

Warwickshire Health and Well Being Board

21st January 2015

Warwickshire Priority Families Programme Phase 2

Recommendation(s)

Recommendation 1:

That the Board notes and comments on the progress made in relation to Phase One of the Priority Families Programme

Recommendation 2:

That the Board makes such comments as it thinks fit in relation to Phase 2 of the Programme and, in particular, the draft Priority Families Outcomes Plan

Recommendation 3:

That the Board notes the strong links between work with Priority Families and the Health and Well Being Strategy 2014-2018

Recommendation 4

That the Board suggests appropriate ways of enhancing the engagement of Phase 2 of the Programme with Health commissioners and providers and ways in which individual agencies represented on the Board can support this process

1 Introduction and Background

- 1.1 Phase One of the national Troubled Families Programme (in Warwickshire known as the Priority Families Programme) commenced on 1st April 2012 and is due to run until 31st March 2015. .
- 1.2 We are scheduled to achieve 100% of our target to turn around 805 families by the end of January 2015
- 1.3 As at October 2014 we have 'turned around' 730 families, 91% of our 3 year Phase One target. This is a good level of performance which places us as the

21st best performing authority out of 152 nationally, and the 2nd best authority in the West Midlands.

The phrase 'Turned Around' means:

Either

That all children in the family are now attending school with an attendance level of 85% or more and have maintained that progress for at least 2 school terms AND that crime /anti-social behaviour has either stopped or substantially reduced over a minimum six month period

Or

That an adult in the family previously receiving a work-rated benefit has gained full time employment and stayed in the job for at least six months

- 1.4 There will be a second phase to the Programme that will run from 1st April 2015 through to 31st March 2016, and then ,subject to the outcome of the May 2015 General Election, on to 31st March 2020.
- 1.5 On 22 July 2014, the County Council's Cabinet signed up to join Phase 2 which is open to all upper tier local authorities subject to satisfactory performance in relation to their Phase 1 targets by 31st March 2015.
- 1.6 In view of our strong Phase One performance, we are a pilot authority (called a 'First Wave Early Starter') and are, as a result, working closely with other local authorities and Government to define the terms and processes that will apply to the Programme from April 2015 and are required to identify 405 new families by 31 March 2015.
- 1.7 As at the end of December 2014, we have identified a total of 390 families that are eligible for Phase 2 and are certain to reach our target of 405 families well ahead of schedule

2. Phase 2 in Outline

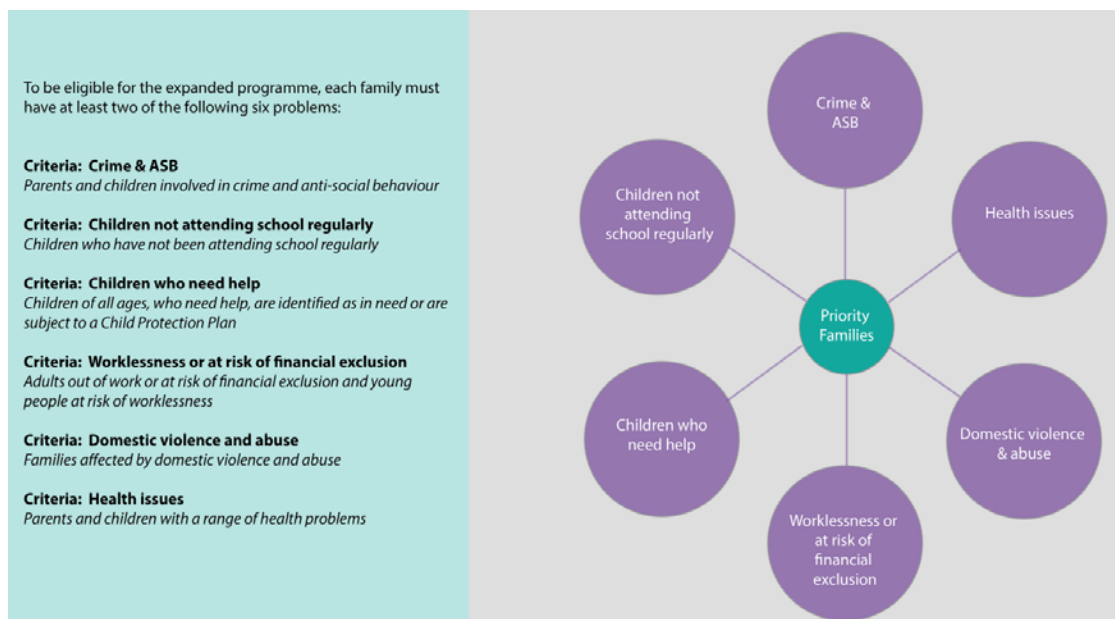
- 2.1 Phase 2 will be significantly different to Phase 1 in that:
 - The headline criteria (see 2.2 below) for the identification of families are broader and more flexible

- The notion of ‘local criteria’ to be viewed alongside national criteria has been removed (although there is considerable local discretion in the setting of local indicators under the headline criteria)
- There is an emphasis on earlier intervention, working with vulnerable families which have multiple problems, and those that are a high cost to the taxpayer.
- The numbers of families to work with and turn round are significantly higher than in Phase One (2,680 families over 5 years / 536 families per year)
- The amount ‘invested’ by the Department for Communities and Local Government (DCLG) in the Programme on a per family basis has been reduced by 55%

2.2 The headline criteria for Phase 2 are:

- Parents and children involved in crime and anti-social behaviour
- Children who have not been attending school regularly
- Children who need help
- Adults out of work or at risk of financial exclusion and young people at risk of worklessness
- Families affected by domestic violence and abuse
- Parents and children with a range of health problems

In order to be eligible for the Programme a family must ‘fit’ at least two headline criteria. The headline criteria are described in the chart below:



2.3 These headline criteria are currently being further defined and developed through the work that we are doing on our Priority Families Outcomes Plan.

2.4 There are a number of critical distinctions between those criteria for Phase 2 that are comparable to the Phase One criteria around Crime / Anti-Social Behaviour, Education and Worklessness in that:

- In relation to Crime / Anti-Social Behaviour the emphasis has been changed to include adult crime as well as youth crime, and a focus on families where there is a member with parenting responsibility is in prison or on licence
- In relation to Education, changing the basis for identifying families through poor school attendance from Unauthorised Absence to the DfE definition of Persistence Absence which aggregates both authorised and unauthorised attendance.
- In relation to Worklessness broadening the criteria beyond families in receipt of DWP Work Related Benefits to families with adults claiming Universal Credit and subject to work conditions, families with young people who are NEET (Not in Education, Employment and Training) or RONI (at risk of NEET) and families at risk of financial exclusion

2.5 Overall, Phase 2 of the Programme has an increased emphasis on:

- Earlier Intervention (and families with younger children)
- Families with multiple problems
- Families that are a high cost to the tax payer (identified through the use of a mandatory cost: savings calculator)
- Bringing about service transformation

2.6 The breadth of the new criteria, combined with the increased numbers of families to work with and turn around, and the likely duration of the Troubled Families Programme nationally, means that our work with Priority Families should now move from a programme management phase to the centre stage of our main-stream delivery with families, vulnerable young people and adults.

2.7 This assertion has been confirmed by Louise Casey C.B. (Director General of the Families Team at DCLG) in a recent message to Programme Coordinators when she said:

‘Our focus will also turn increasingly toward ensuring the troubled families work is properly mainstreamed and at the forefront of local public service reform’.

3 The Priority Families Outcomes Plan

- 3.1 We are required to produce an Outcomes Plan in line with the DCLG Financial Framework that was finalised in November 2014. The Framework is available via the following link:

<https://www.gov.uk/government/publications/financial-framework-for-the-expanded-troubled-families-programme>

And the latest draft of the Plan is attached as Appendix One to this report.

- 3.2 It should be noted that this is the latest in a series of versions of the draft Plan and that this draft is currently subject to ongoing consultation and engagement.
- 3.3 Since September 2014, we have been engaging with a range of partners, organisations and front-line staff regarding the preparation of the draft Plan. Additionally, we were invited by DCLG to attend a Peer Review Workshop with eight other authorities when we compared and contrasted our Plans. We have engaged with the six Local Coordinating Groups for Priority Families, our Programme Board and others to get to this stage and the latest draft of the Plan sets out a clear set of arrangements for consultation, engagement and endorsement at Paragraph 13.
- 3.4 The main purposes of the Plan are:
- To set out what the County Council and its partners aim to achieve with each family in respect of the six headline criteria (see 2.2 above)
 - To provide a basis against which the Council can determine when significant and sustained progress has been achieved with the family, and therefore a result claim may be made for the family
 - To provide a framework against which our internal auditors (and Government spot checks) may establish whether a results claim is valid
 - To anchor our service transformation objectives in our outcomes for families

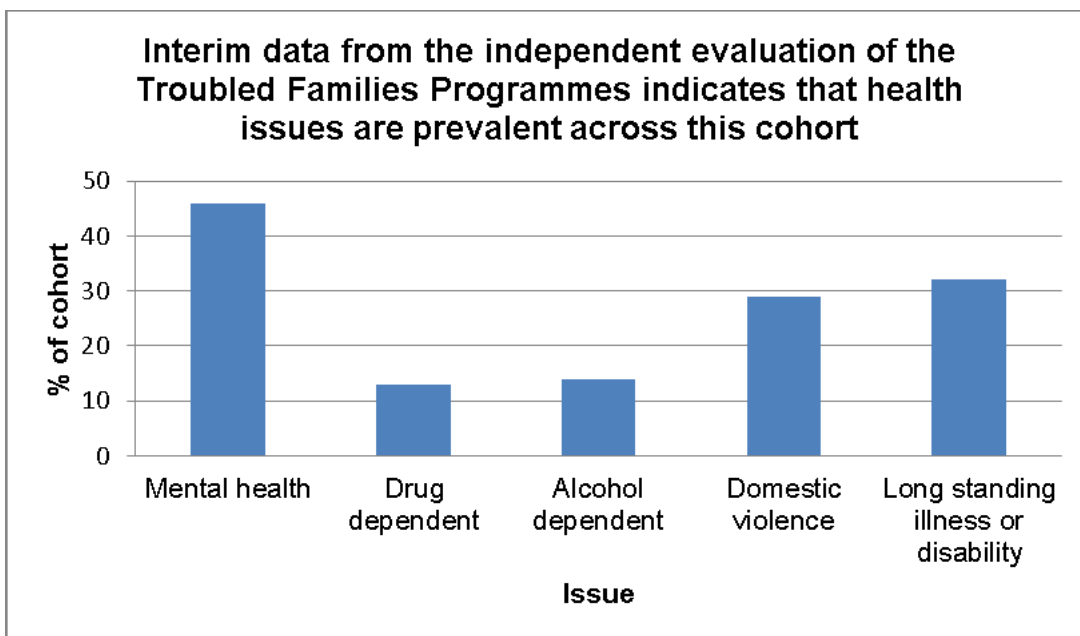
4 Supporting Health Teams to engage with the Programme

- 4.1 Engagement with the Programme by colleagues in Health is a top priority of DCLG. In recognition of the difficulties that had been experienced within local authority settings across the country, DCLG produced, in November 2014, a number of documents geared towards encouraging the engagement in the Programme by local health teams.

4.2 These can be accessed via the following link:

<https://www.gov.uk/government/publications/troubled-families-supporting-health-needs>

The most significant of these is **The Troubled Families Leadership Statement**: Produced and endorsed by DCLG, Department of Health, NHS England, Public Health England and the Local Government Association, the Statement makes the point that physical health, mental health and well-being, substance abuse and domestic / family abuse are key issues for Troubled (Priority Families), with the chart below (derived from national data) illustrating the incidence of these issues on them



4.3 These figures broadly match our local situation and our findings that the predominant presenting issues faced by our Phase One families which have been:

Presenting Issues Affecting Priority Families



Source: Warwickshire Priority Families Programme

- 4.4 During the course of Phase One, we have made extensive efforts to fully engage with health commissioners and providers, including engagement with:
- The 3 Clinical Commissioning Groups
 - Individual GP's
 - Health visitors and school nurses
 - Colleagues in Public Health
 - Colleagues in the Coventry and Warwickshire Partnership Trust and South Warwickshire NHS Foundation Trust
- 4.5 Whilst some of these efforts have proved productive, overall progress has been slow. We have attributed this to the limited appeal of the Phase One national criteria to health colleagues (Crime/ ASB, Education & Worklessness) and very much hope that a combination of the recently published Government guidance and the new Phase 2 criteria will help us to ensure that there is more synergy with the health sector generally.
- 4.6 This can only be in the interests of both parties and, more importantly, our families who often are not able to access appropriate services without support.
- 4.7 In particular, we would like to be able to move forward with our relationship with Warwickshire GP practices so that, in every case, a practice is:

a) Aware of the Programme and how to make referrals (by way of a 'social prescription or otherwise')

and

b) Aware of the patients within their practice (i.e. flagged) who have been identified as living with a Priority Family

4.8 To achieve this level of joint working would be very helpful, and we are actively pursuing discussions with the Local Medical Committee to take this forward. Unfortunately, it seems that the national, guidance from NHS England and others has not so far filtered through. We have made clear to DCLG that they should, on a national basis, engage with professional bodies such as the B.M.A, and RCGP

4.9 We are aware of recent progress made in relation to information sharing for the Joint Health and Social Care Learning Disability Self-Assessment Framework where the Local Medical Council has encouraged local GP's to share information that will help to improve services for people with learning disabilities living in our area and we are keen to build on this encouraging development. These arrangements have also been agreed between the County Council, and the three Warwickshire Clinical Commissioning Groups via this Board.

4.10 In the draft Plan, reference is made to the many ways in which our work with Priority Families converges with the following key priorities set out in the Health and Well Being Strategy 2014-2018:

- Ensure the best possible start in life for children young people and families
- Support those young people who are most vulnerable and ensure their transition into adulthood is positive
- Enable people to effectively manage & maintain their physical and mental health and wellbeing
- Provide additional support to other vulnerable groups people
- Improve educational attainment and access to learning at all ages
- Support people to remain healthy and independent in their own homes for longer
- Improve partnerships across the wider social determinants of health

4.11 The Health and Wellbeing Strategy is drawn together using evidence from the Joint Strategic Needs Assessment which sets out current and future health and wellbeing priorities in Warwickshire. The Priority Families Programme is one of the mechanisms to help deliver the Strategy and, if successful, will

reduce the amount of public resources needed to work with families and individuals over the longer term and throughout their lives.

5. Current Work Priorities

5.1 Our current work priorities are:

Ensuring that we have a **Strong Finish** to Phase One – we are hoping to achieve the 805 families turned around target during January / February 2015
and

Doing what we can to make sure that we have a **Flying Start** to Phase 2 This involves:

- Defining with partners what the Phase 2 'headline' criteria will mean in practice
- Ensuring that we have data / evidence sources in place to enable us to guarantee the eligibility of families for the Programme
- Building on partnerships and enhancing them – to include schools, GP's, Clinical Commissioning Groups, the Family Nurse Partnership and with Health Visitors
- Working out the financial and delivery model for the new Programme
- Putting together the 'Priority Families Outcomes Plan' (required by Government) that will form the basis of our planning and delivery for Phase 2
- Negotiating with partners regarding their contributions to the Programme (in terms of money, people and shared actions)
- Identifying our first cohort of 405 families for Phase 2 by 31 March 2015 (390 already identified)

- Making sure that we have the capacity to coordinate and manage the Programme

6 Background papers

1. DCLG Financial Framework
2. DCLG Documentation on Health Needs and the Troubled Families Programme (both cited above)

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Warwickshire Priority Families Outcomes Plan 2015 – 2018 3rd draft (23 12 14)

1 Our Vision

Our work with Priority Families is concerned with:

- ✓ Ensuring that our families get the support they need at the right time in a way that enables them to achieve greater independence and stability
- ✓ A focus on the earliest possible intervention, preventing vulnerable families and individuals within them from developing complex needs which can become expensive to address
- ✓ A focus at the community level to help improve communities who are most in need

This requires us to:

- ✓ Ensure that the activities delivered through the work are based on a co-ordinated, assertive and challenging but nonetheless supportive approach
- ✓ Arrange the various initiatives that are aimed at families in need to make sure that they are joined up and complement each other.
- ✓ Work with families and all services to reduce the cost of interventions across the public sector and save tax payers money
- ✓ Do everything we can to help families to maintain the progress that they have made into the future

Our aim and commitment is to

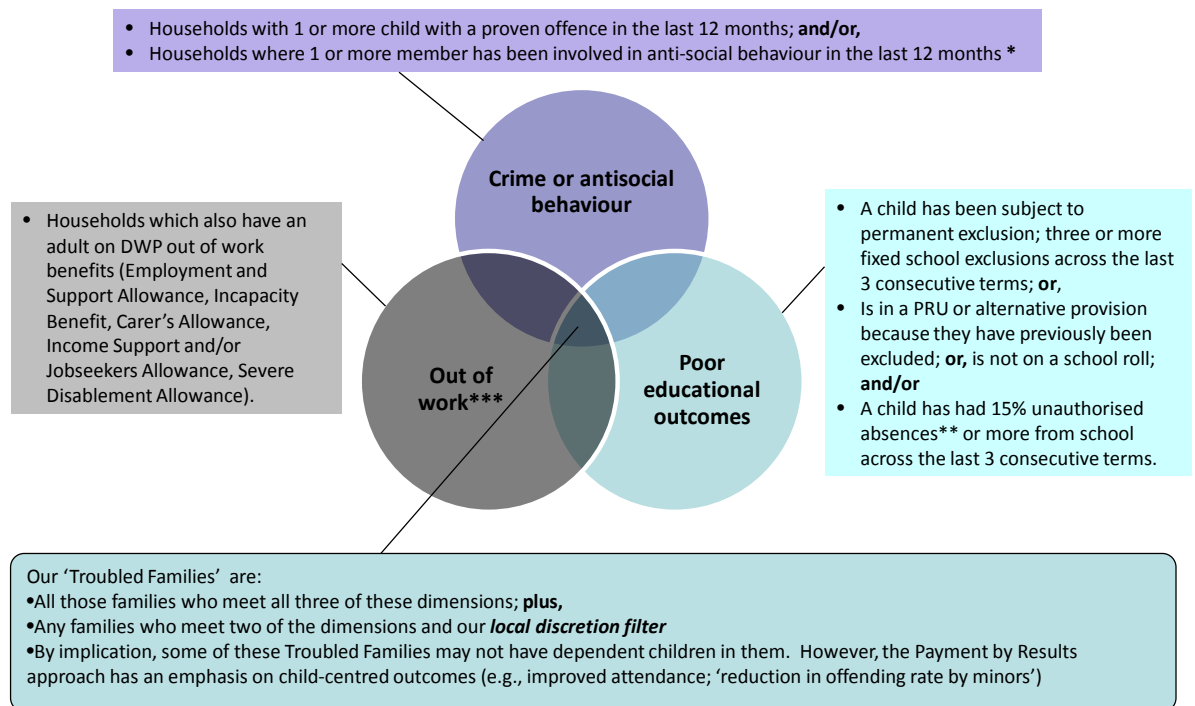
- ✓ Make sure that the voices of families and front-line staff working with them are heard and that they are active partners in the development of services
- ✓ Have a much better understanding of all the priority families in the county and improve their outcomes, life chances and opportunities
- ✓ Have a new joined up way of identifying and meeting the needs of all these families
- ✓ Save us all money by removing the inefficiency lack of coherence and excessive bureaucracy in the current system

- ✓ Have a simplified system for sharing and recording information about our families in a way that helps them get the support they need without them having to complete separate forms and assessment
- ✓ Have in place effective arrangements to enable families, depending on their current circumstances, to both step up to and step down from appropriate levels of support and challenge
- ✓ Make sure our resources are focused on the families that need them most
- ✓ Build a sustainable model for work with priority families beyond the duration of this Programme

2 Context for this Plan

- 2.1 Phase One of the national Troubled Families Programme (in Warwickshire known as the Priority Families Programme) commenced on 1st April 2012 and is due to run until 31st March 2015.
- 2.2 Our Phase One target has been to identify and ‘turn around’ 805 families using a combination of national criteria as follows:

Figure 2: Government criteria for identifying ‘Troubled Families’



* A range of measures are suggested, but local discretion is advised

** We intend to use 15% absence to measure this

*** This dimension should be considered after the other two have been considered, and for those household who meet one or two of the other dimensions, for data sharing reasons

Source: CLG

- 2.3 We are scheduled to achieve 100% of our target. As at October 2014 we had 'turned around' 730 families, 91% of our 3 year Phase One target. This compares favourably with the current national success rate of 70%
- 2.4 There is a second phase to the Programme that will run from 1st April 2015 through to 31st March 2016, and then, subject to the outcome of the May 2015 General Election, on to 31st March 2020. Phase 2 is open to all 152 upper tier local authorities subject to satisfactory performance in relation to their Phase 1 targets by 31st March 2015.
- 2.5 We are a pilot authority (called an 'Early Starter') for Phase 2 and are therefore have already been accepted for Phase 2 and are working closely with other local authorities and Government to define the terms and processes that will apply to the Programme from April 2015.
- 2.6 Phase 2 will be significantly different to Phase 1 in that:
- The headline criteria for the identification of families are broader and more flexible
 - There is an emphasis on earlier intervention, working with vulnerable families which have multiple problems, and those that are a high cost to the taxpayer.
 - The numbers of families to work with and turn round are significantly higher than in Phase One (2,680 Warwickshire families over 5 years)
- 2.7 The headline criteria for Phase 2 are:
- Parents and children involved in crime and anti-social behaviour
 - Children who have not been attending school regularly
 - Children who need help
 - Adults out of work or at risk of financial exclusion and young people at risk of worklessness
 - Families affected by domestic violence and abuse
 - Parents and children with a range of health problems
- 2.8 This image represents the headline Phase 2 criteria:

To be eligible for the expanded programme, each family must have at least two of the following six problems:

Criteria: Crime & ASB

Parents and children involved in crime and anti-social behaviour

Criteria: Children not attending school regularly

Children who have not been attending school regularly

Criteria: Children who need help

Children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan

Criteria: Worklessness or at risk of financial exclusion

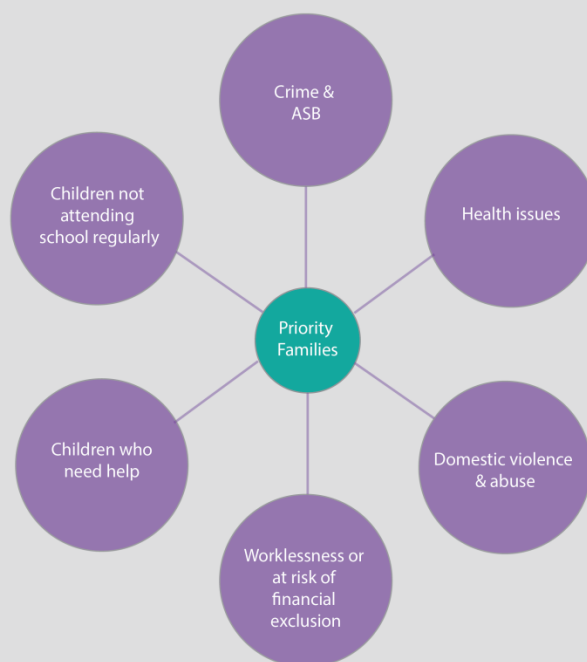
Adults out of work or at risk of financial exclusion and young people at risk of worklessness

Criteria: Domestic violence and abuse

Families affected by domestic violence and abuse

Criteria: Health issues

Parents and children with a range of health problems



2.9 In order to eligible for the Programme a family must meet at least two of the above. Further definition of the criteria is contained at **Appendix Three** of this Plan. This includes indicators, sources of evidence, and the definition of 'significant and sustained progress'.

2.10 The headline criteria developed for Phase 2 match well with the list of Presenting Issues experienced by our Phase One families:

Presenting Issues Affecting Priority Families



Source: Warwickshire Priority Families Programme

3 Local Strategic Context

3.1 There is a wide variety of strategic plans and objectives to which Phase 2 of the Programme will relate. Via our consultation on this draft Plan, we intend to identify these fully, but in the meantime, include references to these strategic documents:

- Warwickshire County Council's One Organisation Plan 2014-2018
- Warwickshire Health & Well Being Strategy 2014 – 2018
- Warwickshire Vulnerable Learners Strategy

3.2 The main links are set out in **Appendix One**: At the time of preparing this latest draft of the Plan, we consider that reference to and strategic support for the Programme should be formalised to include specific reference in the Plans of all relevant partners.

4 Purposes, Principles and Ways of Working

4.1 The Purposes of the Plan can be summarised as follows:

- To set out what the County Council and its partners aim to achieve with each family in respect of the six headline criteria
- To provide a basis against which the Council can determine when significant and sustained progress has been achieved, and therefore a result claim may be made for the family

- To provide a framework against which our internal auditors (and Government spot checks) may establish whether a results claim is valid
- To anchor our service transformation objectives in our outcomes for families

4.2 The underlying Principles of this Plan are:

- There will be a focus on achieving and demonstrating outcomes, not inputs, processes and outputs
- Relevant family outcomes will be set after the identification of the family and only when a fuller picture of the family is known
- All children in the family must be receiving a suitable full time education
- Health outcomes will be developed and agreed with local health partners
- We will reference Family Monitoring and Progress Data

4.3 We fully endorse the ways of working reflected in key family intervention factors as follows:

- Dedicated Workers dedicated to families
- Practical 'hands on' support
- A persistent, assertive and challenging approach
- Considering the family as a whole
- A common purpose and agreed action

5 Duration of this Plan & Review Arrangements

5.1 We have prepared this Plan on a three year basis to coincide with the County Council's One Organisational Plan and other current funding arrangements. Accordingly the Plan will run from 1 April 2015 to 31 March 2018.

5.2 An initial review of the Plan will take place on or about 1st September 2015 to take into account both progress to date and the impact (if any) of new policies introduced by the Government elected on May 2015.

5.3 Further reviews will be carried out by the Priority Families Programme Board on or about 1st September 2016, and 1st September 2017 when consideration will be given to the production and endorsement of a new Plan to guide the progress of the Programme beyond 31st March 2018.

6 Partnership and Governance

6.1 We are justifiably proud of the strong partnerships and governance arrangements that underpin our work at every level:

- Strategically via the Priority Families Programme Board:
- Operationally via the six Local Coordinating Groups that have been established

- Technically, via the hard work and commitment of a range of individuals and agencies in relation to data identification, analysis, information sharing, finance, audit and performance management
- Democratically via the County Council's Cabinet, Portfolio Holders and the Overview and Scrutiny Committees of Children and Young People and Communities respectively.

6.2 Governance can be summarised as:

- a) Priority Families Programme Board:** The Board is made up of representatives of key stakeholders and agencies and provides strategic oversight for the Programme. The Board is accountable to: Warwickshire Health and Well Being Board and the Safer Warwickshire Partnership. The role of the Programme Board can be summarised as:
- Agreeing responsibilities and objectives
 - Agreeing all major plans
 - Authorising any major deviations from the agreed plans
 - Ensuring required resources are available and allocated in line with agreed plans
 - Providing guidance and direction to the programme, to ensure it remains within any specified constraints.
 - Ensure risks are identified and managed
 - Receive regular progress reports and agreeing remedial actions where appropriate
 - The Quality Assurance for the project.
 - Alignment of various families initiatives
 - Resolving deviations from plan or escalating as necessary
 - Oversee evaluation of the initiative

b) Local Coordinating Groups:

There are six Local Coordinating Groups, one for each District / Borough of the county and an additional group for Camp Hill (to build on the local community infrastructure there). We will consider establishing further Groups for communities at a ward level subject to suitability and capacity, and are currently considering the establishment of local arrangements for families residing in the Hill Top / Wembrook area of Nuneaton

6.3 Local Coordinating Groups:

- Use local knowledge and discretion to confirm the local Priority Families cohort
- Identify existing interventions, assessments and case management arrangements (e.g. FIP, MARAC, MAPPA, Integrated Offended Management, Social Care) in respect of each of the families, the level of intervention that is likely to be required and to begin the process of developing individual family plans

- Identify the worker / agency best placed to contact / liaise with each family and obtain their agreement to joining the Programme
- Identify the types of intervention that will be successful at a local level
- Develop and take ownership and management of family plans for each of the families included within the cohort – family plans to be outcomes driven with clear links to the Payment by Results (PBR) criteria
- Oversee the delivery of targeted interventions at a local level
- Take responsibility for the delivery of a more co-ordinated cross-agency approach to work with families at a local level

6.4 We are currently working out ways in which the Local Coordinating Groups might assist in the prioritisation of families that are eligible for Phase 2 using a Risk Factor Matrix that is under development

7 Finance

7.1 The following assumptions have been made:

- That the funding of Phase 2 via this Plan runs for **three years** from 1st April 2015 through to 31st March 2018 (to correspond with the County Council's One Organisational Plan)
- During the first three years of Phase 2, Warwickshire will be required to identify, work with and turn round a total of 1608 families and will be worked with in equal numbers for each year of the current three year Plan (536 per year)
- DCLG will pay £1800 per family with £1000 of that funding available as an up-front attachment fee and the remaining £800 on the basis of Payment by Results.

7.2 We have also assumed that:

- Approximately £800,000 will be available from Phase One to support our work on Phase Two.
- Any sums due in respect of redundancy costs arising from Phase One would need to be funded by (and would thus offset) the above figure
- There is no alteration made to the indicative allocation in the One Organisation Plan to allocate top-up funding in the form of an annual revenue allocation of £425k for each of the three years 2015/16 to 2017/18 subject to the continuation of Central Government funding.
- The forecast surplus relating to the Youth Justice Service's Family Intervention Project as at 31st March 2015 amounts to approximately £400,000 and is transferred over to the Programme in full.
- Public Sector Partners have been asked to identify any financial contributions they can make to the Programme but for planning purposes no contribution is included.

- The amount paid by DCLG to the County Council as a contribution towards programme coordination costs will be £200,000 per annum from 1st April 2015 and this amount is used solely towards the coordination and management of the Programme
- We will achieve 75% of the required three year target of turning round 1608 families. This would result in total income from DCLG over the first three years of the Programme of :

		▪	£'000
Attachment Fees	£1000 X 1608 X 75%		1206
PbR	£800 X 1608 X 75%		<u>965</u>
			2171

- Any income in excess of that identified above will be held in reserve to fund the Programme beyond 2017/18 and any winding up costs incurred at the end of the Programme.

Unless it is specifically agreed with the awarding partner funding must be used to deliver additional specified delivery

An indicative and provisional budget for the three years 2015-2018 is set out in **Appendix Two**

8 Identification of families and prioritisation for inclusion within the Programme

8.1 Warwickshire is required to work with and turn around:

- 2680 families over 5 years 2015-2020

Or

- 1608 families over the duration of this Plan (to 31 3 2018)

8.2 It is assumed that the families will be worked with at an even annual pace – 536 families per year.

8.3 As a First Wave Early Starter authority, Warwickshire is required to identify 405 families to work with in Phase 2 by 31st March 2015.

8.4 As at 23rd December 2014 we have identified a total of **390** families that are eligible for Phase 2 of the Programme.

8.5 To be eligible for the Programme, each family must have at least two of the six headline criteria referred to above. We are required to identify families across the six headline criteria and ensure that the Programme's resources are being used well

8.6 We intend to prioritise families for inclusion within the Programme on the following basis:

The family:

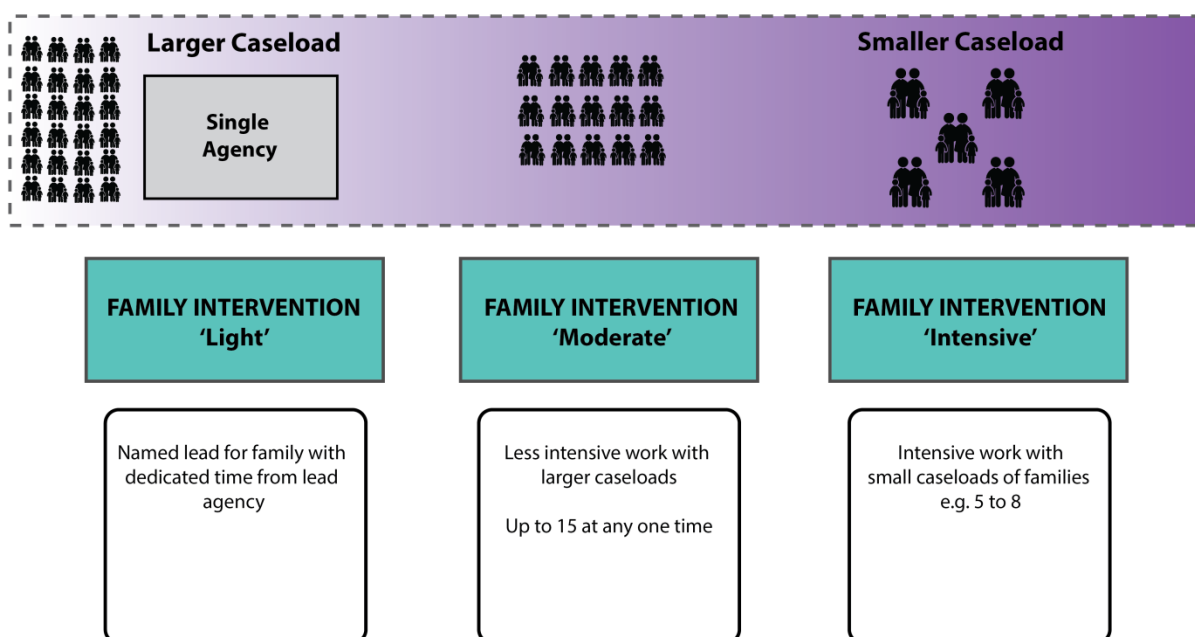
- Has multiple problems
- Is likely to benefit from an integrated whole family approach
- Is a high cost to the public purse

8.7 As stated above, we are currently developing a Risk Factor Matrix to help us have in place an objective criterion based method of carrying out this process of prioritisation and intend to work with the Local Coordinating Groups across the county to take this forward.

8.8 We will continue to use the following methodology

Levels of Family Intervention

Extent of family problems/family causing problems



Source: Warwickshire Priority Families Programme

9 Indicators, Evidence and Significant / Sustained Progress

9.1 The indicators and nomination routed to assist in the identification of families are set out in **Appendix Three**

10 Use of the Cost Savings Calculator

10.1 In order to develop a better understanding of the financial benefits achieved through the Programme we will make full use of online troubled families costs savings calculator. This will show the complexity of families supported through the Programme and will enable us to report periodically on the benefits of the work to central government, councillors and others.

10.2 In particular we will complete the cost savings calculator

- By 28th February 2015 for a random sample of 80 families from the first Phase of the Programme

and

- By 31st March 2015, (As an Early Starter authority) for a further random 25% sample of families who enter the Programme in 2014/15 as Phase 2 families

10.3 Further points to be made are:

- i. At the time of preparing this Plan we, alongside a number of other authorities, are investigating the use of the calculator and liaising with government over concerns and areas for its improvement #
- ii. We are doing what we can to ensure that any proposed publications of the results from the use of the calculator are comprehensive, rigorous and representative.
- iii. Effective use of the calculator is very much dependent on our ability to persuade a wide variety of partners both internal and external to provide the data required to populate the calculator.
- iv. We will do what we can to support and train staff from relevant agencies (including the 3rd Sector) to make effective and timely contributions towards this process
- v. We are concerned to ensure that any aggregation of cost: savings data by central government or otherwise follows a sound methodology (bearing in mind the likely individual variations in practice across Local Authorities) taking part in Phase 2

11 Performance Management and Data Returns

11.1 We are committed to the establishment of an effective set of arrangements for Performance Management and the completion of Data Returns.

11.2 At the time of preparing this Plan these are likely to include:

- Quarterly reports to government regarding the numbers of families identified for inclusion within the Programme, the numbers currently worked with coupled with a prediction as to the number of Payment by Results Claims likely to be lodged in the following quarter
- In January 2015, the completion of Family Monitoring Data for a random representative sample of at least 10% of families that have entered the Programme in 2014/15
- From April 2015, the completion of Family Progress data which includes a greater emphasis on the change achieved by family members
- Completion of the cost savings calculator as described in 9 above
- Regular reporting to the Programme Board, Local Coordinating Groups, strategic partnerships and other bodies as required

12 Service Development and Transformation

- 12.1 The probable duration of the Programme (to 2020), generality of the new headline criteria, and numbers of families to be worked with / turned around (2,680 over five years) mean that our work with Priority Families moves to the centre stage of delivery.
- 12.2 Increasingly, 'Our Families' will match the priority service users of a wide range of service providers and agencies. As a result, we need to specifically identify key service transformation priorities to be pursued in conjunction with the Programme Board and key delivery partners. These are summarised in **Appendix Four**

13 Time Line for the development of this Plan: Consultation, & Engagement

- 13.1 This Outcomes Plan has been developed in full collaboration with strategic and operational partners (both within and outside of the County Council) and via a specially formed Development Group which has overseen and directed the work. This led to the production of a discussion draft in late November 2014. Subsequently, the discussion draft has been developed and amended as a result of further consultation and engagement with:

- Each of the six Local Coordinating Groups
- Significant Service Providers
- The Priority Families Programme Board
- WCC Corporate Board
- The Families Team at DCLG

- 13.2 Our **time line** for engagement / consultation on this Plan is:

<u>Draft One</u>	By 21 11 2014
DCLG Workshop	26 11 2014
Local Coordinating Groups	During December 2014

Draft 2

Programme Board

By 5 12 2014

19 12 2014

Draft 3

WCC Corporate Board

By 07 01 15

20 1 2015

Health & Well Being Board

21 1 2015

Programme Board

27 2 2015

Safer Warwickshire Partnership Board

10 3 15

WCC Communities OSC

11 3 2015

WCC Cabinet

12 3 2015

WCC CYP OSC

7 4 2015

Phase 2 Launch

Programme Board Partnership Event

By the end of April 2015

Appendix One

Strategic Context: Links between the Programme and Strategic Plans / Strategies

Plan / Strategy	Linked Priority	Commitment / Target	Target / Indicator
<p>Warwickshire Health and Wellbeing Strategy</p> <p>2014-2018</p>	<p>Ensure the best possible start in life for children young people and families</p>	<p>Reduce Ante Natal risk factors e.g. smoking in pregnancy & improved maternal and infant well being</p> <p>Positive parenting & an increase in the number of families receiving early help to tackle problems</p> <p>A reduction in the local variations in educational attainments in Warwickshire GCSE grades and improved destinations post 16</p> <p>Fewer numbers of children living in poverty</p>	
<p>Warwickshire Health and Wellbeing Strategy</p> <p>2014-2018</p>	<p>Support those young people who are most vulnerable and ensure their transition into adulthood is positive</p> <p>Enable people to effectively manage & maintain their physical and mental health and wellbeing</p> <p>Provide additional support to other vulnerable groups people</p>	<p>Integrated services across education, health, social care and the voluntary sector</p> <p>More young people remaining in education and training post 16 ensuring that they are ready to enter into the adult labour market</p> <p>More vulnerable children and young people helped to make positive life choices</p> <p>More people across all; ages to adopt healthier lifestyles to improve their health and wellbeing</p> <p>Enhanced services for the early prevention treatment and recovery of mental health problems across all ages</p> <p>People will have equitable access to screening and prevention services to help them avert ill health</p> <p>Health & care services that better meet the needs of vulnerable people to accelerate improvement in health and wellbeing outcomes</p>	

<p>Warwickshire Health and Wellbeing Strategy</p> <p>2014-2018</p>	<p>Improve educational attainment and access to learning at all ages</p> <p>Support people to remain healthy and independent in their own homes for longer</p> <p>Improve partnerships across the wider social determinants of health</p>	<p>Better mechanisms for identifying vulnerable people and ensure that they are signposted to appropriate services</p> <p>Improved educational attainment & learning opportunities for all particularly those that are eligible for free school meals</p> <p>Reduction in emergency admissions and an increase in more appropriate use of primary care</p> <p>Improved working with housing planning and licensing to create healthy environments for individuals families and communities to live</p> <p>A continued focus to support families affected by crime unemployment and poor educational attainment</p> <p>Successful integrated working to tackle crime, reduce reoffending and excessive alcohol intake</p> <p>Create safer communities through the reduction of crime and the promotion of safety</p>	
<p>WCC One Organisational Plan 2014-2018</p>	<p>Core Purpose</p> <p>Outcome 1: Our communities and individuals are safe and protected from harm and are able to remain independent for longer</p> <p>Outcome 2: The health & wellbeing of all in Warwickshire is protected</p>	<p>Develop and sustain a society that looks after its most vulnerable members, delivers appropriate quality services at the right time, and seeks opportunities for economic growth and innovation</p> <p>Our vulnerable individuals are safe protected from harm and are independent for longer</p> <p>Our children live in safe and supportive families</p> <p>Our communities and individuals are encouraged to help themselves and feel safe and secure</p>	<p>Reduced Level of harm caused by alcohol, drugs, violent crime & asb</p> <p>Reduced level of offending & reoffending</p> <p>Vulnerable families are supported</p> <p>% of eligible population vaccinated against flu (5 at risk groups / overall)</p>

	<p>Outcome 3: Our economy is vibrant, residents have access to jobs, training, and skills development</p> <p>Outcome 5: Resources and services are targeted effectively whether delivered by the local authority, commissioned or in partnership</p>	<p>Improved health and wellbeing for everyone</p> <p>Our residents have choice and exercise maximum control over their health & social care regardless of where they live</p> <p>Our residents are happy and have good levels of mental and physical health</p> <p>Young people understand the choices available to lead healthy lives</p> <p>Our residents enjoy an enhanced quality of life</p> <p>Our young people are supported to meet their needs and aspirations</p> <p>Our residents learn throughout their lives, are skilled and ready for employment and fulfil their potential</p> <p>High quality needs based public services are deployed effectively and efficiently no matter how they are provided</p> <p>Risk and change is managed effectively</p>	<p>% of women smoking in pregnancy</p> <p>Health inequalities in targeted areas are reduced (reduced obesity, increased breast feeding, reduced teenage pregnancies, increased physical activity)</p> <p>Increased uptake of low level support from mental health and wellbeing services</p> <p>Preventable causes of ill health are reduced (increased uptake of health checks, vaccinations and accessing information regarding affordable warmth)</p>
Draft Strategy for Vulnerable Learners 2015-2018	Warwickshire's Vision`	Warwickshire will be forward looking in education and learning, striving to ensure that every child and young person will attend a good or outstanding school setting ; achieve well whatever their starting point or circumstance; and go on to positive destinations so that, as young adults, they have an independent economic and social life	
Draft Priority Young People	To be Added	To be Added	To be Added

Strategy			
Warwickshire Community Safety Agreement / Police & Crime Plan (Safer Warwickshire Partnership Board combined with the Police & Crime Commissioner	To be Added	To be Added	To be Added
Community Safety Plans via the four district based Community Safety Partnerships	To Be Added	To be Added	To be Added
Drugs and Alcohol Implementation Plans	To be Added	To be Added	To be Added
Violence Against Women & Young Girls Strategy	To be Added	To be Added	To be Added
Revised Warwickshire Child Poverty Strategy 2015-2018 (Emerging)	To be Added	To Be Added	To be Added
District Based Strategies addressing Financial Inclusion / Social Inclusion	To Added	To be Added	To be Added

Appendix Two

Indicative Budget 2015 - 2018

Available Finances (over 3 years to 31 03 2018)

On the basis of these assumptions, the following finances should be available to support

Phase 2 delivery from April 2015 to March 2018

	£'000
Contribution from Phase One	800
DCLG Income	2171
WCC One Organisation Plan	1275
Family Intervention Project Surplus	<u>400</u>
	4646

This equates to an annual budget of **£1,548,667** for the delivery costs of the Programme, or £2,889 per family. In turn, this compares with the Phase One figures of an annual budget of £674,000 or £2,514 per family.

In Paragraph 4 below we set out an indicative annual expenditure budget based on these figures & assumptions aimed at achieving the turn round of 536 families per year equating to 1608 families up to 31st March 2018.

Indicative Annual Operating Budget for this 3 year Plan

£'000

Continuing to resource 29 Phase One Family Support Workers @ £32.5 per worker	943
Budget for additional delivery staff for Phase 2 – Contribution towards ACE (Attendance Compliance & Enforcement) Team	250
Other staffing for the management & delivery of the Programme	150
Contribution towards Programme Management	100
Family Expenses / Bespoke Interventions (£50 per family)	30
Contingency	26
	<u>50</u>
	1549

(Schedule of Outcomes Indicators & Nomination Routes)

Warwickshire Priority Families Outcome Plan

Parents and Children involved in Crime and Anti-Social Behaviour

HP1: Parents and Children involved in Crime and Anti-Social Behaviour

HO1: There is a reduction in offending behaviour across Warwickshire households

Eligibility Priorities

- An adult prisoner, less than 12 months from release date, with parenting responsibilities
- A child with a proven offence in the last 12 months
- An adult currently subject to licence or supervision in the community with parenting responsibilities
- An adult currently serving a community order or suspended sentence with parenting responsibilities
- Households where a family member has an anti-social behaviour (ASB) order or has been subject to a housing related intervention in the last 12 months
- An adult or child that has been referred by professionals because their potential crime problem or offending behaviour is of equivalent concern to the above

Outcome Measures

- To have fully engaged with programmes in prison
- To remain out of prison from the start of the order for a period of 6 months and no proven offences recorded in this period
- At least a 33% reduction in offending in the last 6 months
- A 60% reduction in ASB across the household over the last 6 months

Sustainability

- Reduction in the re-offending behaviour of adults with parental responsibilities
- Reduction in re-offending by children
- Reduction in re-offending by adults with parenting responsibilities
- Reduction in ASB incidents

Evidence to Support Eligibility

Community Rehabilitation Company (CRC) records - Adults

National Probation Service (NPS) - Adults

Youth Justice Service database - Children

Anti-Social Behaviour Teams (District & Borough Councils & Police)

Police National Computer (PNC)

ECINS

Warwickshire Priority Families Outcome Plan

Children who have not been attending school regularly

HP2: Children who have not been attending school regularly

HO2: Across Warwickshire, children are sustaining attendance levels of over 85% in appropriate education provision, with less recorded fixed term and permanent exclusions, and instances of lateness

Eligibility Priorities

- A child with persistent (authorised and unauthorised) absence of 15% or more over three consecutive terms
- A child who has had 3 or more fixed term exclusions in the last 3 consecutive terms / or has been excluded for 5 days in a primary school or 10 days in another establishment in the last 3 consecutive terms
- A child who has been permanently excluded in the last 3 consecutive terms
- A child who is in an alternative provision for behavioural problems
- A child who is neither registered with a school, nor being educated otherwise
- A child referred by educational professionals as having school attendance problems of equivalent concern to the indicators above because he/she is not receiving a suitable full time education e.g. persistent lateness without sufficient proof and authorisation

Outcome Measures

- Child has less than 15% persistent absence over 3 consecutive terms
- Child has not received more than 2 fixed term exclusions over 3 consecutive terms
- Child is attending an alternative education provision as agreed (agreed on an individual basis) with less than 15% persistent absence over 3 consecutive terms
- Child is registered or is being otherwise educated and has less than 15% persistent absence over 3 consecutive terms
- Episodes of lateness are reduced over 3 consecutive terms

Sustainability

- Increase in number of children with over 85% attendance
- Less incidents of fixed term exclusions / no. of days recorded as fixed term exclusions
- Reduction in the number of children who are permanently excluded
- Less fixed term exclusions / no. of days recorded as fixed term exclusions across alternative provision providers
- Children are sustaining over 85% attendance at an appropriate education provision and number of exclusions are reduced
- Children attend education provision on time

Evidence to Support Eligibility

School Census

Teaching Staff / Education Welfare Officers

Warwickshire Priority Families Outcome Plan

Children who need help

HP3: Children who need help

HO3: Children are looked after in a safe, supportive and stable home environment

Eligibility Priorities

- A child who has been identified / assessed as needing early help because they:
 - are below the threshold for services under Section 17, Children Act 1989
 - are experiencing or at risk of poor parenting
 - have developmental delay
 - present with challenging behaviours
 - were previously accommodated and are returning home from care
- A child who meets the threshold criteria in the Warwickshire 'Thresholds for Services' document for:
 - Tier 2 - early help/prevention - children with additional needs (links to 'School Ready')
 - Tier 3 - targeted and enhanced support - children with complex needs
 - Tier 4 - statutory/specialist support - children with acute/severe needs
- A household where a child is not school ready
- A young person in the household known to local services as either having previously experienced abuse via social media or is either currently experiencing or is at risk of experiencing abuse via social media or is known to local services as having perpetrated online abuse
- Young person identified as Red or Amber At Risk of Being Not in Education, Employment or Training (NEET) in Year 7
- A child referred by professionals as having problems of equivalent concern to the indicators above
- A young person at risk of/or affected by sexual exploitation

Outcome Measures

- Attending Triple P Parenting course and implementing new strategies over a 6 month period
- Receiving appropriate signposting and strategy/plan in place over a 6 month period e.g. Common Assessment Framework (CAF), single agency support
- CAF being implemented and family engaging with process over 6 month period
- Child in Need Plan or Child Protection Plan in place and family engaging with process over 6 months (no re-referral in a 12 month period - showing sustained progress)
- Household no longer subject to Child Protection Plan / does not return to CPP level over 6 months (no re-referral in a 12 month period)
- Two and three year old children are accessing and attending early education provision
- Education for family members on social media abuse within a 6 month period
- Attendance on the Youth Justice CHARM Programme within a 6 month period
- Young person is taking steps not to be at risk of being NEET
- Reduce risk of sexual exploitation

Warwickshire Priority Families Outcome Plan

Children who need help

Sustainability

- Children are safer
- Less children at a threshold level of concern progress to a Child in Need case under Section 17, Children Act 1989
- Children are being cared for by an adult with an adequate and appropriate level of parenting skills
- Children with a development delay have the relevant support in place to address needs
- Children with challenging behaviours are identified and receive appropriate and timely support
- Children experience a smooth and supported transition when returning home from care
- Young carers are supported to have the same opportunities as young people without caring responsibilities
- CAF plan in place
- Reduce time spent on plan
- Speedier decision making
- Reduce the number of children who are Looked After Children
- Reduce the number of children needing CP and divert cases from CP where it is safe and appropriate to do so
- Children are school ready
- Increased number of eligible 2 and 3 year olds accessing and regularly attending early education provision
- Less occurrences and increased reporting of online social media abuse
- Reduction in the number of RONIs/subsequent NEETs

Evidence to Support Eligibility

- Key Workers
- Children's Centres
- Common Assessment Framework (CAF) database
- Care First Database
- Information provided by Children's Services
- Housing Database
- Family Matters Meetings

Warwickshire Priority Families Outcome Plan

Adults out of work or at risk of financial exclusion and young people at risk of worklessness

HP4: Adults out of work or at risk of financial exclusion and young people at risk of worklessness

HO4: Households are financially stable, with adults in sustainable employment and young people in positive destinations

Eligibility Priorities

- An adult in receipt of out of work benefits (ESA, IB, CA, IS, JSA, SDA) or an adult who is claiming Universal Credit and subject to work related conditions
- Young person is currently Not in Education, Employment or Training (NEET)
- Young person identified as Red or Amber At Risk of being NEET (RONI) - Year 10
- A child living in a household identified as living in poverty
- Parents and families referred by professionals as being at significant risk of financial exclusion e.g. debt issues / rent arrears

Outcome Measures

- Adult or young person has secured one or more of the following:
 - voluntary work and has regularly attended for 13 weeks
 - regularly attended an employment club at least once per week for a period of 6 weeks
 - undertook significant work experience over the last 13 weeks
 - achieved or is significantly working towards a recognised vocational qualification
 - is regularly attending an apprenticeship continuously for 26 or 13 weeks
 - is working part-time (less than 16 hours) continuously for 26 or 13 weeks
- Young person is taking steps to not be at risk of being NEET over a 6 month period
- Ensure that family are claiming free school meals and appropriate benefits
- Families working towards reducing the risk of financial exclusion over a six month period by:
 - debt / rent arrear reduction plan in place and being adhered to
 - eviction process suspended / on hold
 - reduced number of evictions
 - Number of people having debts written off via Debt Relief Orders / bankruptcy
 - number of people helped to reschedule their priority and non-priority debts to make affordable payments
- income maximisation and take up of Free School Meals
- number of people undertaking money management (financial capability support) either 1-1 or in groups
- Families reporting an improvement in their health and well-being following advice intervention and problem resolution
- number of parents/carers attending employment support sessions and/or economic well-being sessions supported by Children's Centres
- percentage of parents/carers identified as requiring adult learning provision to support them back into employment who successfully completed an adult learning course

Warwickshire Priority Families Outcome Plan

Adults out of work or at risk of financial exclusion and young people at risk of worklessness

Sustainability

- Increased number of adults progressing towards work / sustaining employment
- Reduction in the number of NEETs
- Reduction in the number of RONIs / subsequent NEETs
- Reduction in the number of families identified as suffering financial exclusion, debt problems, rent arrears, evictions and repossessions
- Debts addressed and benefits maximised
- People prevented from being homeless
- Through advice and interventions - barriers moved towards moving towards employment

Evidence to Support Eligibility

- Free School Meals Database
- Department for Work & Pensions (DWP)
- NEET Outcome Database
- RONI Database
- Housing Database
- Citizens Advice Bureau
- Work Club Provider
- College
- Key Workers
- Verification with Voluntary Organisation
- Self-reported

Warwickshire Priority Families Outcome Plan

Families affected by domestic violence and abuse

HP5: Families affected by domestic violence and abuse

HO5: Families are becoming free of violent / abusive experiences. Families are receiving support and 'coping and recovering' from these experiences

Eligibility Priorities

- A member of the household known to local services as:
 - having experienced domestic violence or abuse
 - currently experiencing domestic violence or abuse
 - being at risk of experiencing domestic violence or abuse
- A member of the household is identified as evidence of emotional impact i.e. anxiety, depression as a result of previous domestic violence or abuse
- A member of the household who is known to local services as:
 - having perpetrated an incident of domestic violence or abuse but has not been prosecuted in the last 12 months
 - having been prosecuted for an incident of domestic violence or abuse in the last 12 months
- An adult or young person in the household that has reported at least one domestic incident to Police in the last 12 months
- A member of the household who is subject to or at risk of a forced marriage, honour based violence and/or female genital mutilation

Outcome Measures

- Reduction of risk at exit as assessed by case worker
- Engagement with services
- Increased reporting of domestic violence and abuse incidents and crimes to Police
- Improved score on the Warwick-Edinburgh Mental Well-Being Scale (WEMWBS)
- Engaging in domestic violence programme
- Counselling for anxiety / depression and mental health has improved
- Victim or perpetrator engaging with support and has an understanding of their experience

Sustainability

- Improved emotional well-being and emotional resilience
- Increased number of prosecutions
- Reduced prevalence of domestic violence and abuse
- Increased reporting
- Less occurrences of online social media abuse

Evidence to Support Eligibility

Stonham	Self-reported
The Refuge	Youth Justice Service Database
Safeline	
ROSA	
Police National Computer (PNC) and Incident Reporting System	
Key Worker assessments	

Warwickshire Priority Families Outcome Plan

Parents and children with a range of health problems

HP6: Parents and children with a range of health problems

HO6: Parents and children are able and supported in managing health needs

Eligibility Priorities

- A child or adult with parenting responsibilities and physical health needs
- A child or adult with parenting responsibilities and mental health needs
- A new mother who has a mental health or substance misuse problem and other health factors associated with poor parenting. This could include mothers who are receiving a Universal Partnership Plus service
- A child eligible for an Education Health Care Plan
- An adult with parenting responsibilities or a child with a drug or alcohol problem
- Household members not registered with a GP
- A child with a concerning level of A&E admissions
- A child or adult with parenting responsibilities who is referred by health professionals as having any mental and physical health problems of equivalent concern to the indicators above. This may include unhealthy behaviours resulting in problems like obesity, malnutrition, diabetes or a long-term chronic condition
- An adult with parenting responsibilities and substance misuse problems. Also, with evidence of emotional impact i.e. anxiety, depression as a result of historical problems
- A child/young person with Attention Deficit Hyperactivity Disorder (ADHD)

Outcome Measures

- Receiving appropriate support within a 6 month period
- Reduced risk/concern for children over a 6 month period
- Plans and strategies in place and regularly reviewed on an annual basis
- Family member subject to a programme of support
- All household members now registered with a GP
- Reduced number of A&E admissions for children
- Within a 6 month period, household member referred and attached to relevant health service and/or household member is self-managed and has an improving level of functionality
- Engaged in support plan with an improving level of functionality over 6 months

Sustainability

- Improved mental health and increased emotional resilience
- Reduced risk / concern for children
- Completing substance misuse programmes
- Receiving appropriate support

Evidence to Support Eligibility

Worker assessment
Midwives
Health visitors
Self-reported
Known to agencies

Appendix Four Change and Transformation Priorities for the Programme

Action Area	Goal	Review Date
Staffing & Organisation	<ul style="list-style-type: none"> a) To have in place coherent staffing arrangements for the coordination and delivery of the Programme b) To have in place arrangements for district leadership of family intervention teams and a single point of access for partners and service users at district level c) To develop & deliver a coherent range of training and professional development opportunities for family intervention teams and other professionals working with families d) To develop and deliver area based workshops bringing together all key agencies working with families to improve mutual understanding and improve the complementarity of our work e) To spread knowledge and awareness amongst partners of the five intervention factors and whole family working f) To ensure that all family intervention staff are aware of health, financial exclusion and benefit issues and make appropriate referrals as necessary g) To have in place appropriate agreements with funding recipients summarising the purposes and requirements of funding from the Programme 	At each Programme Board Meeting
Employment & Work	<ul style="list-style-type: none"> a) To build on and embed a culture across services whereby it is recognised how 'work' can have a positive impact on issues within families such as improving health, reducing child poverty and improving parenting skills, particularly for families where worklessness is an issue. b) Services to consider work options by carrying out work related/employability assessments and then actively supporting families by signposting or supporting individuals to access existing provision to enable them to progress towards work goals c) To secure funding for a coherent and complementary programme funded via ESF and geared towards supporting family members to 'get closer to work' d) Having secured funding to roll the Programme out across Warwickshire 	At each Programme Board Meeting
Parents and children involved in crime & anti social behaviour	<ul style="list-style-type: none"> a) To work with Police, Police & Crime Commissioner, Probation, the Community Rehabilitation Company, Prisons / Custodial Institutions & the 3rd Sector to develop a model approach to working with families affected by inter-generational criminal behaviour b) To gain financial support to implement / deliver the model approach 	
Identification and Referral of Families	<ul style="list-style-type: none"> a) To develop and implement effective methods / processes for the identification & referral of eligible families currently worked with by delivery agencies – e.g. Social Care, CAF, Housing Providers, and other services that engage with and support families b) To work with partners to establish more effective and joined up arrangements for referral and triage arrangements 	At each Programme Board Meeting
Data, Intelligence &	<ul style="list-style-type: none"> a) To identify and support key data managers / providers across all agencies of relevance to the Programme 	By 1 4 15

Information Sharing	<ul style="list-style-type: none"> b) To identify the Programme's requirements in respect data and intelligence in order to identify eligible families and judge significant and sustainable progress c) To review existing information sharing protocols and ensure their suitability to Phase 2 of the Programme (including to new partners / stakeholders) d) To continue to develop and expand our information sharing arrangements with partner, with a priority emphasis on GP's and local health providers 	
Case Recording & Communication (E-CINS)	<ul style="list-style-type: none"> a) To roll out the use of E-CINS to all agencies working with families b) To ensure compatibility / information transfer between E-CINS and WCC case management systems for Social Care and Education c) To load all Phase 2 families on to E-CINS from the start of the Programme replace existing Spread Sheets with use of E-CINS at Local Coordinating Groups and elsewhere d) To ensure that all family intervention staff use E-CINS for case recording and communication e) To use E-CINS as the prime referral method of families to the Programme f) To develop E-CINS to provide reports on families in respect of Payment by Results, Family Monitoring data and other performance / management information requirements 	At each Programme Board Meeting
Audit	<ul style="list-style-type: none"> a) To gain Internal Audit approval for criteria, indicators, and progress measures b) To agree evidence requirements for the above c) To develop and agree processes in respect of Payment by Results claims d) To ensure that all of the above is 'Spot Check Proof 	By 1 4 15
Finance	<ul style="list-style-type: none"> a) To finalise & implement the financial plan that underwrites our work through to March 2018 (subject to a formal review in September 2015) b) To have in place appropriate arrangements for regular financial reporting and analysis including cash flow forecasting c) To implement arrangements for regular financial reporting by serve providers funded through the Programme 	By 1 4 15
Cost Benefit Analysis	<ul style="list-style-type: none"> a) To continue to learn about the on line calculator and become proficient in its use b) To identify relevant partners / stakeholders required to populate the unit costs element of the calculator c) To gain their support, and offer training and troubleshooting as required d) To complete the CBC work in respect of sample of 80- Phase One families e) To ensure that the CBC is applied to the circumstances of all Phase Two families from the commencement of the Programme 	By 1 4 15
Performance Information and Data	<ul style="list-style-type: none"> a) To develop and publish an annual calendar of performance reports and data returns (including Cost Savings and PR) b) To ensure that robust arrangements are in place to satisfy fully government requirements in respect of Family Monitoring Data, Payment by Results, Progress Information and Cost Savings c) To develop and implement a new performance monitoring and evaluation framework d) To ensure that we regularly report on the performance of the Programme at a community level 	By 1 4 15
Partnership	<ul style="list-style-type: none"> a) To continue to support and sustain existing partnerships 	At each

Development	<ul style="list-style-type: none"> b) To continue to develop dynamic and effective partnerships with: Clinical Commissioning Groups, GP Practices and Community Health Providers Schools National Probation Service and the Community Rehabilitation Company and relevant Prisons The Troubled Families Programmes in Coventry, Solihull and Birmingham 	Programme Board Meeting
Sustainability of Progress made by families	<ul style="list-style-type: none"> a) To develop our approach (including pursuing funding opportunities) to providing low level support / family mentoring to families (based in local communities) that have successfully completed the programme b) To identify appropriate funding opportunities to support this work c) To ensure that we check and report on the situation of families that have completed the programme at six monthly intervals for two years 	At each Programme Board Meeting