

Portfolio Holder Decisions/Leader Decisions

Date: Friday 27 October 2023

Time: 12.00 pm

Membership

Councillor Isobel Seccombe OBE

Items on the agenda: -

1. **Application to Families first for children (FFC) pathfinder programme** 3 - 50

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

Disclaimers

Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Proposed Decision to be made Under the Council's Urgency Procedure by the Leader of the Council on 27th October 2023

Application to Department of Education Families First for
children pathfinder programme and Designated Family
Judge Trailblazer

Portfolio Holder	Leader of the Council
Date of decision	27 October 2023
	Signed

1. Recommendation

That the Leader of the Council

1. Authorises the Executive Director for People to submit an application to the Department of Education (DfE) (jointly with partner agencies) for funding of up to £5m from the Families First for Children programme.
2. Authorises the Executive Director for People to submit an application to the Department of Education (DfE) (jointly with partner agencies) for funding from the Designated Family Judge Trailblazer programme.
3. Authorises the Executive Director for People to enter into any agreements necessary to secure the grant funding from DfE on terms and conditions acceptable to the Executive Director for Resources, and in consultation with the Portfolio Holder for Children and Families to implement the proposals contained within this report to be funded by the grants received.

2. Reasons for decision

2.1 Pursuant to the Constitution, approvals for the submission of bids for funding in excess of £250,000 sit with Portfolio Holders. Due to the urgent nature of this report and the values involved the report is brought to the Leader.

2.2 The funding sought will enable the Council in collaboration with partners from the Safeguarding Board to drive improvements to family help and children's social care to ensure children and their families are supported and protected, and to work with central government to ensure we are ready to deliver on key strategy commitments to be implemented following recent national reviews and upcoming statutory guidance.

3. Reasons for Urgency

3.1 On 6th October 2023, the Department of Education opened to applications from Local Authorities to apply for grant funding for two separate pilots, with a short window for applications to be completed. This report seeks approval to submit applications to these programmes to deliver new ways of working to improve support to children and families.

3.2 Pursuant to Standing Order 18, a decision may be made under the urgency procedure where the decision is urgent, and it is impracticable to comply with standing orders 16 and/or 17 and the consent of the chair of a relevant overview and scrutiny committee has been obtained in writing that:

3.2.1 the decision cannot reasonably be deferred; and

3.2.2 the decision should be treated as a matter of urgency; and

3.2.3 where the proposed decision is contrary to or not wholly in accordance with the policy framework or budget it is not practicable to convene a quorate meeting of the full council.

3.3 A decision will be urgent if any delay likely to be caused by call-in would seriously prejudice the council or the public interest. The deadline for bids to both programmes is short and there is insufficient time to meet the usual publication and call-in requirements and still submit a bid given the complexity involved. Failing to submit a bid would prejudice the Council's ability to secure funding and delay the potential for delivering the proposals within this report to the detriment of the public.

3.4 As the timeframe for submission of bids to the two programmes taken together is short (requiring the same resources to prepare the bid) and they are linked in terms of delivery of child safeguarding improvements, they are brought for a single decision to enable the finalisation of bids in advance of 6 November 2023 for application to Families First for Children programme and 17 November 2023 for the Family Judge Trailblazer programme. Both applications require approval from partner agencies and therefore significant governance processes for each agency involved to go through to ensure we have individual agencies and partnership agreements in place before the applications can be made.

4. Background information

The Families First for Children Programme

4.1 The Families First for Children Programme was initially announced in February 2023 as part of the government's children's social care implementation strategy, "Stable homes, built on love". This strategy responds to recommendations from the

independent review of children's social care, the Child Safeguarding Practice Review Panel report on child protection in England and the Competitions and Market Authority's market study of children's social care provision.

4.2 The pathfinder will test delivery of key strategy commitments, which the government has committed that all local authorities in the future will need to implement. It is anticipated that some of the changes will be included in the updated "Working Together to Safeguard Children" statutory guidance which is expected to be published by the end of 2023. Therefore, this programme provides an opportunity for Warwickshire to secure funding to enable the Council to work with central government to transform family help and children's social care and to ensure children and their families are supported and protected.

4.3 The Families First for Children programme has four main strands, aimed at securing overarching and significant changes to early help, children in need and child protection services. It is also intended to provide additional support to help children to remain with their parents or wider family network where safe to do so. The four strands of change that selected areas will be expected to design and test are:

4.3.1 Overarching ***system-level reform including multi-agency safeguarding arrangements (MASA)***.

Working with local statutory safeguarding partners to embed the principles of the Pathfinder in order to lead and deliver these reforms. This will include considering changes to how multi-agency partners and the Council operate, with clear roles and responsibilities at both strategic and operational levels; and an increased - role for education. It is understood that the role of education may become a statutory one as the approach develops.

4.3.2 ***Family help.***

To establish locally based, multi-disciplinary family help services that work collaboratively with partners to provide welcoming, seamless and effective support that is tailored to the needs of children and families. This will bring together targeted early help and child in need support provided under section 17 of the Children Act 1989.

4.3.3 ***Child protection.***

Delivering new dedicated and skilled multi-agency child protection teams comprising practitioners from a range of disciplines, including social workers with greater child protection expertise and experience; working together to improve families' engagement with and experiences of child protection processes – including via parental representation.

4.3.4 ***Family networks.***

To make greater use of family networks, with earlier use of family group decision-making throughout the reformed system. This includes providing targeted funding in Family Network Support Packages (FNSPs) to enable more children to live safely at home or to support a transition into kinship care.

4.4 A key part of implementing the programme will be co-production to design services with parents, carers, children and young people. Our strong Voice, Influence and Change Team are in positive position to deliver this and will work together with staff, managers and practitioners within the Council and other agencies to implement these changes.

4.5 The Council has received strong partnership support for this funding application from the Safeguarding Executive Board, which includes Warwickshire Police, the ICB and the County Council. The application will be a partnership application, led by the County Council, and it is anticipated that Warwickshire will be able to apply for the maximum grant of £5m. The funding and programme are for one year only and therefore significant pace and support will be required to implement the wide range of changes that are required within that timescale and funding envelope.

4.6 The work to be delivered by the programme seeks to encourage the provision of timely and early support for families, by working with professionals across the safeguarding partnership who know children best. Evidence so far suggests that the approach can reduce handovers between teams when needs increase or decrease by using the Family Help Lead Practitioner (FHLP) role (who has a long-standing relationship with the family) to bring in other professional and agencies to assist and provide support. Under this approach and where children need protecting from harm, multi-agency teams investigate abuse together and the Lead Child Protection Practitioner will assist the Family Help Lead Practitioner.

4.3 Furthermore, the changes are intended to improve practical support for parents and, where parents cannot provide safe care, to increase support and assistance for extended family to care for children so that they do not need to come into the care of the local authority. With Warwickshire's existing investment in early help, family-based decision making, and support to keep children where it is safe with extended family sitting alongside our strong partnerships with our police and ICB places Warwickshire is in a strong position to implement these changes which will improve services for children.

Designated Family Judge Trailblazer

4.7 The Designated Family Judge Trailblazer aims to reduce timescales and delay within the Family Justice system for public law cases (e.g., care proceedings initiated by Local Authorities). The application has the support of our local Judiciary and Warwickshire Legal Services. The application requires the agreement of other local authorities within the District Family Justice area and will therefore be a joint bid with Coventry City Council.

4.8 Under the Trailblazer, the Department of Education plans to pilot a new way of working with five District Family Justice areas. There is a total of £2.5m available across the five District Family Justice areas. If successful the Department of Education will appoint an external provider to complete a deep dive analysis of our local Family Justice System, from which a co-designed solution to improve timescales will be established. A whole system approach is required from Children's Services, the legal profession involved in the public law process and the Judiciary to identify and address barriers and issues that create delay for children in the Family Court system.

4.9 There are some risks with this programme, as the details of exactly what solutions and changes will be recommended for implementation will not be clear until the deep dive analysis has been completed. However, the risk is considered manageable and proportionate given the potential benefits in terms of cost, resource and an improved experience for those in the system. It is hoped that the evaluation by an externally appointed independent delivery partner will provide a deep insight into the Family Justice System and how things might be improved. Solutions will be focused on aligning system governance, improving pre-proceedings data and practice, creating vehicles and incentives for multiagency collaboration and helping children and families to navigate the system. The programme will also be independently evaluated and so will contribute to learning in the wider Family Justice System and Children's Services.

Timescales associated with the decision and next steps.

4.11 The deadline for submission of applications to the Families First for Children Programme is 6th November 2023. A decision whether the application has been successful is expected in January 2024. If the bid is successful, the programme is intended to start in April 2024.

4.12 Given the short timescales and as the Council will be required in the future to apply the principles required by the "Stable Homes, Built on Love" strategy, whether or not the grant application is successful, work will commence with partner agencies between now and April 2024 to consider how best to implement the new ways of working in Warwickshire.

4.13 The deadline for submission of bids to the Designated Family Judge Trailblazer is 17th November 2023. A decision whether this application is successful is expected in December 2023, with a start date for delivery in early 2024.

5. Financial implications

5.1 Revenue Implications of these grants are that the County Council would share one off grant to implement changes in practice. Warwickshire will be able to receive £5m, the maximum available grant for the Families First for Children Programme. A fully costed plan with partner agencies to implement the changes will be included in the application. The funding will need to be spent by 31st March 2025.

5.2 The grant will predominantly be used to enable bringing together of services in to locality multi agency teams. Our strategy has been to avoid permanent increases to our workforce establishment to ensure sustainability of the new ways of working. Spending plan for the grant includes programme and change management, increased leadership capacity, increased quality and assurance support, development of ICT to enable Mosaic case record system to be used by other agencies business intelligence to enable partnership integrated data maturity, along with HR and Finance support to enable change. At least 20% of the funding needs to be used for support to families and extended family members to keep children within the family network. The proposed costed plan will be authorised and agreed by Finance Services.

5.3 The Designated Family Judge Trailblazer grant is anticipated to be in the region of £500,000, which would be a shared one-off grant to implement changes in practice with partner agencies. The DfE advise that the funding will be used to enable an independent evaluation current performance, culture and processes to be undertaken. The funding will then be used to implement an agreed action plan as recommended by the findings of the evaluation.

6. Environmental implications

No environmental implications have been identified.

Report Author & Director	John Coleman johncoleman@warwickshire.gov.uk Tel: 01926 742516
Executive Director For People	Nigel Minns nigelminns@warwickshire.gov.uk
Portfolio Holder	Councillor Isobel Seccombe Leader of the Council

Urgent matter?	Yes
Confidential or exempt?	No
Is the decision contrary to the budget and policy framework?	No
List of background papers (If applicable)	
<p>Details about the Families First for Children Programme are available here: Families first for children (FFC) pathfinder programme - GOV.UK (www.gov.uk).</p> <p>Appendix A - The Design Specification details the specific minimum changes that local authorities will be expected to implement: FFC pathfinder: Design specification (publishing.service.gov.uk)</p> <p>Appendix B – Details about the Designated Family Judge Trailblazer are here: Designated Family Judge Trailblazer pilot 2024-2025: application guide for local authorities (publishing.service.gov.uk)</p>	

Members and officers consulted and informed

Portfolio Holder – Councillor I. Seccombe – Leader of the Council

Corporate Board – Monica Fogarty - CEO, Nigel Minns – Executive Director People, Rob Powell, Executive Director Resources, Mark Ryder- Executive Director Communities.

Legal – Nichola Vine

Finance – Andy Felton – Director and Brian Smith- Children’s Services Senior Accountant.

Equality – Delroy Madden - Diversity, Inclusion and Wellbeing Team Leader

Democratic Services – Helen Barnsley

Councillors – Councillor Sue Markham (Portfolio Holder for Children & Families) and Members of the Children & Young People Overview and Scrutiny Committee.

Councillor Adrian Warwick (Chair of Resources and Fire & Rescue Overview and Scrutiny Committee) and Councillor Marian Humphreys (Chair of Children and Young People's Overview and Scrutiny Committee) - (For consent to Urgency)

Local Member(s): N/A

This page is intentionally left blank



Department
for Education

Families First for Children Pathfinder: Wave 2

Summary Design Specification

October 2023

Contents

Introduction	2
Background to the Pathfinder reforms.....	2
Overview of pathfinder reforms	3
Pathfinder design, testing and learning	4
Overarching system reform	4
Family help.....	5
Child protection	6
Family networks	7

Introduction

1. This document is to support Local Authorities (LAs) in applying to become one of the local areas in wave 2 of the Families First for Children pathfinder (FFC Pathfinder).
2. This is one of four documents published to support applicants. The documents for applicants are:
 - **The summary design specification** – this document provides an overview of what successful applicants are expected to implement in their local areas.
 - **The application guide** – a document setting out the FFC Pathfinder and the application process for wave 2, including details of the background, aims and objectives, funding and eligibility criteria.
 - **The application form** – a document which must be completed and submitted within the application window for an application to be considered.
 - **The costed plan template** – a document to be completed and submitted alongside the application form with the application window.

Please read these documents carefully before completing the application form.

Background to the Pathfinder reforms

3. In May 2022, the Independent Review of Children’s Social Care (Care Review) published its [final report](#), calling for bold reforms across the whole of the children’s social care system. In the same month, The Child Safeguarding Practice Review Panel (the Panel) published [Child Protection in England](#) - a national review into the murders of Arthur Labinjo-Hughes and Star Hobson. The Care Review made radical recommendations on how we improve support for children and their families

throughout the early help system and children's social care, including kinship care. Both the Care Review and the Panel also made major recommendations for child protection and safeguarding partners.

4. The Government published [Stable Homes, Built on Love](#) in February 2023 - an implementation strategy and consultation to respond to the national reviews. In this we set out our plans to transform early help and children's social care (also described here as 'family support and protection'). The FFC Pathfinder is a core commitment made in the strategy.
5. Whilst our proposals are ambitious and focused on transforming the system, they will not develop in isolation from wider, existing work. They will be informed by existing programmes and guidance (for example the Supporting Families Programme, [Family Hubs](#) with its [Supporting Families: Early Help System Guide and the Family Hubs Programme](#)), as well as the wider reforms in Stable Homes, Built on Love (such as the new [Children's Social Care National Framework](#) and updated [Working Together to Safeguard Children](#) guidance) to create a system of seamless support for families. *Please note that Working Together 2023 will be published by the end of 2023 and aspects of this design specification may be subject to change to align with the final guidance.*

Overview of pathfinder reforms

6. **There are four key reform strands to the pathfinder that selected areas will design and test as a whole system transformation:**
 - **Overarching system-level reform, including multi-agency safeguarding arrangements (MASA).** Local statutory safeguarding partners will need to be fully bought into the pathfinder to lead and deliver these reforms. We want to see some changes to how they operate, with clear roles and responsibilities at both strategic and operational levels; and an increased - and possibly statutory - role for education.
 - **Family help.** We want to establish locally-based, multi-disciplinary family help services that work collaboratively with partners to provide welcoming, seamless and effective support that is tailored to the needs of children and families. This will bring together targeted early help and child in need support provided under section 17 of the Children Act 1989.
 - **Child protection.** We want dedicated and skilled multi-agency child protection teams comprising practitioners from a range of disciplines, including social workers with greater child protection expertise and experience; and work to improve families' engagement with and experiences of child protection processes – including via parental representation.
 - **Family networks.** We want participating local areas make greater use of family networks, with earlier use of family group decision-making throughout the reformed system. We also want to provide targeted funding in Family Network Support Packages (FNSPs) to enable more children to live safely at home, or support a transition into kinship care.

Pathfinder design, testing and learning

7. **We are working through a range of issues and opportunities with the Wave 1 pathfinder areas and the wider sector via co-design and the ‘test and learn’ phase.**
8. **Co-design with Wave 1 areas runs until end October, followed by a review and reflection period in November.** It will inform both policy and delivery aspects of the future system, including Wave 2 of the programme; and influence what we evaluate. It involves national government, local authorities and partners and children and families.
9. **Following their co-design period, Wave 1 areas will test implementation of the reforms to inform any further rollout.** Government, pathfinder areas and the sector will continue to change and improve the programme based on learning from this phase and will seek to understand and build on existing best practice in the wider sector. We will create ‘learning loops’ to support this.
10. **We will also capture and share learning via informal and formal evaluation** (the former undertaken by our delivery partner and the latter by our independent evaluator). This will be used to support non-pathfinder areas to move towards system reform, should they wish to do so.
11. **Key features of each strand of the reform and a summary of our minimum policy expectations for Pathfinder areas are set out below.**
12. Our detailed policy design specification, which will be shared with wave 2 pathfinder areas once selected, sets out our full ‘minimum expectations’, as well as areas for local variation and flexibility.

Overarching system reform

Key features

13. Establish a system-wide, **‘families first’ culture**, which addresses structural inequalities, attends to the full spectrum of families’ contexts and needs, and facilitates a **welcoming and effective** system for children and families.
14. Clarify and strengthen **multi-agency safeguarding arrangements (MASAs)**, ways of working and independent scrutiny. This includes strengthening the **role of education** in MASA at strategic level.
15. Streamline and support **effective multi-agency information sharing** and case management systems.

Minimum expectations

16. **Involve, gather and act on feedback from children and young people, families, and communities** in designing and testing the pathfinder. Use evidence-based practice (including ethical considerations) in doing so.

17. **Develop, communicate and use accessible, neutral and strengths-based language** with families involved with the reformed system.
18. **Identify Lead Safeguarding Partners** as the LA Chief Executive, Chief Officer of Police and Chief Executive of the Integrated Care Board (ICB) (or member of the ICB executive group).
19. Lead Safeguarding Partners are expected to identify and name **Delegate Safeguarding Partners**.
20. **Appoint a Partnership Chair** at Delegated Safeguarding Partner level (agreed by all three partners) that escalates issues to the Lead Safeguarding Partners.
21. Ensure a separate, independent and accountable **system of scrutiny** is in place for MASA.
22. Ensure **all safeguarding partners allocate shared, equitable and adequate funding** to MASA and spend it in line with agreed priorities.
23. **Develop and test formal models of engaging education** at the strategic level of multi-agency safeguarding arrangements.
24. Ensure that case management and information sharing processes can **facilitate timely and appropriate information sharing** across partners.

Family help

Key features

25. Establish a **multi-disciplinary family help team** to provide seamless support for families, spanning targeted early help and child in need (section 17 of the Children Act 1989).
26. **Integrate family help** within existing systems and services.
27. Deliver an integrated **'front door'** and service that is welcoming, effectively identifies families' strengths and needs and decides on the **appropriate lead practitioner** for a family.
28. **Establish the Family Help Lead Practitioner (FHLP) role**. This should be whoever is best placed to provide this role for the family and can include practitioners not employed by the LA.
29. **Establish clear thresholds** and a single, family help **assessment** and **plan** for families.
30. Establish proportionate plans for **case management, oversight and supervision**, considering increasing and decreasing needs over time.

Minimum expectations

31. Establish a core multi-disciplinary **family help team** led by the LA. The core service will include a practice supervisor/manager, social workers and family support workers and areas will determine who else should be involved.
32. Align family help with local **SEND services** (e.g. ensure existing disabled children and wider SEND teams are appropriately embedded).
33. Clarify what strategic and systemic integration with **family hubs** looks like (e.g., exploring the relationship between the 'front door' and family hub 'single point of access').
34. Establish methods for actively engaging, involving and building partnerships with **voluntary and community sector (VCS)** organisations (e.g., VCS Alliance model), including in strategy and system design.
35. **Involve family group decision making (FGDM) coordinators in family engagement.**
36. Establish and publicise an accessible, '**front door**' into family help (and other services) which ensures families are swiftly allocated to the correct part of the system.
37. Clarify the process for **threshold decisions and allocation** for practitioners. This will include, where the section 47 threshold is met, requiring allocation to both a lead child protection practitioner and family help lead practitioner - and where section 47 threshold is not met, meaning allocation to family help to determine what further assessment/support may be required.
38. Establish how to develop a strengths-based, whole family **assessment** for all families that removes duplication of targeted early help and child in need assessments for families in family help, to create a **single 'family help assessment'** that feeds into a **single 'family help plan'** for the family.
39. Establish a plan for proportionate **oversight and supervision** across family help cases, carried out by a senior practitioner with appropriate knowledge and skills for the specific case.

Child protection

Key features

40. Establish the **Lead Child Protection Practitioner (LCPP)** role, underpinned by clear skills, responsibilities, processes co-working with family help, supervision and case oversight.
41. Operationalise a **multi-agency child protection team (MACPT)**, secure dedicated resource across agencies and clarify its' core functions.

42. Improve parents' experiences and engagement with child protection, including through independent **parental representation**.

Minimum expectations

43. Develop the role and the responsibilities of the **Lead Child Protection Practitioner (LCPP)**.
44. **Test the feasibility of the LCPP chairing child protection conferences** to understand benefits and challenges for decision making, and how this affects parents' and children's experiences.
45. Determine how **supervision, coaching and support** arrangements around case work will work between the LCPP and FHLP.
46. Establish robust **supervision** arrangements which are focused on practice (working with families and identifying risk), rather than process.
47. Establish a **multi-agency child protection team**. Core members to include children's social care, health (needs dependent e.g. mental health, health visitor for vulnerable infants), police and education, with clear resourcing agreements in place. The team will be responsible for child protection resulting from **intra- and extra- familial harm** – as such, the team will need to be equipped to respond to the full spectrum of children and young people (vulnerable infants, adolescents, those living away from home) and harms (e.g. domestic abuse, sexual abuse, exploitation).
48. Develop a clear strategy for **engaging with parents** in child protection to ensure they are supported and helped to understand the process, outcomes and how they can be supported to make changes. To include clarity about the information and support that is provided at each stage, how parents can raise concerns and how feedback about experiences is gathered.
49. Test **involvement of family and representatives** in child protection conferences.
50. Test **timing of family group decision making (FGDM)** in the child protection process.

Family networks

Key features

51. **Establish family networks as a 'golden thread'** throughout the reformed system.
52. **Align family group decision making (FGDM)/conferencing (FGC) with family help and child protection processes.**
53. Test provision of practical and financial support via **Family Network Support Packages (FNSP)**.

Minimum expectations

54. Offer **family group decision-making (FGDM)** to all families by default. It should be facilitated by an **independent coordinator** and families should be given space for private family time.
55. Make family engagement in FGDM a pre-requisite to accessing **Family Network Support Packages (FNSPs)** for any cohort (e.g. family help, child protection, and pre-proceedings).
56. Offer all families at pre-proceedings **family group conferencing (FGC)** in line with the principles of the specific FGC model - [FGC Accreditation - Family Rights Group \(frg.org.uk\)](http://frg.org.uk).
57. Establish an approach to **child protection conferences** which is empowering, strengths-based and organised in a way which harnesses the contributions of wider family networks.
58. Provide **practical support and funding to family networks via FNSPs** when (i) a child has a suitable family network but (ii) there is a barrier to them stepping in and providing support, that could otherwise be resolved through financial and practical help from the local authority.
59. **FNSPs** must meet the bespoke needs of this individual family, and not reflect a “one size fits all” approach (e.g., a blanket allowance, a salary for an employed practitioner, or a pre-made package of services).



© Crown copyright 2023

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3.

Where we have identified any third-party copyright information you will need to obtain permission from the copyright holders concerned.

About this publication:

enquiries www.education.gov.uk/contactus

download www.gov.uk/government/publications



Follow us on Twitter:
[@educationgovuk](https://twitter.com/educationgovuk)



Like us on Facebook:
facebook.com/educationgovuk

This page is intentionally left blank



Department
for Education

Designated Family Judge Trailblazer pilot 2024-2025

Application guide for Local Authorities

October 2023

Contents

Executive summary	4
Background	5
DFJ Trailblazer pilot specification	7
About this pilot	7
Pilot design	7
Deep-dive analysis and local issues diagnosis	8
Solutions development	8
Implementation	8
Role of the Delivery Partner	9
Role of LAs within each DFJ area	10
Evaluation	10
Data sharing	10
Benefits	11
Timeline	12
Eligibility and funding	13
Eligibility for this pilot	13
Available funding	13
How will the funding be awarded and allocated?	13
Section 14 Grant recipient responsibilities	14
How can DFJ pilot areas use their funding?	14
Assessing the application	16
DfE scoring and evaluation	16
Clarification requests	16
Ineligible/ out of scope answers	17
Post-assessment	17
Application process	18
How to apply	18
Completing your application	18
Submitting your application	18
Application outcome	19
Annex A - List of eligible LAs from DFJ areas	20

Executive summary

Unacceptable delays in the family courts have been a long-standing issue for over 10 years. This results in poorer outcomes for children and huge additional costs to LAs and the taxpayer.

The Designated Family Judge (DFJ) Trailblazer pilot aims to tackle the drivers of delay across the FJ system; therefore, reducing costs across the FJ system and improving children's outcomes. Recent research¹ gathered evidence on the root causes of delays. The overriding message is to achieve substantial reduction in court delays, a whole system approach is needed. To achieve this, and mitigate individual agencies working in silos, the pilot will involve a Delivery Partner working directly with local authorities (LAs) from 5 selected DFJ Trailblazer areas.

The Delivery Partner will undertake a deep-dive analysis to diagnose the causes of delay within each DFJ area and will co-design solutions to these causes of delay between January and March 2024. Solutions should focus on aligning system governance, improving pre-proceedings data and practice, creating vehicles and incentives for multi-agency collaboration and helping children and families to navigate the system. From April 2024, LAs from the 5 DFJ areas will implement these solutions with support from the Delivery Partner, with a view to achieving a substantial reduction in court delays. The pilot will be independently evaluated by an evaluation partner.

¹ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#)

Background

The family justice (FJ) system is one of the most complex and cross-system policy areas within children's services. The Department for Education (DfE) holds responsibility for public law, covering all vulnerable children in England who require LA intervention.

Unacceptable delays in the family courts have been a long-standing issue for over 10 years. In 2011, the average case duration for public law proceedings (cases when a social worker determines that a child is at significant risk, so applies for an order) was c55 weeks, with some cases taking more than two years to conclude. This results in poorer outcomes for children and huge additional costs to LAs and the taxpayer. The estimated costs of the FJ system is £1.2bn², which equates to over 10% of all direct expenditure on the children's social care (CSC) system (2019/20)³.

Recent independent modelling suggests that each one-week reduction in average proceedings duration could generate a financial cost avoidance of approximately £18.5 million when projected across all English LA CSC budgets⁴.

Following Sir David Norgrove's Review into FJ⁵, the Children and Families Act 2014 established a statutory requirement of 26 weeks for a family case to conclude, using a process called the Public Law Outline (PLO) – the process from when a social worker makes the decision to take a child's case to court, to when an Order is made by the Judge. This system-wide push to follow the PLO principles supported a successful decrease in case duration, achieving an average of 27 weeks in 2016.

However, this was not sustainable and case duration has increased since then. Delays exacerbated by the COVID-19 pandemic led to case duration increasing again, reaching an average of 44.5 weeks in 2021.

The overriding message from recent research⁶ on the root causes of court delays is, to achieve substantial reduction in delays, a whole system approach is needed. To create sustainable cross-system changes needed to bring down family court delays, we need to test changes to create efficiencies in the FJ system to enable quicker decisions, ensuring the right children enter the system, at the right time.

To achieve this, and mitigate individual agencies working in silos, the DfE is inviting LAs from five DFJ areas to work with an appointed Delivery Partner to participate in and

² [Paying-the-Price.pdf \(nationalarchives.gov.uk\)](#)

³ [Independent review of children's social care - GOV.UK \(www.gov.uk\)](#)

⁴ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#) To note: the figure used in this report has since been updated to £18.5m.

⁵ [Family Justice Review reports - GOV.UK \(www.gov.uk\)](#)

⁶ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#)

deliver the DFJ trailblazer pilot, which aims to tackle the drivers of delay across the FJ system; therefore, reducing costs across the FJ system and improving children's outcomes.

DFJ Trailblazer pilot specification

About this pilot

This pilot aims to tackle the drivers of delay across the FJ system. The evidence is clear that in order to achieve substantial reduction in court delays, a whole-system approach is needed. To achieve this, and mitigate individual agencies working in silos, the DFJ trailblazer pilot will involve LAs from five DFJ Trailblazer areas working with a Delivery Partner to create sustainable cross-system changes that bring down delays in public law proceedings by testing changes to create efficiencies in the FJ system.

The DfE will be appointing a Delivery Partner to work directly with LAs from the five selected DFJ areas and, where relevant, to engage with their strategic partners in the local area. The Delivery Partner will:

- Undertake a deep dive analysis and local issues diagnosis in each DFJ trailblazer area to understand the causes of delay in that area;
- Develop solutions to the causes of delay; and
- Support LAs to implement solutions, evaluating this process on an ongoing basis within each DFJ area.

Solutions, tools, and policies will be co-designed and will focus on:

- Aligning system governance, reforming the role of Local Family Justice Boards (LFJBs) to become more proactive, preventing delays within their geographical footprint.
- Building on the current programme of work to improve collection and use of pre-proceedings data.
- Creating vehicles and incentives for multi-agency collaboration by creating pooled resources and services operating across organisational boundaries, tackling duplication and staff shortages.
- Improving pre-proceeding practice to divert cases from courts by providing families with a dedicated family support worker, improving access to legal advice, and developing new early-help interventions.
- Helping children and families navigate the system through development of a user-friendly portal for sharing information and advice.

This pilot has the key aim to reduce delay in the number of hearings per case, as well as divert more cases from court; therefore, reducing costs across the FJ system and improving children's outcomes.

Pilot design

The pilot will consist of the following key phases:

A) Deep-dive analysis and local issues diagnosis

During the first phase of the pilot between January and March 2024, the Delivery Partner will undertake a deep-dive analysis and local issues diagnosis in each of the five DFJ areas to understand the causes of delay in those areas.

The deep-dive analysis will build on the analysis LAs include in their applications to participate in this pilot on the key drivers of delay in their local area and possible solutions to these causes of delays. LAs should cooperate with the Delivery Partner to enable an effective deep-dive into the causes of delay in their local area. This will enable a more robust diagnosis of the causes of delay, enabling the Delivery Partner to develop better tailored solutions and cost those solutions effectively.

B) Solutions development

Following the deep-dive analysis, the Delivery Partner will develop solutions to the causes of delay that address local need. Solutions, tools, and policies will be co-designed with LAs within each DFJ area and will focus on the interventions set out above.

The Delivery Partner will then cost and prioritise the recommended solutions within each DFJ area and develop a plan for implementing solutions that address local need, working collaboratively with LAs and, where necessary, their strategic partners in each DFJ area to do so.

The Delivery Partner will then work with DfE to ensure costed solutions meet budgetary requirements and funding is prioritised and allocated between LAs proportionately based on the number and size of LAs in the 5 DFJ areas, the number of live public law cases and the scope of the recommended interventions, as advised by the Delivery Partner.

C) Implementation

During the second phase of the project between April 2024 and March 2025, by applying knowledge of effective project implementation, change management and culture change, the Delivery Partner will provide consultancy support to LAs within each DFJ area to ensure the recommended solutions are delivered successfully in accordance with an implementation plan.

During this phase of the pilot, LAs within each DFJ area will be expected to work collaboratively with the Delivery Partner and to ensure that the recommended solutions are implemented in accordance with the implementation plan. LAs will also be responsible for ensuring that there is strategic oversight, scrutiny and support for the pilot at a senior level within individual LAs in each DFJ area and sufficient resource is allocated towards delivering the solutions.

The Delivery Partner will also be responsible for ensuring that emerging learning and best practice from the pilot is shared with participating LAs and their strategic partners, providing the opportunity for them to utilise learning, connect with statistical neighbours

and implement changes in their area. At the conclusion of the pilot, the Delivery Partner will also be expected to facilitate the sharing of learning and best practice from the pilot with the wider children's social care sector and the DfE to inform future policy development.

Given the necessary pace of delivery of this pilot, the Delivery Partner will provide DfE with regular, timely and accurate external insights into the progress of the DFJ areas and swiftly identify barriers to delivery. To enable this reporting, LAs will be responsible for monitoring delivery of the pilot and providing insights to the Delivery Partner on progress. These insights will ensure the right support is given to areas and to build a wider understanding of common challenges and spread evidence-based practice. Using local insights, the Delivery Partner will help LAs and their strategic partners within the five DFJ areas to build a compelling case for sustained local support and investment.

Role of the Delivery Partner

A dedicated Delivery Partner (external organisation or consortium) will be appointed via a contract to undertake the deep-dive analysis, co-design solutions and support LAs in successfully delivering the recommended solutions in each of the five DFJ areas from January 2024 to March 2025.

The following is not an exhaustive list, but the Delivery Partner will be expected to demonstrate that their organisation/consortium possesses the requisite skills and expertise for the Delivery Partner role:

- Detailed knowledge and understanding of the children's social care sector, including knowledge and understanding of the FJ system;
- Expertise in undertaking deep-dive analyses and diagnosing local issues using quantitative and qualitative methods;
- Expertise in how to implement, manage and maintain momentum of change across large and complex organisations, particularly how to shift culture and practice, including across partner organisations;
- At a senior level, have a demonstrable record of leading significant culture and practice change in a children's social care context, including influencing strategic partners to deliver shared outcomes for children and families;
- Experience of and credibility when working with and influencing a wide range of senior stakeholders across children's social care, local and central government;
- Access to a range of technical expertise, including legal, HR, procurement, finance and investment, governance, stakeholder management, capturing and codifying learning, business planning and sustainability, and monitoring delivery (using quantitative and qualitative methods); and
- Understanding of how to facilitate the sharing of emerging learning and best practice: within the pilot; as part of DfE policy development; and across the wider children's social care sector.

Role of LAs within each DFJ area

The following is not an exhaustive list, but the participating LAs from the five DFJ areas will be expected to:

- Cooperate with the Delivery Partner to enable the Delivery Partner to undertake an effective deep-dive analysis into the local causes of delay within the five DFJ areas, design and cost solutions to those causes of delay;
- Ensure that recommended solutions are delivered successfully within the required timescales within the LA's DFJ area, drawing on the consultancy support of the Delivery Partner to do so;
- Engage with strategic partners and stakeholders where necessary throughout the pilot, for example LFJBs, to enable delivery of recommended solutions;
- Ensure that there is strategic oversight, scrutiny and support for the pilot at a senior level within individual LAs in each DFJ area;
- Allocate sufficient resource for delivery the pilot in accordance with the Delivery Partner's costings, including the required capacity and expertise to deliver the recommended solutions;
- Monitor delivery of the pilot and provide regular, timely and accurate insights into progress of delivery of the pilot to the Delivery Partner;
- Ensure that there is effective financial monitoring and assurance of the funding to provide DfE to enable regular, timely and accurate reporting on use of the funding, demonstrating its use towards the recommended solutions;
- Work collaboratively with the Evaluation Partner to enable an effective independent evaluation of this pilot.

Evaluation

Alongside the Delivery Partner, an Evaluation Partner will be commissioned to independently evaluate the implementation, delivery, and perceived impact of the DFJ Trailblazer pilot on its intended outcomes.

Evaluation design and methodology will be finalised with the Evaluation Partner once identified. The Department anticipates procurement of the Evaluation Partner to be completed by January 2024. We expect LAs to work with the Delivery Partner and Evaluation Partner to enable an effective evaluation of this pilot. The Evaluation Partner may invite LAs to participate in the evaluation even if their application is not successful. For more information about the Delivery Partner and Evaluation Partners Roles, please see Annex B.

Data sharing

Through this pilot, LAs will be required to share relevant data with the Delivery Partner and the Evaluation Partner. The Delivery and Evaluation Partner will be required to agree a data collection strategy to avoid duplication of data collection and minimise burdens on

participating LAs and their strategic partners. Data sharing responsibilities lie with LAs who will be data controllers and the Delivery and Evaluation Partners as data processors.

If necessary, the Department may also require LAs to share certain data with the Department for evaluation purposes. This will be clearly explained and relevant Privacy Notices shared.

All consortia bids for funding must agree to the data sharing commitment at the declaration element of the application form prior to submitting.

Benefits

Research⁷ suggests that a one-week reduction in average proceedings duration, which in turn would reduce costs associated with placements, legal costs, staffing and external assessments, could result in a financial benefit of £18.5 million across all English LAs' children's services budgets. The monetised benefits come from:

- Resolving a case outside of court, saving £57,629 per case⁸.
- Reducing the length of proceedings, with a marginal cost of £1,146 per week.
- Reducing the number of further CMHs required, saving an estimated £3,589 per hearing.
- Reducing expert reports requested and produced. An expert report costs £844 on average⁹.

There are also numerous non-monetised benefits associated with reducing the length of time children spend in proceedings:

- Lengthy delays in proceedings can have negative long-term effects on children and families involved. The current scale of the backlogs in the family courts – over 23,000 children in open public law cases – mean delays are common.
- There is a wider benefit for the FJ system, as more of the courts resource will be made available to deal with the cases in the system that are not impacted by the pilot projects.
- As the family courts resource is split across both public and private law, any benefits from interventions on public law cases will also apply to private law cases (Ministry of Justice), which are also experiencing substantial backlogs and lengthy delays.

⁷ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#) To note: the figure used in this report has since been updated to £18.5m.

⁸ [Family Drug and Alcohol Courts: the business case for rollout, Centre for Justice Innovation, September 2021](#)

⁹ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#)

Wider benefits resulting from the pilot include:

- Increased family engagement with pre-proceedings and proceedings.
- Pooling of resources and minimising duplication across agencies.
- Greater understanding from the child and family on why the case is being taken to court at that time.

Timeline

A high-level timeline for the pilot is provided below. A timeline for the application process is provided on page 16.

Milestones	Dates
DfE selects five DFJ trailblazer areas to deliver the pilot	October – December 2023
DfE procures a dedicated Delivery Partner to work with the five selected DFJ areas	October – December 2023
DfE procures an Evaluation Partner to independently evaluate the implementation, delivery, and impact of the DFJ areas vs. intended outcomes.	September 2023 – January 2024
The Delivery Partner completes a deep-dive analysis to diagnose local causes of delay within each DFJ area and begins solutions development, costing recommended solutions.	January - March 2024
The Delivery Partner provides consultancy support to LAs to implement solutions, evaluating that process on an ongoing basis, including sharing learning with all LAs involved in the pilot areas. LAs from each of the DFJ areas implement recommended solutions, working collaboratively with the Delivery Partner and strategic partners where necessary to deliver the pilot.	April 2024 – March 2025

Eligibility and funding

Eligibility for this pilot

Eligibility for funding from this pilot will be limited to LAs in DFJ areas whose case duration across 2022-23 was higher than the National average of 46 weeks¹⁰ according to [Cafcass published data](#). This means that LAs from 23 of 44 DFJ areas will be eligible¹¹. A list of eligible LAs from those DFJ areas is set out at Annex A.

Some eligible DFJ areas have one LA whereas others have multiple LAs. Where there is one LA within an eligible DFJ area, that LA can submit a bid for funding. Where there are multiple LAs within an eligible DFJ area, we expect all LAs within that DFJ area to submit a consortia bid led by a nominated lead LA on behalf of the other LAs in that DFJ area. Consortia bids must include all LAs from that DFJ area as our intention through this pilot is to achieve a whole-system approach to reducing delays.

It is for the consortia to determine which LA should be the lead LA. As part of the application process, the proposed lead LA will need to accept responsibility for distributing the grant funding between LAs within the DFJ area in accordance with the allocations approved by DfE in March 2024.

The lead LA should also work with the appointed Delivery Partner to cost recommended interventions by March 2024, following the initial deep-dive phase.

Available funding

Subject to approval, the overall budget for grant funding LAs within the 5 successful DFJ areas is £2.5m.

LAs should also be aware that funding will only be available for financial year 2024-25 and that, as this will be s14 grant funding, LAs will need to claim costs back before 31 March 2025.

How will the funding be awarded and allocated?

In terms of funding arrangements, we will be funding a lead LA within each successful DFJ area. This is because there is often more than one LA per DFJ area. In the event of

¹⁰ The National Average has been calculated using Cafcass' DFJ level duration data.

¹¹ To note: the Cafcass data for case duration by DFJ area may not map exactly onto case duration for LAs within that DFJ area because LAs may issue care proceedings in other DFJ areas.

a successful consortia bid, the lead LA will be responsible for distributing funding between LAs within the consortia for their DFJ area.

The Delivery Partner will work with the lead LA from each of the 5 DFJ areas to cost recommended interventions in March 2024 once the deep dive and solution setting phase has completed.

The Delivery Partner will then be required to recommend to the Department how the funding should be prioritised and allocated within and between LAs in the 5 DFJ areas up to a maximum budget of £2.5m. We expect funding to be distributed proportionately based on the number and size of LAs in the 5 DFJ areas, the number of live public law cases and the scope of the recommended interventions, as advised by the Delivery Partner. DfE will seek further clearance for allocation of funding to LAs within the 5 DFJ areas in March 2024, before funding is provided to each lead LA via s14 grant funding from April 2024.

Importantly, funding allocations to each DFJ area may be unequal. This is because the solutions that the Delivery Partner recommends to the causes of delay within each DFJ area will vary and the number of LAs within each DFJ area will also vary. Additionally, LAs should be aware that individual LAs within a DFJ area may not receive any funding if the Delivery Partner does not recommend any interventions for that particular LA. In this situation, the LA will still be invited to engage with the pilot, share their local knowledge and expertise and participate in learning opportunities from the pilot looking at best practice examples, as delivered by the Delivery Partner.

Section 14 Grant recipient responsibilities

Funding will be awarded via Section 14 grants to the lead LA from each successful LA. Successful lead LAs will enter into a grant agreement with the DfE setting out agreed objectives, payment schedules, pilot governance, monitoring and reporting arrangements with the appointed Delivery Partner, plus data sharing requirements.

Prospective LAs and LA consortia should familiarise themselves with the [Terms and Conditions DfE Grant Funding Agreement](#), on the requirement of grant recipients from the DfE, including use of funding, reporting, audit and governance arrangements.

How can DFJ pilot areas use their funding?

Following the initial deep-dive and solutions setting phase by the Delivery Partner, LAs within a DFJ area will be able to utilise the funding allocated to them to implement recommended solutions, tools and policies to achieve the objectives of this pilot in reducing delays in public law proceedings within their local area.

Subject to the recommended solutions of the Delivery Partner, LAs may allocate funding to support costs related to staffing capacity, expertise and resources. Funding cannot be used for capital costs.

Assessing the application

DfE scoring and evaluation

Applications received will be evaluated by an assessment panel within DfE and will be assessed using a five-point scale for each relevant question.

- Score of 0: Does not meet the requirement – Does not comply and/or insufficient information provided to demonstrate that the Bidder has the understanding and skills required to provide the services, with little or no evidence to support the response.
- Score of 1: Major reservations – Considerable reservations of the Bidder's understanding and skills/capability required to provide the services, with little or no evidence to support the response.
- Score of 2: Minor reservations – Some minor reservations of the Bidder's understanding and skills/capability required to provide the services, with little or no evidence to support the response.
- Score of 3: Satisfies the requirement – Demonstration in the Bid of the understanding and skills/capability required to provide the services, with evidence to support the response.
- Score of 4: Satisfies the requirement with minor additional benefits – Above average demonstration in the Bid of the understanding and skills/capability required to provide the services. Response identifies factors that will offer potential added value, with evidence to support the response.
- Score of 5: Exceeds the requirement – Exceptional demonstration in the proposal of the understanding and skills/capability required to provide the services. Response identifies factors that will offer potential added value, with evidence to support the response.

Bids that score less than 3 on any single question will automatically be deemed unsuccessful.

Clarification requests

Clarification requests can be sent to familyjustice.team@education.gov.uk until 20th November 2023. After this date, DfE reserves the right not to respond to further requests for clarification.

Please note that the deadline to submit clarification questions has been extended from 3rd November 2023 to 20th November 2023.

Responses to any questions submitted will be circulated to all eligible applicants.

Ineligible / out of scope answers

Applications will be deemed ineligible and/or out of scope where they are received after the deadline for submitting applications to this application round.

Post-assessment

DfE will provide formal feedback on all bids to identify where LAs could have improved their application, if not selected for funding.

Application process

How to apply

The application period for LAs will open from 6th October 2023 and will close at midday on 1st December 2023.

Please note that the deadline to submit your application has been extended from midday on 17th November to midday on 1st December.

This extension is only possible on the basis that LAs submit responses to any clarification questions raised by the Department by 15th December at the latest. In the event clarification responses are not received within this timeframe, your DFJ area may not be successful in its bid for funding.

Estimated key dates and milestones for the application process are set out in the table below.

Milestones	Dates
Application window opens	6 th October 2023
Deadline to submit clarification questions	20 th November 2023
Application window closes	1 st December 2023
Assessment of applications	December 2023
Lead LA notified of decision	January 2024

Completing your application

Please complete the accompanying application form.

Some sections will require accompanying text to support your response and have stated word limits. Please ensure that you adhere to these, as your response beyond the word limit will not be considered. Please include the total number of words for each section at the bottom of each text box.

All sections are mandatory and must be completed for your application to be accepted.

Submitting your application

Please email a single Word or PDF version of your completed application to familyjustice.team@education.gov.uk. DfE must receive all completed applications by email by the deadline midday on 1st December 2023 and will not be able to consider applications that miss this deadline.

Your 'LA name' followed by 'DFJ Trailblazer Pilot application' should be included in the email 'subject' field when submitting your application.

When you have sent the DfE your application form, you will receive an email response letting you know that your application has been received.

Application outcome

The named lead LA contact from each application will be notified of the outcome of their application by email.

Annex A - List of eligible LAs from DFJ areas

Brighton DFJ

Brighton and Hove
East Sussex
West Sussex

Carlisle DFJ

Cumberland

Central London DFJ

City of London
Camden
Hackney
Islington
Lambeth
Lewisham
Southwark
Wandsworth
Hammersmith and Fulham
Kensington and Chelsea
Westminster

Essex and Suffolk DFJ

Essex
Southend-on-Sea
Suffolk
Thurrock

Coventry DFJ

Coventry
Warwickshire

East London DFJ

Barking and Dagenham
Havering
Newham
Redbridge
Tower Hamlets
Waltham Forest
Bexley
Bromley
Croydon
Greenwich
Sutton

Guildford DFJ

Surrey

Kingston-upon-Hull DFJ

East Riding of Yorkshire
Kingston-Upon-Hull
North East Lincolnshire

North Lincolnshire

Leicester DFJ

Leicester

Leicestershire

Liverpool DFJ

Cheshire East

Cheshire West and Chester

Halton

Knowsley

Liverpool

Sefton

St. Helens

Warrington

Wirral

Luton DFJ

Bedford

Central Bedfordshire

Luton

Manchester DFJ

Bolton

Bury

Manchester

Oldham

Rochdale

Salford

Stockport

Tameside

Trafford

Wigan

Medway DFJ

Kent

Medway

Milton Keynes DFJ

Buckinghamshire

Milton Keynes

Oxfordshire

Northampton DFJ

Northamptonshire

Norwich DFJ

Norfolk

Nottingham DFJ

Nottingham

Nottinghamshire

Reading DFJ

Bracknell Forest
Reading
Slough
West Berkshire
Windsor and Maidenhead
Wokingham

South Yorkshire DFJ

Barnsley
Doncaster
Rotherham
Sheffield

Stoke-on-Trent DFJ

Staffordshire
Stoke-on-Trent

Taunton DFJ

Somerset

West London DFJ

Barnet
Enfield
Haringey
Kingston upon Thames
Merton
Richmond upon Thames
Brent
Ealing
Harrow
Hillingdon
Hounslow

Wolverhampton /Telford DFJ

Dudley
Sandwell
Shropshire
Telford and Wrekin
Walsall
Wolverhampton

Annex B – Delivery Partner and Evaluation Partner Roles

It is essential that the programme's Delivery Partner and Evaluation Partner work effectively together to deliver impactful learning and evaluation strategies, which will inform future policy development.

While the two partners are expected to work closely together, the following table differentiates between the functions of the Delivery Partner and the Evaluation Partner. Both partners will work with DfE to collectively agree definitive ways of working and governance across both implementation and evaluation.

Theme	Delivery Partner functions	Evaluation Partner functions	Both Partners
Monitoring and data collection	<ul style="list-style-type: none"> Collect and analyse monitoring data from local areas for delivery reporting purposes. Act as a facilitator to support local areas to submit good quality data for evaluation purposes. Comply with data protection requirements when working with the Evaluation Partner. 	<ul style="list-style-type: none"> Collect and analyse monitoring data from local areas for evaluation purposes. 	<ul style="list-style-type: none"> Develop a data strategy for delivery and evaluation to prevent duplication of data collection and burden on local areas. Clearly articulate the purposes of data collection to local areas.
Understanding implementation and delivery	<ul style="list-style-type: none"> Communicate any learning on implementation and delivery of the programme to the Evaluation Partner, including the identification of any barriers and facilitators. Participate in evaluation and research activities where required. 	<ul style="list-style-type: none"> Analyse how the programme has been implemented and delivered, including barriers and facilitators. 	
Impact evaluation	<ul style="list-style-type: none"> Where required, communicate any <i>perceptions</i> of early impacts of the programme in its intended outcomes to the evaluator. 	<ul style="list-style-type: none"> Collect and analyse data on <i>perceived</i> and <i>actual</i> impacts of the programme on its intended outcomes. 	

Theme	Delivery Partner functions	Evaluation Partner functions	Both Partners
Cost benefit analysis	<ul style="list-style-type: none"> Where required, support the Evaluation Partner in understanding costs and benefits of the programme. 	<ul style="list-style-type: none"> Collect and analyse data on the costs and benefits of the programme. 	
Interpretation of the evidence	<ul style="list-style-type: none"> Collate <i>intelligence</i> from local areas. 	<ul style="list-style-type: none"> Collate and analyse <i>robust evidence</i> from local areas. 	
Dissemination of evidence	<ul style="list-style-type: none"> Work with the Evaluation Partner to identify and share examples of practice/lessons learned across local areas and government. 	<ul style="list-style-type: none"> Produce and disseminate reports and other outputs to share analytical findings, including examples of practice and lessons learned across local areas. 	
Communication with local areas	<ul style="list-style-type: none"> Ensure clear communication around the purpose of the delivery partner and encouraging cooperation from local areas. 	<ul style="list-style-type: none"> Ensure clear communication around the purpose of the evaluation and encouraging participation. 	<ul style="list-style-type: none"> Agree arrangements for engaging with local areas for both delivery and evaluation purposes that do not place unnecessary burden.



Department
for Education

© Crown copyright 2023

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3.

Where we have identified any third-party copyright information you will need to obtain permission from the copyright holders concerned.

About this publication:

enquiries www.education.gov.uk/contactus

download www.gov.uk/government/publications



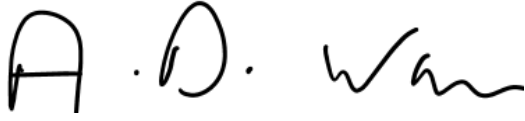
Follow us on Twitter:
[@educationgovuk](https://twitter.com/educationgovuk)




Like us on Facebook:
facebook.com/educationgovuk

This page is intentionally left blank

CONSENT TO URGENT DECISION	PART 1 (to be completed by the person seeking consent)	
Proposed Decision Maker <i>(please name person or body proposing to take decision, if an officer also state title)</i>	Date for Decision	
Leader of the Council	27 th October 2023	
Title: Application to Department of Education Families First for children pathfinder programme and Designated Family Judge Trailblazer		
Summary of matter		
<p>On 6th October 2023, the Department of Education opened applications from Local Authorities to apply for grant funding for two separate pilots, with a short window for applications to be completed. This report seeks Portfolio Holder permission to submit applications to these programmes as Warwickshire could receive fund over £500,000 to deliver new ways of working. Both programmes are joint applications with partner agencies.</p>		
Proposed Decision		
That the Leader of the Council		
<ol style="list-style-type: none"> 1) Approves an application can be made to the Department of Education (DfE) for up to £5m to the Families First for Children programme. Subject to terms approved by the Executive Director People. 2) Approves an application can be made to the Department of Education (DfE) for £500,000 to the Designated Family Judge Trailblazer. Subject to terms approved by the Executive Director People. 		
Reasons for Urgency		
An urgent decision is required to meet the deadlines for submission of the application, set by the Department of Education of the 6 th November 2023.		
Would the recommended decision be contrary to the Budget and Policy Framework? <i>[please identify relevant plan/budget provision]</i>		
No		
PART 2 (to be completed by the person giving consent)		

Name	Councillor: Adrian Warwick
Office Held	Chair of the Resources and Fire & Rescue Overview and Scrutiny Committee
<i>Signed</i>	
Date consent is given	23/10/2023

CONSENT TO URGENT DECISION	PART 1 (to be completed by the person seeking consent)	
Proposed Decision Maker <i>(please name person or body proposing to take decision, if an officer also state title)</i>	Date for Decision	
Leader of the Council	27 th October 2023	
Title: Application to Department of Education Families First for children pathfinder programme and Designated Family Judge Trailblazer		
Summary of matter On 6th October 2023, the Department of Education opened applications from Local Authorities to apply for grant funding for two separate pilots, with a short window for applications to be completed. This report seeks Portfolio Holder permission to submit applications to these programmes as Warwickshire could receive fund over £500,000 to deliver new ways of working. Both programmes are joint applications with partner agencies.		
Proposed Decision That the Leader of the Council 1) Approves an application can be made to the Department of Education (DfE) for up to £5m to the Families First for Children programme. Subject to terms approved by the Executive Director People. 2) Approves an application can be made to the Department of Education (DfE) for £500,000 to the Designated Family Judge Trailblazer. Subject to terms approved by the Executive Director People.		
Reasons for Urgency An urgent decision is required to meet the deadlines for submission of the application, set by the Department of Education of the 6 th November 2023.		
Would the recommended decision be contrary to the Budget and Policy Framework? <i>[please identify relevant plan/budget provision]</i>		
No		
PART 2 (to be completed by the person giving consent)		

Name	Councillor: Marian Humphreys
Office Held	Chair of the Children and Young People Overview and Scrutiny Committee
<i>Signed</i>	
Date consent is given	25 th October 2023.