Health and Wellbeing Board

11 September 2017

Progress report on the Transformation Project that contributes to Priority 11 of the Walsall Plan and implementation of the Locality Model.

1. Purpose

This report is intended to both update and assure members of the Health and Wellbeing Board regarding progress on two areas of work:

- the work of the Transformation Project: *Enabling a vibrant and sustainable Voluntary and Community Sector* that contributes to priority 11 of the Walsall Plan: *Build a sustainable third sector through individual and collective engagement*
- the locality work structures and their role in engagement.

2. Recommendations

2.1   That the Health and Wellbeing Board notes the progress being made in both the Transformation Project: *Enabling a vibrant and sustainable Voluntary and Community Sector* area of work and in relation to introduction of the new Locality Model

2.2.   That the Health and Wellbeing Board, following discussion, acknowledges it is assured of appropriate progress to date.

3. Report detail

A briefing report covering the work of the Transformation Project: *Enabling a vibrant and sustainable Voluntary and Community Sector* and the locality work structures and their role in engagement is attached as Appendix One at the end of this covering report.

In addition to the detailed summaries in appendix One, it should be noted that several key Partnership events are planned in the next few months:

- Each locality will be hosting a launch event for the Operational Locality Panels and the Strategic Locality Partnership Boards.

All events will be from 6.00pm – 9.30pm (6.00pm - 6.30pm, arrival and refreshments, 6.30pm – start of actual event)

> ➢ North Locality: Wednesday 20 September – Bloxwich Community Partnership (Stan Ball)
> ➢ South Locality: Wednesday 4 October – Palfrey CA
> ➢ East Locality: Wednesday 27 September – Manor Farm CA
> ➢ West Locality: Thursday 21st September – Willenhall Chart

- A Partnership Summit on October 11th , 9.30 – 12.30pm at Walsall College Hub covering progress to date on the Walsall Plan priorities and discussion/ feedback from partners on current partnership structures.

- A Restorative Approach Workshop for relevant partners to raise awareness of the approach and stimulate discussion about whether partners want to collectively adopt the approach systems - wide in Walsall

4. Implications for Joint Working arrangements:

This whole report is concerned with Partnership joint working arrangements in Walsall. There are implications for all in terms of finance, staffing and legal matters but these are being addressed within the various working groups responsible for planning and Boards responsible for implementation.

5. Health and Wellbeing Priorities:

This report outlines the work of the Transformation Project: *Enabling a vibrant and sustainable Voluntary and Community Sector* that contributes to priority 11 of the Walsall Plan: *Build a sustainable third sector through individual and collective engagement*

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Briefing Paper: August 2017 update on the Council's relationship with and funding of the VCS, the Localities Delivery Model, and Partnership Working to achieve the Walsall Plan

1.0   Purpose of Report

This briefing note provides an update on recent progress against three key inter-linked areas of work:

- Review of the Council's Relationship with and Funding of the Voluntary and Community Sector (this project has now become part of the Council's Transformation Programme under the heading 'Enabling a Vibrant and Sustainable Voluntary and Community Sector').

- Localities Delivery Model (as previously outlined in a report to Special Cabinet dated 18th May 2017).

- The Walsall Plan – Our Health and Wellbeing Strategy 2017-2020.

SECTION ONE

2.0   **Enabling a Vibrant and Sustainable Voluntary and Community Sector**

The overarching scope of this project is to create a vibrant and sustainable Voluntary and Community Sector (VCS) within Walsall, at a lower overall cost to the Council, operating across a 4-locality model incorporating the 6 Town and District Centres of Walsall.

The overall vision includes a desire to maximise the community impact and the benefit of the VCS in relation to both the Council's and the wider Walsall Partnership's stated priority outcomes, whilst minimising or eliminating the need for Council grant funding to the VCS, and optimising the sector's ability to draw on other external funding.

The Council's Communities and Partnerships, and Town and District Centre Management Teams have recently been merged and restructured into a new Localities and Partnerships team. Helen Kindon has taken up the role of Localities and Partnerships Manager, and has now also become the Project Manager for the VCS Transformation Project. The detailed Project Initiation Document and accompanying Project Plan are in the final stages of development, and all remaining milestones are currently still expected to be achieved by the project end date of 31st December 2017.

The remainder of the new Localities and Partnerships team comprises:

Vanessa Croft   -   Locality Manager   -   North
Laura Terry   -   Locality Manager   -   East

John Morris   -   Locality Manager   -   South
Michael Greenfield   -   Locality Manager   -   West
Nikki Rolls   -   Retail & Regeneration Link Officer
Kim Pickett   -   Support Officer

The Locality Managers are now carrying out a gradual handover for wards where there is a change of Manager.

We have completed a phase of awareness raising with the Community Associations and other Voluntary Sector organisations around the vision and scope of the project and particularly the Council's intentions around future grant funding and leasing arrangements, and have identified the first tranche of CA leases to be negotiated (Streetly, Bloxwich Community Partnership, and Sneyd). Renegotiation of the arrangements with the various Sons and Daughters of Rest groups has also been brought into the scope of this project, at the request of the Adult Social Care Directorate. Strong linkages have been made with the Community Network and a successful "Community Network Showcase Event" was held on 14th June 2017 so that Council commissioners could better understand the "offer" of the CA's and the CA's could better understand the Council's future requirements.

The 4-Locality model footprint for delivery, and the purpose and required elements for the model were approved at Special Cabinet on 18th May 2017.

Much liaison has taken place with a range of voluntary and community sector organisations around potential community use of the majority of the space formerly occupied by the 9 closed libraries, and some of them have already started using the premises under tenancy at will arrangements pending finalisation of more formal arrangements.

The full baseline assessment of existing VCS organisations and the Council's analysis of its funding of the VCS is almost complete, and we have started the process of identifying potential areas in which the Council wish the VCS to play an active or contributory role and mapping the extent to which this activity already exists and the extent to which it needs further development.

The Council's Leader and Portfolio Holders have agreed the following principles to guide the future direction for locality working and the Council's relationship with the Voluntary and Community sector:

o   We need residents to have less reliance on the state and be self-sufficient as much as possible.

o   The voluntary and community sector have an important role to play in building self-reliance within communities.

o   We need to move to commission more services rather than grant fund them.

o   We need to replace historical organic and sometimes politically motivated relationships relating to buildings and assets between the council and the third sector with professional and business like arrangements that are transparent and fair (fair in the context of consistency with the Marmot objectives).

o   We need to get out of buildings and consolidate into a smaller number (and sell them as quickly as possible wherever appropriate).

o   Any future proposals for more locality-based working need to be firmly on the basis of how these will both improve effectiveness for residents and save money.

o   We need to make sure that opportunities are identified and taken to join up the many and various approaches to locality taken by public service providers.

o   We need to remove duplication across activities funded by the Council.

o   We need to reinforce the important roles of town and district centres wherever possible.

<u>One Walsall</u>

The Council had already recognised, prior to the commencement of this project, the need to invest in capacity building of the VCS in Walsall, and alongside its partners VIEW, and the CCG, had agreed a time-limited investment in One Walsall to rebuild it as the infrastructure organisation for the VCS in Walsall. The current MTFP assumes that this funding ceases after the 2018/19 year.

A Funders' Board, representing the three financial sponsors agrees and monitors the delivery of desired outcomes of this funding. The first year of the 3-year arrangement was largely focussed on developing and populating the One Walsall operational model, including the appointment of Alex Boys as its Chief Executive, and delivering the recommendations of the Connected Communities Report written by John Taylor in September 2015.

For the, current, second year of the 3-year arrangement, we have agreed the following six outcomes:

- Improved quality of VCS service provision in Walsall and an increase in VCSEs working to deliver against local priorities
- Improved partnership working between a diverse range of VCSEs
- Increased levels of funding accessed by the VCS from sources originating outside of the Borough
- Increased representation of the VCS in a range of key partnership forums
- Increase in residents' engagement in volunteering and other forms of social action

- Increased confidence, trust and satisfaction in One Walsall from the VCS.

In addition, we have asked One Walsall to provide support into four specific programmes of activity, including this VCS Transformation Theme Project.

Moving forward, clarity over the respective roles and responsibilities of the One Walsall Development Officers and the Council's Locality Managers, will be crucial, and the teams are therefore meeting and holding workshops to flesh out the details of this. It is our intention to produce an information leaflet explaining the respective roles and responsibilities and to engage with Elected Members, Council staff and partner organisations to explain this, and there will inevitably be a period of re-adjustment, not least for Elected Members, as we all get used to the new arrangements.

However, the teams are starting to work well together, and, for example, participated in the Making Connections launch event on 5th July, and the Health & Wellbeing Board Volunteering Workshop on 21st July.

SECTION TWO

3.0   The Localities Delivery Model

Cabinet considered a report on the proposed Locality Delivery Model at its special meeting on 18th May 2017 and resolved:

(1) That the four-locality footprint for delivery be approved [*this is reproduced in Figure 1 below*]

(2) That Council be recommended to approve the necessary changes to the Constitution to dissolve the six Area Panels [*this was duly approved by Council at its adjourned meeting on 24th May 2017*]

(3) That the purpose and required elements for a revised Locality Delivery Model are approved, notably:

- The enhancement of multi-agency operational working, through locality panels;
- The establishment of strategically-focussed locality partnership boards;
- The development of Locality Plans, aligned to the Partnership's strategic borough-wide priorities;
- The important role of the voluntary and community sector and the need to strengthen community engagement.

(4) That officers continue to work with partners from across the public, private and voluntary sectors to implement the new localities delivery model.

This report, therefore, updates on the work that officers and partners have undertaken since the above decisions, and particularly resolution (3) above, and the proposed next steps.

By way of reminder, the four-locality footprint that has been agreed is shown below.
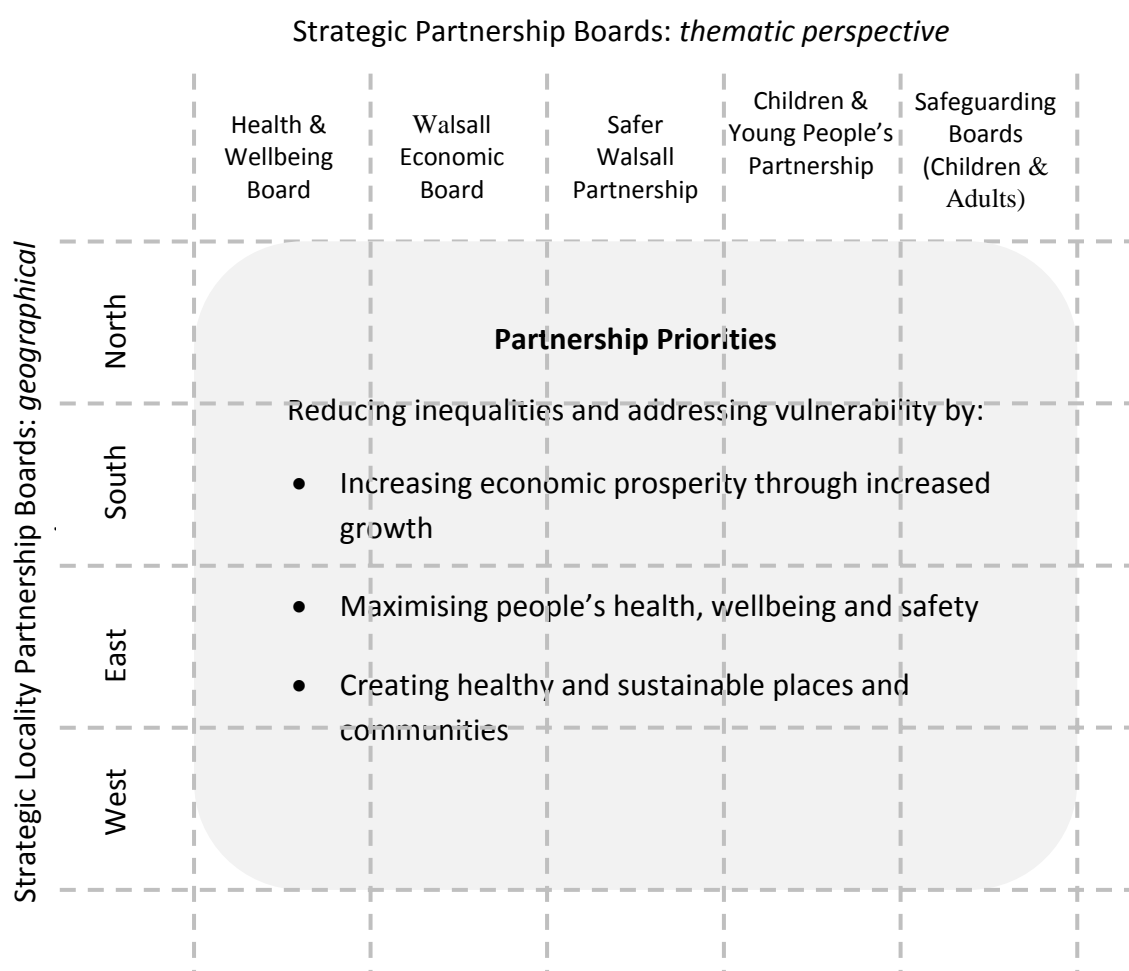

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The Localities Delivery Model provides the linkage between the high level Partnership vision and priorities for Walsall as a whole, as articulated by The Walsall Plan (top-down) and the interests and needs of local communities, grouped into 4 localities (bottom-up).

The Walsall Plan notes that local partnerships are crucial to achieving the holistic approach that is needed to deliver improved outcomes, and the Locality Delivery Model will provide a vehicle for localised delivery of the Borough's agreed partnership-wide priorities. Each of the four Strategic Locality Partnership Boards will consider the priorities through a local geographical lens – with the ability to develop Locality Plans that reflect the overarching priorities, but which recognise the diversity across Walsall and focus on reducing the specific inequalities experienced in each area. So while Thematic Strategic Boards take a single thematic view across the whole

Borough, Locality structures will take a cross-thematic view within specific areas (see diagram below).

Strategic Partnership Boards: *thematic perspective*

	Health & Wellbeing Board	Walsall Economic Board	Safer Walsall Partnership	Children & Young People's Partnership	Safeguarding Boards (Children & Adults)
North					
South					
East					
West					

Strategic Locality Partnership Boards: geographical

Partnership Priorities

Reducing inequalities and addressing vulnerability by:

- Increasing economic prosperity through increased growth

- Maximising people's health, wellbeing and safety

- Creating healthy and sustainable places and communities

Essentially, for each Locality, the model will have both an operational element (involving multi-agency professionals working together to support the vulnerable) and a strategic element (with elected members, partners and community leaders developing community engagement in the area and creating a Locality Plan). Locality Managers will provide support and make links between both elements. The Walsall Strategic Partnership Group will have an overview of delivery against priorities across all four Localities, and will be able to make the connections to the thematic Boards operating Borough-wide.

Operational Locality Panels

Considerable work has taken place in developing the Operational Locality Panels. A working group initially comprising Isabel Vanderheeren (Early Help, Walsall Council) and Superintendent Sue Parker (West Midlands Police) initially took this forward, and have now been joined by Dave Benge (Development Manager, One Walsall) and Helen Kindon (Localities and

Partnership Manager, Walsall Council). They have held a series of consultation meetings and workshops with a range of interested parties, and have gradually merged the original Early Help Locality Panels in with the Area Partnership Confidential Tasking Meetings and started to build on the perceived strengths and address the perceived weaknesses of the previous arrangements.

The Working Group have developed detailed Terms of Reference for the Operational Locality Panels and are further developing the referral mechanisms for cases/issues to be referred into the Panels. As the Panels discuss specific individuals there is a very strong focus on confidentiality and information sharing agreements and the roles and responsibilities of all Panel Members are clearly outlined.

The table below outlines the focus, aims and membership of the Operational Locality Panels

Outline of professional-led Operational Locality Panels

Operational Locality Panels – Professional led

Focus	Aims	Membership
Vulnerable Individuals (Children and Adults)	Intervention and Prevention	Early Help Children's Social Care One Walsall Adult Social Care
Vulnerable Families (generational challenges)	Information Sharing	Adult Mental Health CAMHS Housing Providers WM Police
Vulnerable Locations (high cost to public purse)	Identify solutions	Education WM Fire School Nurses Health visiting
Vulnerable Themes (CSE, radicalisation, NEET)	Task activity	Probation Welfare Money, Home, Job Locality manager DWP
	Review outcomes and impact	Pull in support – CSE, Prevent, etc

These Operational Locality Panels are now fully operational (since June 2017) although still continuously developing and improving, and meet weekly, with a focus on one Locality each week (so 4-weekly for each Locality).

To improve efficiency, partners (especially the Police) have requested, and Cabinet Members have agreed, that we minimise the demand for additional ad-hoc meetings on specific cases or issues, instead referring cases/issues that need a multi-agency partnership response into the Operational Locality Panels. To maximise efficiency, and effectiveness, it is important that we adhere to this, and indeed the police have now indicated that whilst they will always ensure appropriate attendance at the Operational Locality Panels, they will not normally send staff to any other ad-hoc meetings. Council officers and Ward Councillors will need to amend their behaviours to fit in with

this need for greater operational efficiency. This particularly applies to local place-based issues.

Risks and issues being discussed around further development of the Operational Locality Panels are the shared need for and co-ordination of relevant data and analysis; funding arrangements to address specific issues or trial new initiatives; and effective communications about and shared understanding of the new arrangements. These issues are being further considered by both the Working Group and the Strategic Partnership Group.

Strategic Locality Partnership Boards

As discussed in the 18th May Cabinet report, the intention is that the quarterly Strategic Locality Partnership Boards will focus on identifying how the strategic priorities for the Borough that are set out in the Corporate Plan and the Walsall Plan are nuanced within each Locality, and on developing and owning Locality Plans that provide a golden thread from those high level plans right down to the Locality level and below (e.g. through to District Centre Plans). The Boards will also play a role in facilitating a range of community engagement processes, and identifying and supporting Active Citizens to build self-sustaining communities.

It is envisaged that these Boards will not be decision-making bodies in themselves, but will instead rely on having participants who can act as a voice for their own organisation at a Locality level, and who can then take any recommendations back into their own organisations and ensure that these are supported through the relevant approval processes.

The proposed focus, aims and suggested membership of the Strategic Locality Partnership Boards is shown in the table below:

Proposed outline of Strategic Locality Partnership Boards

Focus	Aims	Membership
Reducing inequalities and addressing vulnerability by: - Increasing economic prosperity through increased growth - Maximising people's health, wellbeing and safety - Creating healthy and sustainable places and communities	Establish and set out priorities for the Locality through Locality Area Plans - Articulate Walsall Plan priorities at a local level - Reflect priorities of relevant community groupings and town & district centres. - Monitor delivery and outcomes against these priorities. Identify and build Active Citizens to build self-sustaining communities	Elected Members representatives One Walsall and voluntary sector Other public sector representatives (e.g Fire &Rescue, Police, Health etc.) Local business community (retail and commercial) Housing provider representatives Locality Managers Youth Representative Schools (Secondary and Primary) Other relevant Council officers

Terms of Reference of Strategic Locality Partnership Boards

A small group of officers have been working on drafting up proposed Terms of Reference for the Strategic Locality Partnership Boards and these are now being consulted on.

Discussions are still taking place on the number and selection process for Councillors to sit on Strategic Locality Partnership Boards, but it is generally recognised that all Councillors being full Members of the Boards for their localities would be unmanageable. It will be imperative, however, to ensure that there is good 2-way communications with all Councillors in each Locality, and it is considered that the role of the Locality Managers is crucial in this respect.

It is therefore intended that Locality Managers will co-ordinate regular informal meetings with the Ward Councillors within their Locality (this could either be by Ward or for the Locality as a whole, although the former will obviously be more time consuming and the latter more logistically difficult).

As participants in both the Operational Locality Panels and the Strategic Locality Partnership Boards, the Locality Managers will be well placed both to keep Ward Councillors well informed of relevant matters and to refer their issues/concerns to the right place.

Representatives from other organisations and stakeholder groups will similarly be expected to ensure good 2-way communications.

Locality Plans

Officers have also been working on developing the baseline data for each locality which will help to inform the development of Locality Plans by each Strategic Locality Partnership Board.

Next Steps

Before Council representatives for each of the Strategic Locality Partnership Boards are selected, and potentially, for that matter, also Partner organisation representatives, it is planned that a series of launch events is held, one per Locality to outline the Localities Model, within the context of the Walsall Plan, and in particular, to explain and discuss the focus and aims of the Strategic Partnership Locality Boards. A final draft of the Terms of Reference for the Boards could also be presented for consultation, prior to their finalisation.

It is proposed that the 4 launch events take place in the 2nd and 3rd weeks of September (possibly extending into the 4th week if other diary commitments require this), in appropriate locations in each locality, probably at a Community Association venue. As well as all Councillors in the locality, a wide range of partners (representing all the stakeholder groups who would sit on the Strategic Locality Partnership Boards, would be invited). It is further proposed that these events be organised jointly with One Walsall, as they are also developing their "One Voice Locality Forums" (one per locality for

VCSE's and active citizens in the locality) and their VCS Strategic Leaders Group, to mirror the wider partnership arrangements.

The proposed agenda for these Localities Model launch events would be:-

- Welcome (from a Cabinet Member) and introductions
- Presentation on the Walsall Plan, strategic priorities and the Localities Model
- Presentation and discussion on the focus, aims and membership of the Strategic Locality Partnership Boards, and consideration of the proposed Terms of Reference
- Presentation and discussion on the One Walsall arrangements for supporting the VCS at a locality and borough-wide level
- Introduction to the Council's Locality Management Team and the One Walsall Development Officer Team
- Networking Opportunities
- Next steps and presentation of locality specific data to help inform the development of a Locality Plan.

It has also been suggested that stakeholders be invited to have stalls at each event to showcase their activities within the Locality.

Following these events in September, it is anticipated that all partners would finalise their selection arrangements and select their representatives to the Strategic Locality Partnership Boards, with the first formal meeting of the Boards to take place in November or early December.

Strengthening Community Engagement

Running in parallel with the development of the Localities Model and the transformation project to develop a vibrant and sustainable voluntary and community sector, there is a need to develop our community engagement techniques to enable the voice of a range of communities to be heard. It is important to emphasise that the Strategic Locality Partnership Boards will not be the only (or even necessarily the primary) route for community engagement at a local level. Rather, the Board's role will be a strategic one in ensuring local voices are heard and reflected in the Locality Plans. They will be key to driving engagement within their areas, including developing and owning action plans that make certain the Community Engagement Strategy and Community Cohesion and Integration Strategy are taken forward.

SECTION THREE

4.0   Partnership Working to Achieve the Walsall Plan

Council approved The Walsall Plan: Our Health and Wellbeing Strategy 2017-2020 at its adjourned meeting on 24th May 2017, following recommendation by Cabinet at its meeting of 26th April 2017. Partner organisations and the thematic Boards have also now approved the Plan (or are in the process of doing so).

All Partnership Boards and partner organisations are responsible for ensuring that their own plans reflect and deliver against the priorities in the Walsall Plan.

For the Council, this is the Corporate Plan, and the priorities in the Corporate Plan map across to The Walsall Plan as follows:

| Corporate Plan priority	Walsall Plan priority
Pursue inclusive economic growth	Increasing economic prosperity through increased growth
Make a positive difference to the lives of Walsall people AND Children are safe from harm, happy and learning well with self-belief, aspiration and support to do their best	Maximising people's health, wellbeing and safety
Safe, resilient and prospering communities	Creating healthy and sustainable places and communities

Cabinet will receive regular reports on progress against the Council's Corporate Plan.

In addition, each of the thematic Partnership Boards (see Appendix 1) is responsible for the monitoring and performance management of delivery against the Walsall Plan key priorities that they have lead responsibility for. As most of the thematic Boards were already established it was agreed not to duplicate existing performance management and governance arrangements, whereby delivery plans are managed through the relevant Thematic Partnership Boards and partner organisations and the Partnership Boards will continue to hold individual organisations accountable for delivery of their action plans.

It is important, however, that the whole Walsall Partnership is aware of progress against the Walsall Plan and any gaps or challenges with delivery. To support that approach it was agreed that:-

• A six monthly report is presented to the Strategic Partnership Group by each of the Partnership Boards on progress against their priorities, including their obsession. This will identify any issues or challenges with delivery, and highlight key successes.

• A 'Partnership Summit' is held on an annual basis for partners to share their progress, challenges and priorities (first summit now scheduled for the morning of 11th October 2017 at Walsall College Hub) to review progress to date.

The performance management arrangements are summarised in the diagram below:
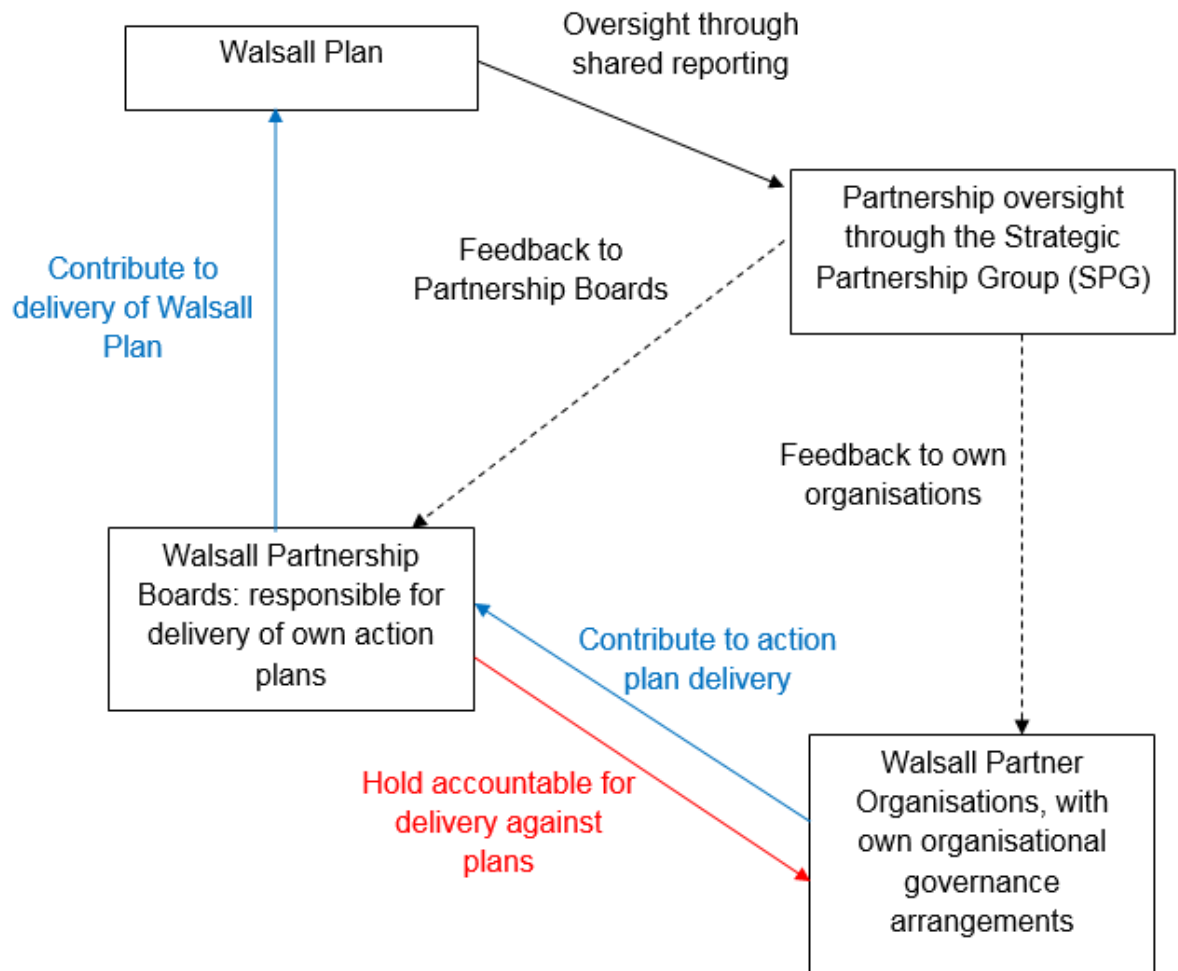
The Strategic Partnership Group, comprising Senior Officers from a range of partner organisations, is now chaired by the Council's Interim Executive Director of Change and Governance. The Group has recently refreshed its Membership and Terms of Reference and in its capacity as, effectively, the Programme Board for delivery of the Walsall Plan, has put in place mechanisms to ensure that the thematic boards are ensuring that detailed priority action plans are being prepared and delivered against, by asking the following questions of each thematic board:

- Has the Board signed up to the Walsall Plan?
- Has the Board agreed their priorities as listed in the Walsall Plan?
- Has the Board reviewed its Terms of Reference to reflect these priorities?
- Has membership been received to reflect these priorities?
- Does the Board have a detailed plan for all their priorities (including the obsession) – who/what/when?
- Are the key milestones up to date?
- Are the benefits/performance measures outlined?
- Is progress being monitored?
- Are the risks to successful delivery identified and planned for?

When drafting the Walsall Plan and allocating priorities to the Thematic Boards, it was recognised that there was not an appropriate Board to take forward the priority "Ensure access to appropriate and affordable housing". It was therefore agreed that a Walsall Housing Board should be established. Work on the creation of this Board is well underway and it is anticipated to commence in October 2017.

The Strategic Locality Partnership Boards will deliver outcomes against the range of priorities defined in the Walsall Plan, accountability and ownership of which is shared amongst the key Thematic Strategic Boards. A mechanism is needed for Localities to report on their progress in a way that does not create an onerous reporting burden, and also allows cross-locality and cross-thematic issues to be identified. Opportunities for joint work across localities, and the sharing of good practice between areas, need to be acknowledged to prevent duplication.

Walsall Strategic Partnership Group (SPG) currently has representatives drawn from all key Strategic Boards. Having oversight of all four Locality Panel outcomes, reported quarterly, would therefore allow SPG to build up a complete thematic and geographical overview of progress against shared priorities in the Walsall Plan.   This would also provide a route for issues raised at Locality level to be fed back into the relevant Thematic Strategic Boards by the Leads sitting on SPG, without the need for each Locality to report individually to each Thematic Board.

The new Locality Delivery Model will provide an opportunity to shape the delivery of the Corporate Plan (and the Walsall Plan) priorities at a local level. Locality Plans will be developed to reflect the elements of the Corporate Plan as they relate to each area. These Locality Plans will be informed by 'top down' strategic intelligence, while also bringing in community-informed intelligence from 'bottom up' local engagement, to address inequalities and secure better outcomes for Walsall's vulnerable individuals, families and places.

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21st August 2017

Walsall Partnership Relationships and Groups (not a hierarchical structure)

Governance Boards of each partnership organisation

Borough Management Team

Strategic Partnership Group

Children's Safeguarding Board and sub-groups:
- Policies and Procedures (children's and adults)
- Learning & Development (children's and adults)
- Significant Incident & Serious Case Review Committee
- Quality Assurance & Performance
- Child Death Overview Panel
- Child Sexual Exploitation & Missing Committee (includes trafficking)
- Corporate Parenting Board

Children & Young People's Partnership Board:
- MASH
- Corporate Parenting Board
- Education Challenge Board
- Early Help Strategic Group
- Emotional Health and Wellbeing/ CAMHS
- Schools Forum
- Special Education and Needs Disabilities and Inclusion (SENDI)

Young People's Engagement and Participation:
- Youth Council
- Youth Parliament
- Youth of Walsall
- Respect Group
- Council for Kids

Walsall Housing Board

Safer Walsall Partnership:
- SWP (Crime and Disorder)
- Contest Board
- Youth Justice Board

Health and Wellbeing Board:
- Walsall Together
- Strategic Advisory Group
- Health Protection Forum

Walsall Economic Board:
- Employment and Skills Board

Safeguarding Adults Partnership Board and sub-groups:
- Safeguarding Adult Reviews
- Quality Assurance and Performance

Integrated Locality Delivery Model
- Operational Locality Panels
- Strategic Locality Partnership Boards
- Active Citizenship Panel (title to be agreed)

Children & Young People - Locality Panels - Early Help