

NORTH LINCOLNSHIRE COUNCIL

HEALTH AND WELLBEING BOARD

Integrated Children's Trust update

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To update the Health and Wellbeing Board regarding the progress and developments under the auspices of the ICT
- 1.2 To ask that the Health and Wellbeing Board note the progress to date and to support the ongoing developments

2. BACKGROUND INFORMATION

- 2.1 The Integrated Children's Trust (ICT), which was established in September 2019, is a partnership of organisations that commission and provide services for children, young people and families in North Lincolnshire. It has a specific focus on the integration of health, social care and education provision for children, young people and families and enables partner agencies to meet their statutory duty, under the Children Act 2004, to co-operate to improve the wellbeing of children.
- 2.2 Under the auspices of the ICT, we want to create a system that works for all children, young people and families and through our One Family Approach (OFA), we will work together towards our ambition for children to be in their families, in their schools and in their communities.
- 2.3 The Children's Commissioning Strategy 2020/24 was endorsed by the Health and Wellbeing Board and other relevant partnership and governance arrangements in September 2020. The strategy, along with two other key strategic documents (the Children's Challenge 2020/24 and the Helping Children and Families in North Lincolnshire document 2020/24) set the foundations for driving forward partnership action and system change.
- 2.4 The Children's Commissioning Strategy articulates the areas of focus that the ICT will 'shine a light' on for partnership action and system change to reduce inequalities and improve outcomes for children, young people and families (OFA, emotional wellbeing and mental health, early years, SEND support and the Children's Challenge). There is an ongoing commitment across the partnership to progress at pace so we continue to be in a strong position to respond to local need and drive forward partnership action.

- 2.5 The OFA is being used and adopted within the provision of all services and has been adopted in the review and re-write of other area wide plans for example the Emotional Wellbeing and Mental Health, Best Start and Special Educational Needs Disabilities (SEND) and Inclusion plans.
- 2.6 We have continued to drive forward partnership action and achieve a high level of performance which demonstrates that children and families are accessing and receiving the support and services they need at the earliest point leading to improved outcomes. Examples of key headlines in relation to performance, populations and impacts are that:
- Front door contacts, referrals, repeat referrals and assessments have remained consistent evidencing the continued drive to ensure children and families are supported at the right level at the earliest opportunity
 - 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 reduced the number of children in external provision enabling them to remain connected to their local support networks and wider community
 - Trend data indicates that the COVID-19 response and the drive to ensure that vulnerable children and young people attend school are impacting positively on exclusions
 - A reduction in the use of alternative learning provision demonstrates our focus on inclusion
 - There has been successful engagement in Kooth and an increase in take up which has resulted in a six month contract extension
 - 62 school settings (including primaries, secondaries, Post 16 providers and alternative provision) along with school governors engaged in the Wellbeing for Education Return which enabled school staff to respond to and support the wellbeing and mental health needs of young people in their settings
- 2.7 Key progress and developments to date include:
- To reflect the wider partnership engagement in the OFA and their significant contributions and commitment to achieving our ambition, membership of the ICT has been extended to include Humberside Police. Systems leaders within Humberside Police took up their role at the meeting with effect from May 2021.

- Our OFA is underpinned by our organisational model which is founded on building resilience and enabling independence, so that children are in their families, in their schools, and in their communities. This forms the foundations for managing demand across the system by embedding the principles of early whole-family help. We have embraced our OFA and there is an ongoing commitment across the partnership to progress at pace, so we continue to be in a strong position to respond to local need and drive forward partnership action. Key milestones, activity and impact to date include:
 - Partnership and governance arrangements: The OFA Steering Group was established in July 2020 and has taken a lead responsibility for jointly planning, driving, delivering and overseeing partnership action and system change in order to achieve improved outcomes and reduced inequalities as part of the shared commitment towards a system that working for all children, young people and families in North Lincolnshire. This will be further strengthened by the launch of the MHCLG's Supporting Families Programme (which supercedes The Family Initiative), and which aligns itself to the principles of the OFA. An inaugural OFA Supporting Families Steering Group took place in May 2021 with a broader multi agency representation to capture the premise of whole family working. Work is progressing to develop the terms of reference, initial plan and associated workstreams based around the following areas: integration and transformation; data maturity and measurable outcomes; workforce development; and information sharing, governance and accountability. As such, there are opportunities to further refine the OFA partnership and governance arrangements and associated plans and workstreams.
 - Information and Communications: Further work has been undertaken to develop the suite of resources to enable the principles of the OFA to be shared widely, to raise awareness and to enable the OFA to continue to permeate conversations, behaviours and practice across the workforce. Resources now include the Children's Commissioning Strategy, Children's Challenge, Helping Children and Families in North Lincolnshire document, OFA on a page, slide deck and visual 'film' representation.
 - Workforce Development: A range of workforce development sessions have now been facilitated, as follows:
 - 7 sessions involving 272 multi agency leaders, managers and practitioners (from education, children's social care, other council services, health, police, housing and providers) during November/December 2020
 - Bespoke sessions with RDASH 0 to 19 service, SENCO's and schools leaders

- Development sessions with managers and practitioners across children's services, learning skills and culture as well as sessions with the police and community safety and the health community

In all cases, the sessions were positively received and the evaluations indicated that there was a marked improvement in attendees understanding and awareness of the OFA at the end of the sessions. There is also evidence that OFA is permeating through conversations, behaviours and practice.

- Measures of Success: Work has progressed to develop measures of success under the auspices of outcomes-based accountability principles. From a system wide, OFA perspective, the ICT previously agreed in principle the dashboard framework and further work has been undertaken to develop the associated 'umbrella' indicators which best reflect the system, to populate the data and performance and to develop the story behind the baseline. There are further opportunities to align the OFA measures of success with the OFA Supporting Families Programme outcome framework.
- Action Learning Project: A programme of sessions were undertaken to test out the OFA consultation formulation model at different points of the child's journey to identify learning within a multi-agency forum. The process provided the opportunity to further consider the OFA formulation tool which is built around the six P's including presenting, predisposing, precipitating, perpetuating, protective and predicting and to introduce formulation as a team tool for problem solving. An evaluation of the project has identified a number of key recommendations for partnership action including the development of an integrated (targeted and psychologically led) consultation-formulation provision; to embed the six P's model within existing practice frameworks; to implement an OFA workforce development plan; and the instigate a data and system development workstream to tackle the challenges identified in this project. Further discussions have been held and a project brief and scoping document are being developed to pilot a consultation formulation integrated team.
- Information Sharing: Partners recognise that the sharing and processing of information is essential for delivering services and improving outcomes for the communities and individuals we serve. As part of the Action Learning Project, a draft OFA Information Sharing Agreement (ISA) was developed through the Steering Group to reinforce partners' commitment to protecting personal data and ensuring good data sharing practice as part of the consultation / formulation pilot.

Moving forward, it was agreed to utilise the already established documents as appropriate (the Children's MARS Information Sharing Guidance Advice for practitioners providing safeguarding services to children, young people, parents and carers; the Integrated Multi Agency Partnership Information Sharing Agreement and the Information Sharing Agreement for learning through Scrutiny and Assurance activity).

- Data Development: Work has progressed to develop the intelligence available from performance data through a Data Collection Tool prototype that has been developed using emerging software. The data currently in scope is that held within the Local Authority and work is ongoing to validate the available data, test the Data Collection Tool in practice and develop reporting systems. The information from this project will be analysed alongside the findings from the Action Learning Project to create an evidence-base for planning of the next stages of OFA integration. This will also link into the implementation of the OFA Supporting Families Programme.
- Through the ICT, we have maintained oversight of the 'shine a light' areas of focus through regular reporting by lead officers, which evidences ongoing partnership action to help achieve our ambition. Examples of innovation which demonstrate the OFA in action include:
 - The **Partnership Integrated Triage (PIT)** which was piloted in March 2021 and subsequently mainstreamed into practice. The PIT has been highly effective in embedding the principles of the OFA in action by reducing the proportion of information shared by the police which previously concluded with no further action, ensuring that the needs of the children and families are met at the lowest level by the most appropriate person.
 - Nationally, there has been growing concern and focus on **pre-birth to two year olds**. Local practice has been reviewed and strengthened to mitigate potential additional risk within the context of the pandemic. There are strengthened management oversight arrangements in place and enhanced connectivity between Children's Centres, FaSST, 0 to 19 and maternity services and this will continue to be reviewed.
 - We have continued to maintain a focus on vulnerable children in education. The **daily tasking meetings**, which were established in April 2020 in response to COVID-19, are now embedded into practice and they are continually reviewed to reflect the changing context maintaining a one team approach to supporting more vulnerable children to access education as appropriate.

- Work is coming to fruition in the development of the **OFA Hub**, which is a new service aimed at supporting children to remain in their families, in their communities. The service will offer intensive multi agency outreach support and interventions to prevent family breakdown, and overnight care on a short term or crisis basis. The ethos of the OFA Hub is that a family's needs are met early, at the lowest level and that any intervention aims to equip children and their families with the skills they need to build resilience and empower them to be independent of services.
- Through the ICT, there is a focus on maximising opportunities and maximising potential to address the hardship that children and families currently face within the context of COVID-19 and to contribute toward reducing inequalities and longer term disadvantage as a result of the pandemic. There have been ongoing discussions to develop priorities and progress recovery and renewal planning across the partnership. Building on these conversations, an ICT: Education Recovery and Renewal event was held with schools at which 65 leaders attended from the ICT and education provision to orientate and engage them with the local priorities for recovery and to develop a shared understanding of how these priorities can inform renewal within the system for children. The priorities for action were agreed through the ICT and education leaders, and an underpinning action plan is underway through identified leads across the partnership.
- While maintaining paramourcy of place, we have also led and contributed to the development of the Humber Children's Partnership, which is underpinned by the principles of the OFA and will ensure children and families are a key focus within the Humber Coast and Vale Integrated Care System.

2.5 Areas for further development and next steps include:

In the context of the Health and Wellbeing Board's plan for integration and the agreed commissioning intent, we will drive forward ongoing implementation of the OFA. This will require a continued commitment from commissioners and will impact on service reconfiguration in the future. Implementing our integration agenda will impact on demand management and enable children and families to access information and support at the earliest point leading to better outcomes.

As part of the OFA implementation, we will also:

- Further develop and embed the OFA to focus on:
 - integration and transformation
 - data maturity and measurable outcomes
 - workforce development and stakeholder engagement
 - information sharing, governance and accountability

- Undertake focussed work to progress recovery and renewal prioritisation and planning.

Continue to take account of, shape and influence the changing landscape from a place based perspective and wider footprint; and ensure we maintain a focus on children and families, on whole family working and on achieving our ambition for children to be in their families, in their schools and in their communities.

3. OPTIONS FOR CONSIDERATION

- 3.1 Health and Wellbeing Board members are asked to note the progress of the ICT and to support the ongoing developments

4. ANALYSIS OF OPTIONS

- 4.1 The work across the partnership to deliver our integrated commissioning intent contributes to our aim to create a system that works for all children, young people and families.
- 4.2 Through our OFA, we will continue to develop an understanding of our local population through data, performance, practice wisdom and voice in order to address root causes and work innovatively across the partnership to recover and move to long term renewal.

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

- 5.1 There are no direct financial and resource implications associated with this report, though the implementation of the OFA, through the Children's Commissioning Strategy, will impact on financial and other resources across health, social care, education and police.

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

- 6.1 The agreed outcomes under the auspices of the ICT and articulated in the Children's Commissioning Strategy, align with the outcomes within the Council Plan (safe, well, prosperous and connected).

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

- 7.1 An integrated impact assessment has been undertaken for Children's Commissioning Strategy. No adverse impacts were identified.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 8.1 The progress and developments to date have been achieved through ongoing engagement and consultation with all key stakeholders across the partnership.

9. RECOMMENDATIONS

- 9.1 That the Health and Wellbeing Board notes the progress of the ICT, supports the areas for further development and reaffirms their ongoing commitment towards integration and partnership action towards our commissioning intents, including the implementation of the OFA.

DIRECTOR OF CHILDREN AND COMMUNITY RESILIENCE

Church Square House

30 – 40 High Street

Scunthorpe

North Lincolnshire

DN15 6NL

Author: Julie Poole, Strategic Board Development Co-ordinator

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Background Papers used in the preparation of this report:

[North Lincolnshire Council | OFA - North Lincolnshire Council \(northlincs.gov.uk\)](http://northlincs.gov.uk)