



Hammersmith & Fulham, Kensington & Chelsea and Westminster

# Troubled Families Outcome Plan

12/12/2016

Version 6.3

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## The Tri-Borough Strategic Vision for Troubled Families

The Troubled Families Outcomes Plan (TFOP) has been created to help identify and address the needs of those families who have many of the multiple and complex needs set out in the 6 criteria / Family Problems below:

<b>1. Parents and children involved in crime or anti-social behaviour.</b>	<b>2. Children who have not been attending school regularly.</b>	<b>3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.</b>	<b>4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness.</b>	<b>5. Families affected by domestic violence and abuse.</b>	<b>6. Parents and children with a range of health problems.</b>
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The TFOP provides an area-wide set of significant and sustainable outcome measures applicable to all families. For example, if a family has three of the above criteria e.g. a debt problem, domestic violence problem and unemployed adult at the point of engagement, then relevant outcomes would be drawn from the TFOP and form the goals against which significant and sustained progress would be measured for this family.

Some indicators have several ways to demonstrate Significant and Sustained Progress (SSP); however the demonstration of only one is required. Where qualitative sources of information to support an outcome are used, the tri-borough will use a reliable, valid, measurement tool.

Upon reaching the age of 18, SSP criteria attained as a child/young person no longer applies. Should adult criteria be attained after the age of 18, all relevant adult SSP checks would still apply. If there are no relevant issues in adulthood, then the family member in question will be regarded as attaining SSP once they have turned 18.

The TFOP will remain an evolving process as new strategic priorities emerge, workforce works differently, data comes on stream and demand reduction ambition/objectives become more visible and therefore subject to change.

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

<b>Local Authority Strategic Goal:</b>	Prevention of crime and serious youth violence		
<b>Identification Criteria</b>	<b>Significant and Sustained Progress/Outcome(s)</b>	<b>Evidence Source(s)</b>	<b>Outcome Measure</b>
A) A child or young person who has committed a proven offence in the previous 12 months.	Offending rate by children in the family reduced by at least a 33% in the last 6 months; and, maintain or reduce the gravity score.	YOT team provides quarterly report of offences	SSP Achieved / Not Achieved
B) An adult or child who has received an ASB intervention (or equivalent local measure) in the last 12 months	A 60% reduction in anti-social behaviour across the family in the last 6 months.	<b>Environmental Health</b> BI report for noise and nuisance issues quarterly; <b>Community Safety</b> BI Report quarterly on ASB Information (LBHF only); Aspiring for <b>Housing and Registered Housing Providers (RHPs)</b> BI Quarterly Report on ASB Information, including neighbourhood disputes; <b>MPS</b> bulk data on households with ASB related complaints/call outs; Quarterly.	SSP Achieved / Not Achieved
	60% reduction in reported incidents (Breaches) for family members with a Civil Injunction (ASB) (Restraining Order)		
	Postpone or avert Notice of Seeking Possession (NOSP) for ASB related behaviours		
C) A young person under 18, who has received a caution and has parenting responsibilities	Offending rate by young people in the family reduced by at least a 33% in the last 6 months; and, maintain or reduce the gravity score.	YOT team provides quarterly report of offences	SSP Achieved / Not Achieved
D) An adult who is currently subject to a licence or supervision in the community, following release from prison, and has parenting responsibilities	Offending rate by all young people and adults in the family reduced by at least a 20% in the last 6 months.	<b>Probation Service</b> send quarterly all adults meeting criteria; <b>MPS</b> bulk data monthly for victim/accused/suspect/custody data; <b>MPS</b> provide monthly Serious Organised Crime data.	SSP Achieved / Not Achieved

E) An adult currently serving a community order or suspended sentence, who has parenting responsibilities	Offending rate by all young people and adults in the family reduced by at least a 20% in the last 6 months.	<b>Probation Service</b> send quarterly all adults meeting criteria; <b>MPS</b> bulk data monthly for victim/accused/suspect/custody data; <b>MPS</b> provide monthly Serious Organised Crime data.	SSP Achieved / Not Achieved
F) Adults and children nominated by professionals because their potential crime problem or offending behaviour is of equivalent concern to the indicators above or below	<b>See below:</b>	<b>See below:</b>	<b>See below:</b>
a) A young person or adult with a community resolution, or, accused or taken into custody for criminal behaviour.	Offending rate by all young people and adults in the family reduced by at least a 20% in the last 6 months.	<b>Probation Service</b> send quarterly all adults meeting criteria; <b>MPS</b> bulk data monthly for victim/accused/suspect/custody data; <b>MPS</b> provide monthly Serious Organised Crime data.	SSP Achieved / Not Achieved

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

<b>Local Authority Strategic Goal:</b>	Healthy young children who are ready to thrive at school & Improved participation in education and training		
<b>Identification Criteria</b>	<b>Significant and Sustained Progress/Outcome(s)</b>	<b>Evidence Source(s)</b>	<b>Outcome Measure</b>
A) A child who is persistently absent from school for an average across the last 3 consecutive terms (more than 10% unauthorised absence)	Every child in the household has attended school in excess of 90%, over three consecutive terms, and, Every child in the household has no more than 2 fixed term exclusions, no permanent exclusions and no managed moves over three consecutive terms	<b>Education data</b> team provide termly attendance/exclusion data. <b>NB:</b> attendance data is currently 1 term in arrears and exclusions are 2 terms in arrears.	SSP Achieved / Not Achieved
B) A child who has received fixed term exclusions in the last consecutive 3 terms equal to any of the following: <ul style="list-style-type: none"> <li>• 3 Fixed term exclusions;</li> <li>• A child at primary school who has had at least 5 school days of fixed term exclusions;</li> <li>• A child of any age who has had at least 10 days of fixed term exclusions;</li> </ul>			
C) A child who has been permanently excluded from school within the last 3 school terms			
D) A child who is in alternative educational provision for children with behavioural problems			
E) A child who is neither registered with a school, nor being educated in an alternative setting	A child or YP becomes registered with a full time education setting or alternative provider	<b>Education data</b> team provide termly attendance/exclusion data. <b>NB:</b> attendance data is currently 1 term in arrears and exclusions are 2 terms in arrears	SSP Achieved / Not Achieved

<p>F) A child nominated by education professionals as having school attendance problems of equivalent concern to the indicators above because he/she is not receiving a suitable full time education. Which could include the following:</p> <ul style="list-style-type: none"> <li>• A child registered as receiving home education with professional concerns regarding the quality and consistency;</li> <li>• A child who is frequently removed from the classroom;</li> <li>• A child who is frequently internally excluded;</li> <li>• A child that consistently causes disruption in the class, due to behaviour issues;</li> <li>• A child who is persistently late, which impacts on their ability to receive adequate education;</li> <li>• A child who has been 'managed moved';</li> <li>• A child registered as having Special Educational Needs (SEN)</li> </ul>	<p>Every child in the household has attended school in excess of 90%, over three consecutive terms, and, Every child in the household has no more than 2 fixed term exclusions, no permanent exclusions and no managed moves over three consecutive terms</p>	<p><b>Education data</b> team provide termly attendance/exclusion data. <b>NB:</b> attendance data is currently 1 term in arrears and exclusions are 2 terms in arrears.</p>	<p>SSP Achieved / Not Achieved</p>
	<p>Every child in the household has 50% reduction in internal exclusions</p>	<p><b>Schools</b> to provide information directly, once YP identified in cohort</p>	
	<p>Every child in the household attends school on time; 50% improvement in persistent lateness</p>	<p><b>Schools</b> to provide information directly, once YP identified in cohort</p>	

### 3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.

<b>Local Authority Strategic Goal:</b>	Prevention of harm and keeping children safe & Improved outcomes for children on the edge of care & For children to have strong and effective parents
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**Unless otherwise stated, outcomes requiring closure or step down must not re-open/escalate within 6 months.**

Identification Criteria	Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Outcome Measure
A) A child identified as needing early help, Children below the threshold for services under section 17, Children Act 1989, i.e.:	<b>See below:</b>	<b>See below:</b>	<b>See below:</b>
a) Children who don't take up the Early Years Entitlement (this includes all parents eligible for 2 year old offer and workless parents of 3 & 4 year olds)	Take up an offer of 2 year old funding entitlement for early education (Criteria is void once child reaches universal early years age (3 years old))	Early years team, currently RBKC only	SSP Achieved / Not Achieved
b) Children identified as having social, emotional and mental health problems	Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS Info from CAMHS Info from School re YP undergoing school based/funded counselling Activities accessed through Children's centres	SSP Achieved / Not Achieved
c) Children who have been reported as missing from home and identified as of concern	Child no longer missing and concerns addressed	Fostering and Adoption MASH	SSP Achieved / Not Achieved
d) Children who are repeatedly assessed under Section 17 or 47, of the Children Act 1989, but not deemed a 'child in need'	Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS Info from CAMHS Info from School re YP undergoing school based/funded counselling	SSP Achieved / Not Achieved



e) A child who has been identified as a young carer	Young Carers identified, assessed and offered appropriate support	Monthly report from Tri-b Analysis team: FWi/KCICS	SSP Achieved / Not Achieved
B) A child who has been assessed as needing early help	Early Help intervention initiated at least 6 months prior to claim and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS	SSP Achieved / Not Achieved
C) A child 'in need' under Section 17, of the Children Act 1989	Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors All children removed from child in need (CIN) plan (Including step-down to non statutory services) and step-down identifies progress against assessment factors for a period of 3 months.	Monthly report from Tri-b Analysis team: FWi/KCICS Info from CAMHS Info from School re YP undergoing school based/funded counselling	SSP Achieved / Not Achieved
D) A child who has been subject to an enquiry under Section 47, Children Act 1989	Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS Info from CAMHS Info from School re YP undergoing school based/funded counselling	SSP Achieved / Not Achieved
E) A child subject to a Child Protection Plan	All children removed from child protection (CP) plan (Including step-down to CIN plan) and step-down identifies progress against assessment factors for a period of 3 months Child and family no longer monitored by specialist or targeted children's services and closure record identifies progress against assessment factors	Monthly report from Tri-b Analysis team: FWi/KCICS	SSP Achieved / Not Achieved
F) A child who has been identified as at risk of sexual exploitation	A child identified as at risk of child sexual exploitation has reduced risk to 'Blue' status	Information from MASH	SSP Achieved / Not Achieved

G) A child nominated by professionals as having problems of equivalent concern to the indicators above	A child deemed by professionals as having maintained SSP equivalent to the indicators above	Practitioner leads to monitor cases and agree SSP	SSP Achieved / Not Achieved
a) A Child that has returned home following LAC	The child remains in the family home and does not return to care.	Monthly report from Tri-b Analysis team: FWi/KCICS	SSP Achieved / Not Achieved

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

<b>Local Authority Strategic Goal:</b>	Supporting economic and social wellbeing and opportunity and improving participation in education and training		
<b>Identification Criteria</b>	<b>Continuous Employment Outcome</b>	<b>Evidence Source(s)</b>	<b>Outcome Measure</b>
A) An adult in receipt of out of work benefits	Movement off out of work benefits (or off Universal Credit, as appropriate), <b>AND</b> the sustainment of a period of continuous employment (13 or [26 of 30] Weeks, dependant on benefit type (See Financial Framework)	DWP Automatic data matching system (ADMS) lists all current households receiving benefits. Any further queries are sent to the DWP worker for confirmation of employment	Continuous Employment Achieved / Not Achieved
	If continuous employment is not achieved then some form of progress to work must be attained to achieve SSP (See SSP outcome section for possible options)		
B) An adult who is claiming Universal Credit and is subject to work related conditions	DWP Automatic data matching system (ADMS) lists all current households receiving benefits. Any further queries are sent to the DWP worker for confirmation of employment	DWP Automatic data matching system (ADMS) lists all current households receiving benefits. Any further queries are sent to the DWP worker for confirmation of employment	Continuous Employment Achieved / Not Achieved
	If continuous employment is not achieved then some form of progress to work must be attained to achieve SSP (See SSP outcome section for possible options)		

Identification Criteria	Significant and Sustained Progress/Outcome(s)	Evidence Source(s)	Outcome Measure
C) A child who is about to leave school, has no / few qualifications and is at risk of becoming NEET	<p>A family member shows improvement by undertaking:</p> <ul style="list-style-type: none"> <li>• a work or volunteering placement;</li> <li>• accredited training or qualification to improve their skill levels;</li> <li>• The voluntary Work Programme or attached to the European Social Fund provision in the last 6 months.</li> <li>• Registered with an appropriate Children’s Centre activity. E.g. Steps to success</li> </ul>	<ul style="list-style-type: none"> <li>• DWP</li> <li>• TFEAs</li> <li>• YOS E2E Specialist</li> <li>• RHP’s</li> <li>• FACES</li> <li>• Children’s Centres</li> <li>• OnePlace</li> </ul>	
D) A young person who is NEET	<p>All placements and/or engagement must be completed or have been attended for 13 consecutive weeks.</p> <p><b>OR;</b></p> <p>Completion of 3 out of the following interim outcomes identified below.</p> <ul style="list-style-type: none"> <li>• Engagement with Employment Coaching Services</li> <li>• IAG Session/careers advice and guidance</li> <li>• work focused/sector led training</li> <li>• CV writing support</li> <li>• Interview skills/job search</li> <li>• Better Off at work Calculation (BOC)</li> <li>• Motivational training ie., GOALS/confidence building</li> <li>• English and/or numeracy skills</li> </ul> <p><b>OR;</b></p> <p>Movement off out of work benefits or universal credit, as appropriate continuously for 12 or 26</p>	<p>Data to be collected monthly</p> <ul style="list-style-type: none"> <li>• If (A or B) are the met criteria and continuous employment has not been found, these evidences must also be applied, however, all other criteria will also need to show significant and sustained improvement.</li> </ul>	SSP Achieved / Not Achieved

	of 30 weeks dependant on benefit type (see financial framework) Where there is confirmation that the client is still living within the borough and that this movement off out of work benefits is not due to a sanction but due to support received.		
E) Parents and families nominated by professionals as being at significant risk of financial exclusion. Including the following:	<b>See below:</b>	<b>See below:</b>	<b>See below:</b>
a) problematic / unmanageable levels and forms of debt	An income and debt re-payment plan is in place and implemented for at least 13 weeks and there is no escalation in sanctions	<ul style="list-style-type: none"> <li>• Revenue and Benefits</li> <li>• LA Housing</li> <li>• RHP's</li> <li>• EH/Case holders</li> </ul>	SSP Achieved / Not Achieved
b) those with significant rent arrears			
c) families with dependents eligible for free school meals not currently registered as receiving this support	Relevant school informed of families not receiving support	<ul style="list-style-type: none"> <li>• Revenue and Benefits</li> </ul>	SSP Achieved / Not Achieved
d) Children who don't take up the Early Years Entitlement (this includes all parents eligible for 2 year old offer)	Take up an offer of 2 year old funding entitlement for early education (Criteria is void once child reaches universal early years age (3 years old))	<ul style="list-style-type: none"> <li>• Early years team, currently RBKC only</li> </ul>	SSP Achieved / Not Achieved
e) A family who are living in an unsuitable or overcrowded housing	Support with adaptations to the family home or support in moving to a more appropriate home that is easier for the family to live in helping to improve the health and wellbeing of the family	<ul style="list-style-type: none"> <li>• SEN</li> </ul>	SSP Achieved / Not Achieved
f) A family is receiving foodbank vouchers	The family no longer requires food bank vouchers	<ul style="list-style-type: none"> <li>• Voluntary sector</li> </ul>	SSP Achieved / Not Achieved

## 5. Families affected by domestic violence and abuse.

<b>Local Authority Strategic Goal:</b>	Prevention of crime and serious youth violence. Promote effective links with the work of other Strategic Partnerships including the Adult and Children's Safeguarding Boards and Health and Well-Being Boards		
<b>Identification Criteria</b>	<b>Significant and Sustained Progress/Outcome(s)</b>	<b>Evidence Source(s)</b>	<b>Outcome Measure</b>
A) A young person or adult known to local services has experienced, is currently experiencing or is at risk of experiencing domestic violence and abuse	If there is still a risk of DV to the <b>victim</b> , there must be continued engagement with DV services; or; Should there no longer be a risk of DV to the <b>victim</b> , services have ceased due to no further action being required	<ul style="list-style-type: none"> <li>• Stefanou Partnership (HRHB)</li> <li>• Turning Point (aspire)</li> <li>• MARAC</li> <li>• Housing/RHP's</li> <li>• CSC/EH – Freedom Programme</li> <li>• MPS – police call outs</li> </ul>	SSP Achieved / Not Achieved
B) A young person or adult who is known to local services as having perpetrated an incident of domestic violence or abuse in the last 12 months	If there is still a risk of a DV <b>perpetrator</b> committing DV, there must be continued engagement with DV services; or; Should there no longer be a risk of a DV <b>perpetrator</b> committing DV, services have ceased due to no further action being required	<ul style="list-style-type: none"> <li>• Stefanou Partnership (HRHB)</li> <li>• Turning Point (aspire)</li> <li>• MARAC</li> <li>• Housing/RHP's</li> <li>• CSC/EH – Freedom Programme</li> <li>• MPS – police call outs</li> </ul>	SSP Achieved / Not Achieved
	Perpetrators have completed an targeted evidence based parenting programme	<ul style="list-style-type: none"> <li>• CSC/EH</li> </ul>	
C) The household or a family member has been subject to a police call out for at least one domestic incident in the last 12 months	No Further police callouts for DV in the current quarter	<ul style="list-style-type: none"> <li>• MPS data</li> </ul>	SSP Achieved / Not Achieved

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

<b>Local Authority Strategic Goal:</b>	Improving the environment in which children and young people live, learn, work and play. More people live healthily for longer and fewer die prematurely		
<b>Identification Criteria</b>	<b>Significant and Sustained Progress/Outcome(s)</b>	<b>Evidence Source(s)</b>	<b>Outcome Measure</b>
A) An adult with mental health problems who has parenting responsibilities or a child with mental health problems	Family member continues to engage with appropriate mental health services	<ul style="list-style-type: none"> <li>• Tri-b Analysis team to access from FWi/KCICS.</li> <li>• YOS CAMHS worker</li> <li>• Data from Health and commissioned providers</li> <li>• School Nurse</li> </ul>	SSP Achieved / Not Achieved
	Child and family no longer monitored by specialist or targeted children's services due to sufficient MH management		
B) An adult with a drug and / or alcohol problem who has parenting responsibilities or a child with a drug and / or alcohol problem	Family member continues to engage with appropriate substance misuse service	<ul style="list-style-type: none"> <li>• Tri-b Analysis team to access from FWi/KCICS.</li> <li>• YOS</li> <li>• Turning Point (aspire)</li> <li>• School Nurse</li> </ul>	SSP Achieved / Not Achieved
	Child and family no longer monitored by specialist or targeted children's services due to sufficient Substance Misuse management		
	Reduction in drug and alcohol risk score in YOS in line with other indicators		

C) Adults with parenting responsibilities or children who are nominated by health professionals as having any mental, physical health or disabilities of equivalent concern to the indicators above or below	Child and young person follows a medically directed healthy eating plan for a period of 12 weeks	<ul style="list-style-type: none"> <li>• School Nurse</li> <li>• GP/Dietician</li> <li>• Health Visitors</li> <li>• Children's Centres</li> <li>• SEN</li> </ul>	SSP Achieved / Not Achieved
	Children received appropriate up to date immunisations		
	New-borns are breastfed for at least the first 6 weeks		
	Appropriate healthy sex and relationship advice given, and followed		
	All children in the family have participated in developmental checks and have a 'good level of development'		
	Parents of Under 11's are actively engaged with their local children's centre		
	Support with adaptations to the family home or support in moving to a more appropriate home that is easier for the family to live in helping to improve the health and wellbeing of the family.		
a) Adults receiving out of work benefits relating to disability	Child and family no longer monitored by specialist or targeted children's services due to sufficient Disability management, OR, Has made progress to work as outlined under SSP for 4.C/D.	<ul style="list-style-type: none"> <li>• Tri-b Analysis team to access from FWi/KCICS</li> <li>• YOS</li> </ul>	SSP Achieved / Not Achieved
b) Children attending A&E who are not registered with a GP	Child is registered with a GP	<ul style="list-style-type: none"> <li>• CCG</li> </ul>	SSP Achieved / Not Achieved
c) Children at risk of FGM	Child is no longer at risk of FGM	<ul style="list-style-type: none"> <li>• LSCB</li> </ul>	SSP Achieved / Not Achieved
d) Adult with parenting responsibilities experiencing low mood	Engagement with Family choir or talking time	<ul style="list-style-type: none"> <li>• Children's centres</li> </ul>	SSP Achieved / Not Achieved
e) A child with a diagnosis of autism	Engagement with appropriate service, e.g. Ascend	<ul style="list-style-type: none"> <li>• Children's centres</li> </ul>	SSP Achieved / Not Achieved
f) Child open to child disability services	Engagement with appropriate service or closure following sufficient support being accessed	<ul style="list-style-type: none"> <li>• Tri-b Analysis team to access from FWi/KCICS</li> </ul>	SSP Achieved / Not Achieved



## References

The Troubled Families Outcome Plan (TFOP) has been developed to address the following strategies across the six criteria being used to identify, track and measure family progress in Westminster, the Royal Borough of Kensington and Chelsea and Hammersmith and Fulham.

- Westminster City Council Strategy for Early Help (2014 – 2018)  
[http://transact.westminster.gov.uk/docstores/publications\\_store/childrens\\_services/early\\_help\\_strategy.pdf](http://transact.westminster.gov.uk/docstores/publications_store/childrens_services/early_help_strategy.pdf)
- Westminster Joint Health & Wellbeing Strategy (2013 – 2016)  
<https://www.westminster.gov.uk/joint-health-and-wellbeing-strategy>
- Tri-Borough Violence Against Women & Girls Strategy (2015 – 2018)  
<https://www.rbkc.gov.uk/pdf/Violence%20Against%20Women%20and%20Girls%20Strategy%202015-18.pdf>
- Tri-Borough Looked After Children and Care Leavers Strategy (2014-2017)  
  
3.01 LAC and Care Leavers Strategy 201
- LBHF Homelessness Strategy (2012)  
<https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Homelessness%20Strategy%20Oct%202012.pdf#search=council%20strategy>
- LBHF Housing strategy (2012)  
[https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Housing\\_Strategy%20Dec%202012.pdf#search=council%20strategy](https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Housing_Strategy%20Dec%202012.pdf#search=council%20strategy)
- LBHF Tenancy Strategy (2012)

<https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Tenancy%20Strategy%20Oct%202012.pdf>

- LBHF Resident Involvement Strategy (2016-2018)

<https://officesharedservice.sharepoint.com/sites/intranet/hf-housing/housdepartment/Intranet%20Documents/Resident%20Involvement%20Strategy%20-%20Design%20Final.pdf#search=housing%20strategy>

- RBKC Housing and Strategic Development (HSD) Service Delivery Plan (2016-2017)

<https://officesharedservice.sharepoint.com/sites/intranet/RBKC-CS/Intranet%20Documents/Housing%20Service%20Delivery%20Plan%202016-17.pdf#search=business%20plan>

- WCC Our Routemap to Success (2016)

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Documents/Routemap%20to%20Success%20manager%20slidedeck%20to%20cascade%20FINAL.pdf>

- WCC City For All Strategy

[http://transact.westminster.gov.uk/docstores/publications\\_store/city\\_for\\_all/city\\_for\\_all\\_year2\\_booklet.pdf](http://transact.westminster.gov.uk/docstores/publications_store/city_for_all/city_for_all_year2_booklet.pdf)

- RBKC Early Help Strategy **DRAFT**



RBKC EARLY HELP  
STRATEGY draft Octc

- Children's Services Business Plan **DRAFT** (2016-2017)



Business plan draft  
2016-17.docx