

Report

Cabinet Member for Community and Wellbeing

Part 1

Date: 1 March 2024

Subject **Children and Communities Grant (CCG) – Newport Local Delivery Plan 2024/25**

Purpose To seek approval and support from Cabinet Members for the CCG Local Delivery Plan for Newport 2024/25.

This new Delivery Plan incorporates the confirmed budget reduction for the CCG from Welsh Government for 2024/25. Approval is required to support the ongoing development and function of the services funded by the grant supporting families, children, and adults across the city with a range of early intervention and preventative support services.

Author Head of Prevention and Inclusion

Ward ALL

Summary Welsh Government provides the Childrens and Communities Grant each year to Local Authorities in Wales. Local Authorities have responsibility to decide how this grant is allocated locally based on need, within the confines of the terms and conditions attached to the grant. There are specific work streams that are expected to be supported via local delivery of the grant, with a combination of flexible and ring-fenced conditions. In 2024/25 the CCG grant allocation is to be reduced by Welsh Government for the first time.

This report sets outs the proposed delivery of a range of support to residents across the city in order to frame the delivery plan required by Welsh Government.

The attached draft Delivery Plan has been submitted to Welsh Government in line with submission timeframes. Initial feedback has been received from Welsh Government with some recommendations. The final version will be amended in line with the contents of this report and approval from Cabinet to be submitted on 1 March 2024.

This Delivery Plan will enable the services to continue supporting large numbers of individuals in Newport and their families with issues and concerns that matter to them.

Proposal To approve and support the services for the Local Delivery Plan for 2024/25, utilising the Children and Communities Grant.

Action by Head of Prevention and Inclusion

Timetable Immediate

This report was prepared after consultation with:

- Director of Social Services
- Head of People, Policy and Transformation – Monitoring
- Head of Finance - Chief Finance Officer
- Head of Law and Standards – Monitoring Officer

Signed

Background

The purpose of the Children and Communities Grant (CCG) is to address the support needs of vulnerable children and adults in our communities through a range of early intervention, prevention and support mechanisms. The grant is provided in order for Local Authorities and partner agencies to mitigate or remove disadvantage to vulnerable people to enable them to have the same life chances as others, and therefore contribute to a more equal Wales.

The Children and Communities Grant is allocated by Welsh Government each year to support local authorities in responding to identified local need, ideally at an earlier opportunity.

The CCG grant has been established for many years within Newport City Council. Following the service area restructure in 2022 responsibility for the delivery and monitoring of the grant was moved to Prevention and Inclusion. This meant that for the first time all CCG services delivered across Newport, the contracts and the workforce involved, were monitored, and supported from within the same service area. Naturally this brought improved opportunities for joint working, integrated approaches, and enabled considerations on how teams could deliver qualitative support in the most efficient and effective approaches.

The CCG is delivered in collaboration with many partners both internally to NCC and externally. Without these successful partnerships in place, much of what is delivered to residents every day would not be possible. Combining knowledge, skills and resources has allowed us to reach out to as many families and individuals we can, providing an early and preventative layer of support and assistance.

A key aspect of the CCG is adopting standard principles and values including

- 1) every child has a positive start to life
- 2) every individual has the opportunity to achieve their full potential
- 3) every individual has the right to feel valued and able to contribute to society and their communities.

Investing in this way to the preventative agenda, demonstrates Newport City Council's commitment to key legislation including the Social Services and Wellbeing (Wales) Act 2014 Well Being Future Generations (Wales) Act 2015, where Prevention is specifically identified as one of the key approaches local authorities should embrace. The CCG is a significant contributor to supporting families, adults and children at an earlier juncture and diverting referrals away from statutory services short term and long term.

The CCG has clear terms and conditions for how local authorities can allocate funding within a specific number of work streams.

The CCG has within it a complex set of arrangements laid out by Welsh Government that must be complied with. It has undergone recent adjustments with the removal of the distinct Legacy workstream and specific guidance for it to be absorbed within the wider provision of the CCG. Recent additions include the Out of Court Parenting grant, Playworks, and the Training and Support Grant for the Childcare and Play sectors. The Early Intervention Parenting Support and Interparental Conflict grant has also been included to the CCG.

With a long list of workstreams to be delivered, it must be acknowledged that some budget allocations within CCG are ring-fenced by Welsh Government, and thus Newport City Council is unable to use these budgets flexibly as we adapt services to respond to changing local need and priorities. This means that approximately £2.4m is ringfenced by Welsh Government to deliver specific workstreams.

Transparent monitoring and governance arrangements for the CCG has been firmly established, with board members representing a cross section of officers and partners. The finance board is responsible for oversight of the appropriate expenditure of the grant and monitors this throughout the year with the support and assistance of the central contracts and monitoring offer.

Children and Communities Grant – Workstreams

	Workstream	Allocated budget	Ringfenced
1.	Flying Start	£6,483,494	No
2.	Flying Start Expansion	£2,364,647	Yes
3.	Families First	£2,559,660	No
4.	Childcare and Play	£ 98,796	No
5.	Out of Court Parenting Support (OoCPS)	£43,200	No
6.	St David's Day	£61,344	No
7.	Promoting Positive Engagement for Young People at risk of offending (PPEYP)	£227,794	No
8.	Playworks Holiday Project	£54,385	Yes
9.	Early Intervention Parenting Support & Interparental Conflict Grant	£50,000	Yes
10.	Non-employment support (Previously Legacy)	£246,567	No
11.	Training Support Grant	£62,007	Yes
12.	Central Contingency	£247,815	
	TOTAL	£12,499,709	

1.	<p><u>Flying Start</u></p> <p>Flying Start is the Welsh Government’s targeted Early Years programme for families with children under 4 years of age who live in some of the most disadvantaged areas of Wales. Flying Start aims to make a decisive difference to the life chances of children by mitigating the impact of poverty, which is linked to poor life outcomes in early childhood, including health.</p> <p>Flying Start supports 2899 eligible families in the most deprived Lower Super Output Area’s in Newport. The programme is required to deliver 4 strands of evidence-based interventions that are a mandatory requirement of the grant funding. These include:</p> <ul style="list-style-type: none"> • Enhanced Health Visiting • Childcare for 2 – 3 years olds • Speech and Language support through targeted interventions • Parenting intervention programmes prescribed by Welsh Government <p>The Flying Start Expansion programme is a ringfenced allocation of grant funding with CCG. Flying Start expansion must only be used to address the Welsh Governments commitment to continue the support of the flagship Flying Start programme and, in line with the Co-operation Agreement with Plaid Cymru, deliver a phased expansion of early years provision to include all two-year-olds, with a particular emphasis on strengthening Welsh-medium provision.</p> <p>In Newport, Phase 1 of the expansion programme is complete, has been absorbed into core Flying Start provision and includes all of the mandatory core Flying Start interventions. Flying Start expansion Phase 2 has a focus of childcare only with an emphasis on Welsh Medium development. The current Phase 2 expansion of this programme is being rolled out across the City to increase eligibility to an additional 2,500 more children under the age of 4, with a particular emphasis on strengthening Welsh medium childcare provision. Local authorities are expected to deliver services to an additional number of children based on a sum of £4,400 per child. Positively, Newport has now exceeded the target for Phase 2a and 2b (target 368) in terms of childcare places offered which totals 382 eligible children.</p> <p>The Flying Start teams also have an ‘Outreach’ offer, creating an opportunity for those children most in need who reside outside of the Flying Start geographical targeted area. This enables these children to access the entitlements of the Flying Start programme and further Families First support. This approach enhances the reach to more children and includes access to early language support currently offered as part of the core flying start programme. Furthermore, over the school holidays a further 134 adults and 215 children have attended early years provision, supporting those living in areas of deprivation across the city, and who would be impacted most by the cost of living crisis.</p> <p>The global pandemic meant the service has seen a significant increase in developmental delay including speech, language and communication issues. The loss of engagement by families throughout and post COVID, has led to an increase in older children presenting with additional learning needs (ALN) in playgroup or nursery provision. The teams have responded to this rising need by providing a number of interventions including transition and practical support, and can facilitate access to wider professional support from educational psychologists, speech & language therapists, health visitors, GP’s and occupational therapists. Additionally, they run specialist groups such as <i>Playing Together</i> and <i>Wriggly Woos</i> to support children with ALN.</p>
2.	<p><u>Families First</u></p> <p>Families First receives the largest budget allocation from CCG after Flying Start and the largest area with some flexibility to meet local need. (<i>The teams that make up Families First are listed in table below</i>) Collectively, the teams support significant numbers of individuals</p>

and families across Newport, of which without the availability of the CCG would not be possible. Following the Covid-19 pandemic and subsequent services restructure, a comprehensive recommissioning exercise was undertaken for the Families First workstream. This was initially delayed due to Covid-19 and subsequently was a critical component to assist with developing the right services to meet local need following the global pandemic. Prior to the recommissioning taking place, services had been in place for many years. Advice from Procurement meant that services needed to be re-tendered due to the length of time they had been in place. It was largely acknowledged that services needed to evolve and adapt to what was a fast-changing demographic for Newport, with different priorities and increased pressure and demand for support services following the pandemic.

Internal services were not part of the recommissioning exercise. However, these services were all internally reviewed as part of developing the Prevention and Inclusion service area.

The Prevention team (internal NCC provision) has a long history with NCC and is recognised for the skilled work they do with families around many and increasingly complex issues and situations. The team fully adopts and leads on the core Families First 'Team Around the Family' (TAF) approach, an integrated model working transparently with family members and partners to identify the most effective support plan to achieve successful outcomes for the family.

The team receives the second highest number of referrals from the SPACE Wellbeing (see below) process, with health colleagues in CAMHS receiving a higher amount. This analysis supports the change in trend following the global pandemic, with a significantly higher demand for support with mental health issues.

The Prevention team supports on average over 700 families each year, with over 1200 children in these families receiving support from the team. Due to high levels of demand, the average waiting time for support is 7/8 weeks, however this will fluctuate throughout the year.

The Youth and Play service (internal NCC provision) has been restructured following its transfer to Prevention and Inclusion.

The Youth Service has 3 priorities; Delivering 'open access' ('universal') services, which includes a range of leisure, cultural, sporting and enrichment activities in communities, along with distinct support as a partnership arrangement with Newport Live to three secondary schools. The team also focus on more targeted provision for vulnerable young people, who require support to overcome a range of barriers and challenges to remain in, or enter education, employment or training whilst supporting their health and wellbeing. The Youth Service is highly skilled at working with children and young people in such a way that promotes and respects their rights to make decisions and be heard. Whilst an increasing number of key activities are delivered through the medium of youth clubs and targeted sessions throughout the year, very often bespoke provision is also delivered as the team respond to emerging needs and priorities across the city.

The Play element of the service focuses on delivering quality play provision, responding to the play sufficiency assessment, which includes opportunities for children and young people to socialise with peers and explore the community around them. This will include 1-1 and groups provision, targeted and holiday sessions delivered throughout the year. The play service will ensure that all children have inclusive access to valuable play opportunities in their communities throughout Newport.

The successful restructure of the Youth and Play service has followed a change in how resources are allocated and a review of what the priorities are for the Youth and Play service, in line with the terms and conditions of CCG grant funding.

As a result of these resource changes, the Youth Service has successfully achieved Bronze Quality benchmark and is well on its way to achieving Silver Quality benchmark. The service has also been nominated for a Youth Work Excellence Award for its work with Asylum seekers.

The Youth service support an average of 1500 children and young people yearly through group work and 1-1 sessions including focussed youth support across 3 secondary schools to the value of £60k. Waiting times will fluctuate throughout the year depending on demand. The service averages around 400 referrals a year, with these coming from SPACE, wellbeing meetings with schools for young people at risk of not being in education, employment or training (NEET). The service also receives direct referrals from parents and carers.

Disabled Children Team (DCT) - Prevention (internal NCC provision) This new service was established as part of the Families First recommissioning exercise. The service utilises the expertise of the existing disabled children's team located in Childrens Services as part of a more integrated internal approach to supporting families. The service aims to improve equity of service provision and accessibility and reduce duplication through a core menu of services across the city at a preventative level.

Still in its first year of operations, the team have already supported 90 families and an additional 25 families open to groupwork. Parenting programmes such as Cygnet and Epats are also delivered along with Circle of Security. There are further plans to deliver an ADHD awareness programme for families. The DCT team work collaboratively with Youth and Play to offer a significant holiday programme for families across the City.

The recommissioning process was successfully completed in 2023, and **Families First** now has the following services in place.

Families First services

Team	Internal/External to NCC	Proposed Budget 24/25	Team purpose
Preventions Team	Internal	£1,055,673	Family/Parenting support; Adopting TAF model (Team Around the Family)
Early Years	Internal	£164,146	Co-ordinated and joined up support for young children (0-7 years) and families, building on strengths of existing WG programmes. For those outside of Flying Start geographical area, and based on the transformational findings

	Prevention - Disabled Children's Team	Internal	£192,071	Play and development opportunities; support for families
	Youth and Play Service	Internal	£511,889	Combination of leisure, cultural, sporting and enrichment activities; Targeted and open access provision; Youth and Play clubs
	Monitoring & Finance	Internal	£95,966	Monitoring and finance support
	Total Internal costs		£2,019,744	
	Newport Mind	External	£162,240	Wellbeing and Resilience
	Young Carers & Mentora (Barnardos)	External	£217,397	Supporting informal young carers/young adult carers; Volunteer mentoring service; 24/7 support through virtual family hub; Journey app
	Citizens Advice Bureau	External	£37,127	Income Maximisation for Children with disabilities & Families
	Serennu Children's Centre	External	£65,553	Disability Family Support
	Aspire	External	£57,600	Alternative Education/Wellbeing support
	Total External costs		£539,916	
	Total Families First allocation		£2,559,660	
3.	<p>Childcare and Play (Including Training and Support Programme) This element of the CCG is to:</p> <ul style="list-style-type: none"> • Provide high quality childcare and staffed play provision, to help meet the needs of parents who wish to work or train. Promote child development and attainment and support the well-being of children. • Address gaps identified in Childcare Sufficiency Assessments and Action Plans to provide sufficient, sustainable and flexible childcare that is responsive to parents' needs. 			

	<ul style="list-style-type: none"> Address gaps identified in Play Sufficiency Assessments where this relates to staffed play provision, enabling parents to work or train e.g. out of school clubs, holiday play schemes.
4.	<p>Out of Court Parenting Support (OoCPS) The core purpose of this grant is to engage parents and empower them to use parenting strategies that avoid the use of physical chastisement.</p> <p>This grant supports the delivery of parenting support where there is a risk of criminal prosecution due to poor parenting. Parents can be supported to learn how to be positive parents and learn new skills and techniques. This 'offer' to parents serves as an alternative to attending court and risk of having a criminal record. Support is delivered in parenting groups/programmes and 1-1 sessions.</p> <p>The parenting officers delivering this support work closely with the parenting practitioners that are funded by the 'Early Intervention Parenting Support and Interparental Conflict' grant to avoid duplication and share learning/knowledge.</p>
5.	<p>St David's Day St David's Day is a grant specifically focussed on direct financial support for older young people in care and care leavers. The purpose of the grant is to support with items that will enhance the opportunities for available. For example, equipment linked to training, travel opportunities, items for learning. WG established the grant to ensure good outcomes are not jeopardised by the lack of equipment. Social workers apply on behalf of young people via the Head of Service.</p>
6.	<p>Promoting Positive Engagement for Young People at risk of offending (PPEYP) This grant supports Newport's most vulnerable young people at risk of offending by delivering a youth engagement programme. This programme helps to support individuals to positively engage with community provision and activities through a co-ordinated multi-agency approach to maximise impact and enhance the current youth offer. There is a strong focus on safeguarding this particular cohort of children, and the community responses available include involvement with Newport Youth Justice service. In addition, there is a focus on supporting individuals aged 11-18 to remain in full time education, training and employment through targeted youth interventions. Individuals are supported to build positive relationships, identify their own internal strengths and resources, and increase resilience.</p>
7.	<p>Playworks Holiday Project A combination of targeted and open access play provision is delivered with the support of this grant. Offering bespoke quality play opportunities, the provisions engage children of different ages and specifically target children with disabilities, areas of high deprivation and Welsh speakers.</p>
8.	<p>Early Intervention Parenting Support & Interparental Conflict Grant This grant has enabled an increase in parenting groups to be delivered in response to high demand for parenting support. In the past financial year, an additional 70 parents have been supported across 7 parenting groups, in addition to 1-1 sessions. These have contributed to a 70% reduction in waiting times for parenting support. Both group and 1-1 support has helped to divert parents and families away from the safeguarding hub, providing a level of preventative support much earlier. Parenting officers are trained to deliver evidence-based programmes including 'Non-violent Resistance Approaches to Parenting' and 'Circle of Security'. Family mediation and 'Take 3' (parenting teenagers) are due to be delivered soon.</p>

Single Point of Access for Children Emotional WellBeing (SPACE)

SPACE has been developed over recent years in collaboration with Health, providing a single point of access for referrals to be made for Families First services. The multi-agency panel meets weekly to assess and allocate referrals received, ensuring the right service is identified to meet the presenting issues. The panel is very well established and allows for co-ordination and joint working across many of the teams. Beyond Families First, the SPACE network of practitioners naturally joint work with wider services delivered by the CCG funding, as very often families present with multiple issues requiring targeted and specialist responses. This often sees officers from non-Families First teams attending panel to share expertise and knowledge in finding the best outcome for the family and/or individual. A professional and integrated culture is established to ensure all services delivered via CCG funding, work in a joined-up approach and avoid duplication of assessment with families. Collectively a huge amount of skill, knowledge and experience is available because of the CCG grant, with SPACE very much at the heart of how cases are managed.

Post Covid-19

Recovering from the pandemic, like many services we have seen changes in trends and demands. Referral rates to SPACE have increased by an average of 600 cases per year and remaining at this higher level. All services are managing increased pressures, and in some case a waiting list is in place due to the staff resource limitations available. Fast following Covid-19 came the cost of living crisis, placing further undue pressures and stresses on families. Prevention and Inclusion services observe significant impact as a result of both of these, with services adapting in any way they can to respond to current themes and requests for support. The teams are routinely supporting families and/or individuals with issues such as family relationship breakdown, poor mental health affecting parenting and ability to cope, school avoidance and loss of homes. These themes are not going to change in the short term, and services have been designed to be in a positive position to respond to the right issues and pressures in a timely and flexible way.

Financial Summary

Welsh Government has confirmed Newport CCG allocation for 2024-25 is **£12,499,709**. This is a reduction of **£329,460**, from an earlier indicative amount received of £12,829,169.

The financial board that oversees allocation and expenditure of the CCG met in January 2024 to review and discuss options on how to mitigate the budget reduction and protect the front-line services and workforce in an equitable manner. A decision was taken to ask all CCG funded services that are not ring-fenced with (with the exception of new grants incorporated within the CCG), to put forward proposals of how their services can manage a 4% reduction in their annual budgets for 2024/25. This was deemed the most balanced and fair approach to take, given all the services are under unprecedented demand and operating various waiting times for individuals to access support. This option also allowed for small central unallocated budget to manage in year financial pressures such as pay awards and MTFP pressures. A request has been made to protect front line services and workforce as far as possible. These set of proposals are currently being collated and will be approved by the CCG Governance Board in readiness for the final Delivery Plan to be submitted for March 1st.

Early analysis of these proposals are indicating minimal impact on front line services.

Risks

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Reduction in CCG grant allocation from WG	H	M	<p>A positive working relationship exists with key staff within WG involved with the CCG that will help to forecast and be aware of imminent risk.</p> <p>Officer attendance at WG Flexible Funding Webinars to keep abreast of information from WG.</p> <p>NCC governance board for CCG will be made aware of any additional risk to budget and plan accordingly.</p> <p>Continuation to secure additional funding to support ongoing delivery of support services across Newport.</p>	Head of Prevention and Inclusion
<p>Impact of further grant reduction</p> <p>Consideration must be given to both direct services provided under the CCG, and wider people services (ie Social Services/Housing). Providing lower-level preventative support is instrumental in enabling vulnerable families and individuals to live their lives without escalating to higher tiers `more costly services. Reducing preventative support will bring a longer-term higher cost pressure.</p>	H	M	<p>Engage with political members to equip them with information on impact and risk.</p> <p>RAG rate services and subsequent gaps in service provision, based on need and outcomes.</p> <p>Identify NCC priorities for early intervention and preventative support for short term and long term planning.</p>	Head of Prevention and Inclusion

Links to Council Policies and Priorities

This Delivery Plan aligns with the objectives of the Corporate Plan 2022-2027 'An Ambitious, Fairer, Greener Newport for everyone'.

Options Available and considered.

1. To accept and support this Delivery Plan as NCC commitment to supporting residents of Newport in a multifaceted way, fully utilising the CCG and abiding to its terms and conditions. This draft Delivery Plan, incorporating the budget reduction has been accepted by the CCG Governance Board.

2. To not accept this Delivery Plan for NCC expenditure of the Childrens and Community Grant and the ongoing design of support services delivered by Prevention and Inclusion.

Preferred Option and Why

1. To accept and support this Delivery Plan as NCC commitment to supporting residents of Newport in a multifaceted way, fully utilising the CCG and abiding to its terms and conditions. This draft Delivery Plan, incorporating the budget reduction has been accepted by the CCG Governance Board.

Comments of Chief Financial Officer

Welsh Government has confirmed Newport CCG allocation for 2024-25 is £12,499,709. Whilst this is an increase of £159,776 compared to the 23/24 allocation, this is a real terms cut as it is insufficient to fund the pay awards and current inflationary pressures. It is also a reduction of £329k, from an earlier indicative amount received.

There is an additional financial constraint within the 24/25 grant in that there is more ringfenced funding than prior years which reduces the flexibility by £198k. Considering the restrictions and real terms cut in funding the service area has asked project leads to consider a 4% reduction to current spend (non-ringfenced projects only) in order to identify a £247k contingency that can fund the pay award, inflationary pressures and any potential unforeseen overspends.

It would be sensible for the service to consider plans for further reductions in future years as early as possible so that the projects can be prioritised on a need's basis.

Comments of Monitoring Officer

As the report sets out, the Council is responsible for allocating the grant funding received. In doing this, the Council must ensure that such allocation is made in accordance with the terms of the grant, including any requirement for ring-fencing of certain funds, and that the terms of the grant are complied with. Otherwise, there are no legal implications arising from this report.

Comments of Head of People, Policy and Transformation

This report seeks support from Cabinet Members for the CCG Local Delivery Plan for Newport 2024/25. This new plan incorporates the confirmed budget reduction from Welsh Government for 2024/25 and approval is required to support ongoing development and function of the services funded by the grant.

The Delivery Plan aligns with the Council's Corporate Plan 2022-27 vision of 'an ambitious, fairer, greener Newport for everyone', and supports its Well-being Objectives including Objective 1 (Economy, Education and Skills – Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all); and Objective 2 (Quality Social Care and Community Services – Newport is a supportive city where communities and care are at the heart of what we do).

The principles of the Well-being of Future Generations (Wales) Act 2015 and its five ways of working have been fully considered, with the plan being delivered operationally in collaboration with partners, preventing escalation of need and increasing resilience over the long-term.

A Fairness and Equalities Impact Assessment has not been completed at this stage, but the grant has at its core principles of inclusivity, mitigating discrimination and disadvantage. While services are designed to reach and be accessible for all individuals including those with protected characteristics. There are no staffing or HR related issues arising directly from this report.

Comments of Non-Executive Members

Councillor Drewett:

I fully endorse the recommendation made in this consultation.

Scrutiny Committees

None

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

The council has a number of legislative responsibilities to assess the impact of any strategic decision, proposal or policy on people that may experience disadvantage or inequality.

A FEIA has not been completed at this stage. Services to be provided are largely determined by Welsh Government with specified budgets. The Delivery Plan does not propose to remove or change existing services and create a gap of supportive provision. Rather the Delivery Plan formalises the arrangements in place, demonstrating how NCC intends to utilise the CCG and how local residents will be supported.

The Children and Communities Grant has at its core principles of inclusivity, mitigating discrimination and disadvantage. Services are designed to reach and be accessible for all individuals including those with protected characteristics.

The Delivery Plan fully embraces and supports the 5 ways of working set out in the Wellbeing of Future Generations (Wales) Act 2015. The Delivery Plan is delivered operationally in collaboration with partners, services are designed to prevent escalation of need where possible and with full involvement of families and individuals via a meaningful 'what matter' discussion. Furthermore, the Delivery Plan demonstrates the range of inclusive services available to meet the needs of residents over a sustained period of time, whilst working with individuals to develop their own strengths, skills and resilience to manage their own lives in the long term. Where possible, services take an integrated family approach to responding to need. This requires services working together in a joined up approach to best support the family/individual.

Consultation

Background Papers

Draft CCG Delivery Plan – 2024/25



Children and
Communities Grant - :

Dated: 23 February 2024