drive forward system change and create the conditions for success leading to better outcomes. As part of this, lead partnerships will be responsible for overseeing progress and lead officers have been identified to be responsible for reporting to the ICT.

ENABLER	PARTNERSHIP ACTION	LEAD PARTNERSHIP(S)	LEAD OFFICER(S)
1: Workforce Development	<ul style="list-style-type: none"> Scope and refresh our partnership workforce offer (education, training, language, culture) so that staff across the integrated children and families workforce have the skills and knowledge to be able to provide help and support at the earliest point Develop opportunity for 'nudge theory' across the partnership workforce to change behaviours and develop an integrated mindset Establish peer group supervision forums to provide opportunities for reflective learning Specifically, roll out workforce development programme across the partnership workforce including, but not exhaustive, the Re:Frame formulation approach and trauma informed practice Refresh the practice model to align with the workforce development programme and roll out 	<ul style="list-style-type: none"> ➤ Integrated Children and Families Offer Strategic Steering Group 	<ul style="list-style-type: none"> ➤ Assistant Director Children's Help and Protection, NLC ➤ Assistant Director Children's Standards and Regulation, NLC
2: Stakeholder voice and engagement	<ul style="list-style-type: none"> Utilise the Children's Challenge as a means of seeking assurance regarding partnership action pertaining the identified challenges Understand and mitigate barriers to engagement and make use of creative mechanisms for engagement to best meet needs and circumstances and further build engagement opportunities for specific cohorts Focus on co-production with those with lived experiences Build on and utilise established mechanisms to engage with schools as primary partners to lead change across the integrated children and families offer Build on and utilise established mechanisms to engage with the VCSE to contribute to change across the integrated children and families offer Share feedback and intelligence with all key stakeholders (close the participation loop) 	<ul style="list-style-type: none"> ➤ Children and Young People's Partnership ➤ Primary Heads Consortium ➤ Secondary Heads and Principals ➤ Volunteer Alliance 	<ul style="list-style-type: none"> ➤ Head of Partnerships, Assurance and Outcomes, NLC ➤ Head of Education Standards and Early Years, NLC
3: Outcome framework and data maturity	<ul style="list-style-type: none"> Utilise and build on the outcome framework (ensuring interface and read through with outcomes framework(s) associated with key national drivers i.e. Supporting Families Programme and Start for Life Family Hubs Consider how we can best utilise data intelligence and insight to identify the right target cohort and insights and evidence to identify the right interventions Further develop data / needs assessment at community level to understand root causes Understand and articulate what difference we are making (impact and outcomes) 	<ul style="list-style-type: none"> ➤ Data Governance and Maturity Group ➤ Population Health and Prevention Partnership 	<ul style="list-style-type: none"> ➤ Head of Partnerships, Assurance and Outcomes, NLC ➤ Public Health Consultant, NLC

In order to have a full understanding of the breadth and scope of the system, which is underpinned by statutory responsibilities, the Integrated Children's Trust will have a **LINE OF SIGHT** on key functions which impact on, shape and influence partnership action and system change (but which are the responsibility of other partnership and planning frameworks)

SAFE

- Local arrangements to **help and protect** children and young people from harm across the **early help and safeguarding** system including emerging harm i.e. **risk outside the family home, parental conflict and domestic abuse**
- **Sufficiency offer and housing** accommodation and support to children and families with additional needs
- Help and support for children involved in the **youth justice** system
- **Community safety** for the people and place of North Lincolnshire
- **Public Health response** to address key issues (including the outcomes of children's lives surveys)

WELL

- **Healthy lifestyles/healthy environments** to enable children's health and wellbeing
- Preventative approach relating to **health and wellbeing priorities** in line with known population needs i.e. reducing tobacco harm, built environment design for health etc
- **Out of hospital community therapies and associated equipment**
- **Children's Home Care**
- Approach to meeting the needs of children with **palliative and end of life care need**
- **Sexual Health** provision
- **0 to 19** health and wellbeing offer
- **Maternity** provision
- **Substance Misuse** provision
- **Bereavement** support for children and families

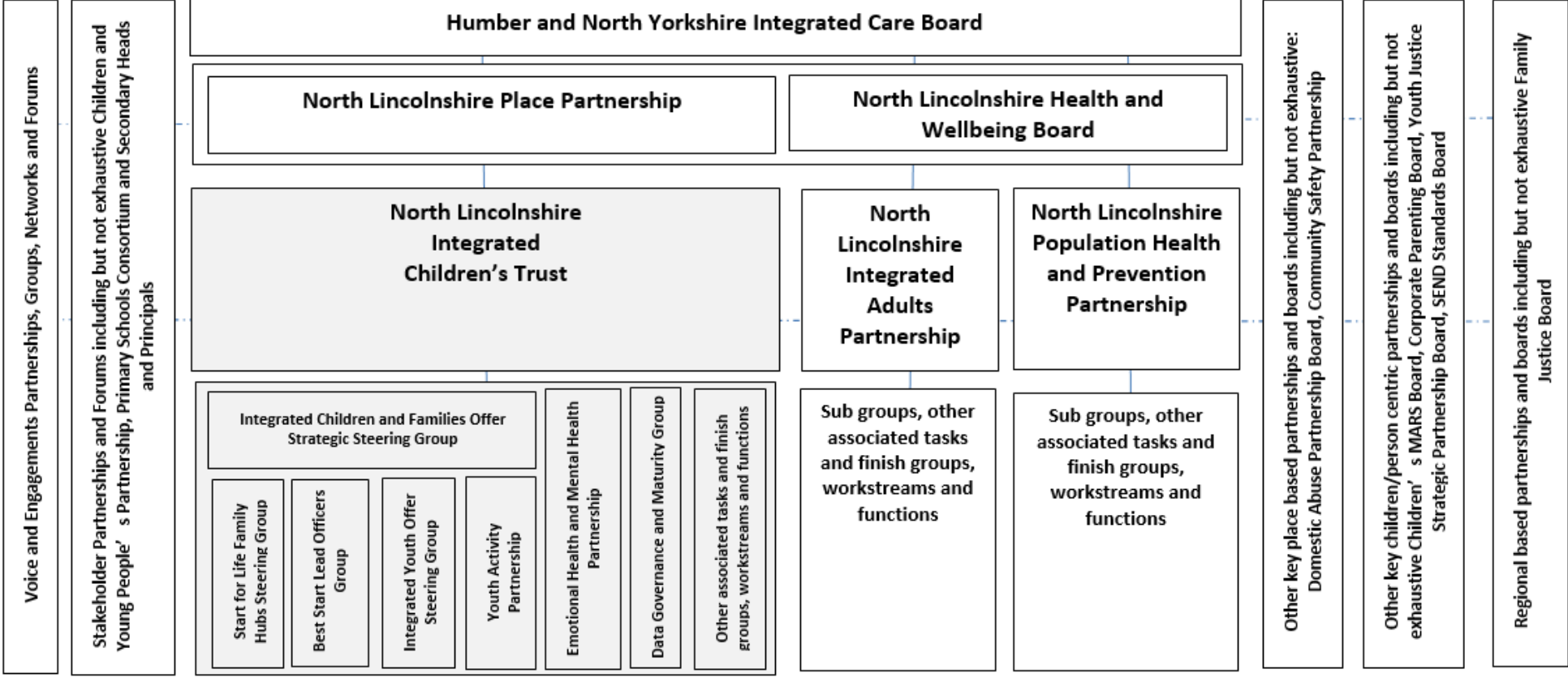
PROSPEROUS

- Local arrangements to encourage and support **family prosperity** through understanding local need, addressing disadvantage and reducing the impact of living in poverty i.e. fuel poverty, holiday hunger, skills and employability, debt/welfare rights support
- **Sufficiency programmes** for children in care and care leavers including those at the edge of care
- **Sufficiency of housing/accommodation/short breaks** for children and young people with more complex needs
- **High quality, inclusive education provision** which enable all children, with a particular focus on the most vulnerable, achieve their potential with positive progression to adulthood by accessing an enabling, inclusive curriculum offer and reducing disproportionate exclusions
- **Education Plan** and associated outcomes

CONNECTED

- **Information, guidance and advice** available for children and families (including digital solutions)
- Corporate parenting responsibilities for **children in care and care leavers**
- A rich and robust **voluntary and community sector** to enable and support children and families through planning, commissioning and delivery (including wider stakeholders like charities, social enterprises, the private sector and children and young people themselves)
- **Total transport solutions** to meet all needs, including school transport, and promote active travel

Without evidence, we don’t know what is working well and what could work better. Through monitoring, oversight, line of sight, challenge and resolution, led through established partnership arrangements, we are in the best position to respond proactively so that our local offer of help and support is the best it can be. Our ICT partnership and governance framework is depicted here:



We have a commitment to listen, learn, review and adapt and we will demonstrate our success in improving outcomes for children, young people and families through **performance data and analysis**, **practice wisdom**, **voice and engagement** and **reviews/reports**.

Progress relating to our **integration priorities**, **shine a light areas of focus** and actions associated with **key enablers** will be presented to the Integrated Children's Trust by the relevant leads.

For areas where there is a '**line of sight**', progress reports will be presented to the Integrated Children's Trust on an exceptions basis at the request of or agreement from the Integrated Children's Trust itself.

An end of term progress review of this strategy will be developed and presented to the Integrated Children's Trust to consider the effectiveness of partnership action and to shape and influence future iterations of the strategy.

Partnership action associated which contribute to the Place Partnership's strategic intents and which are routed through the Integration Plan, will be presented to the Place Partnership as appropriate.

CONTACT US:

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