



Borough of Telford and Wrekin

Health & Wellbeing Board

Thursday 23rd March 2023

Best Start in Life

Cabinet Member:	Cllr Kelly Middleton - Cabinet Member: Leisure, Public Health and Well-Being, Equalities and Partnerships Cllr Shirley Reynolds - Cabinet Member: Children, Young People and Families
Lead Director:	Darren Knibbs - Director: Children's Safeguarding & Family Support Jo Britton - Executive Director: Children's & Family Services Liz Noakes - Director: Health & Wellbeing Simon Wellman - Director: Education & Skills
Service Area:	Health & Wellbeing
Report Author:	Helen Onions – Consultant in Public Health
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Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	Health & Wellbeing Board - 23 March 2023

1.0 Recommendations for decision/noting:

It is recommended that the Health & Wellbeing Board:

- 1.1 Acknowledge the significant work programmes under way on the best start in life priority which aim to improve a broad range of outcomes and narrow inequalities for all children and young people in Telford & Wrekin.

2.0 Purpose of Report

2.1 The report outlines the context and work programme for the HWB Best Start in Life priority and also covers the SEND and Alternative Provision Strategy.

3.0 Background

3.1 Ensuring that all children and young people in Telford & Wrekin achieve the best start in life has been a Health & Wellbeing Board priority from September 2021, when the inequalities plan highlighted the importance of the agenda in the context of the national Marmot Reviews. Whilst it is important that every one of our children has the best start in life, there are issues such as poverty and deprivation and other factors which local families face which create significant inequalities for some. It is also recognised that the pandemic had a disproportionate effect on children and young people, given the impact on education and social isolation during lock downs for example.

3.2 The 2022 Annual Public Health Report for Telford & Wrekin, which focussed on inequalities, made recommendations on the best start in life given that pre-conception, early years, childhood and young adulthood influences outcomes throughout our lives:

- The Health & Wellbeing Board should ensure that there is a clear 'Best Start in Life' priority in the next Health & Wellbeing Strategy
- NHS partners should work with the Council and partners, in the Shropshire, Telford & Wrekin ICS, to identify and implement placed-based programmes to improve the physical and mental health and associated inequalities of our children & young people

3.3 The Telford & Wrekin Best Start in Life (BSIL) Board was established in July 2022 to champion the agenda and provide governance and oversight to ensure effective multi-agency planning and service delivery to improve outcomes. The Board is chaired by the Executive Director of Children's Services and members include: the Council's Directors for Safeguarding and Family Service, Education and Health & Wellbeing, the Integrated Care Board Director of Partnerships, senior service leads from our NHS Trusts and key partners from local community and voluntary organisations – such as Families First Telford and Home Start. The BSIL Board reports to the TWIPP and the HWB.

3.4 The BSIL Board have agreed their approach to delivering improved outcomes and narrowing inequalities gaps for children and young people should be based on the following principles:

- **Intelligence-led** – driven by data and equalities profiling and tracking outcomes

- **Community-centred co-production** – gathering insight and working together with families to design solutions through meaningful community engagement
- **Place-based and system wide** – working at borough-level in partnership, with schools and early years, the NHS and community and voluntary sector
- **Equitable targeting** – making sure help and support is given to those who need it most

3.4.1 The Telford & Wrekin SEND strategy for children and young people 0-25 years with special educational needs and disabilities, which was extended due to the pandemic, is now being refreshed. The strategy builds on our previous SEND strategy and work done since the 2017 Ofsted CQC inspection. The vision is that all our children and young people with SEND and those attending Alternative Provision are included and valued, so that they can live happy and fulfilling lives. The aim is to have services that will make a difference to families because they are working together, inclusive, easy to access, close to home, adapt to meet each individual's needs, and aspirations whilst respecting their rights.

Our SEND Working together charter, which sits alongside the strategy, has been developed by parents, carers, children, young people, the council, NHS and partners. The proposed strategy priorities are:

- Localised high-quality provision
- Early identification and help
- Participate in decisions
- Systems that makes sense
- Data informed and intelligence rich
- Supportive alternative provision offer
- children and young people feel valued and visible in their community

4.0 Summary of main proposals

4.1 The BSIL Board have agreed three key priority work streams on the basis of JSNA intelligence on local outcomes and inequalities gaps (Appendix I) and evidence of local demand and pressures on services, which are:

- **Start for Life and Family Hubs programme** – based on the Government's 1001 days agenda and funding package for the 75 local authorities with the highest levels of child poverty, which includes Telford & Wrekin
- **Healthy weight** – in the context of significantly higher than average rates of overweight and obesity in 4-5 year olds and 10-11 year olds
- **Social emotional and mental health** - based on significant emotional health needs seen in children & family services and education settings, high hospital

admissions for self-harm and challenged mental health services for children & young people (BeeU).

4.2 Start for Life and Family Hubs

4.2.1 The Council is delivering the national Start for Life and Family Hubs programme through the Department of Education grant for over the next two years. An overview of the key national expectations of the programme is shown below. The implementation of the programme is being lead through the Council’s Children & Family Services in collaboration with public health, education and community organisations. There is also clear interface with NHS colleagues and services – particularly the Local Maternity and Neonatal System (LMNS) and Healthy Child Programme.

Start for Life & Family Hubs Expectations

Programme areas	Ensuring families have access to the services they need
Breastfeeding support	Seamless support for families
Parenting support	Welcoming hub for families
Home learning environment	Information families need when they need it
Parent-infant relationships & perinatal mental health	
Parent Carer Panels	Ensuring the system works together to give families the support they need
	Empowered Start for Life workforce
Family Hubs - transformation and integration	Continually improving Start for Life offer
transforming the design & delivery of services	Leadership for change
enhancing & expanding universal services	
tailored support for vulnerable communities	
workforce capacity and capability	

4.2.2 Key element of the Start for Life Family Hubs implementation being progressed includes the following:

- Breastfeeding network – volunteer community supporter/helpers have been trained and new groups to commence
- Parenting Programmes being expanded: Triple P for Babies – 24 staff will be trained in May 2023 and will deliver this evidence-based parenting course for antenatal to 1 year of age. This can be delivered in the home or in a group setting, and 500 licences for online use have been purchased.
- Caring Dads – Domestic Abuse Perpetrator programme for Dads will be delivered to help fathers to recognise domestic abuse and how it impacts on their children - by June 2023 we will have 20 staff trained to deliver this.
- Community Baby Groups have started initially with the Woodside and Sutton Hill based community organisation Families in Telford, and this will be continued to be expanded across the borough.

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- CAB new birth Finance Health Checks are being developed, to allow families to get a financial health check up prior or just after having a baby. The aim is to reduce some of the stress new parents may face around their income during the maternity period.
- Home Learning Environment work led by Early Years team will roll Early Years Talk Boost across Telford & Wrekin Nurseries, Childminders and Family hubs.
- To improve perinatal mental health we are funding the local charity SeaChange to provide a bespoke service to parents with children under the age of 2, and also offering 1-2-1 and group setting therapy sessions.
- A publication detailing Telford & Wrekin's offer for 0 – 2 year olds will be published in May 2023 with a launch date around the end of May. These booklets will be given out at GPs and Registry offices in Telford and Wrekin.
- Family Hub Website is due to be developed during 2023 and will include key information such as how to access services that will benefit parents and children.
- The First Family Hubs centre will be opened in Summer 2023.

4.2.3 The Dandelion Parents Group, commissioned as an inequalities plan project, are a crucial element of the development of Family Hubs. This group of inspirational group of parents, recruited in 2022 to support the co-production of local services, ensures there is a strong parent voice in the Family Hubs development. The Dandelion's consider that they have significant lived experiences which make them parent experts to influence children's services. The Dandelion ethos is that like the dandelion clock, the seeds will spread and more local parents will become part of the movement.

We all have **Stories** of pain or
we wouldn't think the **WORLD** needs
Changing we all have stories of
hope or we wouldn't think we
could **Change** it.



WE ARE DANDELIONS.

We work within the system to help the system improve itself to support families like ours and prevent the issues many of us have faced and to make the system stronger and more valued by all.

We are families with struggling and disabled children and though they try the system is still needing our support in making positive changes.

YOU know how hard **YOU** try.
YOU know how difficult things are.
YOU know the help **YOU** need.
TOGETHER WE will make it happen.



We grow together and when we are ready we

4.2.4 The key next steps for the development of Family Hubs include:

- **Working with the Early Intervention Foundation** to better understand the needs of our population with a focus on: Black and Minority Ethnic parents, Teenage parents, care experienced parents, parents with additional learning needs and fathers
- **Family Hub branding and naming** – in collaboration with communities and parents
- **Establishing the Transformation Board** and sign off of the delivery plan

4.3 Healthy Child Programme

4.3.1 The nationally prescribed healthy child programme, commissioned through the Council's public health team and delivered by Shropshire Community Health NHS Trust, is a key part of the Start for Life and Family Hubs transformation. This important universal service is offered to all children and families, but with a targeted offer for those with particular needs and risks, it includes the following elements:

- **Health Visiting:** mandated childhood checks (at 10-14 days, 6-8 weeks, 1 years and 2 years), support and advice on breastfeeding and weaning, parenting and school readiness
- **Family Nurse Partnership:** intensive person-centred care and support for first time teenage parents
- **School Nursing:** National Child Measurement, school health drop in clinics, sexual health advice and Chat Health support, Asthma Friendly school training

4.3.2 The Telford & Wrekin Healthy Child Programme plays a key role in safeguarding children and young people on a number of levels, including through newborn home visits, multi-agency meetings and risk planning and the child exploitation agenda. Our school nursing service has been commended by NHS England and in the IITCSE Inquiry for the support they offer on sexual health, the risk of exploitation and multi-agency work.

4.3.3 Oral Health

The Health Visiting Team work closely with the Oral Health Team in Shropshire Community Health NHS Trust to deliver targeted oral health interventions. NHS funding has recently been successfully bid for to deliver the Brushing for Life project which targets our most vulnerable communities – 981 families have benefited from this intervention to date. In addition Brilliant Brushers - Supervised tooth brushing in Early Years settings will see 297 children being targeted across 5 settings.

4.4 Healthy Weight

- 4.4.1 Tackling this issue is complex. Whilst at an individual level there are actions that people can take any approach requires the support of the whole family and the settings where children spend much of their time including our nurseries and schools. Adding to the complexity there is often a lack of supportive national policies linked to health, transport, planning, food processing and food marketing, which can all impact locally on dietary and physical activity patterns. With this in mind our focus over the next few months will be to work with council departments and wider partners to outline our strategy for tackling this issue and taking action in the areas where we do have local influence. A Senior Public Health Practitioner will join the council's Health Improvement Team from May to lead this work.
- 4.4.2 The fundamental cause of excess weight and obesity is an energy imbalance between calories consumed and calories expended. Globally there has been an increased intake of foods that are high in fat and sugars and an increase in physical inactivity due to the increasingly sedentary nature of our day to day lives. We know that some children are more exposed to high fat, high sugar and high salt foods which tend to be lower in cost but also lower in nutrient content. These dietary patterns along with being less physically active result in large increases in childhood obesity.
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- 4.4.4 The Healthy Pregnancy Service launched in August 2022, provided by Shrewsbury and Telford Hospital NHS Trust, the service supports all pregnant people in the county with a BMI of 30 and above to be seen in the comfort of their own home by a trained healthy lifestyles advisor. Practical advice and support from the service focusses on healthy nutrition, exercise and access to healthy start vitamins and healthy start vouchers (for those that are eligible). Uptake has been steady with approximately 30-35% of eligible people accepting the service with many wishing to continue the support throughout pregnancy.
- 4.4.5 It is really important for pregnant women and young children to have good nutrition. Healthy Start is an NHS scheme that helps women who are pregnant or have young children under the age of 4 and are receiving benefits, buy healthy

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foods like milk or fruit and free vitamins. As of January 2023 67% of eligible families in Telford and Wrekin were benefitting from the scheme. Work is underway with key partners to maximise uptake to ensure children from all eligible families get the best start in life.

- 4.4.6 Children are routinely measured and weighed at reception and in year 6 as part of the National Child Measurement Programme. The programme, coordinated locally by our School Nursing Team provides an excess weight and obesity profile by individual school. All children participating in the programme also receive a letter home explaining their results with signposting for additional support.
- 4.4.7 The Council's Health Improvement Team have used NCMP profiles to effectively target support and allocate resources to provide support to the primary schools with the highest obesity rates. In addition to our targeted work with individual schools the team has also developed a Health and Wellbeing Toolkit which is available for all schools, early years settings and professionals working with children and families. This includes training and support to bring food and nutrition into the curriculum and support from the Travel Telford team on active travel.
- 4.4.8 Health inequalities funding has provided 20 schools with physical activity training delivered by the Youth Sport Trust and support from the Council's Eat Well Team which has included food education, family cooking sessions and school meal taster sessions to increase uptake of our local universal free schools meal offer. More than 6300 children have benefitted from this programme during 2022.
- 4.4.9 Children identified as overweight or obese can be referred to our Healthy Families Service; a 12 week support programme for the whole family. Referrals unfortunately remain low, with just over 70 families receiving support last year. Whilst work is underway to increase referrals we have taken the opportunity to use the team to pilot new ways of working. Our Healthy Families Practitioners are working in Donnington Wood Juniors; Millbrook Primary; Windmill and John Fletcher of Madeley supporting targeted families who would not otherwise engage with the service. Through this approach we are generating referrals and weight management support is being provided in the school setting, as an alternative community settings. The practitioners have been supporting families complete their free school meal applications; support access to community activities and to deliver information sessions to larger groups of parents around food and nutrition. This approach has raised the profile of the Healthy Families Team and the service leading to referrals of siblings from the feeder infant schools.
- 4.4.10 Encouraging children and families to be active outside of school is important and the Council offers free swimming to all resident children & young people and a generous concessions policy for adults. In October 2022 the Council pledged, as part of its wider 10 by 10 initiative, funding to provide up to 2,000 free children's swimming lesson places for children aged between 5 and 10 years currently

unable to swim 10 meters. Since launching over 530 children have enrolled and either started or completed their free lessons. In addition the Council also offers a number of free short Learn to Swim crash courses for children in receipt of means tested free school meals during some school holidays.

Aside from swimming the Council continues to operate the largest Happy, Healthy, Holiday Programme incorporating physical activity (inc swimming) alongside other educational and enrichment activities and a free hot meal during the main school holidays. This provision is free to children who qualify for means tested Free School Meals. During 2022/23 the programme has been supported by 17 schools and 28 community providers with 3,600 children having benefitted from the programme.

4.4.11 Healthy Weight Priorities for 2023/24

- Agree with our strategic partners our priorities and approach for reducing excess weight and obesity.
- Engage all partners in a Making Every Contact Count training programme to ensure frontline practitioners are taking appropriate opportunities to raise the issue of weight and signpost to information and support.
- Targeted work to maximise uptake of our existing service offer.
- A focus on improving 'out of home' food provision to ensure healthy options are affordable and accessible.
- Deliver a public health campaign 'Green Spaces are Go' to encourage use of parks and open spaces for physical activity and sport.

4.5 Social Emotional and Mental Health

4.5.1 A partnership working group has established to develop a work programme to improve social, emotional and mental health in children and young people. The group includes representation from the Healthy Child Programme and BeeU service, Educational Psychologists, commissioners of children's services, public health and various community and voluntary organisations.

4.5.2 Engagement work (from the BSIL stakeholder workshop held in December 2022) identified the following key areas of focus were needed:

- Understand and analyse the factors driving local social, emotional and mental health
- Undertake stakeholder and service mapping to update the offer available
- Improve signposting for children, young people and families into support
- Improve early intervention offer following diagnosis and while waiting for services
- Ensuring those with SEND/neurodiversity can access mental health services

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- Develop and streamline integrated pathways

The following project work is currently being progressed by the group:

- Development of the Year of Wellbeing for Children and Young People Campaign, based on 5 ways to wellbeing – this will be co-produced with the Youth Parliament
- Youth Social Prescribing offer (and Wellbeing While Waiting pathway development) – building on the adult social prescribing model working with PCNs and MIND
- Re-mapping the local social, emotional and mental offer and review of what good looks like against the windscreen of need
- ICS Long Term Plan for CYP mental health and BeeU service improvement
- Youth Offer development
- Youth Health Champions programme – re-fresh following the initial pilot
- Wellbeing Charter Mark for Schools

4.5.3 Key work in schools on the mental health and wellbeing agenda includes:

- Expansion of the schools Mental Health Support Teams (MHST) delivered by Midlands Partnership NHS Foundation Trust, which provide earlier intervention and prevention, and allow for earlier identification of mental health need embedded into schools and communities. The MHSTs deliver evidence based interventions for those with mild-moderate mental health issues and advise school staff, as well as liaising with external specialist services to help children and young people to get the right support and stay in education.
- The Future in Mind (FiM) multi-disciplinary programme designed to up skill school staff so that they have the knowledge and understanding of the signs and symptoms of mental health issues, so that children and young people can receive the right help at the right time. FiM supports the DfE funded Mental Health Leads in schools through termly professional development sessions, covering different aspects of mental health. Sessions are led by skilled practitioners who can facilitate, support and enable school staff to support colleagues, children and young people understand mental health.

4.5.4 Children and Young People's Mental Health Services – Bee U

The BeeU service provided by Midlands Partnership NHS Foundation Trust, continues to focus on service improvement, driven by its strengthened management team with the support of the ICB and local authority commissioners. Some of the current Bee U service developments include the following:

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- All pathways are expanding their offer to include more group work as this is an effective way to deliver interventions and can reach more people.
- The Healthier Together website has been funded by the ICB to enhance the support and guidance available to families.
- Digital solutions are being explored to vary the ways in which children can be supported.
- A sub group is developing the offer for the mental health support needs of children who are in the care of the LA. This will be developed to include key measures to assess outcomes.
- The local area is part of Wave 10 of the expansion of the mental health support teams in schools which will mean more schools have access to MHST workers who can offer early intervention and prevention.
- BeeU are part of the Best Start in Life Mental Health Group and the Year of Wellbeing for children scoping work.

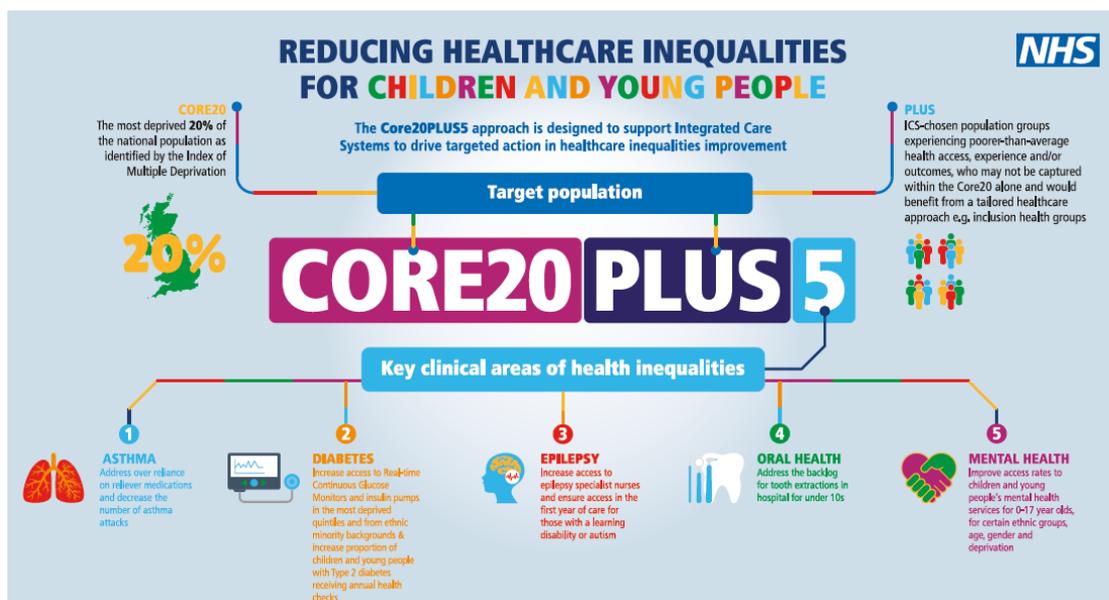
BeeU is however experiencing a significant increase in referrals for its core mental health and neuro diverse assessment pathways. Demand and capacity modelling is being carried out in the service with a focus on improving data quality so we can better predict future demand for the service. Waiting lists are being monitored and some work is being commissioned by a third party in order to ensure children get the assessment they need sooner.

4.6 Best Start in Life Board Next Steps

The Best Start in Life Board is meeting regularly to oversee the progression of the evolving work programme. The Board have a particular focus on embedding a co-production approach across all priorities, to ensure the voice of the child and parents shapes future work. There is also an overarching commitment to improve communication across stakeholders and further expand work with community and voluntary sector organisations. A series of JSNA deep dives are being developed and the priority work stream groups continue to progress the work programmes.

4.7 Healthcare Inequalities for Children & Young People: Core20plus5

NHS England have a framework for reducing healthcare inequalities known as the core20plus5, initially focussed on adults this has now been expanded to cover for children and young people (see diagram below). The framework expects ICSs to have a particular focus on the population living in the most deprived 20% of communities, as well as five key clinical areas – four of these are related to physical health conditions and the fifth covers improving mental health services access. There is an established ICS asthma working group, which is delivering service improvements through an asthma integration project and the BSIL Board have recently received a presentation on this partnership work. The Integrated Care Board are currently reviewing progress against delivery of the other elements of the CYP core20plus5 in Shropshire, Telford & Wrekin.



4.8 SEND and Alternative Provision Strategy Position Statement

4.8.1 SEND Strategy 2017 – 2020 (extended to 2022)

The SEND strategy for children and young people 0-25 years with special educational needs and disabilities to 2022 was extended due to the pandemic. The extension to timeframe also allowed us to develop and progress our journey with parents, children and young people and professionals for SEND. The new strategy will be a 5 year plan and we will also consider in light of the recently published national SEND improvement plan. During 21/22 we developed the SEND Working Together Charter, understanding that by working together we will be stronger and better able to achieve our collective goal which is to improve outcomes for children and young people with SEND across the area partnership.

4.8.2 Collaborative Working Workshop – Parents, Carers and Families (Dec 2022)

A workshop event was held, coproduced by PODS Parent Carer Forum, the local authority and health. The session focused around five priority areas. Thoughts and ideas were captured on flip chart paper and post it notes and the event was 'live scribed' by Hannah from Scribble Inc. the digital artwork will form part of the Strategy. The event was attended by 12 parents, including parent reps. from PODS and the PfA Navigator. The feedback formed the basis of the professionals workshop on 13 January 2023.



4.8.3 Workshop Event – Professionals (Jan 2023)

A workshop event was coproduced by PODS Parent Carer Forum, the local authority and health to collect feedback from professionals working across the area partnership. The session focused around priority areas. Thoughts and ideas were captured on flip chart paper and post it notes. The event was attended by 29 professionals, including PODS, IASS, Education (support services), Schools (Primary, Secondary and Special), Health providers (OT, Physio, DCO), Alternative Provision and Social Care (Adults and Children’s Teams). Young People – Shout Out Young Person’s Group

4.8.4 The Shout Out Young Persons Group discussed the priority areas and what they meant to them (4 attendees). The group discussed an overview of the priority areas at their next meeting (7 attendees), they shared their lived experience relating to the priority areas and the improvements that they would like to see developed.

4.8.5 Draft SEND and Alternative Provision Strategy 2023 – 2028

The SEND (Special Educational Needs and Disability) & Alternative Provision strategy for Telford & Wrekin area partnership was subsequently developed as a result of views collected. The document is currently a draft for consultation and wider views are being sought from the area.

The strategy sets out Telford & Wrekin local area partnership’s vision for children and young people aged 0-25 years with special educational needs and/or disabilities and for children and young people who are accessing or may need to access alternative provision.

The consultation was open until 16 March 2023 and a special edition SEND Newsletter was distributed to all partners, including parents, carers and families. This was further promoted and shared by PODS Parent Carer Forum, and SEND IASS. A special education notice was distributed to all partners working in schools, early years settings and post 16 providers.

The next steps for the strategy are:

- Collate consultation responses into a formal overview, following closing date
- Agree amendments to the Strategy across the area partnership
- Seek final approval via ICB board and cabinet (Council)
- Publish the strategy: Working together for better SEND and AP outcomes in Telford & Wrekin 2023 – 2028 – By Summer 2023



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough



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OPENING
DOORS
PARENT CARER FORUM



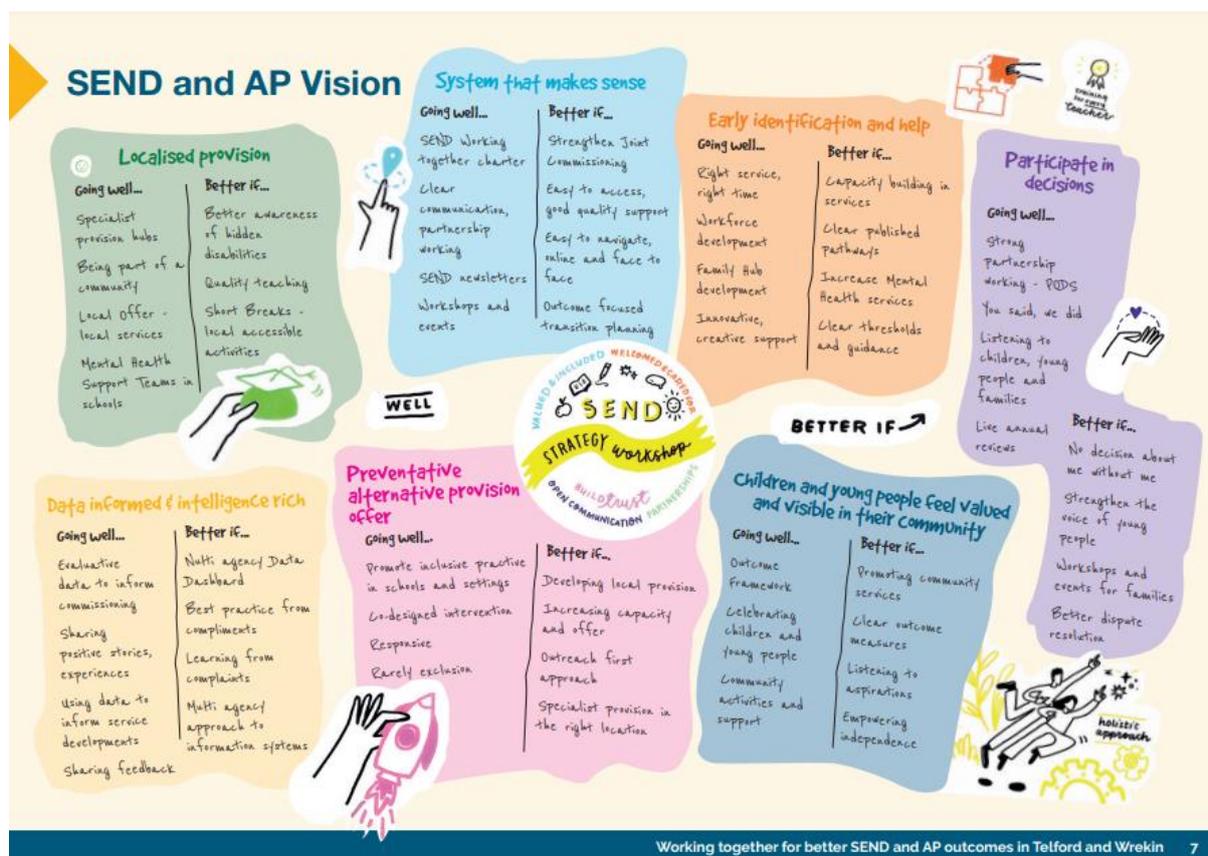
Working together for better
SEND and AP outcomes in
Telford and Wrekin

2023-2028

Special Educational Needs and Disability
Alternative Provision

DRAFT FOR CONSULTATION





5.0 Alternative Options

5.1 There are a range of alternative options which have been considered as part of the various workschemes mentioned in this report. Details of those considerations form part of the decision making which has taken place. As this report is for information, the alternative risks are not set out within the body of this report.

6.0 Key Risks

6.1 A co-ordinated, well resourced, evidence-based programme is essential to improve health and wellbeing outcomes and narrow inequalities for all children and young people in Telford & Wrekin.

7.0 Council Priorities

7.1 Every child young person and adult lives well in their community.

8.0 Financial Implications

8.1 A number of funding streams are mentioned in the report within the various strategy updates. The programmes and strategies referred are being delivered within existing resources. Should there be a deviation from the approved budgets this will be reported through the relevant Governance structure of the Organisation

concerned and decisions pursued through the Board and Organisation Governance processes.

9.0 Legal and HR Implications

9.1 The Council has the legal powers to undertake the activities set out within this report. Many of the proposals meet the Council's legal requirements to safeguard children, improve the health of our children and educate children. Legal advice is provided on an ongoing basis for individual projects and workstreams as they arise. The activities listed within this report also help the Council demonstrate how it is meeting the Public Sector Equality Duty.

10.0 Ward Implications

10.1 Children & young people in all wards, but Family Hubs will be developed in our most deprived communities

11.0 Health, Social and Economic Implications

11.1 The approach being adopted for the Best Start in Life priority, to ensure all children and young people start well to lead happy, healthy fulfilled lives, has a wide scope. The developing programme covers physical and mental health elements, and also more broadly it includes the wider determinants of health, for example education and social community activities and support. This wider approach is key for improving overall outcomes and for narrowing health inequalities as highlighted through the national Marmot reviews.

12.0 Equality and Diversity Implications

12.1 Ensuring all children and young people get the best start in life and the inequalities agenda are fundamentally linked. As part of this there are equality and diversity dimensions which impact on inequalities and different outcomes experienced across groups of children and young people. For example those who are looked after, those who live in deprivation or who are socially excluded, have special educational needs or are from black or minority ethnic groups.

13.0 Climate Change and Environmental Implications

13.1 None.

14.0 Background Papers

- 1 HWB September 2022 Health & Wellbeing Strategy Refresh Proposals
- 2 HWB September 2021 Telford & Wrekin Inequalities Plan

15.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Director	13/03/2023	13/03/2023	LN
Finance	13/03/2023	16/03/2023	RP

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Legal

13/03/2023

16/02/2023

RP