



Doncaster Council

Early Help Strategy 2022-2025: Cover Report

Date: 11 May 2022

**To the Chair and Members of the
CABINET**

Report Seeking Ratification of the Doncaster Early Help Strategy 2022-2025

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Lani-Mae Ball	All	Yes

EXECUTIVE SUMMARY

1. This report sets out the rationale for the new partnership Early Help Strategy and seeks the approval of the Chair and Members of Cabinet. It provides an overview of the content and the proposed strategic direction for the early help system and seek members of Cabinet to champion the early help system and future activity in the coming years
2. In short, this strategy sets out a 4-pronged approach to delivering a high quality and sustainable early help system that is built on our strengths and aligned to local and national approaches to early intervention and prevention. We will focus on families, communities, leadership, and our workforce to, in summary.
 - i) Cement families as the central element of the early help system by; keeping them at the centre of the support they receive, giving them a greater a voice in designing the support available to them, and building trusting relationships with them to destigmatise seeking support.
 - ii) Ensuring communities have a role shaping and delivering support to families and to become focal points for practitioners, volunteers, and community members to organise around. By investing in these arrangements and building the mechanisms that allow them to thrive we will build resilience into the wider system and give

communities a stake in the supportive services available to them

- iii) Deliver shared and accountable leadership across the partnership that prioritises early intervention and prevention and models a culture of transparency, high support, and high challenge
 - iv) Building a cohesive and consistent workforce that utilises evidence-based approaches to improving outcomes solidifying whole family working as central to Doncaster's approach to supporting families.
3. The strategy is the culmination of activity that tracks back as far as 2018 when we commissioned the Innovation Unit to assess demand on the children's social care front door. This set a direction of travel in our development journey that focused on empowering staff, embedding integrated approaches, and focussing on early intervention and prevention.
 4. The impact of the pandemic also shaped the final strategy. The increased demand and pressure on key partners that came with the pandemic identified key areas for development; this is set out in more detail within the report. However, the key takeaway from this period was the impact the early help system had on the wider social care system and the speed at which investment and focus translated into positive outcomes for the people of Doncaster and the services supporting them.
 5. Taking all of this into account, the Early Help Strategy is underpinned by a unifying vision and a series of commitments that the partnership will be led by for the life of the document. The vision statement is as follows.
 6. *In Doncaster, we want early help to be a priority for all. For families, we want support to be available in their community and accessible, without difficulty or stigma, in a way that allows families to tell their story once and fosters trusting relationships between them and professionals. For professionals, we want early intervention and collaboration to be second nature with arrangements in place that make multi-agency working effortless and enable all professionals from across the partnership to adopt the whole family working approach in a meaningful way.*
 7. Our commitments set out a series of behaviours and expectations that, when followed, will ensure the partnership are consistent in their approach to early intervention and prevention. They will also ensure that our vision for the future of early help is delivered effectively. Those commitments, expanded on in the body of the report, are as follows.
 - Never Do Nothing
 - Build Stronger Relationships
 - Always Build on Strengths
 - Work with Families for as Long as it Takes
 - Empower Families and Communities
 - Be Transparent

- Be Flexible
- Work Together
- Ensure Accountability at Every Level

EXEMPT REPORT

8. The report does not contain exempt information.

RECOMMENDATIONS

9. To agree the Doncaster Early Help Strategy 2022-2025.
10. To champion and advocate for Early Help in Doncaster.
11. For Cabinet to receive an annual report on the progress and impact of the Early Help Strategy.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

12. Early help is, as set out by the Supporting Families Unit, “the total support that improves a family’s resilience and outcomes or reduces the chance of a problem getting worse”. As such, our early help offer is designed to ensure that citizens of Doncaster have access to high quality supportive services that are designed to improve resilience and support them to overcome challenges.
13. Our impact is effectively monitored through things like Outcome Stars and, in short, is a key part of our approach to ensuring children and families thrive. Whenever we engage with children, young people, and families, this is what they tell us they want; the support to meet their potential and thrive.
14. Furthermore, through the effective delivery of the strategy, our residents should notice and experience various improvements. There are commitments within the strategy to embed relationship-based practice across the partnership, which means staff and residents will build stronger, more trusting relationships which will lead to better support being provided and better outcomes being achieved.
15. As a partnership, we have taken great strides in recent times to give communities greater voice and to seek input on a host of different issues and initiatives; this can be evidenced in the excellent work that has been completed by the Well Doncaster Team. The Early Help Strategy contains similar commitments that build on this partnership wide drive to involve families and communities in decision making and to truly understand the borough that we serve.

BACKGROUND

16. Early Help is not a service but a way of thinking and working. It is a collaborative approach between services with families that provides support as soon as a need is identified. Early Help is focused on prevention, early intervention, and the provision of support for families. By working with

families to identify their strengths, Early Help is focused on building resilience and creating sustainable change that enables families to overcome any future challenges.

17. The Working Together to Safeguard Children 2018 document outlines the key benefit of having an effective Early Help strategy, stating that it is far more effective to be proactive and promote the welfare of children than to be faced with the need to implement reactive measures. This was reinforced in our previous strategy (2017 to 2021).
18. Nationally, the early help agenda is inextricably linked with the national Supporting Families Programme that began in 2012. This dual-focused programme offers local authorities funding to directly support families within a set criterion on a payment by results model, whilst also providing local authorities with financial support to develop and embed service transformation to ensure that early help support is functional in modern circumstances.
19. The Supporting Families Programme also incorporates a self-evaluation, which defines early help as *“the total support that improves a family’s resilience and outcomes or reduces the chance of a problem getting worse”*. It also compartmentalises the early help system into 4 distinct but aligned areas of focus.
 - i) **Families**; ensuring that families are willing and able to engage in the support available to them and have a positive experience when they do.
 - ii) **Communities**; ensuring communities have access to local support from public and third sector organisations that collaborate to ensure resilience and sustainability in the early help system.
 - iii) **Leaders**; ensuring there is shared leadership and accountability across the early help system, led by an ambitious shared strategy, with effectively integrated services and support.
 - iv) **Workforce**; ensuring practitioners have the tools they need to deliver effective and collaborative early intervention and prevention within a shared understanding of local circumstances and strong case management oversight.
20. The pandemic had a notable impact on the early help offer within Doncaster:
 - i) There were fewer cases open to early help than before. Prior to the pandemic, the number of people receiving early help support in Doncaster was 323.24 per 10,000 people. By the end of December 2020, this had fallen to 297.50 per 10,000 people.
 - ii) The overall capacity of the early help system had fallen as key partners were consumed by their role in the response to the pandemic. Prior to the pandemic, 77.7% of early help cases were held by partner organisations. By the end of September 2021, this had fallen to 48.9%.
 - iii) These changes within the early help system were accompanied by an unsustainable increase in the number of people being referred into the Multi-Agency Safeguarding

Hubs (MASH).

21. The combination of these factors meant that our system for keeping children safe was becoming overburdened and required intervention to ensure sustainability. The partnership acted quickly and adopted an Improvement Board with independent oversight, to ensure improvements were identified and embedded as quickly and efficiently as possible across the system and across the partnership.
22. This board adopted a partnership improvement plan across 5 key themes.
 - i) The Multi-Agency Safeguarding Hub
 - ii) Early Help
 - iii) Multi-Agency Frontline Practice
 - iv) Intelligence Led Performance and Quality Assurance
 - v) Leadership & Governance
23. Within early help, this led to a series of key interventions that saw notable improvements on the performance of the early help system. The improvement plan saw an investment of £0.5m in early help services which saw the recruitment of 15 new early help staff; this was alongside other investments in the wider social care system through the Recovery & Resilience Programme. This also led to improvements in the working arrangements and relationships between early help and children's social care and general improvements to business processes across the partnership.
24. The evidence of the impact of this focus and financial investment is clear as cases open to early help are at a **2 year high** of 353.02 per 10,000 people; this number is now above the number of Children in Need cases. Furthermore, the number of contacts into the Multi-Agency Safeguarding Hub have also stabilised in the wake of this intervention. This is also, more importantly, translating to a positive impact on family's outcomes; 92% demonstrates an increase in confidence from the support they've received and 60% of families supported through early help demonstrated an increased resilience.
25. As mentioned before, this improvement is a testament to the hard work of staff across the Council and its partners in Doncaster. However, to truly embed these improvements and ensure the early help system remains fit for purpose and sustainable into the future, we are unequivocal in our assertion that this strategy is needed. It will enable us to have an even greater impact on the lives of children and their families and to fully embed the excellent work of the last 12 to 18 months into the early help system sustainably.

OVERVIEW OF STRATEGY

26. Our vision is clear and central to the content of the strategy. In Doncaster, we want early help to be a priority for all. For families, we want support to be available in their community and accessible, without difficulty or stigma, in a way that allows families to tell their story once and fosters trusting relationships between them and professionals. For professionals, we want early intervention and collaboration to be second nature with arrangements in place that make multi-agency working effortless and enable all professionals from across the partnership to adopt the whole family

working approach in a meaningful way.

27. To deliver against this vision, there are a series of commitments and priorities that are set out within the strategy. The 9 commitments within the strategy, designed to shape the partnership approach to delivering early help, are.
- **Never Do Nothing:** We will provide families with the appropriate support they need at the first time of asking.
 - **Build Stronger Relationships:** We will have strong trusting relationships with families, communities, and colleagues.
 - **Always Build on Strengths:** We will work with families, will build on their strengths, and empower them to grow.
 - **Work with Families for as Long as it Takes:** We will work with families in a person and child-centred way for as long as support is needed.
 - **Empower Families and Communities:** We will work on enabling families and communities to have a voice and become self-sufficient.
 - **Be Transparent:** We will be open and honest with each other and the families we work with to build trust.
 - **Be Flexible:** We will support families creatively in a way that suits them.
 - **Work Together:** We will collaborate with all partners and families to maximise their impact.
 - **Ensure Accountability at Every Level:** We will work with staff and families to own their role within the support being offered.
28. In line with the 4 areas that govern the supporting families programme, the strategy is built on 4 priorities.
- **Priority One:** Build Family Resilience and Trust in the System
 - **Priority Two:** Strengthen Local Community Services & Support Networks
 - **Priority Three:** Cohesive, Consistent, and Collaborative Leadership across the Partnership
 - **Priority Four:** Support Professionals across all Services to maximise their Impact
29. **Priority One** focuses on our desire for families to be more resilient and trust the support that is available to them, as we know this will lead to better outcomes for everyone. It also outlines our commitment to effectively engaging with families as, by incorporating the voice of families at every stage, we will ensure that the support available is right and that families trust us to deliver what is needed.
30. **Priority Two** focuses on the need for communities to have a role shaping and delivering support to families, and to become focal points for practitioners, volunteers, and community members to organise around. It is our belief that, by investing in these arrangements and building the mechanisms that allow them to thrive, we will build resilience into the wider system and give communities a stake in the supportive services available to them. The Localities Model is central to this.
31. **Priority Three** sets out our ambition for decision makers across the

partnership to proactively adopt the vision and values of this strategy and take deliberate and co-ordinated steps to deliver against the strategic aims in a collaborative way; this means leaders championing early intervention and prevention, engaging with, and delivering the associated implementation plan, and taking shared accountability for our successes and our challenges.

32. **Priority Four**, focusing on practitioners, sets out our desire for all practitioners to embrace the whole family model of working, and to have the knowledge and skills to deliver effective support. This means developing and implementing a coherent practice framework for the entire partnership that allows for both consistency and bespoke delivery.
33. Each of these priorities are underpinned by a series of activities that will, upon completion, lead to a more effective and successful early help system. These activities, it should be noted, are designed to be achieved within an environment of emergent change; this means that they set a direction or outline an area of focus for us as a partnership to achieve but they do not constitute a detailed roadmap towards delivery.
34. This approach is reflective of the circumstances that the early help system is operating in. Whilst there is some certainty provided by the Supporting Families Programme funding and the partnership commitment to early intervention and prevention, we must have the flexibility to work within the circumstances that we find ourselves in, over the coming years. It is also vitally important that the partnership is able to work within their organisational environments, whilst still delivering the improvements needed to ensure sustainability within the early help system.
35. Furthermore, by operating in an environment of emergent change, it will enable us, as a partnership, to evolve in an iterative process. It is a responsive change management model that ensures progress can be made in a timelier fashion, best practice can be identified and embedded sooner, and lessons can be learnt and embedded more effectively. It also accounts for the complexity of the early help system which, as mentioned before, is pluralistic in nature by enabling organisations to act within a framework that minimises bureaucracy and maximises impact.
36. Whilst most of the funding is core and/ or secure grant funding for the next three years, there is £0.824m that is scheduled to end in March 2023 (details of the services provided are in pt 56). This creates a risk in terms of being able to deliver the whole strategy. The longer-term aim is that this would be covered by savings made in children's social care, as families are supported earlier and less children need social care services. However due to the current situation locally (the transition of DCST) and the national challenges faced with increased demand in social care, it feels sensible to see how things progress over the next six months. At this point all things will be considered, with the ambition being not to request on-going funding of £.0824m, however it does need to be noted that this may be a request.
37. To ensure this approach to delivery is effectively defined and managed, we have committed to a robust and thorough implementation plan that will be created, overseen, and implemented in a completely partnership environment. The implementation plan will be created by September 2022 through a host of partnership workshops and will then be transferred to the

early intervention steering group for adoption and oversight with accountability sitting at the Doncaster Safeguarding Children Partnership Board. These partnership governance arrangements will be responsible for ensuring progress against the implementation plan for the life of the early help strategy.

OPTIONS CONSIDERED

38. Two options were considered:
- i) Do nothing and allow all elements of the early help system to act and evolve independently. **This option is not recommended.**
 - ii) Develop a partnership strategy that provides direction and leadership to the early help system. **This is the recommended option.**

REASONS FOR RECOMMENDED OPTION

39. As mentioned throughout this report and the new Early Help Strategy, the early help system in Doncaster is an integral component of our approach to keeping children safe and to ensuring that children and their families thrive in this borough.
40. Support available in the early help system focuses on building resilience and supporting families to overcome their challenges; the impact of this is tracked through the use of Outcome Stars. This approach is evidence based and matches up with what families want and expect from the support they receive.
41. It is also important to note that, by focusing on early help we can reduce expensive costs in high needs services. Analysis for the Children’s Services Funding Alliance found that, between 2010– 11 and 2019–20, local authority spending on early intervention services decreased by 48%, meanwhile expenditure on late interventions (such as youth justice services, looked after children and safeguarding) increased by 34%. By stabilising and increasing resources in the early help system, we will be able to avoid the currently unsustainable financial burden high need and acute services are placing on the system.
42. The main point driving this strategy, that should not be overlooked, is that children, young people, and their families are telling us that this is what they want. They want quick and easily accessible support in their communities that deals with their challenges and helps them to reach their potential and thrive. This strategy is a key part of our approach to making this a reality.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

43.

	Outcomes	Implications
	Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future.	Early Help services can support families pursue their ambitions through work by linking them up with supportive services that reduce the barriers to employment that families can

	<ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>face.</p> <p>Furthermore, employment and progress to work are headline outcomes within the Supporting Families Programme.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time.</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic, and sporting heritage 	<p>By improving outcomes for children, young people, and families in the borough, the Early Help system ensures that residents are able to access the opportunities that help them thrive.</p> <p>They can also support communities by making them more resilient and improving accessibility to supportive services making them more likely to be places that people enjoy spending time</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling.</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>Strong Early Help services improve the number of children and young people accessing and staying in education. They can also ensure better outcomes for children and young people who are accessing education.</p> <p>The early years offer is central to the Early Help system and, as such, gives children and young people every opportunity to have the best start in life.</p> <p>Finally, these services can support adult's access education if required.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents.</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The early years offer is central to the Early Help system and, as such, gives children and young people every opportunity to have the best start in life.</p> <p>Early Help is also designed to support vulnerable families and individuals to ensure they reach their full potential and do not require more intrusive interventions required for families meeting higher thresholds.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient, and flexible workforce • Modern, accessible customer 	<p>The evolution of the Early Help system is built on improving the connectivity between services and building efficiencies into the</p>

	<p>interactions</p> <ul style="list-style-type: none"> • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>system.</p> <p>There are also clear, and well-developed work streams, aimed at modernising and improving data collection, embedding whole family working, and delivering services within the localities model; all of which are aligned to this outcome</p>
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RISKS AND ASSUMPTIONS

44. **Risk:** The Council needs organisations to work collaboratively to ensure that early intervention and prevention services are prioritised and delivered effectively across Doncaster. Failure to do this in a structured and coordinated way will lead to a host of risks and issues for the Council to face. The reputational risk is twofold as the Council will lose strategic influence in the early help system and preside over a preventable worsening of outcomes.
45. **Mitigation:** The development of the strategy and its link into the Doncaster Safeguarding Children Partnership Board, is itself a mitigation as it demonstrates our focus on ensuring a sustainable early help system. The strategy also sets out numerous approaches to improving outcomes.
46. **Risk:** Insufficient funds to deliver the whole strategy as flagged in pt 36 above.
47. **Mitigation:** Use the next 12 months to continue to provide early support families to reduce the demand on children’s social care. Alternatively, there may be a request for £0.824m to extend the current offer.
48. **Risk:** There is a risk associated with workforce practice and performance as well. Without a coordinated approach to developing and improving workforce practice and performance, the Council and wider partnership will lose its ability to understand the need and vulnerability being experienced in communities and will oversee a lowering of practitioner impact as the system fragments and evidence-based approaches to intervention become diluted.
49. **Mitigation:** The strategy tackles this directly by committing to maintain the strong arrangements that are currently in place and ensures that they will not erode over time.
50. **Risk:** Without a comprehensive early help strategy, there would also be a notable financial risk to the council and its partners. As mentioned previously, early help supports high cost, acute services, like children’s social care, by ensuring they do not become overburdened with demand. However, this is compounded by our obligations under the Supporting

Families Programme.

51. If the council, and the partnership as a whole, are unable to evidence the adoption of key elements of the programme, notable service transformation and, more importantly, reaching the target for the number of families we need to support, there will be substantial financial penalties. The withdrawal of Supporting Families Funding would add substantial pressure to the council budget as well as budgets of partner organisations where they have posts funded through it.
52. **Mitigation:** The Early Help Strategy addresses this in two ways. Firstly, it ensures that the partnership prioritises early intervention and prevention which should ensure that acute services are given the support required to maintain sustainability. Secondly, the Early Help Strategy fully integrates the Supporting Families Programme into early help system. The priorities in the strategy mirror the thematic areas set out in the early help self-assessment toolkit, the requirements of the programme are built into the activities within those, and the governance structure incorporates a group focused solely on the Supporting Families Programme.

LEGAL IMPLICATIONS [Officer Initials HP Date 30/03/2022]

53. As set out in the body of the report, Local authorities, under Section 10 of the Children Act 2004, have a responsibility to promote inter-agency co-operation to improve the welfare of all children. s11 provides that statutory bodies including Local Authorities must make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children. There is also a duty on schools outlined in Keeping Children Safe in Education 2021, issued under the Education Act 2002, which places a statutory responsibility on schools to safeguard children.

FINANCIAL IMPLICATIONS [Officer Initials AB Date 04/04/2022]

54. There are no specific financial implications arising from this report.
55. The 2022/23 gross controllable budget for Early Help Services (including Early Years) totals £4.964m and is funded from a combination of General Fund budget of £1.543m, Public Health Grant £0.472m, Dedicated Schools Grant (DSG) £1.969m, of which £1.100m requires annual approval from Schools forum, Supporting Families Grant £0.156m (allocated for three years 2022 - 2025), and temporary funding for one year of £0.514m from Supporting Families Grant Earmarked Reserve for the 15 temporary Early Help posts referred to in paragraph 23 plus 2 temporary Business Support posts, and £0.310m Better Care Funding for the 1001 Days Pilot which was due to end in September 2022 but due to slippage in the funding of the pilot is to be extended until March 2023.
56. The service need to consider an exit strategy for the temporary Early Help posts x 15 and Business Support posts x 2, and the 1001 Days Pilot, as currently only funding available until March 2023, and if there are any risks of not achieving that date, or whether some/all the posts would potentially need to go on beyond March 2023 either on a temporary or permanent basis, which would require a funding solution to be found.

HUMAN RESOURCES IMPLICATIONS [Officer Initials JC Date 04/04/2022]

57. There are no direct HR impls associated with this report.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 29/03/2022]

58. Technology is a key enabler that will underpin the delivery of the Early Help Strategy. Early engagement with Digital and ICT will be needed in relation to any technology requirements, including plans for new community hubs, as there may be significant lead times for third party suppliers to commission new services.

HEALTH IMPLICATIONS [Officer Initials CW Date 31/03/2022]

59. As the authors acknowledges, preventative measures enacted early in a child's life can indeed prevent more serious issues in adulthood and ensure a more positive trajectory for health and wellbeing, educational achievement and economic status across the life course. Evidence shows the greatest return on investment for human capital is on programmes targets during pregnancy and early childhood.
60. We know much of what determines our health and wellbeing lies outside the control of individuals and can include environmental, commercial, social, and economic factors. Early Help interventions should endeavour to access and address 'root' causes of issues within the families and incorporate supportive measures that help families navigate the unfair environments they live in. The strategy includes partners such as housing, jobcentre and 'benefits' which goes some way to addressing the wider determinants of health.
61. Health services play a key role in the Early Help agenda. Our universal health services are vital in delivering a universal preventative offer that can support families with the tools to build resilience to cope with adversity and adapt to change. The role our health services in the Early Help offer should be clearly defined and agreed to ensure the most efficient and effective use of staff within those services.

EQUALITY IMPLICATIONS [Officer Initials CH Date 24/03/22]

62. Our aim, as a Council, is to improve the quality of life for everyone who lives, visits, or works in Doncaster, through promoting inclusion and diversity, tackling inequalities and removing barriers which may prevent people from fulfilling their true potential. Early Help plays a vital role in this by supporting vulnerable families and communities address need effectively.
63. Improved outcomes in all phases will ensure that all children' and their family's needs are met; this will increase and strengthen the Early Help Offer and support our obligations under the Equality Act 2010.
64. The Council's responsibility to ensure accessible, good quality Early Help as set out in Working Together 2018 and is central to our current and future approaches to delivering support. Our partnership ensures fair access to

Early Help for all Doncaster children, young people and their families.

65. All of this is captured within the strategy itself with firm commitments to equality and inclusive approaches to engagement, service development, and service delivery. The firm actions required to translate these commitments into reality will be set out in the accompanying implementation plan due to be developed by the partnership in the coming weeks.

CONSULTATION

66. Different elements of the strategy and its content have gone through various levels of consultation during the creation of the document. The quotes from residents that appear sporadically throughout the document come from the “I” and “We” statements that residents provided feedback on. Furthermore, the strategy itself has regularly been shared and commented on within partnership meetings, such as the Early Intervention Steering Group, and bespoke workshops.
67. We are also very clear in our commitment to develop the implementation plan in partnership with Team Doncaster colleagues meaning this key document will also be co-produced.
68. This also does not detract from the firm commitments within the strategy to strength our engagement mechanisms with families so that, in the future, all appropriate service design and delivery decisions will be made in consultation with residents or in response to the concerns and needs they share with us as a partnership.

BACKGROUND PAPERS

69. The Early Help Strategy itself is included as Appendix A of this report.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

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