

Family Strategic Partnership

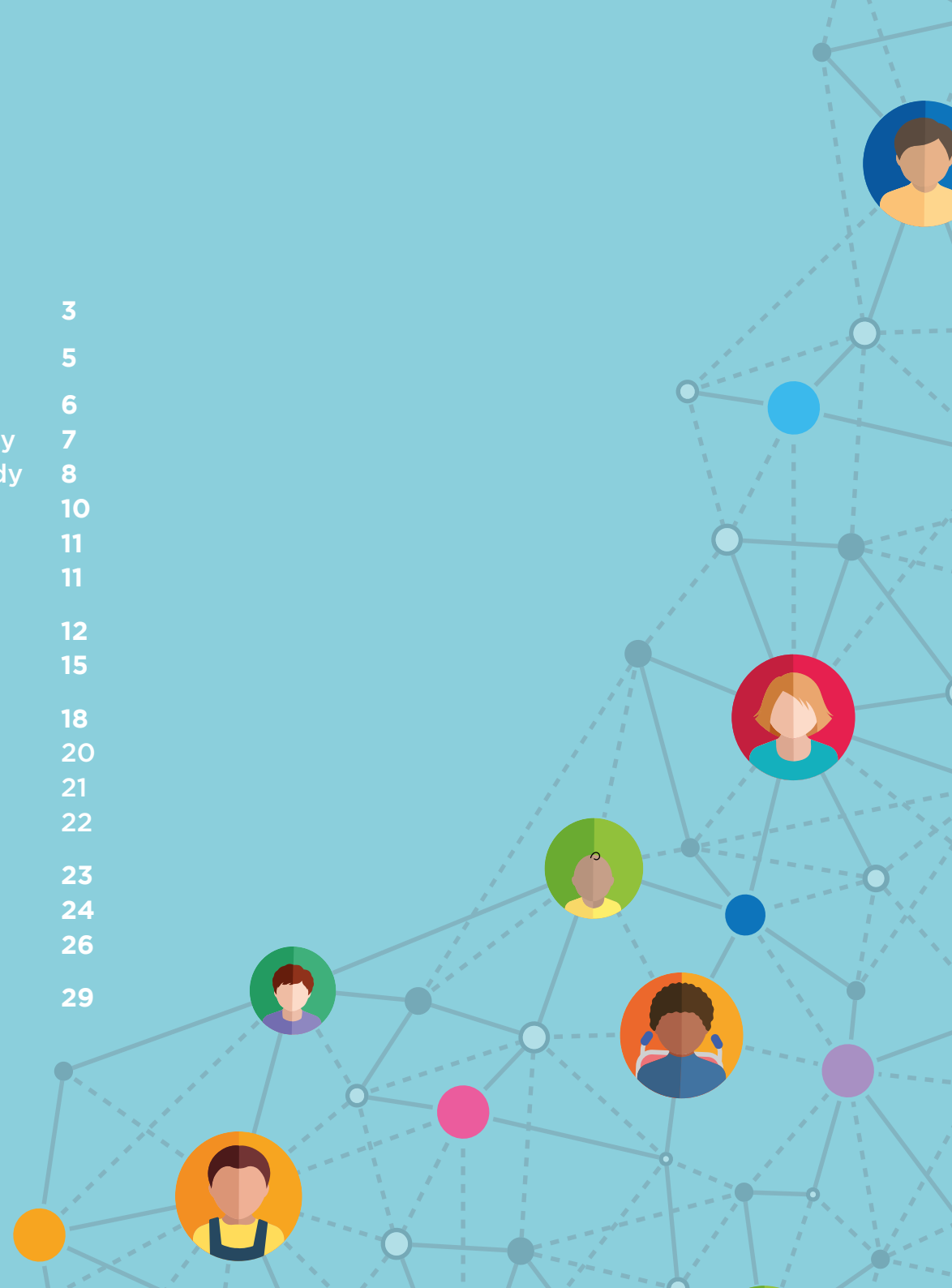
Annual Report 2018/19



STAFFORDSHIRE
HEALTH AND WELLBEING BOARD

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Executive Summary

Our goal is to make Staffordshire one of the best places for children, young people and families to live.

We want to bring everyone together to make sure that Staffordshire is a place where families feel valued and happy so that our children have the best start in life.

Most people in Staffordshire are healthy, happy and can enjoy life. We play a big role in this and are proud of what we do to support our communities.

This last year (2018 – 2019) has been an incredibly positive but challenging year for Staffordshire’s Families Strategic Partnership. In the face of increasing financial pressures, we have continued to put actions in place that help partners improve support for families at their earliest point of need, by implementing our Early Help strategy and ‘Place Based Approach (PBA)’ initiative.

We have continued to build strong partnership arrangements capable of addressing the challenges our communities face. It is important that we continue to utilise this and accelerate our joint response to provide a sustainable offer for the future, against a backdrop of ever diminishing resource. The success of the partnership today and continued success tomorrow is our joint responsibility.

This report highlights some of our achievements from the last year as we continue to pursue our joint purpose. This is only the beginning; we hope to build on the successes achieved to date.



Helen Riley

Helen Riley

**Chair of the
Family Strategic
Partnership Board**



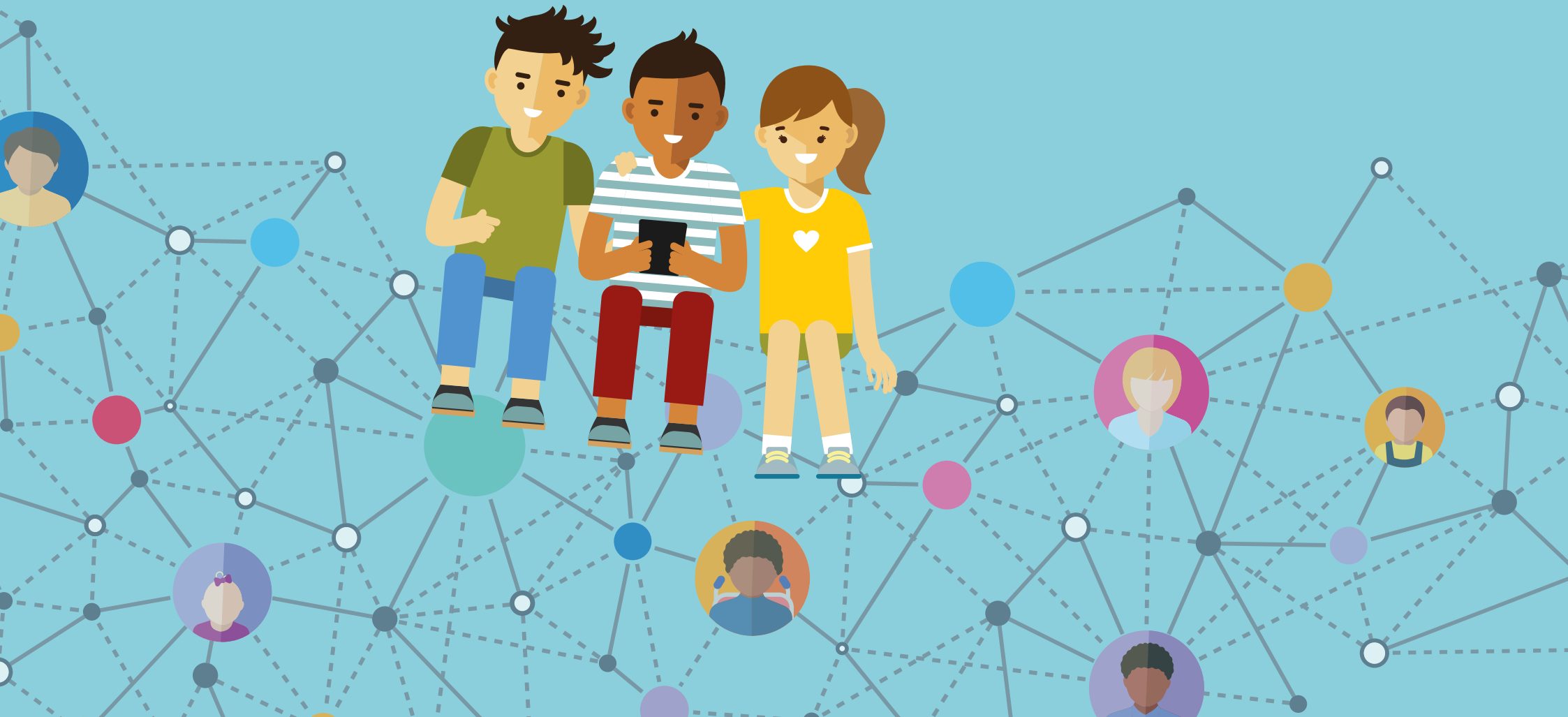
Glynn Luznyj

Glynn Luznyj

**Vice Chair of the
Family Strategic
Partnership Board**



Introduction



The Families Strategic Partnership (FSP) is made up of a Families Strategic Partnership Board (FSPB) that is supported by a Families Partnership Executive Group (FPEG). The FSP reports into the Health and Wellbeing Board (H&WBB) and works closely with the Stoke-on-Trent and Staffordshire Safeguarding Children Board.

The partnership was formed in Autumn 2015 and has continued to go from strength to strength.

All activities commissioned by the partnership have 'improving outcomes for children, young people and families' at their heart and partners work in a true collaborative manner to deliver the strategy.

Following the H&WBB strategy refresh in 2018, the FSP have also refreshed their strategy in 2019. The strategy can be viewed [here](#).

The strategy, outcome framework and the delivery plan were developed with partners based on a Joint Strategic Needs Assessment and through 1:1 interviews and workshops between the FSPB and FPEG.

The outcomes identified are measurable and designed to monitor progress against the three high level outcomes of the Children and Families Strategy, that children and families are happy and healthy, feel safe and belong, achieve and contribute.

An overview of Staffordshire's current performance figures can be found on the [interactive dashboard](#)



Summary of Activity



Early Help, Place Based Approach and Earned Autonomy

The Stoke-on-Trent and Staffordshire Safeguarding Children Board's Early Help Strategy encourages all partners to work together to support the needs of children and families at the earliest possible opportunity, to prevent issues escalating to a point where statutory services are required.

Prevention and early intervention are key to help families' live safe and happy lives. Working locally with partners to spot issues early and address the root causes of problems means we can help families sooner and provide them with the support and tools they need to move forward in a positive way.

In Staffordshire, a decision was made to align the Early Help, Place Based Approach and Earned Autonomy activity to reduce duplication and enable effective implementation. This hasn't come without its challenges as it has required a culture shift and at a time when resources invested in Early Help initiatives are reducing.

Following the successful application for Earned Autonomy status, partners have embedded new governance arrangements aligning four work streams (Building Resilient Families and Communities, Early Help, Place Based Approach and Earned Autonomy) into one.

Examples of outcomes that partners have achieved together are detailed below:

- **A total redesign of the Early Help paperwork and implementation of new processes that improve information gathering. This has enabled practitioners to focus on support that is required to deliver outcomes for individuals and families.**
- **the new and locally developed Early Help Performance Framework has been used across the 8 districts to identify 3-5 local partnership priorities. These priorities have provided the focus for a District Plan to deliver Earliest Help and intervention through a whole family approach using allocated Earned Autonomy funding.**
- **Earliest Help Showcase Events have taken place across the 8 districts to raise awareness of the local community-based support offer that is available in each district. These events have improved awareness of the local voluntary and statutory support systems available.**
- **A newly devised tool designed to evidence the level of partnership maturity was tested in each district. The results were used to evidence where further development are required to become mature in our partnerships by March 2020.**
- **Partnership Harm Reduction Hubs focused on earlier intervention and partnership working to support vulnerable people are now running in all districts. This has resulted in a reduction of reported domestic violence cases in Tamworth and Newcastle.**
- **The Commissioned Family Support Service, the Schools Referral Service and the Child Health and Wellbeing service are contributing and supporting the Early Help agenda.**

Summary of Activity

Building Resilient Families and Communities - Case Study

Who is in the family?

A father, mother and 6 children

What were the issues?

In October 2017, the Family Intervention Partnership (FIP) began to support the family. Whilst working with the family the concerns escalated resulting in the children becoming subject of a child protection plan in December 2017 under the category of neglect. There were significant concerns regarding the parent's mental health, substance use, financial difficulties, housing issues and the lack of attendance at health appointments. There were also concerns regarding parental conflict and domestic abuse, leading to the parents' separation.

The situation worsened when the father moved five children into his elderly mother's 3 bed terraced property. The eldest teenage child stayed in the old family home with his newly pregnant girlfriend. However, this property was then ordered for repossession, leaving the eldest child at risk of becoming homeless.

Cont...



Summary of Activity

What interventions took place?

- Our team offered financial support to the father and helped him apply for benefits.
- We helped the father put in a housing application and social needs assessment so he could move into a more suitable home.
- Direct work was completed with the children to explore their wishes and feelings.
- We helped the father to support his family by helping him establish a routine and improved his communication with the children's schools.
- An application for free childcare 'Think 2' was made for the youngest children. The eldest teenage son was helped attain housing, financial stability and ongoing support for him, his girlfriend and unborn child. Food parcels were provided whilst he was settling in to new accommodation.

What was the outcome?

- The father is now financially stable, and has made an application for a council property.
- All children are now attending school and nursery regularly.
- The youngest children's immunisations are now all up to date.
- The children have attended arranged contact meetings with their mother.
- The Child Protection Plans have ceased as it was no longer felt that the family needed any further local authority involvement.
- The eldest teenage son now has his own property and is accessing the appropriate benefits.
- A referral was made to the local support team to help his girlfriend and their unborn child. Their baby has arrived and is progressing very well, and they are thriving as parents.



Summary of Activity

Early Years

The Early Years Advisory Board has continued to champion the importance of the Early Years. We have agreed with the FSP that Early Years will be a priority and we are working with partners to agree the strategy and delivery plan.

Nationally there is more focus on a system wide approach to the Early Years and as a result policy changes are being implemented. This has resulted in the partnership;

- **Completing a Partnership Maturity Matrix to assess our position across the Early Years system.**
- **Accessing the Early Years Peer Review Training.**
- **Submitting a joint bid with Stoke-on-Trent for the Early Outcomes Fund.**
- **Starting the development of an Early Years Strategy, Delivery Plan and Vulnerability Pathway.**
- **We are looking to launch a campaign linked to articulate the importance of the word gap in Early Years but linked to wider parenting skills and aspiration.**

The eight district based Family Improvement Boards continue to support and challenge the delivery in each locality. Each board has target groups they are seeking to engage and priorities that they are seeking to achieve. They have achieved success in the following areas;

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- **The number of volunteers has increased from 128 to 168 since March 2018. Most of the Children's Centre volunteers tend to be from the target groups. These volunteering opportunities are often helping mothers to build their confidence and self-esteem, learning new skills to help them improve their lives.**
- **Within Staffordshire 71.2% of early years foundation stage children who have received referral-based family support have achieved their Good Level of Development. Four of the eight districts achieved over 80%. These are Cannock at 80%, Lichfield at 78.9%, Newcastle-under-Lyme at 90% and Tamworth at 90.9%.**
- **The reach for families living in the 0-30% Lower Layer Super Output Areas (LSOA's) has increased to 78%. Ofsted deem this engagement as a high volume of target users.**
- **The governance has improved with the locality board successfully delivering priorities identified by the partnership including; a reduction in obesity in South Staffordshire, an improvement in the Good Level of Development, improved access to Children's Centre service and embedded delivery of the Health and Wellbeing Service particularly the Community Development Officer who is becoming actively involved in supporting local priorities.**

Space

Space was introduced by the Staffordshire Commissioner for Police, Fire and Rescue and Crime, Matthew Ellis, to bring together public, voluntary and private sector organisations to help nurture, support and guide youngsters across the county.

The 2018 programme was the most ambitious and successful yet with a record number of places for 8-to-17-year-olds being filled during the summer holiday period throughout Staffordshire and Stoke-on-Trent and is aligned to the wider children and families system.

Space 2018 was another huge success with attendances reaching over 30,000 and youth Anti-Social Behaviour (ASB) reports reducing by 41% when compared to the same period in 2017. The Space 2018 report can be viewed [here](#).

ASB reduced from 1110 recorded youth-related ASB incidents in the county in 2017 to 659 registered this 2018 over the summer period. The most significant drop came in Newcastle-under-Lyme, where there were 69 recorded youth-related ASB incidents during the recent summer holidays – compared to 147 during the corresponding period last year. This represented a drop of 53.1 per cent.

Engagement with the targeted cohorts has shown mixed successes with some areas achieving high numbers of engagement through effective referral pathways and planning, whilst some areas have not been able to evidence good engagement. This will be addressed in 2019 as funding has been made available again for Space and requirements are being agreed with local authorities. Planning includes work to improve and develop referral pathways and engagement with targeted cohorts.

FSP Newsletter

The FSP understand that it is important to raise awareness of our work and to share our progress with the children and families' workforce across Staffordshire. Each quarter, the partnership has worked together to develop a digital round up of our work and partnership activity taking place across the county.

The digital FSP newsletter has grown in popularity and engagement since its beginnings in January 2018. The readership has increased to almost 3,000 unique subscribers and has a total open rate of 57% in the last newsletter of the quarter.

FSP newsletter from 2018-19 can be viewed on the [Family Strategic Partnership website](#).

Voices of Children, Young People and Families



Voices of Children, Young People and Families

The overall aims of the Voice of Children, Young People and Families work strand are based on the results of the annual Make Your Mark Survey. The tables below show the results from the annual Make Your Mark Survey. The table on the left represents the key issues for local Staffordshire children and the table on the right shows the national priorities.

Staffordshire



Issue	
Mental Health	1.504
Knife Crime	1.305
Period Poverty	869
Equal Pay	801
Homelessness	747
Curriculum for life	630
Votes at 16	484
Transport	312
Welcome Refugees	234
Youth Services	130

National (UK)



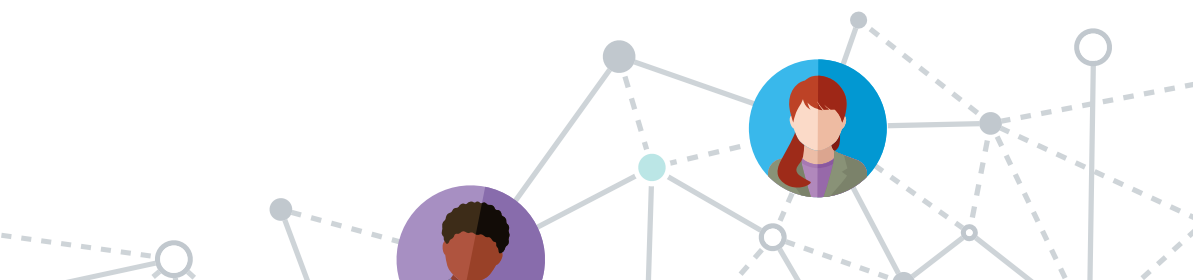
Issue	
Mental Health	181,691
Knife Crime	196,897
Period Poverty	102,172
Equal Pay	128,147
Homelessness	120,017
Curriculum for life	102,331
Votes at 16	80,688
Transport	77,985
Welcome Refugees	62,490
Youth Services	43,559



Voices of Children, Young People and Families

Here is a sample of some of the amazing work that has taken place over the last 12 months to improve how we are capturing and acting on the voices of children, young people and families:

- **Created more meaningful opportunities for children, young people and families to influence and shape commissioning from start to finish.**
- **Used social media to better engage with children, young people and families.**
- **Worked with partners in libraries to promote the Make Your Mark survey.**
- **Decorated the Children and Adolescent Mental Health Services (CAMHS) buildings to be more friendly and inviting for young people.**
- **A digital platform has been created to help sign post care leavers to support.**
- **The Youth Council has helped test the 'Wham Plan' platform that helps children and young people manage their mental health.**
- **We elected four new Youth Council representatives**



Other Workstream Activity

Activity	Outcome
<p>Reducing Infant and child mortality</p> <p>Improving parenting aspirations, self-esteem and parenting skills</p>	<ul style="list-style-type: none"> ● The Maternity Transformation Board has prevention as a key priority. ● The Smoking In Pregnancy is out to tender, Breastfeeding and Campaigns for the Child Death Overview Panel (CDOP) are areas of focus for 2018/19. As such we have secured additional funding to deliver Breastfeeding Peer Support Programme via the Children's Centre's, Promotional materials to support key messages for Midwifery colleagues to identify those in need of support. We will continue to monitor the effectiveness of this work to ensure it impacts on the prevention indicators such as infant mortality. ● Smoking in Pregnancy Service out to tender focussed on delivering a service to those most in need as a way to prevent infant mortality. ● Parenting impacts on all aspects of the partnership. ● As such partners have met to assess the current offer and how we identify those most in need, which has led to the development of the Vulnerable Families Pathway. ● We have started working on a campaign which will be launched in spring, this campaign will focus on the important role that parents play. ● As part of the strategy development there is a clear ask of parents which will be delivered through all aspects of partnership work.
<p>Reduce avoidable hospital admissions</p>	<ul style="list-style-type: none"> ● The Children's Staffordshire Transformation Project has been established and has met to agree that they will complete a prioritisation process of which injury prevention will be considered.

Cont...

Other Workstream Activity

Activity	Outcome
<p>Active communities to combat obesity</p>	<ul style="list-style-type: none"> • A task and finish group has been set up to deliver this priority involving key stakeholders. • The task and finish group have developed and submitted an obesity trailblazer bid to Public Health England (PHE) which will focus on increased physical activity and more generally healthy lifestyle choices. • The group has identified aspirations to improve the offer with a delivery plan for 2019/20 linked to the Placed Based Approach (PBA.)
<p>Supporting schools to improve the wellbeing of children and young people through school based Personal Social and Health Education (PSHE)</p>	<ul style="list-style-type: none"> • Cannock area used to pilot a new way of working. • We have been working with a number of schools in Cannock to identify local needs, good practice and existing resources used by schools. This will be used to identify any gaps for both universal PSHE provisions and targeted programmes. • Working with Regional and national PSHE lead to identify barriers for schools in delivering PSHE
<p>Improve the emotional health and wellbeing of children, young people and families</p>	<ul style="list-style-type: none"> • In July 2018, a Emotional Wellbeing Needs Assessment was published that provided a robust position statement. The Needs Assessment looked at the whole family (including partners) and the findings were shared with the Health and Wellbeing Board in Summer 2018. • The Emotional Wellbeing Strategy for Stoke and Staffordshire - has been refreshed. Further work is underway to develop the implementation plan. • The Health and Wellbeing Board will ensure that adults and children's services will work together to help improve emotional wellbeing outcomes for those within a household. • There is a proportion of poor emotional health that is preventable with robust preventative work. The Early Help, PBA and Earned Autonomy work will support this cohort.

Cont...

Other Workstream Activity

Activity	Outcome
<p>Reducing Infant and child mortality</p>	<ul style="list-style-type: none"> ● Maternity Transformation Board has prevention as a key priority. ● Staffordshire have identified that Smoking in Pregnancy, Breastfeeding and Campaigns for the Child Death Overview Panel (CDOP) are areas of focus for 2018/19. As such we have secured additional funding to deliver Breastfeeding Peer Support Programme via the Children's Centre's, Promotional materials to support key messages for Midwifery colleagues to identify those in need of support. We will continue to monitor the effectiveness of this work to ensure it impacts on the prevention indicators such as infant mortality. ● Smoking in Pregnancy Service out to tender focussed on delivering a service to those most in need as a way to prevent infant mortality.
<p>Improving parenting aspirations, self-esteem and parenting skills</p>	<ul style="list-style-type: none"> ● Parenting impacts on all aspects of the partnership. ● As such partners have met to assess the current offer and how we identify those most in need, which has led to the development of the Vulnerable Families Pathway. ● We have started working on a campaign which will be launched in spring, this campaign will focus on the important role that parents play. ● As part of the strategy development there is a clear ask of parents which will be delivered through all aspects of partnership work.
<p>Reduce avoidable hospital admissions</p>	<ul style="list-style-type: none"> ● The Children's Staffordshire Transformation Project has been established and has met to agree that they will complete a prioritisation process of which injury prevention will be considered.

Performance Framework



Performance Framework

The FSPB has developed an outcomes framework to monitor progress against the FSP strategy and delivery plan which are grouped under the three strategy outcomes: being healthy and happy, feeling safe and belonging and achieving and contributing.

The Children's Outcomes Framework currently provides data that is routinely available. There remains a number of gaps particularly around voice outcome indicators which are still to be developed which means that outcome measures will continue to evolve.

You can view the Children's Outcomes Framework reported to the Health and Wellbeing Board on the Staffordshire Observatory [website](#), which also includes trend and locality information alongside interactive dashboards which are updated on a regular basis and form a key part of the Joint Strategic Needs Assessment evidence base for Staffordshire.

Performance against indicators are summarised into whether they are a concern for Staffordshire (the indicator performs worse than the national average), are of some concern (similar to the national average or trends have been going in the wrong direction over a period of time) or are of little concern (where the performance is better than England).

Performance Summary



Performance Summary

Happy and Healthy

Priorities

1. Reducing infant and child mortality
2. Improving parenting aspirations, self-esteem and parenting skills
3. Active communities to combat obesity
4. Supporting schools to improve the wellbeing of children and young people through school based PSHE
5. Improve the emotional health and wellbeing of children, young people and families
6. Reduce avoidable hospital admissions

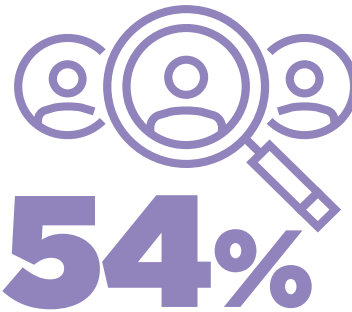


Infant mortality rates are higher in Staffordshire than the rest of England, with rates in East Staffordshire the 7th highest in the country

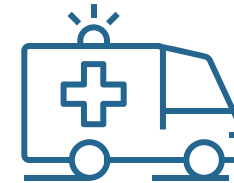
13%
of women smoked during pregnancy



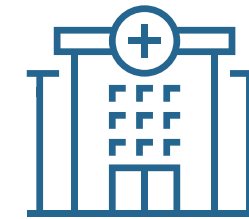
Breastfeeding prevalence rates at six to eight weeks are improving but remain lower than England



of families proactively manage social, emotional and mental health needs with rates improving



Unplanned hospital admissions for long term conditions in under 19's in Staffordshire are higher than national



Hospital Admission rates as a result of self-harm in 10-24 year olds are similar to the national average



Hospital admissions caused by unintentional and deliberate injuries in children under 15 are lower than the national average

25%

of children aged four to five carry excess weight; rates in Cannock Chase, East Staffordshire, Newcastle and Tamworth are higher the average



35%

of children aged 10-11 carry excess weight; Rates in Newcastle and Tamworth are higher than England

Achieve and Contribute

Priorities

1. Continue to listen to the voice of children, young people, families and stakeholders to build their knowledge and experience into the development of the delivery plan and into designing solutions
2. As a partnership seek to expand and develop to opportunities that exist within the Early Years of a child's life to improve children's attainment with a focus on the most disadvantaged



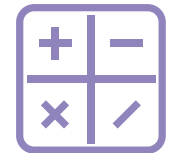
75%

of children achieved a good level of development which is better than the national average



However there are inequalities, for example, only **58%** of children eligible for free school meals achieved this level

65%



of pupils achieved the expected standards in reading, writing and maths at Key Stage 2. Which is similar to the national average, but only 9% of children with Special Educational Needs achieved this.



5%

of pupils were absent from school which is lower than the national average but has increased

38%

of pupils achieved grades 5-9 in GCSE English and maths and is lower than England; Cannock Chase, Tamworth, Newcastle and South Staffordshire all have lower attainment rates than the national average

Performance Summary

Safe and Belong

Priorities

1. Continue to develop the Early Help and Earliest Help offer within communities, including the transformation through our Earned Autonomy
2. Support the delivery of the priorities within the Staffordshire Community Safety Agreement, ensuring appropriate links are made with the work of the FSP
3. Establish a consistent approach to the local Vulnerability Hubs



The rate of first time entrants to the Youth Justice System is lower than the national average

At

41%,



reoffending rates are similar to the national figure



The rate of recorded domestic abuse incidents are increasing but remain lower than England; rates in Cannock Chase, East Staffordshire, Newcastle and Tamworth are higher than average

4.5%

of young people are at risk of Child Sexual Exploitation which is similar to the national average

Referrals rates to Children's Social Care are lower than national levels



However the rate of children in need is currently higher than national average and trends shows that rates are increasing



Rates of child protection plans are currently lower than national, however trend data shows they have also been increasing



The rate of Looked After Children is similar to England; however rates in deprived areas are much higher

Priorities and Next Steps



Priorities for 2019/20

It was acknowledged that performance of the delivery plan has demonstrated that where there has been a focus on action over a number of years there has been improvement in performance, Early Help is a good example of this. The FSPB has therefore agreed that for 2019/20, the partnership would consolidate delivery of the existing priorities around the following themes:



Priorities and Next Steps



Priorities and Next Steps

The specific priorities are as follows:



Happy and Healthy

1. Reducing infant and child mortality
2. Improving parenting aspirations, self-esteem and parenting skills
3. Active communities to combat obesity
4. Supporting schools to improve the wellbeing of children and young people through school based PSHE
5. Improve the emotional health and wellbeing of children, young people and families
6. Reduce avoidable hospital admissions
7. Infant mortality, childhood obesity, hospital admissions



Safe and Belong

1. Continue to develop the Early Help and Earliest Help offer within communities, including the transformation through our Earned Autonomy
2. Support the delivery of the priorities within the Staffordshire Community Safety Agreement, ensuring appropriate links are made with the work of the FSP
3. Establish a consistent approach to the local vulnerability hubs
4. Mainstreaming Building Resilient Families and Communities principles



Achieve and Contribute

1. As a partnership seek to expand and develop the opportunities that exist within the Early Years of a child's life and SEND to improve children's attainment with a focus on the most disadvantaged



Understanding

1. Continue to listen to the voice of children, young people, families and stakeholders to build their knowledge and experience in the development of the delivery plan and designing solutions and actions



Culture

1. Culture will be a key element to deliver the priorities and themes detailed above.

Next Steps

In 2018 and 2019, Ministry of Housing, Communities & Local Government (MHCLG) and Ofsted have commented that the Families Strategic Partnership is a maturing partnering. As a maturing partnership we have been successful in drawing down additional resources in excess of £6m to deliver multi-agency initiatives, for example, Earned Autonomy and Reducing Parenteral Conflict.

In 2019/20, the Families Strategic Partnership will focus on:

- **Consolidating the action plan- delivering existing priorities with a focus on areas of challenge**
- **Continuing to focus on data and developing insight by listening to the voice of children, young people and families – this will include the Joint Strategic Needs Assessment refresh.**
- **Mainstreaming the principles of Building Resilient Families and Communities through the Place Based Approach**
- **Closer alignment to the Sustainable Transformation Programme children's work stream**
- **Closer alignment and governance with Early Years, SEND and Education strategies.**

In April 2019, the FSPB agreed to expand its portfolio to include Education and Skills Strategic Group and SEND Partnership Group. Work will take place in 2019/20 to redesign the FSPB to ensure its delivers against its existing commitments as well as the priorities for the new portfolio areas.

Priorities and Next Steps



Priorities and Next Steps

On overview of the new portfolios are detailed below:

Education and Skill Strategic Group

- Hold responsibility for identifying education and skills priorities and reviewing available information to evaluate the impact on outcomes for the people and communities of Staffordshire.
- Align combined resources to focus on a small set of key priorities to support the delivery of our vision.

SEND Partnership Group

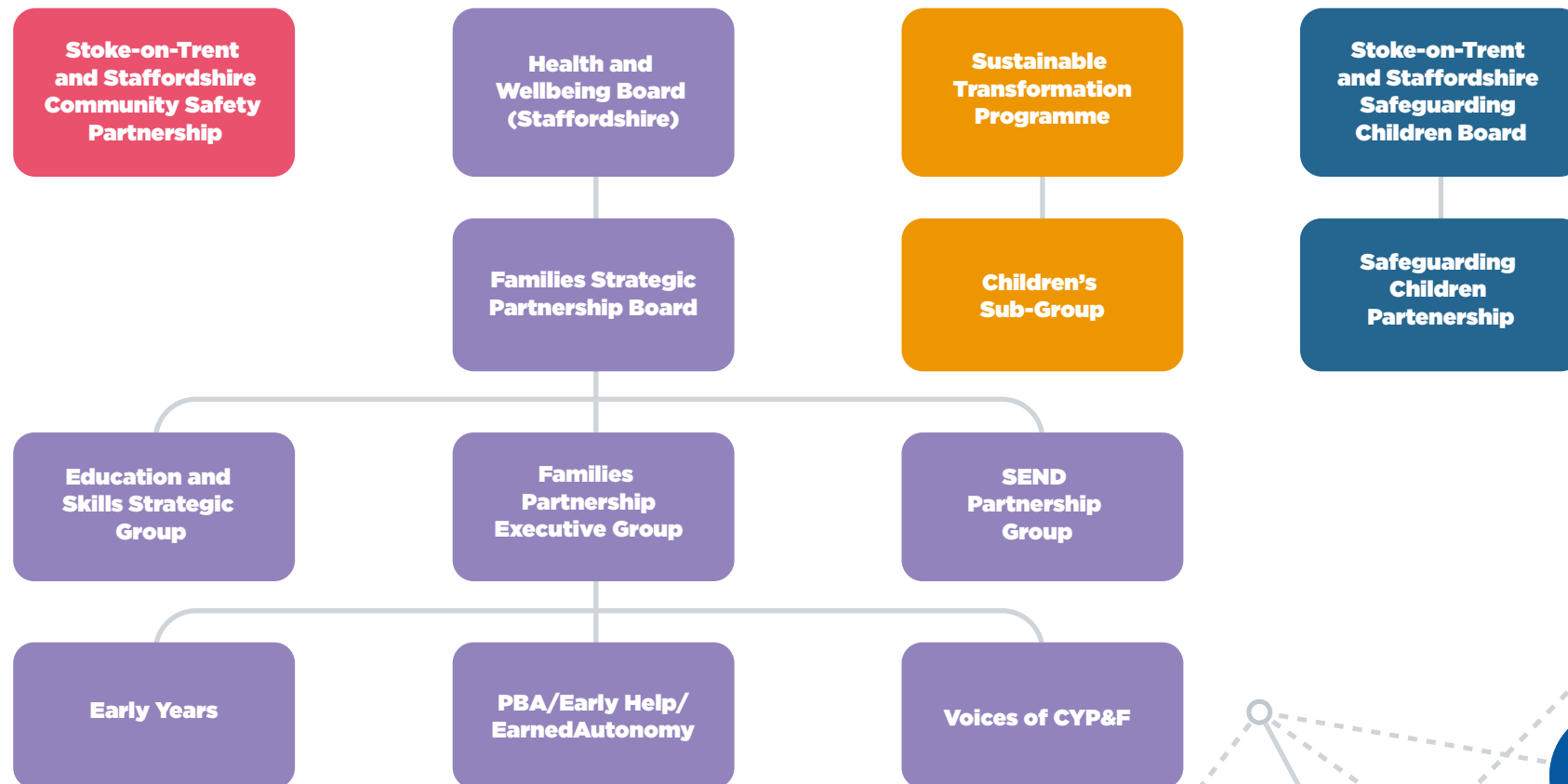
- Setting and evaluating the effectiveness of the SEND Strategy, its outcomes, joint commissioning arrangements and provisions for children and young people with SEND in Staffordshire.
- Ensures that SEND priorities are identified and represented in the SEND Strategy.
- Ensures that appropriate scrutiny of data and intelligence mechanisms are robust enough to:
 - Inform joint and single agency commissioning intentions.
 - Capture and challenge outcomes as well as system performance.
 - Identify and capture the needs of all children and young people with SEND.
 - Identify trends and decided where to focus our attention for now and in the future in order to improve outcomes, system performance and meet our vision
 - Ensure that parents, carers, children and young peoples voices are captured and are fed into strategic plans and system improvements.
 - Monitor the delivery of the strategy and hold all sub groups to account.
 - Ensure that transparent, equitable and robust processes are in place for all aspects of the SEND system including funding, travel solutions, placements and assessments.
 - Account for the preparation for Local Area Review inspections and ownership of any actions arising from inspection.

Monitor the financial sustainability and our achievements to ensure we are getting maximum value for money.

Priorities and Next Steps

In addition, the FSP will continue to build strategic alliances with the Community Safety Partnership, Sustainable Transformation Programme and Safeguarding Children Board to ensure key stakeholders are effectively working together to develop an amalgamated Children and Families System that improves outcomes for Staffordshire's residents.

The diagram below illustrates the proposed strategic children and families partnership landscape:



Glossary of Acronyms

FSP - Families Strategic Partnership

FSPB - Families Strategic Partnership Board

FPEG - Families Partnership Executive Group

H&WBB - Health and Wellbeing Board

SSCB - Staffordshire Safeguarding Children's Board

JSNA - Joint Strategic Needs Assessment

PBA - Place Based Approach

EHA - Early Help Assessment

DCLG - Department for Communities and Local Government

BRFC - Building Resilient Families and Communities

PSHE - Personal, Social, Health and Economic Education



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