

NEWCASTLE PARTICIPATION of PARENTS & CARERS STRATEGY 2006 – 2009

Executive Summary

Who this strategy is for

In this strategy the term “**parent**” means **anyone with parental responsibility** for a child or young person; this includes fathers, grandparents, other family members and guardians including the local authority if children are looked after by the local authority.

The term “**carer**” means **a person who provides a substantial amount of unpaid care on a regular basis** for a disabled child, a child with additional needs or health issues including mental health, drug and alcohol dependency. This includes foster carers for any child regardless of disability as they do not have parental responsibility.

The strategy covers the **participation of all parents and carers who are involved with Children’s Services from all sections of our community** regardless of race, culture, disability, religion, age, sexual orientation or gender. It should be read as such and any specific requirements needed to involve parents and carers on equal terms, such as interpreters, should be accounted for at the beginning of any participation process.

The participation of teenage parents and young carers is part of the Children & Young People’s Participation Strategy and the Young Carers Strategy; however, this does not mean they should be excluded as parents or carers from the principles within this strategy.

When planning and delivering Children’s Services we must consider the views of all those involved but Children’s Services will rightly prioritise the best interests of the child or young person. At times views will be contradictory: children and young people may have opinions which differ from those of their parents or carers. It is therefore vital that each opinion/view is stated, the reasons for decisions are explicit and decision-making processes are transparent.

The purpose of this strategy is to **build on best practice at grass-roots* level** and promote further opportunities for all agencies, parents and carers to work together to develop a joined-up approach for parent and carer participation.

This strategy will inform all future strategies for Children's Services and is included in the Newcastle Plan for Children & Young People.

Vision

To promote a culture where parents and carers who live in Newcastle are seen as **active partners and have an integral role in service planning and decision-making processes** across the city at a local and strategic level. To provide a clear pathway and support to enable parents and carers to participate at whatever level they wish.

"It's not enough to simply ask people's views and tick the 'consultation' box. The responsibility is with councils and service providers to listen to what people say and act on it to make people's lives better.

In future CSCI will ask councils to show that the services they commission reflect the qualities that people expect. We are also modernising the way we inspect care services to assess more effectively how well they meet these expectations."

CSCI Chair Dame Denise Platt comments on 'Real Voices, Real Choices' (2006)

Aim

For Children's Services to recognise and value the contribution parents and carers make in the lives of their children and young people. To **empower* parents and carers** to be part of the decision-making processes for Children's Services in Newcastle and set up ways to provide support for parents and carers to do this.

The Future for Parent and Carer Participation

The goal for this strategy is to ensure that parents' and carers' participation is embedded in service planning and decision-making processes through the use of supported forums, groups and other systems using a wide variety of techniques and tools such as participatory appraisal*, drama and fun/information days. We need to build positive joined-up relationships between parent and carer groups, organisations supporting parents and carers and statutory services to gain a **long-term commitment** to parent and carer participation citywide.

Meaningful Involvement

This strategy aims to establish a clear pathway for parent and carer participation which will enable parents and carers to participate at whatever level they wish in an environment that treats them as equal partners and meets their needs.

Update and Feedback

The purpose of participation must be that **parents and carers can directly see where changes have been made as a result of their involvement.** There must be clear and transparent processes* with regular feedback in a variety of ways.

Children's Trust Arrangements* and the Children and Young People's Strategic Partnership* (CYPSP)

The Children and Young People's Strategic Partnership have produced the Newcastle Plan for Children & Young People*. In the future this plan will be produced through Children's Trust arrangements.*

To enable parents and carers to participate in the developments of this Plan and Children's Services, we will:

- develop with parents and carers a set of Core Standards and Guiding Principles in relation to their roles and responsibilities.
- develop support for parents and carers to participate fully.
- create a picture of the strategic structure for Children's Services showing where parents and carers will be involved and can influence delivery of the Newcastle Plan for Children and Young People.

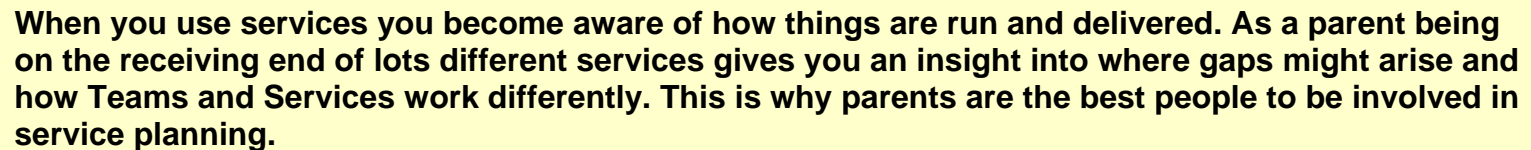
NEWCASTLE PARTICIPATION of PARENT & CARER STRATEGY

1. Our Vision

In Newcastle we believe:

- parents and carers are the most important influence for their children.
- Children's Services are active partners in delivering improved outcomes* for children.
- parents and carers are essential to service planning, decision-making, monitoring and evaluation of current and future services.
- Children's Services will benefit and improve from the involvement of parents and carers. This includes areas such as recruitment and selection processes where appropriate.

We will build on best practice at grass-roots* level and promote further opportunities for all agencies, parents and carers to work together to develop a joined-up approach for parent and carer participation.



When you use services you become aware of how things are run and delivered. As a parent being on the receiving end of lots different services gives you an insight into where gaps might arise and how Teams and Services work differently. This is why parents are the best people to be involved in service planning.

(Parent/carers comment)

This knowledge and personal experience means parent carers are in a good position to make suggestions about improving services.

There needs to be an acknowledgment of the tension between timescales set by services and government agendas, nationally and locally with the time needed to fully involve parents and carers. Therefore it is essential we have transparent decision-making processes' which treat parents and carers as active partners.

It is expected that all agencies* signed up to the Newcastle Plan for Children and Young People will support and actively promote this strategy.

2. Our Aims:

- To ensure that parents' and carers' views are listened to and fully considered.
- To give regular feedback and updates to parents and carers so that they can see where and how they have influenced change.
- Agencies will be able to demonstrate where parents and carers have participated in a meaningful way.
- To give recognition to agencies which show a high level of parent and carer participation.
- To ensure that parents and carers are part of decision-making, planning and evaluation processes for Children's Services in Newcastle.
- Agencies to use plain language and establish good lines of communication with parents and carers at all levels.
- Parents and carers will know how agencies will consider their views whilst taking into account the rights of the child or young person.
- For agencies to be transparent* and say where parents and carers can influence change and where they cannot.
- Agencies will provide information for parents and carers at the first point of contact with Children's Services about services available to them for advice and support.
- Elected Parent and Carer Representatives have the right tools and support so they can represent parents and carers at school and city level.
- For agencies to actively seek out and involve parents and carers.
- For agencies to recognise and value parents and carers contribution as parents.

To achieve our aims we will:

- ✓ establish an overview of current work being done regarding parent and carer participation across the city.
- ✓ develop a monitoring and evaluation system which includes parents' and carers' involvement.
- ✓ provide appropriate support so parents and carers are able to participate fully.
- ✓ develop clear guidance so agencies can inform parents and carers from the start how they will involve them.
- ✓ develop opportunities for parents and carers to fully participate in decision-making processes by establishing protocols and guidance which take into account timing, venues, childcare, budgeting and training arrangements.
- ✓ develop a set of Core Standards and Guiding Principles so agencies can access a range of tools to enable them to involve parents and carers in a positive way.

- ✓ develop more opportunities for people to become involved.
- ✓ develop a Directory of Good Practice for Parent and Carer Participation.
- ✓ establish structures that ensure that parent representatives are enabled to participate properly.
- ✓ produce clear guidance around the roles and responsibilities of parents and carers as representatives and provide the resources to enable them to fulfil those roles and carry out their responsibilities.
- ✓ establish clear protocols and guidance to ensure out-of-pocket expenses are covered.
- ✓ develop good lines of communication across all agencies to link up parent and carer participation citywide.

Parent and Carer Participation will ensure that:

- ☑ each agency develops a service which reflects local needs and hopes.
- ☑ there are clear, visible pathways so all people have access to services at point of need – either for themselves or for their children.
- ☑ each agency develops a partnership approach which will enable them to draw more easily on the knowledge and support of parents and carers when carrying out work with their children.
- ☑ parent and carer views will be built into all service-planning and monitoring systems.
- ☑ parents and carers are recognised and valued as partners in planning and developing services.












If services ask parents first what they need to support their children it will save a lot of time and money going on things we don't need.

(Parent/carers comment)

3. Background

Parents' and Carers' Rights

Parent and carer participation and their involvement in decision-making processes at local and strategic levels are key principles and values of:

-  Caring about Carers: A National Strategy for Carers 1999
-  Young People and Maternity Services: Carers and Disabled Children Act 2000
-  Valuing People: A New Strategy for Learning Disability for the 21st Century, 2001
-  Children Act 2004
-  Every Child Matters: Change for Children 2004
-  National Service Framework for Children 2004
-  Carers (Equal Opportunities) Act 2004
-  DfES Five Year Strategy for Children & Learners 2004
-  Higher Standards: Better Schools for All, 2005
-  Our Health, Our Care, Our Say, 2006
-  Joint Area Reviews Inspection criteria.

“Giving strong support to carers over service planning and provision will help to ensure that they become partners with the statutory services in the provision of care.”

(Caring for Carers: A National Strategy, 1999)

“Services are required to give children, young people and their parents increased information, power and choice over the support they receive and involve them in planning services.”

(Best Practice Guidance, NSF for children, young people and Maternity Services. Oct 2004)

“A shared programme of change must be based on a common understanding of how services can achieve better outcomes for children and young people; on commonly accepted principles; and on a shared understanding of effective practice.”

(Every Child Matters: Next Steps, 2004)

What it's like now

Parents and carer views are an important source of information about the needs of children and young people. This is especially relevant for children and young people who need extra support to take part in everyday events and activities.

The participation of parents and carers through the Children's Trust arrangements*, the Children and Young People's Strategic Partnership (CYPSP)* and the Local Safeguarding Children's Board (LSCCB)* is essential. Some agencies (such as Sure Start, NCH, Education & Welfare) have developed their own structures and processes to involve parents and carers in their planning processes using a range of methods and tools such as art, drama and participatory appraisal*. However, this is not fixed in service-planning systems or joined up at a strategic level. There is no coordination of parent and carer participation across Children's Services as a whole which covers all age groups and abilities. An overview of current work being done regarding parent and carer participation across the city needs to be established.

Often the same parents and carers get asked to be involved in several different things at the same time with similar outcomes, which results in participation fatigue of those involved and estrangement of those who are not involved.

Parents and carers feel that they need to have a voice and a vote where it matters, e.g. over budgets, future service planning and changes. At present some parent and carer involvement is seen as tokenistic. More participation with parents and carers on their terms in places and times suitable to them is needed especially at a strategic level.

Parents and carers often feel that they are the last to be informed about changes to services, and information is not given in an accessible way. The use of professional jargon and terminology creates a barrier to participation. Services need to **show transparent processes* and feedback** about what changes have been made and where parents and carers have been involved e.g. **"You said....., we did....."**

What will make it better

More value should be given to parental involvement and positive images of parents and carers need to be promoted by all organisations, services and individual members.

This strategy will focus on these essentials of good participatory practice:

- ☑ Developing empowerment for parents and carers through a range of training opportunities.
- ☑ Promoting an environment that meets the needs of parents and carers to enable them to fully participate.
- ☑ Properly resourcing structures and mechanisms to enable effective parent and carer representation at all levels.
- ☑ Developing, promoting and implementing best practice.
- ☑ Staff Development in relation to participatory approaches and techniques across all services/organisations.
- ☑ Establishing multi-agency partnership working and a whole-systems approach (everyone working together)

4. How the Strategy was developed

It is very important that the development of this strategy builds on and includes best practice which already exists in the city. It was agreed by the Participation Strategy Group that **a joined-up approach across all agencies, policies, partnerships and strategies which impact on parents and carers was needed.**

The Children and Young People's Strategic Partnership* through the Pathfinder Children's Trust set up a Project team of 11 Senior Officers from across social care, health, education and a voluntary sector representative from NCH to learn from current good practice in Newcastle and plan how parents and carers can participate in service developments at a strategic and working level across all agencies. Services who work with parents and carers across the city from Early Years, Sure Start, School Governors, Drug and Alcohol, Mental Health, Health, Youth Offending Teams, Educational Welfare, Black Minority Ethnic communities and Children with Disabilities were asked to be involved in helping the Pathfinder Children's Trust write the strategy and be included in the consultation process. We sent the draft document out to 200 named individuals who then disseminated these to wider groups to ensure as many people as possible especially parents and carers could comment.

After meeting with parents and carers from those services who expressed an interest in developing the Participation Strategy it was agreed that the Participation Strategy Group should be made up of the 11 Officers from the Project team and 11 parent carer representatives from the organisations/groups named below. It is acknowledged that this group does not represent all officers, parents and carer groups but it represents a good cross section. The aim of the strategy is to develop opportunities for more people to become involved in a variety of ways but for this group to oversee and monitor its development.

Parents and carers from Newcastle Special Needs Network (NSNN), the Pathfinder Children's Trust Parents Forum for Children with Disabilities, Parents of children with ADHD, Parent Governor Representatives, Children's Centres/ Sure Start, Sahara (Black Minority Ethnic support group for parents of disabled children), Fostering Under Newcastle (FUN), Positive Response to Overcoming Problems of Substance Misuse (PROPS) and the Youth Offending Team (YOT) have been an integral part of developing and writing this strategy.

This strategy will become part of the Children's Trust Arrangements* for all Children's Services in Newcastle.

5. What is Parent and Carer Participation?

In this strategy the term participation means “**the active involvement of parents and carers in service planning and decision-making processes**”.

The process to make sure that parents and carers gain skills and confidence to become more involved at a strategic or service-planning level can and should come in a variety of ways. The starting point to parent and carer participation could include being involved on an individual basis in parenting courses, family support, school activities or with local Children Centres. Some parents and carers may then want to become more involved in decision-making processes about services at a local level and then at a strategic level.

Parents and carers should have opportunities to participate at whatever level they wish; what needs to be established are **clear pathways and support** which enable them and/or their representatives to participate at every level of decision making. There needs to be a variety of ways for parents and carers to contribute to service planning within individual agencies and at a strategic level.

Effective participation requires a planned process in which all those involved agree on the level of participation which is appropriate. This means developing agreements on what is to be achieved – **the outcomes** – and how it is to be done – **the methods**.

Participation is a process of learning and development for all concerned. It takes time. People will be involved only if they understand each other, have the confidence to participate and can see things change because of their involvement.

Some parents are happy just being parents and getting on with the job in hand without interference. It is important to offer these services but not feel as though pressure is being put on those who do not want to use them.

(Parent/carer comment)

How it will work

Participation is not achieved in one survey, leaflet or meeting. It will be **achieved only through establishing good lines of communication** between existing grass-roots* parent and carer groups, the Children and Young People's Strategic Partnership,* and the Local Safeguarding Children's Board*. This will be done through the Children's Trust arrangements* and developing new opportunities for parents and carers to participate using a variety of different methods suitable for specific needs.

These will include:

- Supporting Parent Forums, Focus/Reference groups.
- Training for parents, carers and their representatives so they can gain confidence and skills to participate at different levels.
- Training and Guidance on effective ways to involve parents and carers.
- Meeting with parents and carers at a place and time suitable for them rather than expecting parents and carers to fit into service timeframes.
- Producing accessible information about when and how parents and carers can be involved if that's what they want.

- ☑ Holding events for parents and carers which provide information about the Children and Young People's Strategic Partnership, the Local Safeguarding Children's Board, Children's Trust arrangements, Every Child Matters Outcomes* and services relevant to specific parent and carer groups.
- ☑ Establishing ways to support parents and carers to be involved with the Children and Young People's Strategic Partnership and Local Safeguarding Children's Board processes and events and show how they can influence change.
- ☑ Establishing ways to gather the views of parents and carers within their local communities by using existing networks.
- ☑ Establishing links with hard-to-reach groups.
- ☑ Recognising that parents and carers are not all the same and do not have the same views as each other.
- ☑ Using translation services from the start.

6. Who is involved in Parent and Carer Participation?

Everyone!

But designated roles and responsibilities for participation must be clear. There needs to be better use of existing structures such as Parent Governor Representatives and Children's Centres along with the development of more roles with responsibility to make sure that parent and carer participation can be achieved at all levels.

Commissioners, service providers, parents, carers and community organisations must continue to develop greater understanding of each others' roles, resources, skills and values. It is important that there is a two-way exchange of ideas between frontline practitioners, parents and carers who know and understand their individual and local needs and those at a strategic and service planning level. This will make sure that local needs are reflected in wider strategic planning processes, and frontline practitioners, parents and carers can see where they fit in the Every Child Matters agenda and the Children and Young People's Strategic Partnership.

Participation at a strategic level must include parents and carers of children who have specific needs such as Attention Deficit Hyperactivity Disorder, Autism Spectrum Disorders, Children with Disabilities, Black & Minority Ethnic Communities, Drug & Alcohol issues, Mental Health issues, Domestic Violence and Looked-After Children. This list is an example and by no means complete; the intention is to make sure that parents of children with specific needs are not excluded from mainstream planning and decision-making processes.

Agencies, strategic structures and individual members need to be open to change to develop a way of working that involves sharing some of the power with parents and carers. However, it is equally important that parents and carers are aware of which processes they can influence and be part of and which they can't as timescales and government directives are not always conducive to participation.

7. The Future for Parent and Carer Participation

The goal for this strategy is to ensure that parent and carer participation is rooted in service planning and decision-making processes using a wide variety of techniques and forums. We need to build positive joined-up relationships between parent and carer groups, organisations supporting parents and statutory services to gain a **long-term commitment** to parent and carer participation citywide.

This strategy will support the need for parents and carers to be fully informed, given training and supported to progress their contribution to decision-making and planning processes at all levels.

A baseline survey for the Pathfinder Children's Trust has been developed to find out where services and parent carers for children with disabilities see themselves on a 'Ladder of Participation'* ranging from 'not at all' to 'acting together' (see page 18). It will establish which services currently have carer participation, at what level and if parent carers' views of participation match those of the service providers. The results can be used to help measure and evaluate progress in the future. It is crucial that this is done by a person independent from the service providers.

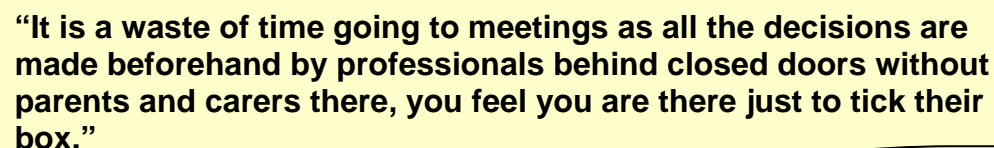
The survey will be developed to include all Children's Services in the future along with the development of a **Directory of Good Practice for Parent and Carer Participation**, which will highlight areas of good practice and signpost services who wish learn from each other. This will help inform the development of an evaluation process where all agencies can show how they have involved parents and carers.

Parent and carer participation has to be built on trust, openness and shared responsibility for outcomes* between service providers, professionals, parents and carers.

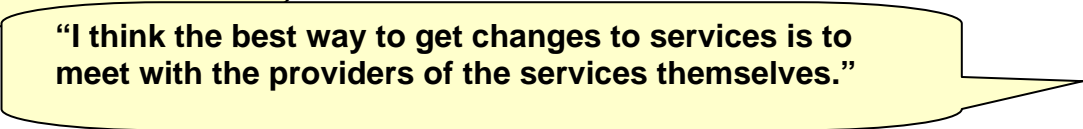
Meaningful Involvement

This strategy aims to **establish a clear pathway** for parent and carer participation which will enable parents and carers to fully participate at whatever level they wish in an environment that treats them as equal partners.

The strategy must link closely with all other relevant strategies and partnerships relating to parents and carers in order to provide a joined-up picture of parent and carer participation across the city. There needs to be designated people who will take responsibility for the strategy, support, development and capacity building in this area.



“It is a waste of time going to meetings as all the decisions are made beforehand by professionals behind closed doors without parents and carers there, you feel you are there just to tick their box.”



“I think the best way to get changes to services is to meet with the providers of the services themselves.”

(Parent/carers comments)

Update and Feedback

Effective participation will make sure that **parents and carers can directly see where changes have been made as a result of their involvement.** There must be clear and transparent processes with regular feedback in a variety of ways.

There needs to be a coordinated approach to show parents and carers where and how systems, partnerships and initiatives link together or move on. This needs to include how parents and carers were involved and realistic timescales of when parents and carers will see real change at an everyday local level as well as what is involved at a strategic level to make change happen.

“Aren’t we just reinventing the wheel? I was involved in setting up passport to services but nothing has changed and now there is Link IT; what is the difference?”

“The fact that I got a letter explaining what had happen from the consultation day made all the difference to me.”

(Parent/carer comments)

Communication and Information

One frustration most common amongst parents’ and carers’ is that they have no access to information about which services or support networks are available especially at the first point of contact with services. Links need to be made through the Children’s Information Service (CIS) and protocols put in place for all agencies to provide further information at first point of contact.

The CIS is developing a Children’s Services Directory (CSD) through consultation with parents groups which will begin to address issues relating to access to information. The aim is for the Directory to be accessible in as many ways as possible, such as over the internet, phone or paper for relevant sections.

As part of Children’s Centres and extended services through schools the CIS will also develop a communication strategy in relation to providing information for parents including; parenting support, activities, childcare, and referral process to specialist services.

8. Children's Trust Arrangements* and the Children and Young People's Strategic Partnership*

To enable parents and carers to participate in the development of the Newcastle Plan for Children & Young People through Children's Trust arrangements* we will:

- ☑ develop with parents and carers a set of Core Standards and Guiding Principles in relation to their roles and responsibilities.
- ☑ develop support for parents and carers to participate fully.
- ☑ create a picture of the strategic structure for Children's Services showing where parents and carers will be involved and can influence delivery of the Newcastle Plan for Children and Young People.
- ☑ make sure that any proposal to the Children and Young People's Strategic Partnership Executive* provides evidence of where and how parents and carers were involved, including their views.
- ☑ make sure that the Children and Young People's Strategic Partnership and Local Safeguarding Children's Board involve parents and carers from a cross section of the community in setting priorities and delivering outcomes*.
- ☑ set up a network involving parents and carers and parent and carer participation workers from across the city.

Being part of the Children's Trust has made me feel like I have had a say in decisions taken about services.

It takes time to change things, which can be frustrating but being part of the process helps you see why things can take so long sometimes.

(Parent/carer comments)

9. Principles for Parent and Carer Participation

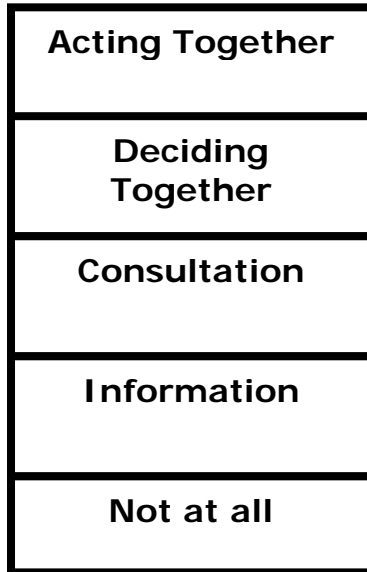
- Proactive involvement of all parties
- Approachable attitude
- Reward and recognition of parents' & carers' contribution
- Equal partners
- Network with everyone involved
- Teamwork: together everyone achieves more

- Consistency & continuity
- Accountability for actions
- Responsibilities must be clear from the start
- Environment must meet parents' and carers' needs
- Realistic about timescales

- Person-centred approaches
- Attitudes need to be positive
- Response & feedback are important
- Targets need to be achievable
- Involve parents and carers from the start
- Communication is vital
- Information must be accessible, including internet access
- Preparation: know what you want to achieve and who you're asking
- Assumptions: don't make them!
- Training to enable people to participate on equal terms
- Inclusion: everyone's contribution must be valued
- Openness and honesty about what can and can't be done
- Negotiate; look at all options

Jacqui Adams, Parent and Carer Participation Worker 2005

The Ladder of Participation*



- **Acting together** may involve short-term collaboration or forming more permanent partnerships with other interests. It includes things like working groups, business planning, steering groups as a focus for decisions and accountability, monitoring and evaluating services, interviewing staff and commissioning services together with professionals.
- **Deciding together:** giving people the power to choose without fully sharing the responsibility for carrying decisions through. It includes things like stakeholder days/events, surveys that develop options, outcomes, action planning and making changes together.
- **Consultation:** when you can offer people some choices on what you are going to do. Consultation could be conducted through questionnaires, surveys, open days, consultation events.
- **Information** underpins all levels of participation. Information giving could be face to face, or through newsletters, leaflets. The important thing is making it accessible and easily available to everyone.

Adapted from 'The Guide to Effective Participation' by David Wilcox 1996

Useful resources:

Contact a Family and the Family Policy Alliance have produced excellent guidance, which illustrate how parents and carers can participate effectively in service planning. These are available free to parents and carers.

Parent Participation – improving services for disabled children, Contact A Family, 2004. ISBN: 1 874715 60 6

Copies are available from: Contact A Family 209-211 City Rd, London EC1V 1JN

Tel: 020 7608 8702

www.cafamily.org.uk

Parent Participation Toolkit – Improving Services for Children & Families, Family Policy Alliance, 2005

Copies are available from: Parentline Plus Tel: 020 7284 5500

www.parentlineplus.org.uk

Family Welfare Association 501-502 Kingsland Rd, London E8 4AU

www.fwa.org.uk

Jargon Buster

Agencies – In this strategy the term agencies is used for all the different statutory and voluntary services and organisations who are part of the Children and Young People’s Strategic Partnership and Children’s Services. They are listed in the Newcastle Plan for Children and Young People.

Children and Young People’s Strategic Partnership – a partnership of lots of different statutory and voluntary services and organisations who work with children and young people. This group is responsible for writing the Newcastle Plan for Children and Young People and making sure that what is said in it happens.

Children and Young People’s Strategic Partnership’s Executive – senior managers and commissioners who have the responsibility to make sure that Every Child Matters is achieved in Newcastle.

Children’s Information Service – a computer system with information on Children’s Services which is constantly updated. Parents and professionals can find out where to get help, information and support.

Children’s Transformation Programme – the name for how the local authority is developing Children’s Services to work together: health, education, social care, voluntary organisations, parents, carers, children and young people.

Children’s Trust Arrangements – a way of all the different services working together including sharing information and finance.

Consultation – when people are given some choices about changes that are going to happen and say what they think about them.

Empower – giving people the right skills and knowledge so they can contribute confidently and on equal terms.

Engagement – involving people in a way that makes them feel valued.

Grass roots – services and professionals that work face to face with parents and carers and know their views and issues locally.

Involvement – taking part in service-planning processes such as interviewing for staff.

Local Safeguarding Children Board – A partnership which has legal powers to set up structures which make sure that children and young people are kept safe and relevant organisations co-operate to safeguard and promote the welfare of children in Newcastle.

Outcomes – the final result of something, i.e. the changes people see to services they receive.

Participation – being part of decision-making processes and actively influencing change. Building partnerships where people share responsibility for decision making.

Participation Ladder – A way of showing and measuring at what level people have been involved in decision-making processes.

Participatory Appraisal – a creative and fun way of working to find out people's views that involves them from the start and gives you evidence to back up their ideas.

Strategy – A plan that sets out how services will be delivered.

Transparent Processes – means everyone, including parents and carers, can see how, why and when decisions have been made.