



Thrive Lewisham

Lewisham's Early Help and Prevention Strategic Plan

2020-2023

1. Introduction

This Early Help & Prevention Strategic Plan sets out Lewisham's vision for and commitment to early help & prevention in order to improve outcomes for children and young people across Lewisham.

The structure of the Plan is straightforward and sets out:

- our vision and values;
- our Early Help identity;
- the framework and underpinning approach and principles guiding the way we work;
- our priority areas for improvement - for each priority area: a summary of our needs, the headline actions we will take; and the impact we intend to have;
- governance and oversight; and
- the resource management and joint commissioning intentions to deliver the change.

This strategy is intended to support and complement (rather than duplicate) existing local strategies and programmes, including:

Lewisham's Corporate Strategy
Lewisham's Children and Young People's Plan
Lewisham's Health and Wellbeing Strategy
Lewisham's BAME Health Inequalities Plan
Lewisham's Inclusion Strategy (draft)
Lewisham's Whole System Obesity Approach
Lewisham Local Offer
Lewisham Early Years Quality and Sufficiency Strategy
Lewisham's Children and Young People's Emotional Health and Wellbeing Transformation Plan 2019
Lewisham's Domestic Abuse Strategy (draft)
Lewisham's SEND strategy
Lewisham's Transitions strategy (draft)
Lewisham's Child Exploitation Strategy (draft)
The Troubled Families Programme
The Healthy Child Programme

2. Lewisham's Early Help & Prevention vision and approach

A commitment to providing help early and preventing the escalation of needs has been at the heart of Lewisham's Children and Young People's Strategic Partnership and our Plans for many years. A strong Early Help offer helps to build resilience, giving children and young people the best start, and preparing them well for adult life.

Efforts to improve children and young people's development and outcomes are an investment, not a cost – and it is a priority for us in Lewisham that our children are nurtured and supported in their early years, from pregnancy to starting school, throughout their childhood and adolescence, and as they transition into adulthood.

Early Help describes **all** support available to children and families up to the level of statutory intervention. It includes information and advice, as well as universal, open access services and more intensive targeted support for those children and families who need extra support. To be effective, Early Help must be a system level approach.

We understand that everyone experiences life in different ways at different points and that our networks of support will alter over time and circumstance. Children and young people, and their families may experience problems and difficulties at any point throughout childhood and adolescence, and our approach is based on the view that help provided in a contextual and family approach at the earliest point is critical to prevent escalation to the point where statutory interventions may be required.

2.1 *Vision*

Our Early Help and Prevention vision is for children and young people in Lewisham to thrive, reaching their full potential and able to take full advantage of the opportunities available to them in Lewisham, London and beyond.

Our vision is supported by three values:



VISION

Our vision is for children and young people in Lewisham to **thrive**, reaching their full potential, and able to take full advantage of the opportunities available to them in Lewisham, London and beyond



RESILIENCE & WELLBEING

We will prioritise Lewisham children, young people and families' wellbeing, and build resilience, so that they know where and when to go for help and support when faced with challenges and adversities as they arise



TIMELY & FOCUSED

We will provide timely and focussed help and support to make a positive difference to a greater number of children and families so that their needs are met earlier and more effectively



INVOLVES & EMPOWERS

Parents, carers and families will be at the heart of a system that involves and empowers them in decisions that make the difference for their children

2.2 Approach: the identity of Early Help and Preventing in Lewisham

The achievement of this vision is more than a service or set of services, it is a culture and way of working together to:

- **Prevent** problems occurring
Children, young people, their parents and carers, communities and our workforce are able to identify risks to wellbeing and mitigate them, and to identify protective factors in a child's life and strengthen them.
- **Identify** risks or problems at the earliest point of need, at any time in a child or young person's life
Children, young people, their parents and carers, communities and our workforce are equipped to identify risks or needs that aren't being met, including by identifying the children who might need us the most.
- **Respond** by providing support as soon as possible to stop problems getting worse, reducing the risks to children's wellbeing and increasing the protective factors in a child's life.
Parents and carers, communities and our workforce confidently respond to needs that aren't being met, providing timely access and clearer pathways to evidence based support

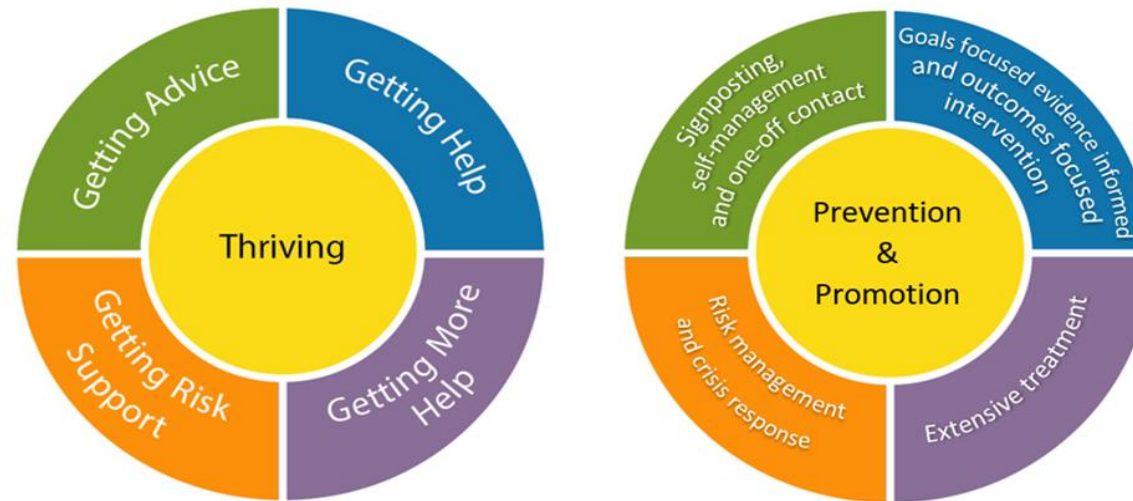
And we will employ this approach taking a **life cycle approach**

Children and their families need different things at different points, and we see to ensure that children are supported throughout their childhood, adolescence and into adulthood.



2.3 Our framework for Early Help and Prevention

Partners have agreed to work within the i-Thrive framework to deliver our vision.



The circle on the left describes the 'state of being' of people in that group - using language informed by consultation with young people and parents with experience of services; the circle on the right describes the input that is offered for each group

2.3.3 The way we work

In addition to the i-Thrive Framework, across a partnership we are committed to the following practice in all of our work with children, young people and families, using a shared language that everyone understands:

- *Signs of Safety*
- *Trauma-Informed Approaches*
- *Unconscious Bias and Cultural Humility, as we strive to become consistently anti-racist both personally and professionally*
- *Restorative Approaches*
- *Five to Thrive*

3. Priorities for Improvement

Delivering our vision for early help and prevention requires a programme of service improvement and redesign, including new service models for targeted family support and youth work planned in 2021/22, and a total redesign in the use of our buildings and spaces to create Family Hubs and provide local access to support in the next two years.

To ensure that our early help and prevention approach has an impact for as many children and families as we can, we have identified seven priority areas to deliver that improvement, covering need and service provision across the five i-Thrive groupings: from thriving to getting risk support. These priority areas are summarised below.

1. Information, Access and Referral: We will strengthen our information, advice, guidance and support to families, including our referral processes and pathways

Families and professionals tell us they need consistent, accurate and up to date information about services and how to access them, in order to make decisions and get the support they need. Young people also tell us that accurate, useful information about available services is very important and helps them to make choices about their future.

By strengthening our Front Door to include an Early Help Access Point, encompassing an information and support offer, we can ensure that families get the right support, quicker, and that it is built around their existing relationships with professionals as far as possible. In the medium term, this should reduce the number of referrals progressing to the MASH or assessment.

Headline actions:

- **Family Information Service:** we will review our Threshold document and ‘continuum of need’ in line with the i-Thrive Framework, using the common language of the five needs-based groupings, and create a refreshed Family Information Service directory. This will include our Local Offer, and a review of our SENDIASS service.
- **Early Help Access Point:** we will review our referral arrangements and pathways to support and create a contact point for Information and Support within in our CYP & Families Front Door, alongside the MASH. Clearer referral pathways (where appropriate to a CYP Front Door) and clearer routes to childcare provision and services for families and professionals will ensure that more children and families are provided with the most effective service and support first time. The Early Help Access Point will provide advice and guidance about the full range of child-related subjects. It will also be a

pathway to Family Thrive (targeted early help and family support) where appropriate. We will pilot a Team Around the School/setting approach, seeking to provide families with more support in local settings, earlier and led by the people who know them best.

- **Parent/Carer Champions¹:** we will extend our current programme of parent champions to expand the engagement of parents to provide peer support to families. This will include our FIS Parent/Carer Champions and our Violence Reduction Unit (VRU) funded Parent/Carer Champions network for parents of vulnerable young people who may also need support navigating the education, criminal justice or social care system(s).
- **Recording systems:** we will review and rationalise data systems. Open data may support service users' ability to know what's on offer. Better use of systems will improve the experience of families, reduce duplication, and cut the number of referrals in the system.
- **Workforce development:** we all work for Lewisham children and our workforce development activity will take advantage of the high quality training available in the borough. This will include: our Trauma Informed Champions network; a Restorative Justice pool of practitioners; Mental Health First Aid; a mental health and wellbeing champion in every early years setting; and a targeted early help and family support Signs of Safety training package.

¹ Parent/Carer Champions are parents/carers who volunteer to support local parents/carers in their area, offering advice and guidance and signposting to local services. Parent/Carer Champions have knowledge of the agencies, organisations and general barriers to accessing support in their local area. They are from the local community and are trusted and reachable by peers that may be underserved by mainstream services.

2. Targeted Early Help and Family Support: we will agree a definition, scope and delivery model for ‘targeted family support’, and define our practice and the commissioning needs to support our in house service. Outcomes will include a service and approach which effectively support the whole family, an effective transition between Targeted Early Help and Family Support and statutory services, and clear tools and processes for families and partners to use.

Most ‘Early Help’ support can - and should - be provided by those agencies who already know the child and family. In most cases, this work can be carried out by a single agency or a number of agencies employing a Team Around the Family approach. Targeted Early Help and Family Support is only appropriate when this approach is not making a difference to the unmet needs of the child, or concerns about the child are escalating but do not yet meet the criteria for a referral to Children’s Social Care.

In 2019/20, 800 families were referred to our targeted family support service needing more intensive and structure multi-agency support. Our targeted help offer has not been sufficient to meet the breadth or volume of referrals, and too often families are not receiving support when need is first identified. Improving our targeted early help and family support will be implemented through an in house service and community-based delivery model, providing high quality, structured and focused support to families and preventing them from entering crisis and requiring statutory interventions. Our model is focussed on building resilience and confidence for the future.

Headline actions:

- **Family Thrive:** We will develop a new in house Targeted Early Help and Family Support service with a clearly defined scope and practice. Family Support Workers will provide help to families through a range of evidence-based interventions ranging from intensive interventions directly to families in their homes and communities. We will review the interface with other services (including Schools, Health services, LYFT, Safe Space, CSC, Children’s Centres, Housing) so that an effective and simple pathway between statutory and non-statutory services is implemented, families receive consistent approaches, and duplication is reduced. We will secure and retain a sufficient, committed and highly skilled workforce, with outstanding leadership and management. The service will strive to become and remain anti-racist.
- **Partnership support:** Together with the Early Help Access Point, we will develop our partnership support and approaches, including through delivery in neighbourhood settings. We will consider effective models for locality based panels and “Team Around” partnerships so people who know them are able to spot the signs of worry for more children and families and those families have their needs met sooner by people they know and trust. We will ensure that multi-agency referral forms for the CYP and families front door align with EHAs and are Signs of Safety informed so that time is not spent re-telling stories or re-recording information.

- **Demonstrating Impact:** a new performance dashboard will be developed, and our systems will be utilised to better support recording so that we have accurate and readily available data and information to evidence our work, its quality, and the impact it's having. We will review our Troubled Families outcome plan and self-assessment to provide greater alignment and support our ability to demonstrate impact for families.

3. Children’s Centres and Family hubs: We will develop a new model for the delivery of children and family centre services, with particular focus on integration and co-location. We will explore better use of our buildings to bring together services and improve access to the support that families need throughout childhood and into adulthood across health, education, care and support.

Children and their families have different needs at different stages of childhood, and the responses needed differ as a consequence. Family Hubs will be a central point of support across childhood and into adulthood, delivering holistic early help services to a whole community. They will be localised and services will be focussed on the needs and context of that community, acting as a gateway to multiple services.

Early interventions for children and young people who face disadvantages can lead to improvements in their physical growth and health; their cognitive development (capacity to learn and school achievement); their social and emotional development (behaviours, emotional wellbeing, and relationships); and their resilience and ability to nurture themselves as they grow and into adulthood. Family Hubs, and the gateway they provide to a wider array of support, are central to achieve this.

Headline actions:

- **Childhood pathways and transitioning to adulthood:** we will review and refresh our outcomes framework and pathways for children and families for each phase of childhood identified in our life cycle approach, beginning with our 0-5 offer and using this to develop the same for 6-11 years olds, seeing our children and families through the transition to secondary school. Provision and planning for our young people will be developed as part of our improvements to youth services, and we will build on the existing Transitions service and strategy for our young people transitioning into adulthood.
- **Early Years:** In the early years, we will seek to further integrate our pathways and provision of support between Maternity, Health Visiting, Children’s Centre Services and Early Years providers and particularly with community health provision such as speech and language therapy to improve child development outcomes and reduce toxic stress in the first years of a child’s life. Alongside a core 0-5 offer, we will prioritise evidence based programmes that meet the needs of Lewisham families, such as: HENRY (Healthy Eating and Nutrition for the Really Young), Seeds of Empathy, the Freedom Programme, and Mindful Mums. We will explore ways to review and refresh this provision each year, informed by locality based need.
- **Family Hubs:** a review of buildings across the borough and their use will inform the development of an area/locality hub approach, expanding the number and range of services available in neighbourhood settings, and improving access to support for families across a range of services and needs. As well as our existing children and family centres, our libraries will play a pivotal role in our Family Hubs and approach.

These hubs will have neighbourhood teams within them - linked to our Early Help Access Point and Family Thrive - who are able to coordinate services and support across the local area, to ensure all children and family who need help get it. The co-location of partner agencies working with children and families children will ensure that intervention is timely, proportionate and accessible. Bringing agencies together at the earliest point will encourage more effective joint working, holistic assessments and targeted plans.

4. Youth Services: we will strengthen how youth services contribute to our early help offer. This will include targeted interventions, maximising reach, and participation and engagement. Outputs will include clear outcome measures for youth services and improved targeted support to improve health, education and wellbeing outcomes for our young people.

Our young people contribute a huge amount to the Borough and our communities and we want to create more opportunities for young people to demonstrate and celebrate their success. In developing our youth service, we will specifically seek to improve outcomes and reduce disproportionality for young people who are impacted by racism and who are at risk of school exclusion, who are involved in, or are victims of, harmful behaviour, and in improving access to emotional wellbeing services.

Strong early intervention approaches target three key ‘threats’ to development which are strongly associated with adverse outcomes during adolescence and adulthood: child maltreatment, substance misuse and risky sexual behaviour. Our Young People’s Health and Wellbeing Service specifically seeks to work with young people who face these risks.

Headline actions:

- We will work alongside our young people to bring all organisations working with Lewisham Young People together to develop and deliver a vision for youth work in the borough, and to protect, promote and celebrate the contribution that young people make to our communities. We will explore the feasibility for a Youth Foundation in Lewisham as an organisation to do this, and to generate income for our young people.
- We will strengthen the participation of young people in the support they receive, the design and delivery of our services, in their communities, in the workforce, and in the leadership of our organisations
- We will work with our existing and new providers to redesign and remodel services to ensure they meet need, and where appropriate, move away from open access youth services to provision of targeted services to our most vulnerable young people, and their families. This will include a review of our buildings.
- As well as providing better pathways to support for young people referred through our CYP Front Door, we will ensure that our youth services are accessible for young people who may be at risk of poorer outcomes – including young people who experience racism, our young carers, our children looked after and care leavers, and young people with SEND

5. Health & Wellbeing: Across physical, mental and sexual health outcomes, we will seek to ensure that the value of existing partnerships and work within schools and wider services, to ensure that they are able to effectively respond to and meet the health needs of children and young people.

Our strategy is underpinned by a relational and trauma informed approach. Children who develop healthy attachments with their parents / carers in the early years of life develop the foundations for healthy development into adulthood. They learn to regulate their emotions and develop the resilience to thrive despite the ups and downs of life.

The national i-Thrive model initially rolled out across emotional and mental health services, has been adapted to include all services providing early help and support to children, young people and families. Through this model, we aim to provide the support to help families, children and young people to build the resilience to thrive into the future. We believe that by focusing on understanding the reasons for the behaviour, rather than just the result of the behaviour, families will be supported to make more sustained change.

Following completion of the NHSI and member-led reviews of children's mental health provision in Lewisham in 2019, we have made significant improvements to our children's emotional and mental health pathways over the last 12 months, including our mental health support teams (MHSTs) in schools, the identification of a GP lead for CYP emotional and mental health, the development of a common referral form, and our first youth clinic.

The borough has seen a marked improvement in CAMHS waiting times and performance against the national CYP mental access target.

Headline actions:

- **Emotional Wellbeing and Mental Health:** We will continue to progress all areas of the CYP emotional and mental health improvement programme. With additional NHSE resource, we will build on the mental health support teams (MHST) in schools and the DFE Return to School Programme, rolling out gradually to more schools across the borough. We will work more proactively with Children's Social Care and providers of emotional health services to develop new and responsive processes when supporting families to access services. We will monitor and evaluate impact of the CAMHS clinical consultation pilot in the Family Thrive Service to provide clinical advice earlier with the aim to avoid escalation to specialist services.

We are working with adult's services and are in the process of moving towards an 'all age' Mental Health Provider Alliance, which aims to bring providers of mental health together effectively to achieve better integration of services across statutory and voluntary sector services. This builds on the approach which has been developed in adult mental health.

We will work alongside providers to deliver our BAME health action plan, and develop targeted programmes to address long term health inequalities. We have seen significant improvements in relation to the recording of ethnicity data, currently 97.4% CYP referred to CAMHS have ethnicity data recorded, against a target of 95%. However, there is still work to be done to increase representation of BAME CYP in the service. We will work with CAMHS and non-NHS providers to improve engagement with black and minority ethnic children and young people.

- By building on positive developments in relation to the Learning Disability and Autism (LDA) Programme (previously Transforming Care), we will continue to build on successful tracking mechanisms, through the dynamic support register (DSR) which is in place to monitor young people with LD /ASD at risk of a mental health inpatient admission. The SE London Behaviour Support pilot for young people with ASD/LD and mental health concerns aims to respond proactively to YP at risk to prevent placement / family breakdown and crisis admissions to A&E.
- **Young People’s Health and Wellbeing Service and School Health Services:** We will continue to raise the profile of services with school and parents. We aim to mobilise a new weight management offer and expand a digital offer for parents, reviewing wider delivery alongside the new Healthy Child Programme. A review will be undertaken of the Young Person’s Health and Wellbeing Service, and more broadly the effectiveness of an integrated young people’s service model for mental health, substance misuse and sexual health, in order to inform commissioning intentions for April 2022 onwards.
- **Develop access routes and processes via a social prescribing model, incorporating the newly developed Youth Clinic (Forest Hill ward) using the i-Thrive framework and by adoption of the borough-wide emotional health referral form:** We will develop our primary care early help offer via the Youth Clinic in Forest Hill. Social prescribing processes are being developed to support early access into a range of services across a wider age range of 0-25, to support transition into adulthood.
- **SEND and Community Health Provision:** A wider review of Short Breaks provision will result in an improved and developed offer within wider commissioning and services. We are reviewing the universal and targeted offer across SEND and Community Health services in collaboration with the Early Help and Prevention Programme (I-Thrive model). Re-commissioning of the post-diagnostic ASD service to ensure adequate links to the ASD pathway.

6. Edge of Care: we will strengthen the family support provided to families in Children's Social Care by developing an enhanced in-house service in order to reduce the number of children who become looked after. This will be achieved by developing a Family Support offer and an Edge of Care Service.

Lewisham has a high number of children who are looked after, with an average rate of 69.1 children per 10,000 in 19/20. This is higher than our Statistical neighbours (61.7), the inner London average (56) and England (65). The Local Authority intends to expand the services provided by the Meliot Family Centre and First Response (Safe Space) to support families to enable more children/young people to stay safe within their families and reduce the need to come into or stay in Local Authority care. The Local Authority recognises the challenges faced by some parents/carers caring for children/young people with complex emotional and mental health needs. To this end, clinicians will form an integral part of the staffing structure in the expansion of the Meliot family centre and First Response Team.

Headline actions:

- **The Meliot Family Centre** will develop into a new service that offers a comprehensive, flexible & cost effective family support offer to children aged 11 and under. As well as delivering positive impacts for these children, this will reduce dependence on high cost spot purchased services such as family support, contact and assessments.
- **Safe Space Team:** we will further develop our Safe Space team to work with young people who are at risk of becoming looked after, working in partnership with the Virtual School, Lewisham YOS Families Team (LYFT) and therapeutic services to provide holistic support to young people and families. With a purpose of keeping families together, the service will work with young people where there is an imminent risk of family breakdown and the young person coming into care. This will include young people aged 16 and 17 where housing options are not suitable. The service will additionally provide support to young people returning to their parent's care.
- We will ensure that the practice model in the new services is therapeutically informed through the recruitment of suitable clinicians.
- We will also review the existing services commissioned and spot purchased by Children and Young People Services with a view to establishing cost effective measures of securing those services which need to be purchased on an ongoing basis.

7. **Contextual Safeguarding:** Preventing child exploitation and harm through system wide change that embeds contextual safeguarding practice

Being and feeling safe impacts on our young people's health and wellbeing, ability to feel connected to their communities, and their being able to achieve and enjoy life. We know that young people in Lewisham have a number of contextual risks to their wellbeing and addressing these is a major part of a coordinated approach to supporting young people in their personal and social development. This priority focuses on ensuring the contextual safeguarding of our children and young people in their local communities and in Lewisham.

Contextual Safeguarding moves the focus of intervention away from the individual child, and towards the context in which risk, abuse or exploitation happens. For example, in Lewisham we have done some safety mapping with Schools using the University of Bedfordshire tools, where young people have highlighted safety concerns at particular times of the day and on journeys to and from school. The contextual safeguarding response is to produce a Safety plan owned by the school and its pupils to manage these spaces in order to protect them from exploitation.

Headline actions:

- **Child Exploitation Strategy and action plan:** Since May 2020, we have been developing our Child Exploitation Strategy, due to launch in Spring 2021. This has included service mapping, consultation with peak bodies for young people, It includes an analysis of workforce development needs across the Lewisham Safeguarding Children Partnership to identify where a stronger offer is required.
- Through this plan we will develop a Youth Advisory group for child exploitation to support ongoing strategic action planning over time and we will deliver an awareness raising and education community information campaign on our 'Prevent, Protect, Restore, Pursue' approach. We will also develop a multi-agency dataset to understand better the profile of those we seek to support and to identify disproportionality and structural inequality where it arises to inform action to directly address such inequality or racism.
- **Contextual Safeguarding:** in addition to the Child Exploitation Strategy, we are delivering contextual safeguarding approaches in schools, in social media and online, and in care and support. Our Contextual Safeguarding approach in schools will include working with students and Designated Safeguarding Leads to develop Safety Plans considering, for example, routes to and from school and group support networks. We will support all missing children on their return schools, and pupils will be supported to develop contextual safety assessments using Lewisham's toolkit leading to better support for pupils and more pupils remaining safe in mainstream settings. We will also prioritise our ability to understand and respond to the risks to contextual safeguarding in social media.

- **Developments to the Safe Space Team** will improve integration and communication between services and the wider community. This will include joint working arrangements with Housing, the Police and Violence Reduction Team & Education to ensure that children and families receive joined-up and holistic support.
- **Our Safer Haven partnership**, which focuses on creating safe places around parks, estates, shops, offices and shopping centres will increase the safe spaces in the borough for our young people.

4. System Change

Through strong leadership and the implementation of this Plan, the changes to our culture, infrastructure and ways of working across our partnership will deliver a step change in children and family's wellbeing, resilience and outcomes. Across all services, we will see improvements in the way in which we co-design and deliver support and measure the impact of our provision, ensuring that we are making a positive impact on children and young people's lives.

Our key indicator for systems change is our investment in early help and prevention, so that in the medium term we see the shift of resources in Lewisham into early intervention and prevention, securing impact for years to come

Headline actions:

- Improved accountability by evidencing a positive impact on outcomes for children and families: we will develop a clear outcomes framework and impact measures for early help and prevention that demonstrates the impact of our work, informs decision making and resource allocation, and improves collective accountability.
- A collective identity and framework for Early Help and Prevention, supported by a consistent approach: Our review of Early Help identified that our current offer was fragmented, and a lack of collective identity and framework for early help and prevention was having a negative impact on the experience of families in Lewisham, with families and professionals not always being clear on what was available or how best to access support. We will invest in our ability to lead implementation of the i-Thrive framework.
- Participation: co-production, co-design and co-ownership will be at the heart of our approach: we want to ensure that there are lots of ways for all young people, families and communities to get involved in how we deliver services and be able to influence what is available. Embedding participation in all that we do, will mean we are better able to meet needs. We also want to ensure that we promote all the good things that our young people do, and help them to make good decisions.
- We will seek to improve arrangements for sharing data and intelligence across the partnership, for the benefit of targeting specific services towards service users.

5. Governance

Leadership, oversight and strategic direction of Early Help & Prevention is delivered through the i-Thrive Board chaired by the Cabinet Member for Children and Young People, with the responsibility for delivering the priority areas for improvement delegated to the Early Help & Prevention Improvement Board, chaired by the Executive Director of CYP. These two boards will oversee the delivery of our improvement programme by:

- Steering and governing the implementation, development and performance of Lewisham’s Early Help & Prevention strategy and associated programme of work
- Ensuring collective ownership across the system in achieving Early Help outcomes.
- Providing oversight of progress against key milestones and outcome measures through Ensuring the strategic allocation of resources to effectively deliver agreed outcomes

6. Engagement

The involvement of our children, young people and their parents/ carers, our communities and the services working with families in Lewisham in the development of this strategy and its implementation is critical to its success.

This strategy has been informed by engagement across Lewisham’s Children’s Strategic Partnership and will continue to develop through a detailed engagement process across all partners, including children and young people, parents, schools, GPs, our voluntary and community sector and statutory agencies as well as multi-agency working groups who will all have a part to play in the delivery of the change.

Over 100 professionals from across the partnership attended briefings and workshops in October and November 2020 with the aim to critique, comment and understand what is in the strategy and why. The feedback from these workshops has shaped the content of this strategy and our priorities.

7. Equalities Analysis Assessment

An equalities analysis supports this strategy and associated implementation plans.