

Strategic Outline Business Case

6 year project working with Shireton's troubled and at risk families

Business Case Developed in Partnership with:

Shireton Council

Shireton Community Safety Partnership

Shireton NHS Trust

Shireton Home Housing Group

Date: November 2012

Author: Andy Oddy

Organisation: Shireton Council

Contact Details: andy.oddy@acareo.co.uk

Strategic Outline Business Case

Contents

Title	1
Project Definition	3
Stakeholder Identification	8
Benefits and Burdens Analysis	10
Effectiveness Analysis	12
Achievability Analysis	13
Options Comparisons Results	14
Project Analysis Dashboard 1	15
Project Analysis Dashboard 2	16
Opportunities for improvement	17
Stakeholder Analysis	18
Summary of Results	19

Project Definition

Project Summary

1 Project Name	6 year project working with Shireton's troubled and at risk families
2 Target Group / Community	<p>This project is aimed at 'Troubled Families defined as households who:</p> <ul style="list-style-type: none">• Are involved in crime and anti-social behaviour• Have children not in school• Have an adult on out of work benefits• Cause high costs to the public purse <p>These definitions are expanded in the Financial Framework for Troubled Families published by the Department for Communities and Local Government in March 2012. For clarity these are set out below:-</p> <p>2.1. Crime/anti-social behaviour Young people involved in crime and families involved in anti- social behaviour are defined as:</p> <ul style="list-style-type: none">• Households with 1 or more under 18-year-old with a proven offence in the last 12 months AND/ OR• Households where 1 or more member has an anti-social behaviour order, anti-social behaviour injunction, anti-social behaviour contract, or where the family has been subject to a housing-related anti-social behaviour intervention in the last 12 months (such as a notice of seeking possession on anti-social behaviour grounds, a housing-related injunction, a demotion order, eviction from social housing on anti-social behaviour grounds) <p>2.2. Education Households affected by truancy or exclusion from school, defined as where a child:</p> <ul style="list-style-type: none">• Has been subject to permanent exclusion; three or more fixed school exclusions across the last 3 consecutive terms; OR• Is in a Pupil Referral Unit or alternative provision because they have previously been excluded; OR is not on a school roll; AND/OR• A child has had 15% unauthorised absences or more from school across the last 3 consecutive terms. <p>2.3. Work Households with an adult on Department for Work and Pensions out of work benefits (Employment and Support Allowance, Incapacity Benefit, Carer's Allowance, Income Support and/or Jobseekers Allowance, Severe Disablement Allowance). All families who meet all of criteria 1-3 in Shireton will automatically be included in the project. The balance of families will be identified using local discretion.</p> <p>2.4. Local Discretion Any families that meet 2 of the above 3 criteria AND are a cause for concern. The Shireton Community Partnership considers the following issues to be pertinent to this discretion:</p> <ul style="list-style-type: none">• Families containing a child who is on a Child Protection Plan or where the local authority is considering accommodating them as a looked after child• Families subject to frequent police call-outs or arrests or containing adults with proven offences in the last 12 months, such as those who have been in prison, prolific and priority offenders, or families involved in gang-related crime• Families with health problems such as emotional and mental health problems, drug and alcohol misuse, long term health conditions, health problems caused by domestic violence/abuse, under 18 conceptions, physical disability and learning difficulties. <p>Research locally and nationally indicates that there are 750 of such families in Shireton plus another 2500 families "at risk" of becoming troubled families.</p>
3 Approximate Size of Target Group	750
4 Policy / Strategic Foundation	4.1 The Prime Minister David Cameron received a report in the summer of 2010 which outlined the cost of Troubled Families (previously called Families with Complex Needs). A

study had found that 120,000 families nationally cost nearly £9bn a year in public services. He pledged to turn around the lives of these families with consequent reduction in public service costs by the end of the Parliament.

4.2 In October 2010 the Chancellor announced a programme of Community Budgets for "Families with Complex Needs" beginning with 16 local authority pilot areas building on the principles and findings of the Total Place programme undertaken by the previous administration.

4.3 Since then the Government has created a new Troubled Families Unit headed by Louise Casey in the Department for Communities and Local Government to ensure consistent activity across England to meet the Prime Minister's ambition. A pooled budget from 4 Government departments totalling nearly £0.5bn has been created to support 152 local authority areas across the Country to change working arrangements to work with Troubled Families in their areas.

4.4 Work in Shireton began in January 2012 with all local partners working together to define the problem and the ambition for change. Key conclusions were:

- The ambition that the Troubled Families programme should lead to a fundamental change in the way that services are provided rather than be another short term project.
- The ambition to work with all Troubled Families including those with a relatively small number of problems but at risk of developing more complex needs.
- The need to put the families first before organisational or service interest if these ambitions were to be achieved.

5 Key Problem the Project Solves

5.1 The government estimates that, nationally, Troubled Families cost the taxpayer £9bn per annum, equivalent to £75,000 per family. Locally this equates to an annual cost of £5.6m. This cost is driven by the consequences of the issues that Troubled Families face including various combinations of poverty, unemployment, low educational attainment, poor health, domestic violence, child protection and neglect and crime (both as a perpetrator and as a victim). These interconnected complex needs combine to create poor outcomes for both parents and children. Worse still, looking at case studies of known problem families in Shireton it can be seen that the issues facing these families can be cyclical, impacting upon one generation after another representing a continual drain on public resources and an intergenerational pattern of poor life chances and outcomes. In addition there is a much wider cost to the economy and society for example due to the distress caused by anti-social behaviour in communities and the impact of crime and victims and communities alike.

5.2 Reducing these costs by putting in place the necessary support for these families in an integrated and joined up way that prevents escalation of problems into costly, reactive, crisis interventions is therefore a key aim for Shireton.

5.3 These high costs are incurred for a variety of interconnected root causes that contribute towards complex unmet needs of the family. Such families often lack the resilience, capacity and confidence to cope with their situations and problems that they face. They may have poor family functioning skills and difficulty caring for children, including imposing daily routines, effective discipline and boundaries. They may make poor life choices resulting in domestic abuse, drug or alcohol addiction or mental health problems. Many such families are rooted in an intergenerational cycle of failure that passes down through the generations, setting low or non-existent levels of aspiration because "it's always been this way". As a consequence of these root causes such families face the problems that cost the public purse significant amounts in reacting to each crisis. Furthermore, the chaotic lifestyle of the troubled family can have a severe negative impact on their surrounding communities with family members, particularly the young, believing that they cannot break out of this cycle, remaining disengaged with their society and even destructive towards it.

6 The Problem with the Status-Quo

In response to these problems families tell us that current arrangements to provide support are not working. Insight work with such families and with practitioners has highlighted these key issues:

6.1. In the main services are reactive. They are focussed on crisis management and short term interventions. They may address today's problems with too little emphasis upon preventing those of tomorrow, resulting in more expensive services being required down the line.

6.2. Services deal with the members of the family that they have been established to handle (eg the child's offending or truancy or the mother's drug habits or mental health

issues or father's alcohol problems) and do not work in an holistic way across the whole family.

6.3. Troubled Families feel that multiple service interventions, usually targeted at an individual and short term, do not address the fundamental problems the family has.

6.4. Practitioners agree that they are often treating symptoms rather than causes and recognise that their intervention will often have only limited effect unless the wider issues affecting the family are addressed.

6.5. Parents in Troubled Families feel that public service interventions often leave them feeling less able to improve the circumstances of their family themselves.

6.6. The issues they most want help with are often practical issues around managing the household and themselves, developing confidence and learning core skills. Public services do not generally help with these problems.

6.7. A range of Government reviews including those by Graham Allen MP, Rt. Hon. Iain Duncan-Smith and Professor Eileen Munro identify the need for more and earlier intervention to prevent problems from developing. This supports the Shireton ambition to work with at risk families as well as the most troubled families.

7 Key Indicators of Success and Critical Success Factors

- Indicator 1** Number of household members convicted of a criminal offence - reduced
- Indicator 2** Number of children excluded from school - reduced
- Indicator 3** Number of children with less than 85% attendance at school - reduced
- Indicator 4** Number of adults in employment, education or training - increased
- Indicator 5** Number of adults in receipt of out of work benefits - reduced

8 Brief Overview of Project

The problems described in 6 above suggest that there are fundamental cultural and organisational barriers to change in existing public services and these must be addressed if the new approach is to be successful. The difficulty of this should not be underestimated : large scale cultural and organisational change will be required. Public services across Shireton will have to commit to working in different ways and be prepared to change cultures and policies/practices. The proposed new model of working can best be described as:

- a. Team around the family approach with a dedicated family support worker
- b. The Team around the Family should be co-located multi-agency services in localities resourced to meet the needs of that community
- c. There will be a Single Family Plan (owned/developed by family with support)
- d. Access to required services is key

Such fundamental change will require new systems and ways of working including the following workstreams:-

PEOPLE/HR
The establishment of locality based Family Support Teams

PROCESS
Identifying problem families and handling referrals
Information Management across agencies
Triage/allocations (including criteria)
Case Management
Tracking progress
Evaluation and performance management

FINANCE
Financial controls
Personal budgets

TECHNOLOGY
Systems to support new processes and financial controls

9 Three Main Alternative

- Alternative Option 1** Do Nothing

Alternative Option 2 | **Fast track 3 year project with just troubled families only**

Alternative Option 3 | **Fast track 3 year project with troubled and at risk families**

This project generates a new "product" or "service" which ...

10 Is unlike alternatives because...

Alternative 3 suggests a way forward that will lead to a sustained reduction in the numbers of 'Troubled Families' as opposed to simply working with those that we currently know about and ignoring the warning signs of those at risk of becoming troubled in the future. This option presents a "prevention is better than cure plus cure" approach as distinct from Alternative 1 which by default implies that the problems we now face will continue unabated at significant cost to the public purse. Alternative 2 would present a short term fix but not embed any aspects of prevention such that the problem would be on going, just with different families as nothing is being done to help families at risk of becoming troubled families. This solution would therefore be equally, if not more, costly in the medium to long term.

11 and has the following evidence for its potential effectiveness...

It Works!
Whole family intervention has been evidenced to work.

Services who work with these families following intensive whole family models regularly feedback that partners are surprised at the speed and range of outcomes that are met through this intensive support, stating that they did not anticipate the success that has been evidenced with the hardest to reach families.

Independent research by NatCen (NatCen Report 'Monitoring and evaluation of family intervention services and projects between February 2007 and March 2011' Reference: DFE-RR174 Published: December 2011) shows improved outcomes for these families when supported by Family Intervention Project models based upon a key worker and a 'Team Around the Family' approach including:

- 48% of families addressed their poor family functioning including their parenting skills, relationship or family breakdown, domestic violence or child protection issues.
- 57% of families were no longer involved in crime/anti-social behaviour.
- 39% of families addressed their mental or physical health problems and drug or alcohol misuse.
- 57% of families resolved any education issues with children truanting, being excluded, or behaving badly at school.
- In 20% of households not in work, education or training at least one adult family member was engaged in one of these activities by the time they exited.

The support received will increase the likelihood of positive outcomes for the children of the family, the adults, and of the family as a whole. It may also improve life for neighbours and the community in which they live.

A review by the National Institute for Clinical Excellence highlighted the value of parenting programmes in improving the behaviour of children with conduct disorder. Eleven out of 15 studies showed statistical long-term effects (between one and ten years).

Targeted Parenting Programmes have a strong international evidence base. A review by the National Institute for Clinical Excellence highlighted the value of parenting programmes in improving the behaviour of children with conduct disorder. Eleven out of fifteen studies showed statistical long-term effects (between one and ten years).

An Incredible Years parenting programme with children with

diagnosed disruptive behaviour costs an average of £1,344 over a six month period to improve a child's behaviour to below clinical levels of disruptiveness. It is estimated that by the age of 28, an individual with conduct disorder has cost an additional £60,000 to public services, compared to an individual without. Research carried out for the Youth Justice Board into the effectiveness of Parenting Programmes from 2002 demonstrated that attendance at a Parenting programme reduced young people's re-offending by 50%, alongside improved relationships between children and parents (Gate and Ramella, Positive Parenting Policy Research Bureau).

Locally in Shireton we have been able to evaluate our own Family Intervention Project by assessing the outcome status of families and comparing this with their reported status on entry into the project. Local results, albeit self-reported by key-workers, are even more impressive than the national results:

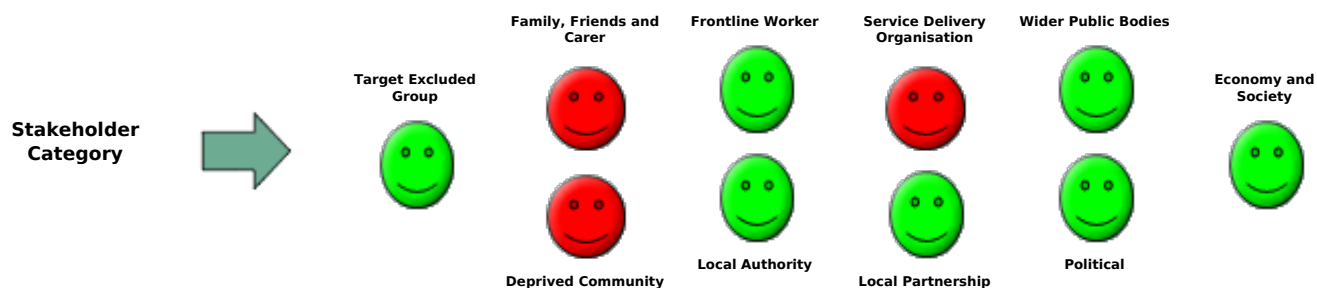
- 77% reduction in crime
- 92% reduction in anti-social behaviour
- 35% reduction in worklessness
- 50% reduction in behavioural problems and an 88% improvement in school attendance within the co-hort
- 58% reduction in Child Protection Plans

12 The basis for the choice of alternative options is...

A significant amount of analysis has been undertaken to establish the options. Originally there was a long list of 6 options with various permutations of target groups and timescales. Those options detailed above are those which the Project Board have considered the most achievable given the strategic ambition and timescales for delivery. They offer an informed and balanced choice for decision makers and all are viable alternative courses of action constrained only by resources and strategic ambition. There is an over-riding assumption throughout the business case that the high intensity interventions model led by a family key worker is an effective approach and will achieve at least the impact reported nationally.

Stakeholder Identification

This page presents a table of key stakeholders that have been identified and who have a stake and/or a role to play in the successful outcomes of any of the solutions.



Green = Stakeholders identified. Red = No Stakeholders identified.

Ref	Stakeholder Category	Stakeholder Type	Specific Stakeholder Title or Name
1	Excluded Group	Problem families	Parents in troubled families
2	Excluded Group	Problem families	Youth Offenders in troubled families
3	Excluded Group	Truants	School absentees in troubled families
4	Excluded Group	People on benefit	Unemployed persons in troubled families
5	Frontline Worker	Social Worker	Locality Social Workers
6	Frontline Worker	Youth Offending Team	YOT Workers
7	Local Authority	Children's Services	CAF Co-ordination Team
8	Local Partnerships	JobCentre Plus	Shireton Job Centre
9	Local Partnerships	Primary Care Trust	Shireton NHS Primary Care Trust
10	Local Partnerships	Housing Association	Shireton Housing Group
11	Local Partnerships	Police	Chief Constable
12	Political	Councillor Portfolio Holder	Cabinet member for Children & Young People
13	Wider Public Bodies	Central Government	Troubled families Unit - Communities and Local Government
14	Economy and Society	Society	Neighbours/victims of anti-social behaviour
15	Excluded Group	Addicts and substance abusers	Families with substance abusers/addicts
16	Excluded Group	Children at risk	Children at risk of being taken

			into care
17	Excluded Group	Disabled	Parents with physical or mental disability
18	Excluded Group	Low income households	Families on low incomes
19	Excluded Group	Unemployed	Families with worklessness
20	Excluded Group	Early school leavers	Children at risk of leaving education early

Benefits and Burdens Analysis

This page presents a table of benefits and burdens for each of the options identified. Each benefit is presented in Green and each burden in Red. They have been mapped against the relevant stakeholder that is impacted and scored. This approach is a form of "Multi-Criteria" analysis that is recommended in the HMT Green Book.

Scores for Benefits/Burdens Relative to other Options: Score of benefit (low 1 to 5 high); Score of burden (low -1 to -5 high); 0 = none

Ref	Stakeholder	Short Description of Benefit or Burden	Benefit or Burden?	Weight	6 year project working with Shireton's troubled and at risk families	Do Nothing	Fast track 3 year project with just troubled families only	Fast track 3 year project with troubled and at risk families
1	Youth Offenders in troubled families	Reduced number of young people (10-17) subjected to an ASB sanction	Benefit	M	4	0	3	4
2	Parents in troubled families	Reduced number of adults subject to ASB sanction	Benefit	M	4	0	4	4
3	Youth Offenders in troubled families	Reduced number of young people (10-17) convicted of criminal offence	Benefit	M	4	0	4	4
4	Parents in troubled families	Reduced number of adults convicted of criminal offence	Benefit	M	4	0	4	4
5	Youth Offenders in troubled families	Reduced number of family members identified as a Prolific Priority Offender	Benefit	M	4	0	4	4
6	Parents in troubled families	Reduced number of adults identified as a Prolific Priority Offender	Benefit	M	4	0	4	4
7	School absentees in troubled families	Reduced number of children excluded from school	Benefit	M	4	0	4	4
8	School absentees in troubled families	Reduced number of children with less than 85% attendance	Benefit	M	4	0	4	4
9	School absentees in troubled families	Reduced number of children attending PRU	Benefit	M	4	0	4	4
10	Unemployed persons in troubled families	Increased number of adults in employment	Benefit	M	4	3	4	4
11	Families with substance abusers/addicts	Reduced number of families with drug/alcohol problems becoming "troubled families"	Benefit	M	4	0	0	4
12	Parents with physical or mental disability	Reduced number of families with parental health problems becoming "troubled families"	Benefit	M	4	0	0	4
13	Families on low incomes	Reduced numbers of low income families becoming "troubled families"	Benefit	M	4	0	0	4
14	Families with worklessness	Reduced numbers of families with unemployed adults	Benefit	M	4	0	0	4

		becoming "troubled families"						
15	Children at risk of leaving education early	Reduced numbers of families with early school leavers becoming "troubled families"	Benefit	M	4	0	0	4
16	Locality Social Workers	Cost of changing working practices	Burden	M	-3	0	-3	-3
17	Shireton NHS Primary Care Trust	Cost of changing A&E admissions recording process	Burden	M	-1	0	-1	-1
18	Chief Constable	Reduced cost of crime and ASB	Benefit	M	5	0	3	5

Total Benefit	195	9	126	195
Benefit Percentage	81.3	3.8	52.5	81.3

Total Burden	-12	0	-12	-12
Burden Percentage	40.0	0.0	40.0	40.0

Effectiveness Analysis

This table compares the relative effectiveness of each of the options. Effectiveness is measured by 3-5 key indicators. The scores have been weighted to produce an Effectiveness % score. This approach is a form of "Multi-Criteria" analysis that is recommended in the HMT Green Book.

Indicator	Weight	6 year project working with Shireton's troubled and at risk families	Do Nothing	Fast track 3 year project with just troubled families only	Fast track 3 year project with troubled and at risk families
Number of household members convicted of a criminal offence - reduced	5	4	2	3	4
Number of children excluded from school - reduced	5	4	0	2	4
Number of children with less than 85% attendance at school - reduced	5	5	0	3	5
Number of adults in employment, education or training - increased	3	3	2	2	3
Number of adults in receipt of out of work benefits - reduced	3	3	2	2	3
Weighted Score		83	22	52	83
Effectiveness %		79.0	21.0	49.5	79.0

Achievability Analysis

This table compares the relative achievability of each of the options against the proposed solution. Achievability is measured by 10 common criteria that are essential to the successful implementation of projects. These criteria have been weighted to produce an overall Achievability score.

Criterion	Weight	6 year project working with Shireton's troubled and at risk families	Do Nothing	Fast track 3 year project with just troubled families only	Fast track 3 year project with troubled and at risk families
Appetite for Change	5	5			
Committed leadership	5	5			
Strategic & policy fit	4	5	3	4	5
People to deliver project	3	1	5	1	1
Money available	5	4	4	5	2
Feasible process change	3	3	5	3	3
Enough time	2	5	5	3	2
Fit with current ICT	3	0	2	0	0
Products & services available	3	2	4	2	2
Receptive stakeholders	3	5	1	5	5
Weighted Score		133	93	130	117
Achievability %		73.9	51.7	72.2	65.0

Options Comparisons Results

This page provides a summary of the options analysis. The chart plots the relative 'compellingness' of each of the options. Impact is plotted on the vertical axis. Options that have negative or low positive impact are those for which burdens generally outweigh benefits and score low on relative effectiveness against key indicators. Options which score highly are those in which benefits and effectiveness outweigh burdens. Options which score highly on achievability are those which have the lowest barriers to project success, or key enablers in place.

Summary of Analysis

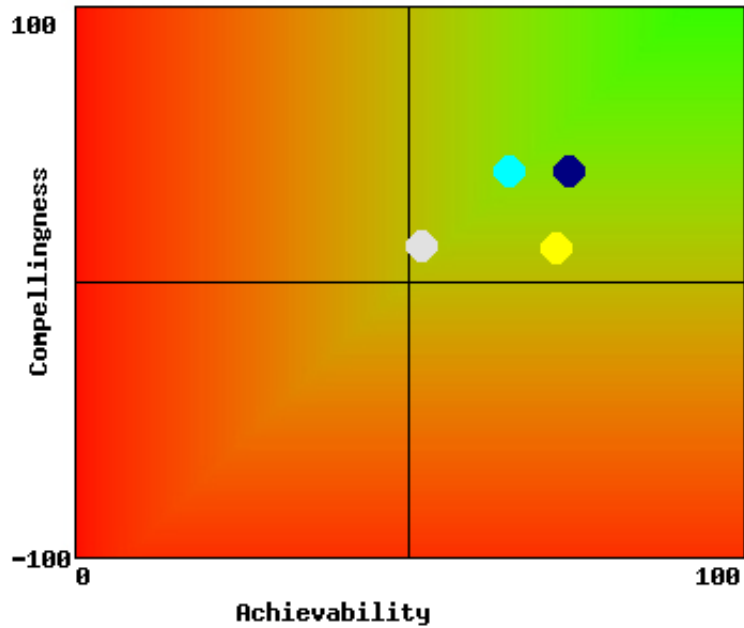
Project Option	Benefit	Burden	Effectiveness	Achievability	Compellingness
6 year project working with Shireton's troubled and at risk families	81	-40	79	74	40
Do Nothing	4	0	21	52	13
Fast track 3 year project with just troubled families only	53	-40	50	72	12
Fast track 3 year project with troubled and at risk families	81	-40	79	65	40

Project Analysis Dashboard 1

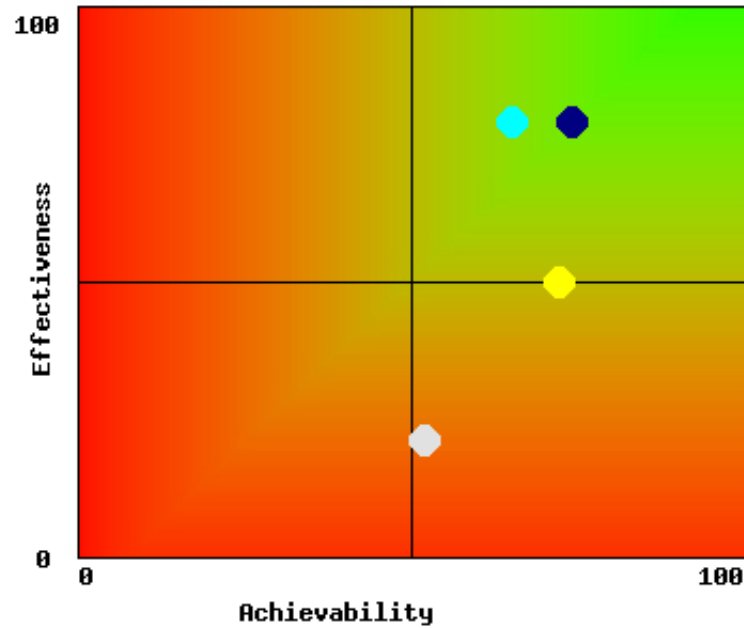
- 6 year project working with Shireton's troubled and at risk families
- Do Nothing
- Fast track 3 year project with just troubled families only
- Fast track 3 year project with troubled and at risk families

Compellingness has been calculated as the average Impact (Average of Benefit and Effectiveness) from which the burden score is subtracted. Compellingness is a score between -100 and 100

Compellingness



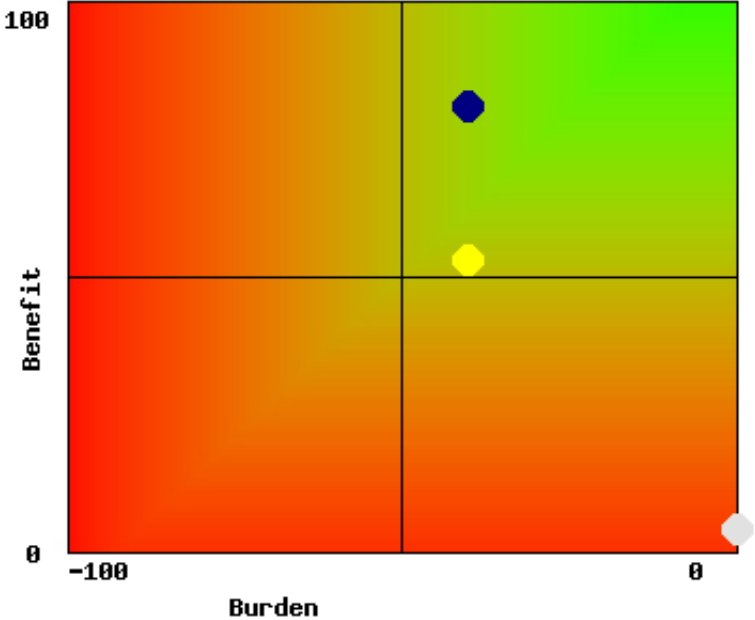
Effectiveness vs Achievability



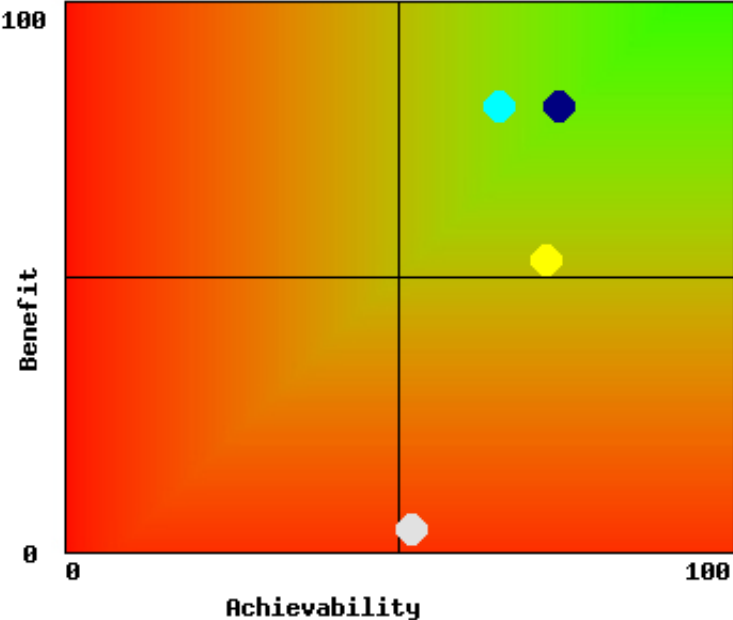
Project Analysis Dashboard 2

- 6 year project working with Shireton's troubled and at risk families
- Do Nothing
- Fast track 3 year project with just troubled families only
- Fast track 3 year project with troubled and at risk families

Benefit vs Burden



Benefit vs Achievability



Opportunities for improvement

a.) Weaknesses in Red - areas where the preferred option scores poorly relative to other options and you should consider strengthening the project

b.) Strengths in Green - areas where the preferred option scores highly relative to other options.

c.) Opportunities in Yellow - areas where none of the options score particularly well, or areas of high importance where there might be high payoff in strengthening the preferred option.

Opportunities	Strengths / Weaknesses	
5	0	Number of household members convicted of a criminal offence - reduced
5	0	Number of children excluded from school - reduced
0	0	Number of children with less than 85% attendance at school - reduced
6	0	Number of adults in employment, education or training - increased
6	0	Number of adults in receipt of out of work benefits - reduced
0	0	Appetite for Change
0	0	Committed leadership
0	0	Strategic & policy fit
0	-12	People to deliver project
0	-5	Money available
0	-6	Feasible process change
0	0	Enough time
9	-6	Fit with current ICT
3	-6	Products & services available
0	0	Receptive stakeholders

Stakeholder Analysis

This page presents a list of the stakeholders identified and highlights their potential attitudes towards the project. Those for whom no benefits or burdens have been identified are categorised as potentially 'disinterested' in the project. Those for whom benefits have been identified but no burdens - these are potential champions and 'enthusiasts' for the project - although it is worth re-checking they aren't burdened in some way by the project, they are highlighted in green in the table below. Those stakeholders for whom only burdens have been identified are potential 'resistors' to the project and are highlighted in red. Finally, those stakeholders for whom both benefits and burdens have been identified are potentially 'confused' as to whether the benefit they get from the project outweighs the burden and effort they put into it, and they are also highlighted in red.

Project Stakeholders	Benefit	Burden	Potential Attitude Toward Project
Parents in troubled families			Enthusiast? Stakeholder benefits but is not burdened by project?
Youth Offenders in troubled families			Enthusiast? Stakeholder benefits but is not burdened by project?
School absentees in troubled families			Enthusiast? Stakeholder benefits but is not burdened by project?
Unemployed persons in troubled families			Enthusiast? Stakeholder benefits but is not burdened by project?
Locality Social Workers			Resistor? Stakeholder is burdened by project but doesn't benefit?
YOT Workers			Disinterested? Stakeholder neither benefits nor is burdened by project?
CAF Co-ordination Team			Disinterested? Stakeholder neither benefits nor is burdened by project?
Shireton Job Centre			Disinterested? Stakeholder neither benefits nor is burdened by project?
Shireton NHS Primary Care Trust			Resistor? Stakeholder is burdened by project but doesn't benefit?
Shireton Housing Group			Disinterested? Stakeholder neither benefits nor is burdened by project?
Chief Constable			Enthusiast? Stakeholder benefits but is not burdened by project?
Cabinet member for Children & Young People			Disinterested? Stakeholder neither benefits nor is burdened by project?
Troubled families Unit - Communities and Local Government			Disinterested? Stakeholder neither benefits nor is burdened by project?
Neighbours/victims of anti-social behaviour			Disinterested? Stakeholder neither benefits nor is burdened by project?
Families with substance abusers/addicts			Enthusiast? Stakeholder benefits but is not burdened by project?
Children at risk of being taken into care			Disinterested? Stakeholder neither benefits nor is burdened by project?
Parents with physical or mental disability			Enthusiast? Stakeholder benefits but is not burdened by project?
Families on low incomes			Enthusiast? Stakeholder benefits but is not burdened by project?
Families with worklessness			Enthusiast? Stakeholder benefits but is not burdened by project?
Children at risk of leaving education early			Enthusiast? Stakeholder benefits but is not burdened by project?

Summary of Results

Summary of Options Analysis

Option 1 - Preferred

The preferred option of all troubled families and at risk families over 6 years meets the strategic ambition of Shireton and also meets the Prime Minister's promise of turning around England's troubled families by 2015. It focuses resource on the troubled families in the first 3 years. This option should lead to significant reductions in cost per household and, based upon the NatCen impact analysis, have a significantly beneficial effect on outcomes.

Option 2 - Do Nothing

The "do nothing" scenario does not meet the strategic ambition of Shireton nor will it meet the Prime Minister's promise - it will merely lead to status quo and a continuation of disjointed and confusing service delivery. It will also maintain the high costs of £75,000 per household.

Option 3 - Troubled Families only

This option does not include support for the at risk families and therefore does not meet the strategic requirements for Shireton. Whilst it would be considerably cheaper in the short term, this option is not considered sustainable since it would not prevent a "next batch" of troubled families from arising.

Option 4 - As preferred option but over 3 years rather than 6

This option is the same as the preferred option except that the ambition would be to concentrate all of the effort over a much shorter timescale. In a climate where there are fewer fiscal challenges this may be attractive but it is likely to be considerably more expensive and realistically unachievable in the current financial climate.

Initial View on Relative Value for Money of Options

After the six year period, there will likely be a residual cost of the programme as more TFs emerge that require support and some TFs, having had one intervention, require a further intervention. A provision of perhaps £1.0m per year would need to be made to cover these costs.

The total annual cost to the public sector in Shireton associated with troubled families is estimated by the Government to be £56m - considerably more if we take into account the current service demand of the at risk group. If we set this as being just 30% of the cost of troubled families it would add £19m giving a total annual cost of £75m. Over ten years, allowing for inflation, the current cost of "service" would be in the region of £1.0bn. Over any reasonable timeline, compared to the cost of continuing as present, the cost of investing in supporting troubled and at risk families in Shireton should be considered to be good value.

However, it is not yet understood how much of the potential saving will accrue to Shireton partners (collectively or individually) and how much will be benefits for departments/agencies of central government. It is also not clear as to how cashable such savings are likely to be.

Competition

Gap Analysis

Key Requirements	Weight	6 year project working with Shireton's troubled and at risk families	Do Nothing	Fast track 3 year project with just troubled families only	Fast track 3 year project with troubled and at risk families	Do Nothing	Fast track 3 year project with just troubled families only	Fast track 3 year project with troubled and at risk families	S/W	O
Number of household members convicted of a criminal offence - reduced	5	4	2	3	4	10	5	0	0	5
Number of children excluded from school - reduced	5	4	0	2	4	20	10	0	0	5
Number of children with less than 85% attendance at school - reduced	5	5	0	3	5	25	10	0	0	0
Number of adults in employment, education or training - increased	3	3	2	2	3	3	3	0	0	6
Number of adults in receipt of out of work benefits - reduced	3	3	2	2	3	3	3	0	0	6
Appetite for Change	5	5	0	5	5	25	0	0	0	0
Committed leadership	5	5	0	5	5	25	0	0	0	0
Strategic & policy fit	4	5	3	4	5	8	4	0	0	0
People to deliver project	3	1	5	1	1	-12	0	0	-12	0
Money available	5	4	4	5	2	0	-5	10	-5	0
Feasible process change	3	3	5	3	3	-6	0	0	-6	0
Enough time	2	5	5	3	2	0	4	6	0	0
Fit with current ICT	3	0	2	0	0	-6	0	0	-6	9
Products & services available	3	2	4	2	2	-6	0	0	-6	3
Receptive stakeholders	3	5	1	5	5	12	0	0	0	0
		54	45	45	49	101	34	16		
		216	115	182	200					
		76%	40%	64%	70%					