

# Agenda

## Children and Families Overview and Scrutiny Panel

**Wednesday, 11 May 2016, 10.00 am**  
**County Hall, Worcester**

All County Councillors are invited to attend and participate

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# DISCLOSING INTERESTS

There are now 2 types of interests:  
**'Disclosable pecuniary interests'** and **'other disclosable interests'**

## WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3<sup>rd</sup> party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

**NB Your DPIs include the interests of your spouse/partner as well as you**

## WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
  - you must **not participate** and you **must withdraw**.

**NB It is a criminal offence to participate in matters in which you have a DPI**

## WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:  
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

## WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

## DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

## DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
  - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

## **Children and Families Overview and Scrutiny Panel**

### **Wednesday, 11 May 2016, 10.00 am, County Hall, Worcester**

#### **Membership**

##### **Councillors:**

Ms L R Duffy (Chairman), Mrs F M Oborski (Vice Chairman), Mr R W Banks, Mr P Denham, Mrs J L M A Griffiths, Mr I Hopwood and Mr J W R Thomas

##### **Co-opted Church Representatives (for education matters)**

Bryan Allbut (Church of England) and Francis Mohan (Roman Catholic)

##### **Parent Governor Representatives (for education matters)**

Ms C Richardson (Parent Governor) and Vacancy

#### **Agenda**

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
1	<b>Apologies and Welcome</b>	
2	<b>Declaration of Interest and of any Party Whip</b>	
3	<b>Public Participation</b> Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 10 May 2016). Enquiries can be made through the telephone number/e-mail address below.	
4	<b>Confirmation of the Minutes of the Previous Meeting</b> (previously circulated)	
5	<b>Monitoring the Effectiveness of the Learning and Achievement Services Commissioned to Babcock Prime</b>	1 - 8
6	<b>Update on Back to Basics Safeguarding Improvement Plan</b>	9 - 16
7	<b>Stronger Families Programme Update</b>	17 - 34

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All the above reports and supporting information can be accessed via the Council's website at <http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agenda.aspx>

Date of Issue: Tuesday, 3 May 2016

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## **CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 11 MAY 2016**

### **MONITORING THE EFFECTIVENESS OF THE LEARNING AND ACHIEVEMENT SERVICES COMMISSIONED TO BABCOCK PRIME**

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#### **Summary**

1. The Strategic Commissioner – Education and Skills has been invited to the meeting to discuss the measures and resources in place within the Council's Education & Skills Intelligent Client Unit (E&S ICU) to monitor and manage the delivery of the education services commissioned to Babcock Prime.

#### **Background**

2. The majority of the Council's Learning and Achievement Services were commissioned to Babcock Prime on 1 October 2015. The services transferred to Babcock Prime from the Council were:

- School Admissions
- Children Missing in Education (CME)
- Elective Home Education (EHE)
- Exclusions
- Post-16
- Specialist Inclusion Services
- The Virtual School (not the Headteacher role)
- School Improvement
- Governor Services
- Early Years & Childcare
- Education Investigation Service/Children in Entertainment & Employment
- Education Welfare Service
- Workforce Development

3. The Council retained some services which were previously within the Learning and Achievement Service:

- Place planning and provision remains within the Council, as does the role of the Virtual Headteacher
- The strategic lead for services for learners with Special Educational Needs (SEN)

4. The central core now also includes a team of commissioners, with the specific role of monitoring the contract with Babcock Prime.

#### **Current situation**

5. The Council's role is now to act as the Commissioner and Intelligent Client for services commissioned to Babcock Prime, in addition to the strategic lead for services retained in the core.
6. The E&S ICU is now in place and comprises the:
  - Lead Commissioner
  - Commissioning Manager
  - Commissioning Officer
7. This Team provides robust contract monitoring and service-led experience to provide appropriate challenge to Babcock.
8. A full suite of Key Performance Indicators (KPI's) is in place with regular monitoring on a weekly, monthly and quarterly basis. These KPI's are attached as Appendix 1.
9. The Commissioning Team co-ordinates and quality assures all data used to monitor the KPIs and each KPI is accompanied by a narrative giving detailed background on each indicator.
10. The contract is monitored under a strict and robust governance structure:
  - Weekly commissioning meeting with Babcock Regional Manager
  - Monthly Review Meeting with Council and Babcock senior managers, which includes Council commissioners and Babcock leads
  - Quarterly Review Meeting with senior Council officers and Cabinet Member, and senior Babcock Prime staff
  - The Monthly and Quarterly Review Meetings have agreed Terms of Reference in place
  - A suite of programme processes have been introduced to ensure robust contract monitoring:
    - Reporting and contract monitoring tools
    - Issues log and Early Warning Register
    - Data management protocols
    - Evidence of continued measurable improvements in standards e.g. Ofsted inspections

## **Future benefits**

11. We are working towards a number of tangible benefits since the contract went live:
  - Financial savings of approx £1.8m by 2017/2018
  - Generating efficiencies in staffing and resource in the core Council team of £300k
  - Reducing operational (delivery) involvement from the Council
  - Close partnership working between the two organisations to generate optimal service delivery
  - Continuity of service to stakeholders/users e.g. School Improvement Project Boards
  - Evidence of continued measurable improvements in standards - since October 2015, the proportion of schools judged by Ofsted to be good or

outstanding has increased under a new and more challenging framework from 87% to 89%

- Close engagement with Directorates and colleagues to monitor contract
- Commissioning function within Education and Skills now in place providing challenge to Babcock Prime and strategic oversight of commissioning activity within Education and Skills.

## **Next Steps**

12. Continuing to embed agreed governance and monitoring processes.
13. Ensuring Provider delivery against KPI's through Governance process.
14. Undertaking appropriate remedial action for Babcock Prime non-compliance with service delivery.
15. Strengthening commissioning-led outcomes within Education and Skills.
16. Continuing to monitor all issues and logging all key risks.
17. Ensuring robust programme management of contract.

## **Purpose of the Meeting**

18. The Children and Families Overview and Scrutiny Panel is asked to:

- consider the information in the report
- determine whether it would wish to carry out any further scrutiny, and
- agree whether it would wish to send any comments to the Cabinet Member with Responsibility for Children, Families and Communities.

## **Supporting Information**

Appendix 1 – Worcestershire Key Performance Indicators

### **Contact Points**

#### County Council Contact Points

Worcestershire County Council 01905 763763  
Worcestershire Hub: 01905 765765  
Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

#### Specific Contact Points for this report

John Edwards, Strategic Commissioner – Education and Skills: 01905 728691  
Email: [jedwards@worcestershire.gov.uk](mailto:jedwards@worcestershire.gov.uk)

Paul Wilson, Interim Lead Commissioner – Education and Skills: 01905 845518  
Email: [pwilson@worcestershire.gov.uk](mailto:pwilson@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Director of Children, Families and Communities) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of Cabinet on 18 June 2015

Minutes and Agendas for all County Council meetings are available [here](#).



Appendix 1

Worcestershire Key Performance Indicators

				2013	2014	2015	2016	Performance Movement	Target Met?	Quarterly Commentary			
Quality of provision and standards	1	The proportion of schools and settings judged as 'good' or 'outstanding' by Ofsted is above the national average and the median for statistical neighbours	Schools	Worcestershire	83%	89%	87%	89%		YES	20 school inspections since Sept 2015; the proportion deemed to be good or outstanding has increased from 70% to 85%		
				Stat Neighbours	80%	81%	84%	86%					
				National	78%	81%	84%	85%					
			PVI's	Worcestershire	86%	85%	87%	88%					
				Stat Neighbours	77%	80%	85%	87%					
				National	77%	80%	85%	85%					
	2	No more than 1% of schools and settings are in an Ofsted category of concern	Schools	Worcestershire	2%	0%	1%	1%		YES	OfSTED update: 1 school has been reinspected and now judged as Good, therefore 2 Worcs schools are currently inadequate. This is less than 1%		
				Stat Neighbours	3%	2%	1%	1%					
				National	3%	3%	2%	2%					
			PVI's	Worcestershire	1%	2%	1%	1%					
				Stat Neighbours	1%	1%	1%	1%					
				National	1%	2%	1%	1%					
	3	The proportion of schools below the government's floor standards and those deemed to be 'coasting' is below national or statistical neighbours performance, whichever is lower.	KS2 Floor	Worcestershire	4%	4%	8%			NO	Operational Update. Policy document "Aiming for Outstanding" is in place. It describes categories of need and level of response from SI teams. All schools below floor standards in 2015 have been reviewed and needs assessed. Support has been provided for LA maintained schools, as required		
				Stat Neighbours	7%	4%	4%						
				National	6%	6%	5%						
			KS4 Floor	Worcestershire	5%	11%	3%						YES
				Stat Neighbours	2%	9%	11%						
				National	5%	11%	12%						
	4	Outcomes in the benchmark measure at the end of Early Years Foundation Stage (currently a Good Level of Development) are in line with national or statistical neighbours performance, whichever is higher.	All	Worcestershire	49%	58%	68%			NO	Operational update: Plans for statutory moderation are agreed. 25% of all schools with Reception aged children will be moderated this term. Unvalidated outcomes at the end of EYFS available end of July.		
				Stat Neighbours	55%	65%	69%						
				National	52%	60%	66%						
	5	Outcomes in the benchmark measure at the end of Key Stage 2 (currently Level 4+ in reading, writing and mathematics) are in line with national or statistical neighbours' performance, whichever is higher.	All	Worcestershire	72%	77%	76%			NO	Plans for statutory moderation agreed. 25% of all schools with Y6 pupils will be moderated this term. Unvalidated KS2 data available end of July. 2016 outcomes based on new National Curriculum, tests and assessment regime affecting comparison		
				Stat Neighbours	75%	79%	80%						
				National	75%	78%	80%						
6	Outcomes in the benchmark measure at the end of Key Stage 4 (currently 5+ A*-C inc English and mathematics) are in line with national or statistical neighbour's performance, whichever is higher.	All	Worcestershire	63%	59%	61%			YES	Operational Update. 2016 unvalidated outcomes will be available in Sept and will be based on new assessment regime. It will not be possible to compare 2016 outcomes with previous years			
			Stat Neighbours	60%	57%	58%							
			National	59%	53%	54%							
7	'The proportion of young people in Education, Employment or Training is in line with national or statistical neighbours' performance, whichever is higher.	All	Worcestershire	69%	88%	91%			YES	Post 16 Engagement team restructured with District based model linked to wide range of stakeholders to support the reduction of NEET. Traded offer is available on the e-store			
			Stat Neighbours	90%	89%	90%							
			National	90%	90%	91%							
8	The proportion of pupils making at least expected rates of progress across Key Stage 2 and Key Stage 4 is in line with national or statistical neighbours' performance, whichever is higher.	Key Stage 2	Reading	Worcestershire	86%	88%	89%			NO	Progress data will be available by November when the unvalidated data is released. Use of local data, when available, at individual school level to identify groups at risk. Traded offer for maintained schools and Academies included on the e-store		
				Stat Neighbours	87%	91%	91%						
				National	88%	91%	91%						
			Writing	Worcestershire	90%	91%	91%						NO
				Stat Neighbours	90%	93%	94%						
				National	92%	93%	94%						
		Maths	Worcestershire	83%	86%	85%			NO				
			Stat Neighbours	86%	88%	89%							
			National	88%	90%	90%							
		Key Stage 4	English	Worcestershire	73%	72%	72%					YES	Progress data will be available by November when the unvalidated data is released. Use of local data, when available, at individual school level to identify groups at risk. Traded offer for maintained schools and Academies included on the e-store
				Stat Neighbours	70%	71%	71%						
				National	70%	72%	71%						
Maths	Worcestershire		73%	69%	72%			YES					
	Stat Neighbours		70%	66%	68%								
	National		71%	66%	67%								

		Attainment and Vulnerable Groups								
9	The proportion of 16-17 year olds with SEN in Education or Training is in line with or above national or statistical neighbours' performance, whichever is higher.	All	Worcestershire	~	96%	94%		YES	Learner Services teams are available to support schools and learners with SEN to access appropriate provision at times of transition. This includes pupils with HI, VI, Autism.	
			Stat Neighbours	~	86%	88%				
			National	~	86%	87%				
		KS2 RWM	Worcestershire	24%	22%	21%		YES		
			Stat Neighbours	22%	19%	18%				
			National	18%	17%	15%				
		KS4 5A*-CEM	Worcestershire	31%	33%	34%		NO		
			Stat Neighbours	30%	30%	31%				
			National	27%	28%	28%				
		11	A closing of the achievement gap between Looked After Children and their peers at Key Stage 2 and Key Stage 4	KS2 Gap	Worcestershire	39%	42%	26%		
Stat Neighbours	30%				33%	27%				
National	31%				31%	28%				
KS4 Gap	Worcestershire			X	X	45%	n/a	NO		
	Stat Neighbours			78%	79%	43%				
	National			75%	73%	40%				
12	A closing of the achievement gap between learners with special educational needs (as determined by the DfE) and their national peers across all key stages	EYFSP	Worcestershire	40%	46%	45%		YES	Operational Update. Take up of places for 2yr olds increased from 23.3% in June 15 to 78.6% in March 16 and we would expect to evidence impact for these children at the end of EYFS	
			Stat Neighbours	43%	47%	48%				
			National	42%	45%	50%				
		Key Stage 1	Reading	Worcestershire	41%	40%	38%			YES
				Stat Neighbours	39%	37%	37%			
				National	38%	37%	37%			
			Writing	Worcestershire	49%	46%	45%			YES
				Stat Neighbours	47%	47%	44%			
				National	45%	44%	44%			
		Maths	Worcestershire	34%	33%	31%		YES		
			Stat Neighbours	31%	30%	30%				
			National	30%	30%	31%				
		Key Stage 2	RWM	Worcestershire	53%	52%	56%			NO
				Stat Neighbours	58%	56%	55%			
				National	56%	53%	51%			
Key Stage 4	5 A*-C(EM)	Worcestershire	49%	51%	47%		NO			
		Stat Neighbours	49%	47%	46%					
		National	47%	45%	45%					
13	Improved attendance for Primary aged pupils with evidence of year on year improvement	Overall Attendance	Worcestershire	95.3%	96.1%	96.0%		NO	Data is contained in ONE and not all schools input so need to wait for validated data. Autumn term data is expected May 2016. Concern that smaller primary/first schools are not meeting their statutory welfare duty and accessing support for pupils. Babcock Prime is commissioned to deliver enforcement activity and a welfare offer can be purchased. Early Help providers and Stronger Families provide welfare support to increase attendance	
			Stat Neighbours	95.4%	96.2%	96.1%				
			National	95.3%	96.2%	96.0%				
		Persistent Absence	Worcestershire	2.7%	2.3%	2.3%		NO		
			Stat Neighbours	2.5%	1.8%	1.9%				
			National	2.7%	1.9%	2.1%				
14	Improved attendance for Secondary aged pupils with evidence of year on year improvement	Overall Attendance	Worcestershire	94.5%	95.0%	95.0%		NO	Data is contained in ONE and not all schools input so need to wait for validated data. Autumn term data is expected May 2016. Babcock Prime is commissioned to deliver enforcement activity and a welfare offer can be purchased. Early Help providers and Stronger Families provide welfare support to increase attendance	
			Stat Neighbours	93.8%	94.7%	94.7%				
			National	94.1%	94.8%	94.7%				
		Persistent Absence	Worcestershire	5.8%	5.1%	5.1%		NO		
			Stat Neighbours	7.2%	5.5%	5.3%				
			National	6.5%	5.3%	5.4%				

Attainment and Vulnerable Groups

Inclusion

15	The number of pupils who are missing education or not in appropriate provision reduces, with evidence of year on year improvement	All	Worcestershire					Service Plan and Service Report for 2015/16 provided for Strategic Commissioner and data shared with Safeguarding Board
			Stat Neighbours					
			National					

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## **CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 11 MAY 2016**

### **UPDATE ON BACK TO BASICS SAFEGUARDING IMPROVEMENT PLAN**

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#### **Summary**

1. The Assistant Director for Safeguarding has been invited to the meeting to update the Panel on progress of the Back to Basics Safeguarding Improvement Plan since the Local Government Association (LGA) Safeguarding Peer Review in April 2015.

#### **Background**

2. In November 2014, Worcestershire County Council - as part of its desire to be a learning organisation - invited the LGA to help facilitate a Peer Review on its approach to safeguarding children. The Peer Review took place in April 2015.

3. The Children and Families Overview and Scrutiny Panel ('the Scrutiny Panel') considered the outcomes of the Peer Review at its meeting on 25 June 2015 and was informed that the LGA team had identified the following four priorities:

- A 'back to basics' Safeguarding Improvement Plan
- Resolving the future direction for the 'Front Door'
- Implementing a detailed financial recovery plan
- Review and defining the role of Early Help

4. Panel Members agreed that they would wish to undertake further scrutiny work to consider the Directorate's response to these priorities and met with the Assistant Director Safeguarding Services and Strategic Lead Quality and Improvement on 5 August 2015.

5. Panel Members recognised that much of the ongoing improvement work and work initiated in response to the Peer Review was still at an early stage and that it would take time before improvements would be seen. Therefore, the Scrutiny Panel asked to receive an update in six months' time on progress against the four priorities identified in the Peer Review. This update focuses on progress against the Safeguarding Improvement Plan.

#### **Progress Report**

#### **Overview**

6. The Safeguarding Improvement Plan was written and implemented in May 2015 and Safeguarding Improvement Board has met monthly and monitored progress of the

Safeguarding Improvement Plan since this date. The Safeguarding Improvement Plan was subsequently refreshed in January 2016 (attached as Appendix 1) and was considered by the Safeguarding Improvement Board in February 2016. The Plan was refreshed to take account of the progress achieved thus far and to ensure that it was aligned to the three strategic priorities for Children's Social Care:

- Getting the 'gateway' into Children's Social Care right;
- Securing safety and permanence for children at the earliest opportunity;
- Building a confident and capable workforce.

7. As a result, the performance indicators that accompany the Safeguarding Improvement Plan have been revised so that they were directly relevant to the plan and were signed off in March 2016 by the Children, Families and Communities' Directorate Leadership Team and Safeguarding Improvement Board. Progress on performance is monitored through monthly corrective action reports which are compiled monthly by the Team and Group Managers for performance clinics that are held in each of the locality safeguarding areas. These are then reported to the Assistant Director for Safeguarding and on to Safeguarding Improvement Board.

### **Practice Standards**

8. Evidence from other local authorities who have embarked on improvement journeys similar to ours (e.g. Walsall and Herefordshire) suggests that improvement begins with compliance. We have therefore, as agreed by Improvement Board, focused on the compliance-based practice standards:

- Assessments in timescale
- Timeliness of visits
- Timeliness of Section 47 Enquiries
- Timeliness of Initial Child Protection Conferences (ICPC)
- Timeliness of response to complaints

9. In May 2015, a baseline position was taken against each of the key performance indicators used to measure progress on the compliance-based standards. An update on performance can be found in Appendix 2 which evidences the improvements made.

10. There is positive improvement in performance evidenced by the March 2016 data except for the percentage of Initial Child Protection Conferences completed in timescale. Performance for this indicator has fluctuated between May 2015 and March 2016 between c. 40% and 75%. We are currently trying to understand the reasons for this through the corrective action reporting process in order to ensure long term and sustained improvement. As a result of the fluctuating performance, we have issued a management instruction to all Team Managers that the decision as to whether an Initial Child Protection Conference is required must be made no later than day five of a Section 47 Enquiry and we have revised Framework workflow to support this in practice. This is being monitored closely by Team and Group Managers. Furthermore we have invested in information technology solutions to maximise participation and combat venue pressures.

11. Our hypothesis is that our improvement to date is as a direct result of relentless direct management oversight and scrutiny. Further improvement can only be achieved by creating the right conditions within which social workers can practice effectively. This means that we will have to reduce caseloads further through:

- effective management of the Family Front Door and demand (this is being realised through the Family Front Door project);
- workforce stability and development (this is being addressed by a major recruitment campaign that goes live later this month);
- ensuring that financial resources are refocused on the right part of the system (i.e. prevention and aligned to the key priority of reducing spend on LAC placements).

12. From January 2016, we rebalanced our focus to quality of practice through case file auditing and a series of mock inspections. Further work to improve quality of practice will include ongoing robust auditing of cases, further mock inspections, safeguarding alerts and learning from complaints.

### **Purpose of the Meeting**

13. The Children and Families Overview and Scrutiny Panel is asked to:

- consider the information in the report
- determine whether it would wish to carry out any further scrutiny, and
- agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Children, Families and Communities

### **Supporting Information**

Appendix 1: Back to Basics Safeguarding Improvement Plan (refreshed January 2016)  
Appendix 2: Back to Basics Performance Indicators

### **Contact Points**

#### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

#### Specific Contact Points for this report

Diane Partridge, Assistant Director for Safeguarding

Tel: 07921 672460

Email: [dpartridge2@worcestershire.gov.uk](mailto:dpartridge2@worcestershire.gov.uk)

### **Background Papers**

In the opinion of the proper officer (in this case the Director of Children, Families and Communities) the following are the background papers relating to the subject matter of this report:

- Children and Families Overview and Scrutiny Panel Report: Worcestershire Safeguarding Peer Review, 26 June 2016

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# BACK TO BASICS

## Worcestershire Children's Social Care Back to Basics: January 2016



### OUR AIM

For every child we become involved with - we make their life better!

### OUR CORE VALUES

We always act in the best interest of the child (everything else follows this)  
We create safety and stability for our children  
We recognise the importance of family and work with them to find solutions  
We only intervene in family life when we need to (i.e. we understand what we are doing and why we are doing it)

### OUR PRIORITIES

Getting the "gateway" into  
Children's Social Care right  
Fixing the front door

Securing safety and permanence for our  
children at the earliest opportunity  
Best interest with money in mind

Building a confident and  
capable workforce  
Investing in you

### HOW DO WE DO THIS?

All underpinned by a relentless focus on continually improving our practice - doing everything we do well  
We will:  
**Identify** need and risk  
Understand and apply **thresholds**  
**Assess** by seeing children, understanding what day to day life is like for them, talking to the right people to get the right information; applying quality professional judgement  
**Plan** - clarity about what needs to change and who will support  
**Intervene** knowing who will do what, by when and how  
**Review** so we know we are making a difference  
Provide **quality management oversight and direction** at every stage








### HOW WILL WE KNOW?

We will know we have achieved this when:

- Outcomes for children, young people and their families have improved
- Children, young people, their families and partners tell us we are doing well
- We have a stable workforce
- Practice observation and audit identify practice that is consistently good or better

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**Appendix Two: Back to Basic Performance Indicators**

Indicator	Baseline	Target	March 2016	Direction of Travel
Timeliness of Children and Young People's Assessments (completed within 45 working days)	54%	95%	71%	
Timeliness of visits: Children in Need	33%	100%	71%	
Timeliness of visits: Child Protection (21 working days)	-	100%	97%	
Timeliness of visits: LAC	48%	100%	89%	
Timeliness of Section 47 Enquiries	57%	97%	87%	
Timeliness of Initial Child Protection Conferences	68%	95%	40%	
Stage One Complaints in timescale	54%	100%	70%	

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## **CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 11 MAY 2016**

### **STRONGER FAMILIES PROGRAMME UPDATE**

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#### **Summary**

1. The Strategic Commissioner: Early Help & Partnerships has been invited to the meeting to provide an update on the Stronger Families Programme.

#### **Overview**

2. The Stronger Families Programme is Worcestershire's response to the national Troubled Families programme. This report is an update on delivery, evaluation and subsequent system change as a result of the programme.

3. Delivery of phase 1 of the programme was completed by March 2015 and provided support to over 900 families who met the criteria of having children not attending school, youth crime/anti-social behaviour and/or adults not in employment. Of these families 833 achieved the required improvements (improved school attendance, reduction in crime/anti-social behaviour and/or an adult moving into employment) that allowed us to claim further 'payment by results' government funding.

4. Delivery of phase 2 of the programme is underway and has so far delivered support to 760 families who have complex needs.

5. System change: a key requisite of the second phase of the programme is system change - to challenge the barriers faced by families receiving services across the public sector. This is being led in Worcestershire through the Connecting Families Programme.

#### **Delivery of Phase 1**

6. Delivery of the Stronger Families Programme ('the programme') began in the spring of 2013 with the recruitment of an internal team and the commissioning of an external provider with expertise in intensive family support. Support was proactively offered to families identified as meeting the national Troubled Families criteria and local criteria such as substance misuse, adult mental health and domestic abuse. School staff and other professionals were proactive in introducing the support to families.

7. Support was based on the proven 'key worker' approach, with one family support/key worker providing a contact point for the family and co-ordinating their own support with those of other professionals, brought together through a whole family plan.

8. Families were also supported by other professionals acting as lead professional where there were either less intensive support needs or specialised intervention was required around children in need, school attendance, youth offending etc.

9. A strategic group of partner agencies oversaw delivery of phase 1 of the programme and were able to remove some barriers to working with families as a direct result of their engagement in the programme.

10. The nature of the programme meant that there was a clear focus on achieving outcomes for families and funding was based on our working with 900 families. By the end of phase 1 over 900 families had received support and 833 families had achieved sufficient progress for a claim for the 'payment by results' element of funding to be made.

11. Families who had ongoing support needs transferred to phase 2 of the programme.

### **Delivery of Phase 2 (ongoing)**

12. As an 'early starter' Worcestershire began delivery of phase 2 of the programme in January 2015. The government has committed funding for this phase until 2020 and Worcestershire has a target to work with 3100 families in this time. There is an expectation that claims for families will be made who have achieved 'significant and sustained' progress before the end of the programme. Therefore the aim is to begin support with the majority of families by September 2018 at the latest. To date 760 families have received support.

13. Changes to the delivery of the programme in phase 2 include the broadening of the national programme criteria to include six broad areas:

- Parents and children involved in crime or 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 or young people at risk of worklessness
- Families affected by Domestic Violence or Abuse
- Parents and children with a range of health problems

14. Targeted support is delivered by the internal and commissioned Stronger Families key workers, Early Help family support workers and Early Intervention Family Support teams (including Wyre Forest and Hagley project). Funding for the work with each family has reduced by around a third from phase 1 based on the presumption that the needs of this cohort of families are less complex. As with phase 1 the reality is that there is a spread of need with many families either known to social care or on the edge of social care.

15. To date a small number of 'payment by results' claims have been made for families who have evidenced significant and sustained progress (21 in total) and there will be two further opportunities to submit claims this year.

16. Further details on the delivery of the programme, the above criteria and the evidence required to demonstrate progress can be found in the Stronger Families Outcomes Plan at Appendix 1.

### **Evaluation of the programme**

17. At a national level Worcestershire participated in the evaluation of the programme in phase 1 through the following activities:

- County specific case study of the local delivery model
- Submission of data within a cost savings calculator
- Family level interviews with the national evaluation team
- Submission of family level monitoring data (in addition to claims data)

18. The evidence obtained by the Troubled Families team formed part of the business case for continued funding of the programme to 2020, and also led to improved methods of collecting data (including cost savings data), the renewed national criteria and confirmation of the principles of the programme in phase 2 which include:

- Endorsement of the key worker approach
- Whole family support
- A focus on system change and
- Implementation of data sets to inform cost savings across the public sector.

19. In Worcestershire the data available for the cost savings calculation was incomplete due to the difficulty in obtaining historic data from partners, particularly data from different 'health' providers.

20. The cost savings calculator did demonstrate savings across partners especially long term savings where adults went into sustained employment, children returned to school or committed less crime and anti-social behaviour, and where there was less involvement from social care professionals. In a small number of cases costs increased as a result of children being taken into care.

21. Recently we have reviewed the families from phase 1 where a 'payment by results claim' was made to see if they had needed further support since the claim was made. Of the 833 families where a claim was made (as far as can be ascertained from current data):

- 596 families have made no further request for support and have not been referred or re-referred into social care
- 120 families have asked for further 'early help' support, of these 88 have had a further Early Help assessment and plan
- 117 families have had a referral to social care, of these the recorded outcomes include:
  - 41 cases closed following assessment
  - 19 child in need plans
  - 3 child protection cases
  - 3 children taken into care

22. Due to the complexity of the issues faced by families in the programme (nationally this has been reported as an average of nine issues per family) it is to be expected that some families would need additional support following the initial intervention. It is a positive sign that in some cases families are recognising the need for support at an early stage as family structures change (birth of additional children/grandchildren, young people reaching adolescence etc). The figure of 9% of families needing further social care intervention is similar to the levels reported informally by other two tier authorities at a recent workshop event.

## System change

23. The learning from the programme is being brought forward into two significant areas of system change:

24. **Connecting Families** is a programme of whole system change that is being designed to overcome challenges that prevent and/or delay positive outcomes for children and families. It will transform the way public services are delivered.

25. The fundamental reason for change is the need to focus on improving the lives of families across Worcestershire. Even with the endeavours of existing service provision, there is still an increased demand on specialist/acute services. It is also evident that there are disproportionate areas of concern, when comparing Worcestershire to national figures and statistical neighbours, across certain health indicators. Connecting Families will ensure a wider service provision for families in the future.

26. The programme will require us to take the time to understand current issues within the system – helping us to identify the right solution (*"Do the right thing rather than the wrong thing righter"*). This will require patience and a fine balance between how we currently provide services and how these might be developed in the future.

27. The programme is looking to design a new approach and delivery model that looks at working with families and vulnerable people in a different way. This has now started in Redditch with Family Support Workers from the Early Help Team, Stronger Families Team, Early Intervention Family Support and District Housing locality staff coming together with representatives from partner agencies as Change Champions. The family support workers will be providing a "key worker" response - this is not what is being tested. The programme seeks to understand and challenge how current processes and systems get in the way and create barriers to providing this support in the most effective way.

28. There still needs to be time given to the testing in Redditch before more formal plans can be put in place for a county-wide roll-out, however, it will be built on the following building blocks:

- Family Support Workers in a District area will at some point be expected to come together as one team and be co-located. Local Partnerships will need to be identified to provide Change Champions to support the approach
- Communications to share learning from Redditch
- District specific learning events to build programme according to local need.

29. **Family Front Door** - the design and development of the new Family Front Door (FFD) is based around the need to ensure that families receive more timely and targeted interventions at an earlier stage in an effort to reduce the need for statutory intervention. An essential part of making this happen is that there are clear pathways in place at the new FFD enabling them to confidently refer the right family to the right service as efficiently as possible (in line with the revised levels of need guidance).



## Next Steps

30. The current Stronger Families Outcomes Plan will be reviewed over the next few months to ensure that significant and sustained progress can, wherever possible, be evidenced from data and evidence collected as part of the delivery of family support and other services. The Plan will also be updated to reflect changes in service delivery and the implementation of the Family Front Door and Connecting Families as detailed above.

31. Delivery of the programme will continue to be monitored in terms of delivery, outcomes and system change.

## Purpose of the Meeting

32. The Children and Families Overview and Scrutiny Panel is asked to:

- consider the information in the report
- determine whether it would wish to carry out any further scrutiny, and
- agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Children, Families and Communities

## Supporting Information

- Appendix 1 - Worcestershire's Stronger Families Outcomes Plan 2015/16

## Contact Points

### County Council Contact Points

Worcestershire County Council 01905 763763

Worcestershire Hub: 01905 765765

Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

### Specific Contact Points for this report

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Debbie Herbert, Lead Commissioner for Vulnerable Children & Families, Children, Families & Communities

01905 846831 Email [Dherbert2@worcestershire.gov.uk](mailto:Dherbert2@worcestershire.gov.uk)

## Background Papers

In the opinion of the proper officer (in this case the Director of Children, Families and Communities) there are no background papers relating to the subject matter of this report.

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## Worcestershire's Stronger Families Outcomes Plan 2015/16

(Troubled Families Programme Phase 2)

### Background and context

The Stronger Families programme (Worcestershire's delivery of the national Troubled Families programme) has for the last three years delivered whole family and intensive support to families with complex and – in many cases – intergenerational problems. These ranged from poor school attendance, anti-social behaviour, juvenile crime and worklessness (the national criteria for the programme) alongside issues of child protection, mental health, substance misuse, domestic abuse, debt etc (our local criteria).

In Worcestershire we exceeded our target of providing support to 900 families, and are working to evidence that an estimated 90 – 100% of these families will demonstrate improvements in school attendance, reductions in crime and ASB, and in some families, adults moving into work for a minimum of 13 weeks, by May 2015.

The success of the national programme has led to an extension for a further 5 years. Funding has been confirmed for 2015/16 with future funding expected to be confirmed post elections in May 2015.

This plan sets out how Worcestershire will prioritise families for support in the extended programme, how we will deliver that support during 2015/16, evidence progress made by families and plan for future programme delivery from 2016 and beyond.

Whilst the plan will be agreed and in place from April 2015, it is expected that it will develop in detail during 2015/16 and will be refreshed for 2016/20 should funding be confirmed following the May 2015 elections.

Details relating to the development and delivery of the plan, with partners, can be obtained by emailing [dherbert2@worcestershire.gov.uk](mailto:dherbert2@worcestershire.gov.uk) at any time.

### Summary of principles and programme delivery

#### Identification of families and their needs:

- Families eligible for support from the extended programme will be identified from local data sources, and by assessment, in line with the Troubled Families themes identified in the national framework (see pages 5 to 11 below)
- As part of whole family assessments (including Early Help Assessments or Children and Young People Assessments) all issues which need to be addressed will be identified.
- To be eligible for the Payment By Results scheme, evidence will be required to show that the family faces at least two of the issues identified by the national framework, and that the significant and sustained progress outlined in this document has been achieved by the whole family, or an adult has moved into continuous work.

#### Evidencing outcomes:

- This plan details the outcomes that we expect to see in families that are making sustained and significant progress. Some of that evidence will come from data (eg improved attendance at school), and some from the combined assessment of key workers and the family themselves
- In all cases, a sensible approach needs to be taken to balance actual data and a qualitative assessment of progress. An example of this may be where there is a reduction in recorded crime, or police callouts, but actually the severity of the offences committed has increased.
- As the responsible authority for PbR claims to DCLG, we will work closely with internal audit colleagues to ensure a robust system is in place to validate claims before they are made.

- A claim for 'significant and sustained progress' by a family – and therefore a PbR payment - can only be made where (a) the lead worker for the family judges that progress has been made by the family across all identified problems, that the improvements are likely to be sustained and that the intensity of support required by the family is being reduced AND (b) the data demonstrates, where appropriate, that the progress is significant and has been sustained in accordance with this plan.

### **Delivery of the programme:**

Our target is to support 3100 eligible families during the five year extended programme. As 'early starters' we are already working with a small % of this cohort and our target for the period from 1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2016 is to engage with just under 700 families. To achieve this increase in the scale of the programme will require the support of a wide range of partners, both in identifying families and delivering appropriate support.

Potential delivery partners already identified include:

- The Stronger Families team, jointly managed by Vestia and Children's Services
- Action 4 Children, Barnados, Redditch Borough Council and 4Children and their delivery partners, delivering 0-19 Early Help services throughout the county
- The Early Intervention Family Support team and Wyre Forest and Hagley Project
- Colleagues in Social Care and Learning & Achievement within WCC
- Schools and colleges, YOS, housing providers and housing support providers, National Probation Service, CRC for Worcestershire, HMP Hewell etc

Organisations who wish to lead the delivery of support to families and access PbR for families they support who achieve the required outcomes, will need to demonstrate:

- A whole family and multi-agency approach
- Use of appropriate assessment and monitoring tools
- Appropriately trained and supervised staff

For further details contact Debbie Herbert [dherbert2@worcestershire.gov.uk](mailto:dherbert2@worcestershire.gov.uk)

## Prioritisation of resources

All families need to be able to access support at the appropriate level to meet their needs, and to ensure the safety of children and young people within those families.

Early Help services provide targeted support to those families whose needs are not met by universal services and will, where appropriate, provide that support alongside social care colleagues and others.

The Stronger Families programme is expected to work with families meeting a range of issues across the 6 priority themes of the programme. This plan does not give greater priority to any of these issues but, in order to ensure that resources are targeted where appropriate the following parameters are proposed/have been agreed:

- The Stronger Families team will target their resource to ensure that they are supporting (where possible) families with the most complex needs. This includes families who meet or border social care thresholds **and** would benefit from whole family intensive support and those families who place the highest demands/cost on partner agencies including police, health and DWP – as identified by data sources.
- Families supported by early intervention services will be deemed to meet the criteria for the programme if, on assessment, the issues they face (such as domestic abuse, risk of neglect, substance misuse and health problems) are judged to be 'significant' or 'moderate' (or equivalent measures for systems outside of the Early Help Assessment including Children and Young People assessments carried out by social care).

The following pages define, for each priority theme, the family level outcomes and progress measures for the programme. A more detailed spreadsheet outlining eligibility criteria, data sources and links to the programme's evaluation and cost savings calculator tool is available on request.

## 1. Parents and children involved in crime or anti-social behaviour

<b>Local strategic priority for:</b> community safety partnerships, county and district councils, National Probation service, local CRC, housing providers, Worcestershire PCC, Worcestershire Health and Wellbeing Board, Worcestershire Safeguarding Board				
<b>Strategic targets:</b> Left blank for partners to contribute				
<b>Family Level Outcomes</b>	<b>Evidence source(s)</b>	<b>Baseline measure</b>	<b>Significant progress</b>	<b>Sustained progress</b>
Reduction in frequency and severity of offending amongst under 18's in the family	YOS WM Police	Number of proven offences in the 12 months prior to intervention (per young person)	At least a 33% reduction in proven offences or offences likely to lead to a conviction or out of court disposal AND no serious crime committed (per young person) OR a significant reduction in the seriousness of crime	In the last 6 months (see notes p12)
Reduction in frequency and severity of adult offending in the family	WM Police	Number of proven offences in the 12 months prior to intervention (per family)	At least a 33% reduction in proven offences or offences likely to lead to a conviction or out of court disposal AND no serious crime committed (per family) OR a significant reduction in the seriousness of crime	In the last 6 months
Reduction in family involvement in anti-social behaviour	WM Police Housing Providers	Number of ASB incidents committed in the 6 months prior to intervention or the level of sanctions imposed by Police or housing providers (per family)	A significant reduction in both the frequency and severity of ASB incidents involving family members (guideline of 66% reduction in frequency and no escalation in sanctions)	In the last 6 months

## 2. Children who have not been attending school regularly

<b>Local strategic priority for:</b> Children's Services, schools, Worcestershire Safeguarding and Health & Wellbeing Boards				
<b>Strategic targets:</b> Left blank for partners to contribute				
<b>Family Level Outcomes</b>	<b>Evidence source(s)</b>	<b>Baseline measure</b>	<b>Significant progress</b>	<b>Sustained progress</b>
All children in the family are receiving a suitable education	ONE School records	Number of fixed term exclusions in the last 3 consecutive school terms, prior to intervention (per child)	Each child has had less than 3 fixed term exclusions	Over the last 3 consecutive terms
	ONE School/provider records	% of school sessions absent in the last 3 terms prior to intervention (per child)	Each child has had less than 15% school absences  For PbR claims from April 2016 this figure will reduce to 10% to reflect the revised DfE measure of persistent absence from September 2015.	Over the last 3 consecutive terms
	CME data School rolls Alternative provision records	Number of children in the family permanently excluded from school in the last 3 consecutive terms. Number of children not on the school roll.	Each child in the household is in school, a Pupil Referral Unit or alternative provision and is achieving the above progress measures re attendance and fixed term exclusions.	See above



## 3. Children who need help

<b>Local strategic priority for:</b> Children's Services, schools, Worcestershire Safeguarding and Health & Wellbeing Boards, community safety partnerships, corporate parenting strategy, CYPP				
<b>Strategic targets:</b> Left blank for partners to contribute				
<b>Family Level Outcomes</b>	<b>Evidence source(s)</b>	<b>Baseline measure</b>	<b>Significant progress</b>	<b>Sustained progress</b>
Appropriate step down of safeguarding intervention	FWi	Status at start of intervention (LAC/CP/CIN)	Examples of significant progress include: <ul style="list-style-type: none"> <li>- Step down from CP or CIN</li> <li>- Reunification from LAC</li> <li>- Appropriate step down from 'edge of care'</li> <li>- Step down to Early Help service or universal services</li> <li>- Social worker confirmation that issues have de-escalated</li> </ul>	Sustained for at least 6 months
Significant reduction in impact of concerns recorded within an Early Help Assessment	FWi	Recorded level of impact of issues within an Early Help Assessment ('significant' or 'moderate')	Examples of significant progress include: <ul style="list-style-type: none"> <li>- Reduction in impact of issues from 'significant' to 'moderate' or less</li> <li>- Reduction in impact of issues from 'moderate' to 'minor' or less</li> </ul>	No re-escalation for at least 6 months

## 4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness

<b>Local strategic priority for:</b> community safety partnerships, county and district councils, National Probation service, local CRC, housing providers, Worcestershire PCC, Worcestershire Health and Wellbeing Board, Worcestershire Safeguarding Board				
<b>Strategic targets:</b> Left blank for partners to contribute				
<b>Family Level Outcomes</b>	<b>Evidence source(s)</b>	<b>Baseline measure</b>	<b>Significant progress</b>	<b>Sustained progress</b>
An adult or young person in the family moves into sustained employment	DWP/TFEA Key worker	At least one family member is claiming an out of work benefit at the start of the intervention and is assessed as able to work by DWP	An adult or young person in the family moves off out of out-of-work benefits and a family member moves into work Or If family is claiming UC, the earnings threshold is satisfied	JSA claimants – 26 of last 30 weeks in employment Other OOW benefits – 14 consecutive weeks (set by TF programme)
Family members have made progress to work	Case notes/FWi and/or DWP 5 stages assessment		A family member has undertaken a work or volunteering placement, accredited training or qualification to improve their skill levels OR A family member improves their overall RAG rating on DWP 5 stages to work assessment over the course of the intervention	Placement or training completed or attended for 13 consecutive weeks OR plans are in place for continued engagement with employment and skills provision

<b>Priority 4 continued</b>				
<b>Family Level Outcomes</b>	<b>Evidence source(s)</b>	<b>Baseline measure</b>	<b>Significant progress</b>	<b>Sustained progress</b>
Family have reduced debt or risk of financial exclusion	Lead worker records, evidence of debt or arrears, 'better off calculations'	Initial assessment of debt, budgeting issues, arrears etc	<p>Family make significant progress against issues identified eg:</p> <ul style="list-style-type: none"> <li>• Measurable increase in family income</li> <li>• Reduced proportion of income servicing debt</li> <li>• Sustainable housing achieved or progress made towards achieving</li> <li>• Evidence of improved budget and debt management</li> </ul>	At case closure or step down to less intensive support

## 5. Families affected by Domestic Violence or Abuse

<b>Local strategic priority for:</b> WFADASV, community safety partnerships, county and district councils, National Probation service, local CRC, housing providers, Worcestershire PCC, Worcestershire Health and Wellbeing Board, Worcestershire Safeguarding Board				
<b>Strategic targets:</b> Left blank for partners to contribute				
<b>Family Level Outcomes</b>	<b>Evidence source(s)</b>	<b>Baseline measure</b>	<b>Significant progress</b>	<b>Sustained progress</b>
Reduction in domestic abuse within the family	Recorded police call-outs to domestic incidents	Number of call-outs in the 12 months prior to start of intervention	Absence of recorded police call-outs to domestic incidents except those in support of civil injunctions or their equivalent	In the last 6 months
	Lead worker assessment/case notes	Assessment at start of assessment or when DA/DV is disclosed	Family members participate in intervention eg family support, victim or perpetrator programmes, relationship support as appropriate	Interventions completed
	Local risk assessment tool eg Safe Lives' DASH	Assessment at start of assessment or when DA/DV is disclosed	Local risk assessment (if applicable) demonstrates a reduced risk/improved safety	At case closure/step down from original level of support

## 6. Parents and children with a range of health problems

<b>Local strategic priority for:</b> community safety partnerships, county and district councils, National Probation service, local CRC, housing providers, Worcestershire PCC, Worcestershire Health and Wellbeing Board, Worcestershire Safeguarding Board				
<b>Strategic targets:</b> Left blank for partners to contribute				
<b>Family Level Outcomes</b>	<b>Evidence source(s)</b>	<b>Baseline measure</b>	<b>Significant progress</b>	<b>Sustained progress</b>
Improvement in the management of mental health of adults and children in the family	Assessment/case notes/multi-agency meeting notes	Assessment by lead worker/medical diagnosis	Assessment/case notes evidence an improvement in mental health or access to appropriate treatment/support	At case closure or step down to less intensive support
Reduced alcohol misuse within the family	Assessment/case notes/multi-agency meeting notes	Assessment by lead worker/medical diagnosis	Assessment/case notes evidence a reduction in drinking at levels likely to cause harm and/or engagement with appropriate treatment service	At case closure or step down to less intensive support
Reduced drug misuse within the family	Assessment/case notes/multi-agency meeting notes	Assessment by lead worker/medical diagnosis	Assessment/case notes evidence a cessation of illegal drug use or reduction in misuse of prescribed drugs and/or engagement with appropriate treatment service	At case closure or step down to less intensive support
Improved management of long-term and lifestyle related health conditions	Assessment/case notes/multi-agency meeting notes	Assessment by lead worker/other professional	Assessment/case notes evidence improved management of long-term health conditions and/or improved lifestyle choices	At case closure or step down to less intensive support

### Service transformation and future arrangements (beyond 15/16)

This plan will be reviewed in line with the refreshed Early Help Strategy for Worcestershire and extended, subject to continued funding of the Troubled Families programme, to cover the years 2016 – 2020, by April 2016. The refreshed plan will interface with service transformation proposals arising from Connecting Families and other service transformation programmes.

#### Notes:

1. Within the Stronger Families programme 'family' denotes a group of individuals, normally living in the same household, and including at least one child or young person under 18.
2. The decision as to whether an offence is 'serious' will if necessary be referred to Police and YOS for determination.
3. Details of the requirements for a 'move off benefits and into continuous employment' claim can be accessed in the financial framework for the programme [\(here\)](#)
4. Health outcomes will be reviewed as data sharing with health partners is improved
5. 'In the last six months' refers to the period of six months prior to the point at which a review is carried out to determine whether a family has made 'significant and sustained' progress against relevant outcomes. This can be during the period of support, at case closure or at some future date.