Co-ordinated Crisis Support Provision.

1. Introduction

Until 2013, emergency financial assistance for households was provided through a national scheme of Crisis Loans and Community Care Grants – with around a third of a billion pounds paid out each year to help address emergency needs.   From that point, the Government localised the provision of emergency support to those facing immediate and severe financial difficulties. It was intended that new "Local Welfare Assistance" schemes would be established replacing Crisis Loans and Community Care Grants.

At the same time, funding that the national Government supplied for this provision was significantly reduced – where in 2010-11 around £330 million was available through the national schemes, the provision for Local Authorities in 2013-14 was around £150 million less – at £180 million. All ring-fenced funding for this has now ended.

At their best, local support schemes can use the opportunity of providing emergency relief to start to develop relationships with people in need of support, not just to resolve an immediate crisis, but also help them to address any underlying difficulties. However, with restricted funding, many local authorities no longer provide local support schemes at all; in other areas support is severely curtailed. Many different local agencies, including local authorities but also voluntary ,community and faith sector organisations – such as food banks - are providing various forms of support but without adequate coordination, provision can be patchy with gaps and occasionally duplication.

The incoherence of crisis support provision in England is illustrated in Linda, Mike and Casey's story, from The Children's Society's recent *"Not Making Ends Meet"* report.

> ### Linda, Mike and Casey's story
> *One day Linda and Mike's godchild, Casey, came to the door having been kicked out of her home. She was in her pyjamas and had her schoolbag and school uniform with her. The police asked Linda and Mike if she could stay with them for the night and told them that social services would be in touch the following day to organise something more permanent for Casey. They obviously did not want Casey to be homeless for the night and so took her in but they were clear it could not be permanent and that it would place them under significant financial strain.*
>
> *Every day for the rest of the week Linda would telephone social services to ask for help. She felt like she was passed around and ignored. Because Casey had a roof over her head and was safe, they did not seem to care.*
>
> *Social care did suggest the food bank to Linda as a way to relieve the financial pressure, but they would not provide a referral voucher. Linda went to the food bank and they helped her identify some other referring agencies. Casey's school was on the list and Linda thought that given they knew about Casey's situation they would be the most likely to offer help.*
>
> *Linda went to the school to ask for a voucher but the school had never given out a voucher. The first staff member Linda asked was not aware they could. It took her several tries to get the voucher. By the time they got the voucher Linda had spent all her money for the week on the energy pre-payment meter as all of Casey's clothes had been dirty and she had needed to wash and dry them all.*

A patchy system of emergency provision can lead to households falling through the net. Some may be left without the food or fuel they urgently need, others may get some initial help but be left to face longer term problems alone. The Coordinated Crisis Support programme aims to:

i.   Address the gap in emergency support provision left following the elimination of Crisis Loans and Community Care Grants through better networking of different local agencies (including the Local Authority) involved in the provision of emergency assistance.

ii. Reduce repeat instances of financial crisis by addressing underlying causes of crises, as well as the immediate emergency.

2. Key activities, programme structure and outcomes

How would the programme work?

Initially the Coordinated Crisis Support Programme would work with five different local authority areas to set up pilot projects providing the support, guidance and resources local community organisations need to better coordinate crisis provision within their Local Authority area. Whilst the programme will set out clear guidelines for what a local project should look like, and provide support with delivery, the development of the operational detail will be determined by local groups themselves in consultation with a national programme manager. Each project would have the following key components:

1. ***Improving access to crisis support schemes -*** Too often people "bounce around" between different services trying, but failing, to access crisis support. The coordinated crisis support programme would seek to address this by better marketing of local crisis support provision to those who need it, and by supporting a wide range of local services to be able to support people to access crisis support – rather than simply signposting them on to another organisation. In order to do this, each pilot area will develop:

   i. A Crisis Support Network of local organisations, (including the Local Authority,) led by a Steering Group and supported by a programme manager - working together to deliver better coordinated crisis support provision in their area.
   ii. Mapping of the networks of need and provision within the local area – including identification of any gaps in the services and projects needed to enable children to flourish.
   iii. Training for staff operating in the local area on understanding crisis support available locally, and assisting people to access it.
   iv. Better marketing of local crisis support availability – including the Local Welfare Assistance scheme, but also any other forms of crisis provision available locally and nationally. This would include marketing both to local organisations and potential service users directly.

2. ***A simpler, supported, application process -*** When people do find out about the support available, making an application can be challenging. Making these requests can involve filling out lengthy and confusing forms, providing a substantial amount of evidence and waiting, often for an unspecified amount of time, to hear the outcome. The coordinated crisis support programme will seek to address this, both by improving application processes themselves, and by supporting staff to assist with making applications. In order to do this, each pilot area will develop:

   v. Cross organisational work, led by the local project steering group to improve and simplify local crisis support application processes.
   vi. Training for staff operating in the local area on supporting crisis support applications, and freeing up staff time to assist with this process.

3. ***Addressing underlying needs to prevent the recurrence of crisis -*** An important element of the project is that service users are not just supported to address the immediate crisis, but to address the causes of crisis and prevent recurrence. In order to do so, staff will need the training and time to enable work with service users to (1) understand why they reached crisis point, and what support would be needed to prevent recurrence, and (2) make a successful referral in to other services within the local crisis support network which can help address these issues. In order to do this, each pilot area will develop:

   vii. A warm referral network – supported by an effective data sharing approach – to help ensure that people accessing crisis support can be referred to organisations who can help address a range of difficulties which may contribute to the recurrence of crisis in the future.
   viii. Training for staff operating in the local area on identifying and responding to underlying issues which may contribute to the recurrence of crisis.

4. ***Providing aftercare -*** The Children's Society's "Not Making Ends Meet" research into crisis support provision in England found that, where it was available, families really valued good aftercare and

seemed to make an important difference to long term outcomes, including the incidence of repeat financial crisis. In order to reflect this, each pilot area will develop an approach to:

ix. Follow up with people receiving crisis support to ensure that they received the support they needed, and that they are not at risk of the recurrence of a crisis.

x. An opportunity for service users to speak about about the causes of crisis and the response they received – in order to improve responses in the future.

5. *A commitment to ongoing learning -* Each pilot local project will differ, depending on their local context and the priorities of their steering group. This both gives the opportunity to test different approaches, and to learn from the outcomes delivered in different parts of the country – making changes to schemes as they develop. They will also share learning with other Local Authorities in the pilot, and other parts of the Country. Each pilot area will develop an approach to:

xi. Learning from both service providers and users and sharing learning with other Local Authority areas to encourage them to work with local community groups to establish effective crisis support schemes of their own.

The Local Government Association have agreed to assist with programme learning. In particular they have agreed to both help the programme to establish the five pilot local authorities, but also, to identify five further "partner" local authorities who will assist the pilot areas to review their interventions and consider how they might make changes to their own approach.

The diagram below indicates how key programme principles (in blue) are operationalised in programme activities (green) and the intended impact of this on a household's experience (in purple – the potential impact on Linda, Mike and Casey's experience is used here as an example, also see their "alternative story" further below).
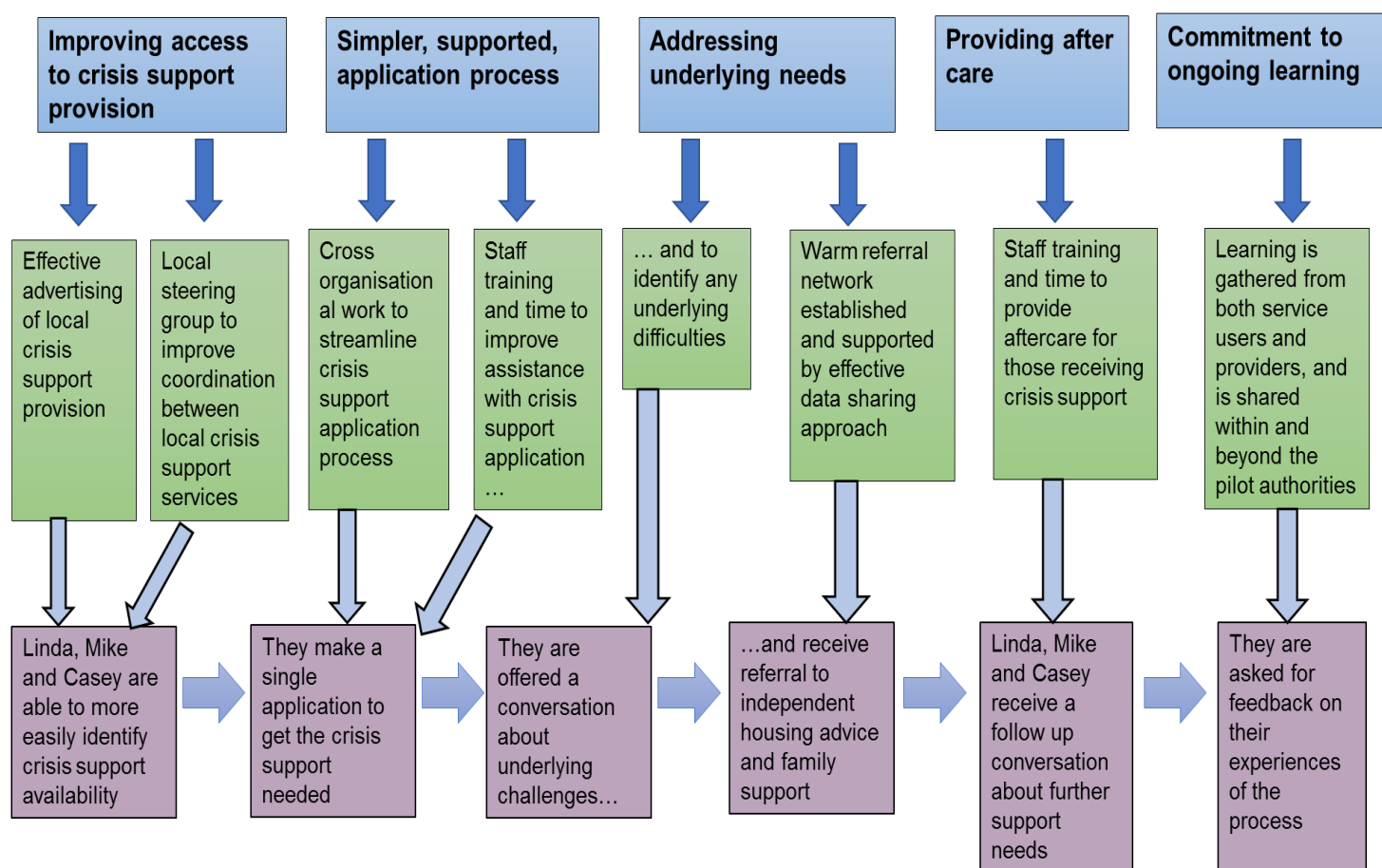
Who would do what?

Delivery would principally operate at a local level in each of the five pilot sites, with support from a national programme coordination team. The prioritisation of local operations will ensure that each pilot is built on existing local experience, networks and relationships. However, some aspects of the programme will be more efficient to deliver at a national level (to enable them to be developed once for all of the pilot areas, rather than developed in each of the pilot areas independently).

At a national level, a programme manager supported by two programme officers will form the national coordination team. Aspects of the programme delivered at a national level will include developing an approach to mapping local need and provision, developing a training package for local staff, and creating template resources for the local projects to utilise (such as a template data sharing agreement, and marketing materials). They will also provide support for the set up of the local steering groups (see below) and coordinate the approach to ongoing learning and programme development.

The programme coordination team will report to a national programme board comprised of principal funders and national delivery partners, and who will steer the ongoing programme development.

At a local level, each of the pilots will be led by a local project steering group made up of representatives of organisations working in the local area. The local steering groups will each be responsible for putting together a proposal for how the coordinated crisis support programme will be delivered in their area. Whilst the programme will set out clear guidelines for what a local project should look like, and provide support with delivery, the development of the operational detail will be determined by local groups themselves in consultation with the national coordination team. Based on this proposal, grant funding would be distributed to local organisations (in a way determined by themselves in collaboration with the programme manager). The money might, for example, be spent:

- On training and freeing up staff time, for local workers to improve the coordination of crisis support delivery
- Producing marketing materials to advertise emergency assistance offered locally
- Ensuring referrals can be made to organisations seeking to address underlying causes of crisis.

Whilst money would not be distributed to the Local Authority, partnerships would only be established in areas where the Local Authority agreed to act as a core participant and ensure that its LWA scheme supported the development of this local offer. This would prevent the establishment of a coordinated service enabling a Local Authority to reduce or remove their LWA scheme.
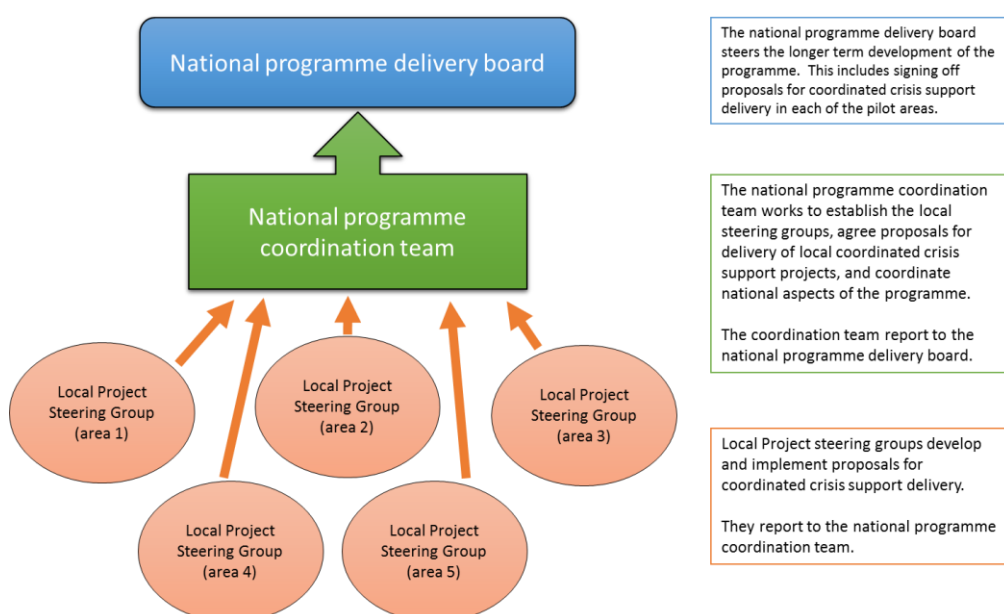
What would success look like?

Changes in 2013 created huge upheaval for the provision of emergency financial support for children and families across Britain. Where up to this point the vast majority of emergency support provision was provided via central government, after 2013 it was expected that local authorities, and increasingly the voluntary, community and faith sector, would take on the principal delivery role.

However, with the absence of any statutory requirement to deliver support together with no guidance on effective approaches to delivery, both local government and the third sector have struggled to coordinate effective schemes of assistance. As a result, across the country crisis provision often has both gaps by geography, need and social group, as well as significant overlap and duplication between agencies.

Additionally, one of the main aims of localisation of crisis provision was to enable those receiving assistance to be offered ongoing support to help address underlying difficulties and prevent recurrence of emergencies. However, in the absence of effective local coordination and delivery, this has simply not happened.

It is clear that there is an urgent need to develop a more effective approach to emergency support provision. This should bring together the VCFS and Local Government in effective collaboration and ensure that different agencies add value to (rather than displace) the work of each other. The ultimate goal of the programme is to address this challenge.

In order to achieve this, n each of the local pilot areas, the programme would have the following objectives:

(1) To ensure that more people have access to the emergency support provision they need, at the point when they need it
(2) To ensure that the Local Welfare Assistance scheme is delivered effectively, and to reduce duplication of crisis support provision available locally.
(3) To reduce the recurrence of crises by improving local referral networks.
(4) To improve the provision of crisis support nationwide by sharing learning from those areas where projects are delivered, with other Local Authorities across the country.

Some possible success indicators for the programme are outlined in the table below.

Outcome	Reason for outcome	Numbers affected
Numbers receiving support through LWA scheme increases	Better coordinated crisis support – including involvement from the Local Authority – leads to higher numbers of successful referrals for LWA.	LWA recipients increase by 2500 above baseline in year 3 across the five pilot areas
Numbers receiving support through other crisis support schemes increase	Better coordinated crisis support ensures that additional claimants are receiving crisis support through other sources at the point they need it.	Crisis support received through other sources increases by 2000 above baseline in year 3
Numbers receiving referrals to other support services at point of crisis increases	Warm referrals process in place ensures claimants receive referrals to services to prevent the recurrence of crisis.	450 successful referrals across the five pilots made through crisis support network in year 3
Numbers requiring repeat crisis support decreases	Signposting to other sources of support reduces the likelihood of requiring repeat provision.	Of those successfully referred for ongoing support, follow up evaluation finds increases in financial stability and resilience.
Widespread engagement of organisations is secured for a local crisis support network	Building a network of partners focussed on crisis support delivery is crucial to the effective operation of coordinated crisis support provision.	At least 20 organisations engaged in each area in delivery of coordinated crisis support provision (100 across five areas). In each area we would seek to ensure that projects supported or delivered by national programme partners were engaged in the local coordinated crisis support network.

At the start of this document we outlined a real case of where services had failed to provide effective services for a household facing emergency need. It doesn't have to be this way. The rewritten story below suggests how an effectively coordinated crisis support service could have better supported Linda, Mike and Casey when they needed help.

Linda, Mike and Casey's (alternative) story

One day Linda and Mike's godchild, Casey, came to the door having been kicked out of her home. She was in her pyjamas and had her schoolbag and school uniform with her. They obviously did not want Casey to be homeless for the night and so took her in but they were clear it could not be permanent and that it would place them under significant financial strain.

Crisis Support services were effectively advertised locally, so Linda and Mike were able to easily identify how to apply for emergency assistance and a local organisation who could help if needed.

The application process for crisis support has been streamlined to ensure that Linda and Mike can apply for all the support that they need (including immediate additional support with both food and fuel costs,) through a single application. They quickly received additional emergency support with food and fuel costs.

At the point of application, Linda and Mike were also offered a further conversation about their wider support needs. They take up this offer, and it is suggested that they might benefit from advice from an independent housing advice provider to help reconcile Casey's housing needs, and a referral to a family support provider who can help Casey to explore what support she might need in relation to her relationship with her family.

After contact has been made with these services, the original organisation helping with the household's crisis support needs, gets back in touch to check up on the support Linda, Mike and Casey have received, and whether any further support would be beneficial. A particular emphasis is placed on following up with Casey about her aspirations, and the support she needs in order to flourish.

3. What is needed in order to deliver the coordinated crisis support programme?

There are eight core resources needed in order to deliver the proposed programme:

1. Grant funding to local organisations to assist with establishing a coordinated local offer – this is needed in order to ensure that local organisations are able to free up capacity to assist with the delivery of coordinated crisis support provision.

2.Capacity for coordination, project management and administration of the national programme – this is needed to both coordinate the establishment of local projects, and the on-going development of the national programme (for example, ensuring that learning from projects is shared with other Local Authorities).

3. Mapping of existing crisis support provision within the local area – would help establish what crisis support already exists within a locality, which organisations are involved in delivery, and the challenges that they face. This would help establish who needs to be involved in the local delivery network, and key priorities for resources and activities to develop within the area.

4. Template resources would be created which could then be adapted for use in each local area – avoiding duplication of effort. Examples of these template resources include: a terms of reference for local steering groups, a data sharing agreement, local marketing resources

5. Improvements in local data sharing approaches – better data sharing would enable warm referrals to be made between local project partners, and to enable effective follow up with an individual about the support they received and any on going difficulties.

6. A training package would be prepared to support staff to better understand what crisis provision exists locally, under what circumstances different forms of support can be accessed, and how to help people to access the help available. Training should also help services to work with service users to identify and respond to underlying issues which may result in a crisis emerging.

7. Access to national sources of crisis support - Some national organisations would like to offer emergency support, but do not have a mechanism for doing so in a way which, (1) does not undermine LWA schemes, or duplicate other local crisis support provision, and (2) ensures that those receiving assistance have access to help with any underlying difficulties. The coordinated crisis support programme would help to address both these concerns by providing a structured approach to the distribution of emergency assistance.

8. A framework for users to share their experiences - A coordinated crisis support programme is needed, in significant part, because of the absence of an effective scheme of crisis provision delivered by either national or local government. This aspect of the project would ensure that learnings are (1) developed on the basis of frontline learnings from support recipients and local providers, and (2) Support the improvement of crisis provision both within and beyond the pilot areas, and (3) ensure that national government understand the need for crisis support provision and adjust policy accordingly.

9. A learning and evaluation programme - Each pilot local project would be different, depending on their local context, and the priorities of their steering group.   This both gives the opportunity to test different approaches, and to learn from the outcomes delivered in different parts of the country – making changes to schemes as they develop, based upon the learnings from these evaluations.

Each of these elements of the project is explored in detail in the following section. Estimated costs of each element are included in Appendix 3.

4. The project elements in detail

i. Grant funding to assist with establishing a coordinated offer

Summary
The service would make a grant to local organisations to assist in the development of a coordinated local offer. This money would be distributed to local organisations (in a way determined by themselves in collaboration with the programme manager). The money might, for example, be spent:

- To establish and administer a local project steering group. This group would take responsibility for working with the programme manager to design and implement the local scheme.
- On training for local workers to coordinate crisis support provision
- Paying for emergency relief not covered by the Local Authority's LWA scheme
- Producing marketing materials to advertise emergency assistance offered locally
- Ensuring referrals can be made to organisations seeking to address underlying causes of crisis.

Whilst money would not be distributed to the Local Authority, partnerships would only be established in areas where the Local Authority agreed to act as a core participant and ensure that its LWA scheme supported the development of this local offer. This would prevent the establishment of a coordinated service enabling a Local Authority to reduce or remove their LWA scheme.

Why is this needed?
From churches and youth groups, through to advice providers and children's centres - in every part of the country there are a wealth of local organisations involved in the delivery of Crisis Support. This may be as simple as keeping food stocks in an office cupboard, through to keeping vouchers for a local food bank, or being involved in the delivery of their area's Local Welfare Assistance scheme.

However, too often they are unaware of the different organisations offering support locally, or the ways in which different organisations might be able to help with addressing the different issues affecting an individual facing a crisis.

There is a will to work together better to address the needs of people facing a financial crisis, but tight requirements on the delivery of commissioned work mean that many organisations lack the capacity to coordinate working between different agencies in order to address this. As a result, without additional resource specifically targeted at supporting collaborative working it will be impossible for local groups to be able to facilitate this.

This grant would be used to address this – enabling local organisations to free up capacity to be involved in the delivery of coordinated crisis support provision.

How could grant funding to local groups be used?
There would be a number of key delivery requirements prescribing how funding is used.

1. Establishing and administering a local steering group - each local project would be overseen by a steering group made up of representatives of organisations working in the local area. The preparatory work to establish the steering groups will be undertaken by the programme manager (including building connections with local agencies to be included as partners, finding a room for and setting up the first meeting etc).

It is intended that after this, local organisations should manage the meetings, and resources may be used to facilitate this (by paying for meeting space, staff time for attendance and any preparatory work, travel costs etc).

2. Ensuring key local organisations are able to contribute personnel time to delivery - It would be expected that the principal use of the grant within each project would be to free staff time from local crisis support network members, to contribute to the work. This staff time would be used in six key ways:

 i. ***Raising awareness of local crisis support provision*** – effectively acting as an advocate for crisis support across the organisation they work with, and with other partner organisations. This includes being aware of, and encouraging others to be aware of, the different forms of crisis support available in the locality as well as the different eligibility and application processes.

 ii. ***Supporting people to access crisis support*** - by ensuring staff have time to assist people with identifying appropriate crisis support available, and with applying for emergency provision.

 iii. ***Supporting people to identify longer term difficulties which may contribute to the recurrence of crisis, and to help them access services to address these.*** An important element of the project is that service users are not just supported to address the immediate crisis, but to address the causes of crisis and prevent recurrence. In order to do so, staff will need the training and time to enable work with service users to (1) understand why they reached crisis point, and what support would be needed to prevent recurrence, and (2) make a successful referral in to other services within the local crisis support network which can help address these issues.

 iv. ***Providing access to services to address the underlying causes of crisis***. In order to ensure warm referrals can be made, it needs to be ensured that relevant support services are able to receive these referrals. A small amount of the grant funding may therefore be used to help enable staff working in key local services to receive referrals through the crisis support network.

 v. ***Continuing to work to provide care after crisis, including working with service users to explore wider interventions which could deliver the best possible outcomes for them.*** Since the coordinated crisis support programme is intended to help prevent the recurrence of crisis, it

is important that staff are able to provide assistance throughout the whole of the crisis support process – including follow up after crisis.

These follow up conversations should be used to identify the extent to which the support provided has helped service users to build financial resilience, and to prevent the recurrence of crisis in the future. However, they may also be used to explore other issues in service users' lives which may help themselves and their family to flourish.

vi.   ***To participate in ongoing evaluation, learning and improvement.*** The coordinated crisis support programme will continue to learn and develop over the course of the pilot period. Staff providing support to the programme will need the time to be able to participate in this process (which will be led by a programme officer).

In particular, staff working with people facing crisis will be able to help develop an understanding of gaps in provision within the locality which may be addressed by either the coordinated crisis support programme itself, or (by sharing learnings with other organisations), by partner agencies.

All staff receiving paid staff time to contribute to the project would be expected to have received a minimum training package delivered through the national programme. Particular emphasis will be placed on enabling the smallest local organisations to be involved in delivery.

3. Costs of tailoring crisis support resources to local needs - The national programme will provide some key materials such as a template data sharing agreement and marketing materials. These will need adapting to respond to the individual needs of different local areas. A small amount of the local project funding may be put aside for this.

What would be the process for determining how this money is spent?
Once convened, the local Steering Group would develop a proposal for the programme manager as to how the money should be spent within their area. This would be informed by the background research on existing crisis support capacity, delivery and challenges locally (outlined in the previous section), people who had previously used crisis support services locally would also be consulted during development.

The proposal would then be discussed and agreed with the programme manager. Resources will be managed centrally by the programme and released following invoice to resource agreed aspects of the Steering Group plan.

How would it be ensured that there is Local Authority engagement?
Before the project begins, the manager would engage with the Local Authority to discuss their Local Welfare Assistance (LWA) scheme. The scheme would only proceed on the basis that the Local Authority are willing to:

- Be an active member of the project Steering Group, *and*
- At minimum, maintain their existing LWA budget until April 2020, *and*
- Review the LWA scheme following a year of the coordinated crisis support project to ensure that any learnings from the project are reflected in the operation of the scheme.

We would not establish a project in an area without a Local Welfare Assistance Scheme, unless the Local Authority agreed to establish one.

What other organisations would need to be represented on the Steering Group?
The Steering Group members would be chosen from among the organisations operating locally. It would be particularly important to engage with some of those organisations working with some of the hardest to reach groups (such as immigration advice services, health services, key local housing providers).

How much is needed?

We would like to provide £100k to each local project over a two and a half year period (taking into account a 6 month set up period). Based on 5 pilot areas this would mean a total of £500k of funding for this aspect of the project.

ii. Coordination, project management and national administration of the programme

Summary
Support would be provided to assist with establishing the local projects, ensure ongoing high performance, and to administer national aspects of the programme. Support provided to any local area would be weighted towards the set up phase.

Why is this needed?
This element of the programme has two key aspects:

1. **Assisting with establishing better coordination between local organisations, and project management at a local level -** The first part of this coordination role would be to provide each local project with the support that they need in order to establish a coordinated scheme of assistance. This would mean:
   - meeting with potential partners for the local project,
   - organising local meetings,
   - establishing email contact groups,
   - working with the steering group to develop a terms of reference
   - working with the steering group to agree an approach to using local grant funding
   - working with the steering group to agree KPIs
   - developing and implementing a quality assurance process, particularly for any staff paid to work on the project (this will also be embedded through the training package addressed in point 5.)
   - keep the steering group informed of any national pots of support (as per point 6) which may be available for assisting people locally
   - assisting with establishing an evaluation approach for the local project

   Whilst this support (and particularly the quality assurance aspect,) will continue throughout the course of the project, it will be more intensive in the earlier phases.

2. **Overseeing the national administration of the programme -** The second part of this coordination role is to lead the national administration of the programme. This means:

- Creating and sharing the template resources highlighted in point 3.
- Coordinating the development of the case management system in point 4, and reviewing its implementation in different localities.
- Mapping local crisis support provision and existing crisis support networks before the start of the project.
- Developing the training package, and wider quality assurance framework, ensuring that it is consistently applied with staff working on the project
- Coordinating the project evaluations
- Coordinating evidence on social policy issues raised by different projects, and ensuring this is fed back to decision makers
- Developing the programme by promoting it with additional Local Authorities.

What resource would be required?
In order to develop this aspect of the programme one Programme Manager would be needed and two Programme Officers. The Programme Manager and Officers will lead on the initial development of each local project, establishing project steering groups, and agreeing the use of grant funding. They would also take

overall responsibility for development of the national network, including sharing learnings with organisations and Local Authorities not involved in the initial pilots. Based on 5 pilot areas, it would be expected that each of the programme officers would act as the lead contact point for two pilot areas, and the manager for one.

As outlined in section (2), the programme coordination team will report to a national programme board comprised of principal funders and national delivery partners, and who will steer the ongoing programme development.

How much is needed?
Together the roles would cost in the region of £150k per year, or £450k over a three year period.

iii. Analysis of existing crisis support provision and referral networks within the locality

Summary
Prior to developing the programme, it will be important to understand local provision which already exists within each area. This includes:

*What crisis support is available locally
*What the eligibility criteria and application process looks like for different forms of support available
*The extent to which different forms of support are known about/utilised
*The different sources of support available to prevent the recurrence of crises, and the referral networks already in place to ensure people are able to access these sources of support.

Why is this needed?
The Steering Group will work with the programme manager to agree an approach to scheme implementation and the use of grant funding. Analysis of existing provision prior to project implementation will help to ensure that the approach taken is supported by evidence of existing crisis provision and service use, and of existing referral networks within the local area.

What resource would be required?
The crisis support mapping will be undertaken by the whichever of the programme manager/officers is acting as the lead contact point for the given project area. The process of undertaking the mapping will play an important role in developing the stakeholder networks needed for creating the steering group and implementing the project effectively.

How much is needed?
See section (ii) above.

iv. Template resources

Summary
The local network would be offered template resources (terms of reference for a steering group, template data sharing agreements, template marketing materials etc) which may help them in establishing their local scheme. These would be adapted to respond to local needs and priorities.

Why is this needed?
There are two principal reasons for running this scheme as a national programme delivered through a network of local projects. The first reason is to ensure that learnings can be shared between different local areas, and can be passed on to Local Authorities not directly involved. The second reason is that some aspects of the coordination of Crisis Support can operate more efficiently at a national rather than a local level. In particular, the production of materials which can be used in each different local project avoids substantial duplication of effort.

Such resources would be likely to need some adaptation to make them suitable for use within a local context, this would be done by the programme manager in partnership with the local steering group. Where, for whatever reason, template resources cannot be adapted, local area grant funding (see 4.i) could be used to develop bespoke materials.

What resource would be required?
Template resources may include:

- **A template data sharing agreement** – coordinated crisis support involves different organisations working together to provide a better framework of assistance to individuals in need. In order to do so, a data sharing agreement is needed for all key partners. A case management system is also required - this is detailed in point 4.

- **Example marketing materials** – a major challenge to the delivery of crisis support is people not knowing what assistance is available, and a key aspect of this programme is to develop better awareness of sources of support available locally. Access to template marketing materials may help local groups with this.

  Marketing materials would therefore have two key audiences – the first is organisations working with people facing crisis to raise awareness of the availability of support available. The second is marketing of crisis support availability to people facing emergency needs themselves.

- **Example terms of reference for a local project steering group –** as highlighted in point (1), a key aspect of the programme is local organisations working together to collaboratively deliver crisis assistance, with a local steering group providing the leadership for this. A template terms of reference for the steering group would help with developing this collaborative working.

How much would this cost?
Some of these resources may be developed by the programme manager and officer (see point 2). Others would best be developed through pro-bono support from relevant professionals. For example, we may seek support from a legal company to assist with the template data sharing agreement, or from a marketing company to assist with producing template marketing materials.

v. Improved data sharing approaches

Summary
Improved data sharing approaches will be crucial to enabling warm referrals to be made between partners involved in a local project. This will help ensure that when someone receives emergency support, they are also linked in to other services which can help to prevent the recurrence of crisis need.

Using the template data sharing agreement outlined in (iv) the national coordination team will work with the local steering group members to explore how better data sharing approaches can be embedded locally.

Why is this needed?
One of the key reasons for the localisation of crisis provision was that - whilst the old Crisis Loans and Community Care Grants provided some level of financial support for people facing emergency needs – the national schemes did not engage with underlying causes of crisis, and as a result did nothing to prevent their recurrence.

Coordinated Crisis Support provision is intended to address this by developing a network of support service able to both assist people with accessing crisis support provision, and which assesses their underlying support needs and makes "warm referrals" to agencies able to address these and prevent the recurrence of crisis. In order to address this, it will be crucial to have an effective approach in place for data sharing between agencies.

What resource would be required?

Better data sharing approaches would be supported by a template data sharing agreement (outlined in (iv))

How much would this cost?
An effective template data sharing agreement would need to be developed, as well as an approach to implementing this within each local area. We would seek support with developing this on a pro bono basis.

vi. A training package for staff contributing to the project

Summary
A training package would be prepared in order to support staff in local organisations to better understand what crisis provision exists locally (including, crucially, through the LWA scheme), under what circumstances different forms of support can be accessed, and how to help people to access the provision available.

Training should also help services to work with service users to identify and respond to underlying issues which may result in a crisis emerging. This would focus specifically on training in identification of need and in making effective referrals (rather than addressing the issue itself).

This training will need to be delivered in, each local area participating in the programme. Whilst core elements of the package will be created centrally, this will need to be adapted to suit each local context.

Why is this needed?
It is intended that the coordinated crisis support project will engage both with local groups which are currently involved in the provision of crisis support as a core part of their business, and those for whom this is a more peripheral component. This means that many of the people whom we need to be involved will not have a huge amount of experience in the delivery of crisis support assistance. Training will help to address this.

There will also need to be rigorous processes in place to ensure that the sharing of data and the use of a shared case management system, is done safely. Training will help to ensure that these processes are complied with.

What resource would be required?
A training package will need to be developed, and staff to deliver this will need to be recruited. We would expect this training package to include:

- An introduction to coordinated crisis support and both the local project and national programme
- Types of crisis support available locally, different eligibility criteria, application process and support available through each. Particular prioritisation will be given to understanding how and when to use the LWA scheme.
- How to sensitively explore wider difficulties which may have contributed to reaching crisis.
- Use of the CMS and making referrals to other local partners to help address underlying needs.
- Following up after Crisis Support received, and any further referrals are made and recording outcomes.

The training course would be delivered once per quarter in each of the 5 pilot areas over the initial three period of the programme (a total of 60 sessions). It would be expected that anyone contributing paid time to the project would complete the training course.

How much would this cost?
We would expect to budget around £50k for creating the training course, and an additional £60k for delivery (based on 60 sessions costing £1000 per session) of training over the three year period.

vii. Access to national sources of crisis support

Summary
The service would develop partnerships with national organisations, including businesses, to develop a national pot of resources for crisis support which can then be distributed to service users via local schemes. This should, in particular, be used to address gaps or limitations to LWA provision.

Why is this needed?
Some national organisations would like to offer emergency support, but do not have a mechanism for doing so in a way which, (1) does not undermine LWA schemes, or duplicate other local crisis support provision, and (2) ensures that those receiving assistance have access to other forms of help with any underlying difficulties.

The coordinated crisis support programme helps to address both these concerns by providing a structured approach to the distribution of emergency assistance.

What resource would be required?
Any suitable form of resource could be distributed through the coordinated crisis support scheme. Local projects may highlight particular gaps in provision which the manager could then seek to address through the development of national partnerships.

Such gaps may be either groups of people with particularly high need, or it may be types of support particularly required (or both). For example, it may be seen that there is a particular need to provide support to people fleeing domestic violence, or to ex prisoners, or to care leavers, and/or it may be that there is a particular need for help with home furnishings, or fuel costs, or costs of school, or white goods.

How much would this cost?
As outlined above, this is a mechanism through which available resources could be better directed, there is therefore no lower or upper limit for the requirements for this.

viii. A framework for people to speak about their experiences

Summary
The local network would be offered opportunities to feed in to policy discussions about progressing the development of local crisis support schemes. Based on findings from the local groups we would develop discussions both with Local Authorities (both in and beyond pilot areas), and with national government, about the development of better LWA schemes.

Why is this needed?
A coordinated crisis support programme is needed, in significant part, because of the absence of an effective scheme of crisis provision delivered by either national or local government. Other aspects of this proposal have shown how it will be ensured that local projects work to improve LWA schemes delivered by Local Authority partners. This aspect of the project ensures that learnings:

1. Are developed on the basis of frontline learnings from support recipients and local providers, *and*
2. Support the improvement of crisis provision both within and beyond the pilot areas, *and*
3. Ensure that national government understand the need for crisis support provision, the mechanisms by which this can be effectively delivered, and the support needed to reduce the likelihood of people facing recurrent crises.

What resource would be required?
The programme manager and programme officers would lead on working with the projects to ensure that people using the local schemes were given an opportunity to speak about the difficulties they have faced, and ensure that these learnings are fed back to local and national government. This would include:

- Acting as the principal contact with the Local Authorities in each of the 5 pilot areas and working with each of them to improve the LWA scheme in each
- Leading on establishing contacts with other Local Authorities in order to share learnings and make suggestions for improving their LWA scheme.
- Providing evidence for reviews of crisis support provision by national government.
- Reviewing case management data for any indications of emerging common issues and draft reports and briefings to summarise these.

How much would this cost?
This aspect of the programme would be delivered by the programme manager and programme officers.

ix. Learning and evaluation programme

All projects would be provided with a continuous evaluation including a quarterly monitoring reports outlining progress with the local scheme, annual evaluation and learning reports, and regular meetings/workshops with the evaluator to disseminate learning. Alongside this there would also be test and learn initiatives that allow projects sites to try out innovative ideas. Findings from the evaluation and learning reports and the test and learn activities will be used to assist with continuous improvement of all the local projects.

We would expect one learning facilitator and one evaluator to deliver the evaluation and learning approach over the three years. In total, we would budget approximately £125,000 for evaluation and learning. This would be divided into £50k for evaluation, £55k for the learning activities detailed under the learning approach section, and £20,000 for 'test and learn' activities.

Part 1: Overview of Learning Approach

Summary
The five pilot local projects will be supported to undertake ongoing learning & sharing of emerging practice and in testing and applying new ways of working in their area through a series of co-designed Learning Days. These will bring together key representatives from each of the five pilots twice during each year. Five partner projects will also be invited to join these collective Learning Days.

There will also be an annual facilitated local Learning Day in each of the five pilot areas, comprising the whole local Steering Group and any other relevant partners.

The outputs from the Learning Days will be summarised into an annual report comprising summaries of learning and issues in each pilot area, as well as conclusions from the programme as a whole. This will inform programme reporting, provide qualitative information for the evaluator, and will be used as the basis for dissemination of information about the programme to other stakeholders.

Why is this needed?
Each pilot local project will be different, depending on their local context, and the priorities of their steering group.   This both gives the opportunity to test different approaches, and to learn from the outcomes delivered in different parts of the country. The opportunity to come together to share experiences will allow the projects to learn from each other in resolving local issues, and will allow the programme as a whole to identify common barriers and enablers. This will inform the national co-ordination team's support priorities, and plans for future scaling.

The Learning Days might also identify potential promising innovations which one or more projects could test and refine, for the benefit of the programme as a whole.

The inclusion of five partner areas is intended to start the process of scaling from the beginning of the programme, by allowing the partner areas to observe in real time the challenges being faced by the pilot areas and to help them identify early steps in improving their local practice. It should also increase the diversity of the local areas included within the programme and may identify potential barriers and enablers which would otherwise not have surfaced in the five pilots.

What resource would be required?

We would bring in a specialist learning programme facilitator to lead the Learning Programme.. They would

- Undertake initial calls with each of the projects to establish their learning objectives
- Facilitate an initial co-design session with representatives from the five pilot areas and five learning areas to develop priorities for the Learning Programme

- Design and Facilitate two collective Learning Days for the five pilot & five learning areas in each year
- Design and Facilitate a local Learning Day for each of the Steering Groups in each year
- Hold Interim Calls with each of the five local areas to review progress on any actions from the Learning Days
- Summarise the outcomes of the Learning Days into an annual report each year, covering each pilot area and the programme as a whole.
- Summarise the outcomes of the Learning Programme in a Final Report.

How much would this cost?

It is estimated that the costs of the Learning Programme would be £55,000 over the three-year period. This includes the costs of the Learning Facilitator and an allowance for travel and lunch for the Learning Days. It assumes that the venues for the Learning Days would be an in-kind contribution from a national or local partner.

Part 2: Monitoring and Evaluation

Summary

The budget allocated to evaluation will be used to appoint an evaluator dedicated specifically to this project. This will ensure the delivery of a robust and high quality independent evaluation.

As part of this project, the monitoring, evaluation, and learning approaches will be closely interlinked, with each feeding the other in a continuous cycle and contributing to key learning for the programme, the organisation, and local areas.

Why is this needed?

All our evaluation activity has two overarching purposes:
- Understand the impact of the project on intended beneficiaries; and
- Uncover and highlight any learning for the organisation, local areas, and the sector more widely, so that projects can continuously improve.

The evaluation will be looking to address the overarching purpose, as well as consider to what extent the objectives have been met in each area. An overarching evaluation question will be set by the evaluator. An indicative overarching question is '*Does co-ordinated crisis support appear to improve outcomes?' Within this, we would explore*
1. Do more people have access to emergency support?
2. Has this programme resulted in fewer people having repeat requirements for emergency support?

Additional questions
   a. Which aspects of co-ordinated crisis support are most effective – i.e. which are the "core components" of this way of working that are making the difference?
   b. What works in setting up effective local crisis support networks?

What resource would be required?

We will use a mixed-method approach that will include looking at the context of each project site, the mechanisms that produce change in each site, and the outcomes resulting as a consequence. **The evaluation will be closely aligned with the learning activities described in the section above and provide opportunities for regular feedback and development based on learnings.**

An evaluator would be hired to focus specifically on this project. A full evaluation plan will be developed at the start of the project by the evaluator. The key components within this plan will include:

Initial theory of change development

- Workshops will be held with programme stakeholders to develop a theory of change that will be continually reviewed. The Theory of Change drives monitoring & evaluation activity, and informs the reporting & recording framework.

Quantitative outcomes monitoring
- Once the programme is set up, a complete monitoring and reporting framework will be developed in partnership with local areas.
- We plan to use the Microsoft Office SharePoint platform as a way for each site to input data from their project so it will be stored in one place. Each project site will record basic information onto a secure spreadsheet in SharePoint.

The table below maps programme objectives, indicators and planned monitoring methods:

Outcome/objective	Indicators	Number affected	Monitoring method
Objective 1. To ensure that more people have access to the emergency support provision they need, at the point when they need it	1. Numbers receiving support through LWA scheme increases	LWA recipients increase by 2500 above baseline in year 3 across the five pilot areas.	Case recording data provided by the local authority to the project sites and inputted onto secure SharePoint spreadsheet.
Objective 1. To ensure that more people have access to the emergency support provision they need, at the point when they need it	2. Numbers receiving support through other crisis support schemes increase	Crisis support received through other sources increases by 2000 above baseline in year 3.	Case recording by project sites inputted onto secure SharePoint platform.
Objective 1. To ensure that more people have access to the emergency support provision they need, at the point when they need it	3. Numbers receiving referrals to other support services at point of crisis increases	450 successful referrals across the five pilots made through crisis support network in year 3	Case recording by project sites inputted onto secure SharePoint platform.
Objective 3. To reduce the recurrence of crises by improving local referral networks.	4. Numbers requiring repeat crisis support decreases	Of those successfully referred for ongoing support, follow up evaluation finds increases in financial stability and resilience.	Case recording data on SharePoint. This may be combined with surveys and qualitative phone interviews with recipients of crisis support.
Objective 5. To improve the provision of crisis support nationwide by sharing learning from those areas where projects are delivered, with other Local Authorities across the country.	5. Widespread engagement of organisations is secured for a local crisis support network	At least 20 organisations engaged in each area in delivery of coordinated crisis support provision (100 across five areas).	Excel Tracker to record and monitor number of organisations engaged.

Baseline data collection

- Analysis of existing data and evidence on the local area need and provision, provided by the local sites, and informed by the analysis outlined in section 3.
- Phone interviews with project sites (tied in with the learning facilitator's call to projects on the context of their areas)

Qualitative impact evaluation data
- Key informant interviews (e.g. with stakeholders from partner organisations, delivery teams, and with local authorities)
- Interviews and/or focus groups with recipients of crisis support
- Focus group with local referral networks
- If possible, analysis of referral network meeting minutes/email chain

Analysis
- Analysis of all quantitative and qualitative data

Reporting
- All quantitative monitoring data will be analysed by the evaluator and learnings will be fed back to the Coordination team and project sites in quarterly monitoring reports.
- The evaluator will produce annual evaluation and learning reports in collaboration with the learning facilitator.

Debrief and dissemination
- Regular feedback sessions with learning facilitator and Coordination team.
- Evaluation learning day in year 3
- Presentations on findings to programme stakeholders after delivery of evaluation and learning reports
- Learning shared with community of interest via programme partners (e.g. in LGA emails to members)

How much will this cost?

The budget for monitoring and evaluation has been estimated at £50,000. This would cover the cost of hiring an evaluator dedicated to this project.

Part 3: Test and Learn Activities

Summary

A portion of the budget will be allocated to 'test and learn' innovations in the project sites. This will give sites the opportunity and flexibility to test different ideas and produce valuable learnings to feed into continuous improvement.

Why is this needed?
Each pilot local project will be different, depending on their local context, and the priorities of their steering group. This both gives the opportunity to test different approaches, and to learn from the outcomes delivered in different parts of the country – making changes to schemes as they develop, based upon the learnings from these evaluations.

What resource would be required?

What will this cost?
£20,000 would be allocated to test and learn activities

Appendix 1. Proposed model for setting up a local coordinated crisis support project

	1. Initial stakeholder meetings	2. Analysis of existing provision	3. Establish project steering group	4. Create bespoke tools needed for improving local crisis support delivery	5. Establish warm referral network, and implement improved data sharing approaches	6. Train staff and volunteers in local organisations in delivery	7. Deliver coordinated crisis provision	8. Provide chance for service users to speak about their experiences	9. Test & learn to improve local delivery, and evaluate the impact of the programme
Stage	The programme manager will contact local stakeholders to establish a network of local groups interested in improving local crisis support provision.

Organisations contacted will vary, but will always include the Local Authority. The programme will only operate in areas where the LA are a | The programme manager/ officers will work with local stakeholders to better understand:

*What crisis support is available locally
*What the eligibility criteria and application process looks like for different forms of support available
*The extent to which different forms of support are | The manager will identify a small group of local organisations to form a steering group. The chair of the group will be determined by members.

The manager will provide a draft terms of reference for the group – this will be agreed by the SG in consultation with the manager.

The steering group will develop a plan for implementation of a local scheme of crisis support delivery and agree this with the programme manager. | The programme will develop a set of tools for the implementation of crisis support in a local area.

For example, this may include materials to more effectively advertise the provision of crisis support locally.

They will also include the draft TOR for the SG (see 2) and a data | Partners will agree their participation in a referral network.

The intention of this network is to enable participating organisations to make warm referrals into services which can support them to prevent the recurrence of crises.

A data sharing agreement will be created to support different organisations to share | The programme will develop and deliver training to local agencies to assist them with supporting service users to access crisis support.

Training will be bespoke to each local area, since it will provide information on eligibility and access to the LWA scheme, and to other forms of crisis support available locally. | Local services will assist with delivering coordinated crisis support to local people. The approach taken will vary by locality, but participating organisations will:

*Ensure that local people are aware of the different forms of crisis support available locally and which is most appropriate to an individual's needs.

*Work with individuals to assist them to access crisis support available.

*Work with service users to understand the problems which led to them reaching crisis point, and | A framework will be developed to enable service users to voice their experiences of problems which led to them reaching crisis point and things which need to change to prevent a repetition of this in the future.

The manager will work with local projects to explore key issues raised for addressing through work | All projects would be provided with continuous monitoring, evaluation and learning.

The evaluator and learning facilitator will hold calls with key members of the local steering group to identify their local objectives.

A co-design session with the learning facilitator and the five local areas and five partner areas will identify common areas for learning and national support.

Representatives from all 10 local |

	core participant.	known about/utilised *The different sources of support available to prevent the recurrence of crises and the referral networks already in place.	Previous Crisis Support service users will be consulted on the development of this. Grant funding will then be provided to the SG to implement this plan.	sharing agreement underpinning the referral network. These tools will then be adapted to meet the bespoke needs of the local community.	information about a service user between different agencies. A template data sharing agreement will also be shared to help with the implementation of the referral network.	Training will be targeted at paid staff within local organisations, and volunteers.	where necessary to make warm referrals to other agencies to assist with these. *Follow up after crisis support has been provided to check needs met, and ensure services are helping to prevent a repeat of crisis. The programme will seek to establish a pot of national crisis funding to help those without other forms of assistance available to access emergency provision.	with local and national government and other decision makers.	areas will come together termly to reflect on learning. This will inform local delivery and evaluation. An annual "learning day" in each of the five local areas will summarise learning and progress. Quarterly monitoring reports, and an annual learning & evaluation report will be prepared covering each of the five local areas.
Actors	Manager, Local Authority, other local organisations and community groups	Manager, Local Authority, other local organisations and community groups	Manager, core group of local agencies	Manager, SG	Manager, local organisations, legal support to assist with template data sharing agreement	Manager, training staff; local organisations	Local services, service users, crisis support providers	Service Users, Manager	Evaluator, Learning Facilitator, manager; Local Steering Group and five partner area representatives
Support		Report on mapping of existing crisis support provision	Steering Group draft Terms of Reference; Grant funding to enable design and implementation of local scheme.	Marketing materials; Draft TOR for SG; etc.	TOR and data sharing agreement for referral network	Training package Guidance on local crisis support available	National Crisis Support pot. Referral network	Framework for voicing issues	Evaluation framework and learning programme

Appendix 2. Customer journey for coordinated crisis support provision

	1. Identify assistance available	2. Discuss options and help with accessing crisis assistance	3. Consider underlying needs and make referral where needed	4. Provide opportunity for service user to speak out on issues affecting them	5. Follow ups from initial contact
Step	A need for crisis support having emerged, individuals seek crisis support provision. Work from the coordinated crisis support project should ensure that: *Local crisis support availability – including the area's LWA scheme - is well advertised and understood amongst those who need it. *People understand where they may seek help in making an application for crisis assistance *Trusted relationships are built with those who may require crisis support in the future to encourage them to speak about the help they need. *People understand services available which may help to address crisis needs before they arise.	The service user is offered a discussion about their crisis needs and information about crisis support assistance available locally. Services should work with the individual to identify the most appropriate form of support available given their circumstances, and to advocate on behalf of the service user to ensure that support is provided at the time at which it is needed. The service should work with the individual to ensure that any barriers to accessing support are addressed.	The local service should offer to further discuss some of the underlying issues in the person's life which have led to them requiring crisis support. Based on this discussion referrals will be made through a warm referral network to partners able to deliver support with different issues in the life of the individual and their family, which may lead to recurrent crises. Improved data sharing will help ensure that all agencies referred to have shared information about the individual to assist with the provision of support, and avoid duplication.	Opportunities will be offered for service users to voice issues affecting them, and what more could be done to help prevent them facing financial crises. The programme manager will liaise with local projects to explore ways to raise these issues with decision makers at a local and national government level.	The local service first engaging with the service user will follow up at given intervals to explore the impact of interventions received, and whether they require any further support. Individual outcomes will be recorded.

Actors	Local services	Local Services	Local services delivering crisis support; Local organisations to whom referrals are made.	Service users Local services Manager	Local services
Support	Marketing tools to advertise local scheme Grant funding for delivery of coordinated crisis support provision should help to ensure the project is able to address the issues raised above.	Training for staff on supporting people to access crisis support provision; Local information database about crisis support availability	Development of warm referral network, and data sharing agreement between local agencies Training for staff on identifying underlying needs leading to crises emerging. Data sharing agreement/ CMS	Framework for voicing issues – possibly via CMS	Training on providing follow up support. database to record outcomes

Appendix 3. Programme components and estimated costs

Programme component	What this is needed for	Resources required	Cost estimate (over three year period, including management and administration costs)

Grant funding to provide to five local areas	To enable local organisations to release capacity for involvement in the coordination of local crisis support provision
	• Establishing and administering a local steering group
	• Ensuring key local organisations are able to contribute personnel time to delivery This staff time could be used in three ways:
	  a. Raising awareness of local crisis support provision – effectively acting as an advocate for crisis support across the organisation they work with, and with other partner organisations, *and*
	  b. Supporting individuals to access crisis support - this may mean ensuring staff have time to assist with supporting access to emergency provision, *and*
	  c. Providing access to services needed to address the underlying causes of crisis, in order to ensure warm referrals can be made.
	• Paying for emergency relief not covered by the LWA scheme or other sources available locally
	• Costs of tailoring crisis support resources to local needs
		£100k for each local area to cover a three year period
		
		Resources will be distributed in each area according to a proposal from the local steering group agreed with the programme manager.
		
		Costs also include grant management.
			£550k

Coordination, project management and national administration of the programme	To provide programme coordination during the pilot period. This involves both: • Mapping crisis support networks available in the locality prior to scheme initiation. • Assisting with establishing better coordination between local organisations, and project management at a local level, *and* • Overseeing the national administration of the programme The programme officers will particularly focus on supporting each of the five pilots with development of their local schemes.	One programme manager Two programme officers	£550k

Template resources	Template resources can be adapted for use in each local area – this avoids duplication of effort in each local area.	Examples of these template resources include: a terms of reference for local steering groups, a data sharing agreement, local marketing resources	£110k (this might be provided through a pro bono agreement with a legal firm, marketing agency etc)
Staff training package	A training package will be prepared to support staff to better understand what crisis provision exists locally, under what circumstances different forms of support can be accessed, and how to help people to access the help available. Training should also help services to work with service users to identify and respond to underlying issues which may result in a crisis emerging.	Development and delivery of crisis support training. The training course would be delivered once per quarter in each of the 5 pilot areas over the initial three period of the programme (a total of 60 sessions).	£55k for creating the training course, and an additional £55k for delivery of training
National sources of crisis support to disseminate through local projects	Some national organisations would like to offer emergency support, but do not have a mechanism for doing so in a way which, (1) does not undermine LWA schemes, or duplicate other local crisis support provision, and (2) ensures that those receiving assistance have access to help with any underlying difficulties. The coordinated crisis support programme helps to address both these concerns by providing a structured approach to the distribution of emergency assistance.	This doesn't necessarily need to be in the form of cash – for example, fuel or food vouchers, white goods etc would also be helpful.	No lower or upper limit – ideally corporate partners could help with the development of a pot of resource for this.
A framework for users to speak about their experiences	A coordinated crisis support programme is needed, in significant part, because of the absence of an effective scheme of crisis provision delivered by either national or local government. This aspect of the project ensures that learnings: *Are developed on the basis of frontline learnings from support recipients and local providers, and	To be led by the programme manager and programme officers.	Costs of the manager and programme officers are outlined above.

|			
	*Support the improvement of crisis provision both within and beyond the pilot areas, and *Ensure that national government understand the need for crisis support provision.		
Learning and evaluation approach	Each pilot local project will be different, depending on their local context, and the priorities of their steering group. This both gives the opportunity to test different approaches, and to learn from the outcomes delivered in different parts of the country – making changes to schemes as they develop, based upon the learnings from these evaluations.	To pay for the learning programme, evaluation and a small innovation budget to test new ideas during the course of the pilots	£137k (£60k for the learning programme, £22k for the innovation budget and £55k for the evaluation budget)

Appendix 4. Draft outcomes framework

Outcome	Reason for outcome	Numbers affected
Numbers receiving support through LWA scheme increases	Better coordinated crisis support – including involvement from the Local Authority – leads to higher numbers of successful referrals for LWA.	LWA recipients increase by 2500 above baseline in year 3 across the five pilot areas.
Numbers receiving support through other crisis support schemes increase	Better coordinated crisis support ensures that additional claimants are receiving crisis support through other sources at the point they need it.	Crisis support received through other sources increases by 1000 above baseline in year 3.
Numbers receiving referrals to other support services at point of crisis increases	Warm referrals process in place ensures claimants receive referrals to services to prevent the recurrence of crisis.	350 successful referrals across the five pilots made through crisis support network in year 3.
Numbers requiring repeat crisis support decreases	Signposting to other sources of support reduces the likelihood of requiring repeat provision.	Of those successfully referred for ongoing support, follow up evaluation finds increases in financial stability and resilience.
Widespread engagement of organisations is secured for a local crisis support network	Building a network of partners focussed on crisis support delivery is crucial to the effective operation of coordinated crisis support provision.	At least 20 organisations engaged in each area in delivery of coordinated crisis support provision (100 across five areas).

Appendix 5. How this service has been designed

Approach

Our approach to creating this project concept is based on the UK Design Council's 'Double Diamond. This involves four overarching phases of work (Discover, Define, Develop and Deliver). The diamonds highlight 'divergent' and 'convergent' phases – i.e. phases where opportunities are opened up, or narrowed down.
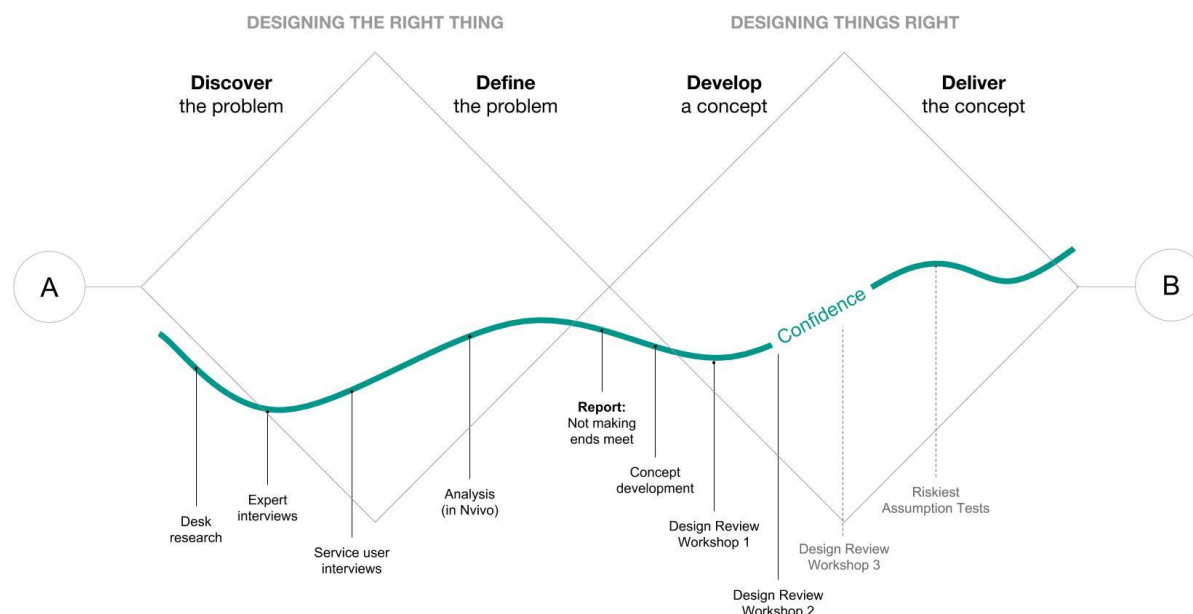
Our activities within these four phases are described above – along with an illustration of how they have helped us to gradually and systematically increase our confidence that we are solving a real problem, with a solution that is wanted, feasible and impactful.

Who have we engaged during discovery research and concept development?
- 42 expert interviews conducted with stakeholders in seven local authority areas, including Advice Centres, Children's Centres, Credit Union, Food banks, Law Centres, Debt Advice services, Job Centre Plus, Domestic Violence services, and Local Welfare Assistance Schemes.
- 7 service user interviews – parents who have had to rely on crisis support from their local authority or local charitable organisations within the last six months.
- 33 stakeholders have offered feedback across two Design Review workshops – including funders, a national building society, a national energy supplier, the Local Government Association, and practitioners from national and local service providers.

How have we ensured that this project concept is wanted, feasible and impactful?
- The project concept has been developed on the basis of insights generated through significant 'discovery research', conducted with service users and local and national stakeholders through the "Not making ends meet" research.
- The key insights from the research and our project concept were then reviewed by local and national stakeholders during two workshops. To do this, we created a visual 'service blueprint' to communicate the concept's key activities, actors, communications channels, policies and systems.

Participants were then facilitated to identify risky assumptions and recommend changes to the service blueprint. The concept has been iteratively updated in response to this feedback.

Next steps
- We are planning a design review workshop with potential service users, in which the concept to enable the concept to be further iterated and validated.
- We are intending to conduct some 'Riskiest Assumption Tests' to validate the riskiest assumptions within the final service model, in order to validate its feasibility in practice.

Design Review workshop 1 (London)

Design Review Workshop 2 (Manchester)