Safer Sandwell Partnership Board 16 May 2014

Safer Sandwell Partnership Programme 2013 – 2014 Out Turn and Programme for 2014 – 2015

1 Recommendations

- 1.1 That the Board notes the contents of this report.
- 1.2 That the Board gives due consideration to budget pressures identified in Section 4 in relation to a shortfall in the funding of the full salary costs of the Partnership Analyst and Integrated Offender Co-ordinator for 2014 2015.
- 1.3 That the Board notes the allocation of £72,855 in respect of Victim Services Funding from the Police and Crime Commissioner.
- 1.4 That the Board notes the addition of an £80,000 allocation for the funding of Dome Hawk CCTV cameras that now sits within the SSP funded programme.

2 Report Details

- 2.1 The report includes funding allocations based on the decisions taken at the previous meeting.
- 2.2 The report includes the final quarter project and performance information for the SSP Community Safety Programme 2013 2014 detailed in Appendices 1 and 2.
- 2.3 Information relating to the Victim Services grant received from the Police and Crime Commissioner is also included in the report.

3 Financial Out-turn

3.1 The following tables reflect the financial out-turn for the final quarter of the community Safety Fund 2013 - 2014.

No	Project	Allocation (£)	Qtr 4 Out-turn (£)
1314 - 1	Partnership Analyst	35,000	35,000
1314 - 2	SmartWater	5000	4,994

1314 - 3	Security Improvement Service	7513	6944
1314 - 4	Supporting Young Victims of	20,000	20,000
	Sexual Violence (ISVA)		
1314 - 5	Sandwell YOS	70,000	70,000
1314 - 6	Drug Interventions Programme	251,350	251,350
1314 - 7	Youth Crime and Substance	74,094	74,094
	Misuse		
1314 - 8	Domestic Homicide Review	20,000	17,356
1314 - 9	Positive Futures	42,234	42,221
1314 - 10	Programme and Performance	10,000	10,000
	Management		
1314 - 11	Integrated Diversionary Offender	35,272	35,272
	Management		
1314 - 12	MASH IDVA	10,000	10,000
	Total	580,463	577,231

Carry forward commitments 2012 - 2013			
No	Project	Qtr 4 Out-turn (£)	
1213 - 3	Neighbourhood Mediation	3,400	
1213 - 2	Support for Tasking	3,500	
	Total	6,900	

- 3.2 The SSP Board approved an allocation of £580,463 for 2013-2014. The total budget made available for 2013 2014 including agreed carry forward was £588,193. The final out turn for 2013 2014 stands at £577,231 which takes into account budgets adjustments.
- 3.3 The Invest to Save out turn is detailed below:

No	Project	Allocation	Spend	Carry
		(£)		Forward
1314-13	CCTV DomeHawk			
	Cameras	17,000	0	17,000
1314-14	Polish Engagement Project			
		1,500	940	560
1314-15	MASH			
		35,000	22,500	12,500
1314-16	User-led Reference Group			
		8,000	6,100	1,900
	Total	61,500	29,540	31,960

3.4 Approval has been received from the West Midlands Office for Policing and Crime for a carry forward in 2014 – 2015 of £31,960 in respect of the Invest to Save projects.

4 Issues and Items for consideration/information

- 4.1 The Board is advised that, due to salary, superannuation and national insurance obligations in respect of the IOM Co-ordinator and the Partnership Analyst, there is a shortfall of £5,352 and £2,475 respectively (total £7,827).
- 4.2 There is an amount of £4,500 available as a carry forward which the Board may wish to utilise in the respect of the shortfall. The Board is minded to consider further options for meeting the remaining shortfall of £3,327:
 - Identification of areas of potential slippage within the programme
 - Consider whether there is scope to reprofile any projects within the programme
 - Explore whether the host organisations are able to meet the shortfall from their internal budgets.
- 4.3 At its meeting on the 28 March the Board was advised that Sandwell has been allocated £72,855 Victim Services Funding from the Police and Crime Commissioner specifically for capacity building within the voluntary sector. The intention is that a West Midlands Victims Commission (made up of voluntary sector organisations) will be developed as the body by which victim services funding will be allocated, plans drawn up and priorities for spend decided. In order for the voluntary sector to engage, the Victims Services grant is provided to enable capacity building for organisations that work with victims of crime. SCVO will lead on the development of a plan which will determine how the allocation will be spent.
- 4.4 The Board is advised that an amount of £80,000 has been made available for the purchase of Dome Hawk CCTV cameras, which will sit within the SSP programme. The West Midlands Police partnership officer and relevant SMBC officers will draw up a specification for the cameras in accordance with procurement rules and procedures.

5 Funding Allocations for 2014 - 2015

5.1 The Police and Crime Commissioner allocation for 2014 – 2015 is £530,190. The budget allocations in the table below were confirmed at the Board meeting on 3 February.

Project Name	2014 -15
	Allocation £

Partnership Analyst	34,000
Security Improvement Service	8,000
Support Young Victims of Sexual Violence	20,000
Sandwell YOS	70,000
Criminal Justice Intervention Programme	150,000
YCSM	74,094
Domestic Homicide Review	20,000
Positive Futures	42,234
Integrated Offender Management Co-ordinator	35,272
DV Perpetrator Programme	76,550
Total	530,150

Angela Lamont Community Safety Team May 2014

Quarter 4 Project Performance Information 2012 – 2013

1314 – 1 Partnership Analyst

A summary of the range of activities carried out by the Partnership based on regular/set tasks and additional requests is detailed below:

Weekly/Monthly

- Crime Stats
- Town Tasking Performance Data for 6 Towns
- Hate Crime and Tension Monitoring

January

- Chasing information for the Strategic Assessment
- Fuel Thefts
- Finish Strategic Assessment
- Data for Town Boards
- Power point for Strategic Assessment presentation
- Safer Six results
- Performance data for Public Protection Unit
- Document around Violence with Injury
- Shed Breaks updated
- A&E data analysed
- Business crime full update
- Locations sympathetic to EDL members

February 2014

- Performance data for Public Protection Unit
- Counter Terrorism Community Profile
- ASB Data
- Bilkings
- Sandwell Delivery Plan
- Profile of Migrant Community (Domestic Abuse)
- Problem Profile for Childrens Homes
- Electrical Sub Station offences
- Offences in public houses with regard to violence
- Identified alternative strategic assessment
- Sketchley Close Childrens Home high demand
- Ethnic Mapping
- Albion Bid document with maps
- Business Crime review

- Robbery offences
- Sikh Community Issues

March 2014

- Amended Strategic Assessment
- Profile of Migrant Community (Domestic Abuse)
- Problematic Locations Enablers Power point
- Eastern European document refreshed
- Shoplifting update
- Priority Areas Enabler power point
- Insecure vehicle crime data
- Business Crime

1314 – 2 SmartWater

BDH (Burglary Dwelling House) was down 18 for Q4, which is a reduction of - 4.25%. There were no reported repeat victims in Q4.

1314 – 3 Security Improvement Service

Delivery in the current contract's (4th. quarter) has been disappointing, especially in March when no referrals were received at all. It is believed that the number of interventions being less than budgeted is due to the 'minor works' restrictions of Band C. As with quarters 2 and 3, Lifework has been able to 'convert' a number of jobs via our Sandwell MBC Handy Person contract which would have previously been dealt with under SIS's remit but are now are too large scale/expensive or fall into the previous bands A and B - these related to security improvements following burglaries.

There has been some confusion within the referring agencies, in particular with regard to interventions at Sandwell local authority properties. There has been cause on 3 occasions to explain to WM Police of the restriction in the scope of work that the organisation can carry out, with major repairs remaining the responsibility of the landlord - in particular replacing doors etc. All referrals were female. 3 of the referrals were generated by Victim Support, 3 from Sandwell Women's Aid, 2 from West Midlands Police and the remainder from the Housing Options Team.

1314 – 4 Supporting Young Victims of Sexual Violence (ISVA)

Group work was completed at Q4 – 5 sessions for 28 students (140) covering consent, thoughts and feelings, Sexual violence/bullying and CSE. This was in response to girls coming forward as victims of SV from one perpetrator within the school.

Youth participation event took place at Coneygre Centre, engaging with families to raise awareness of domestic abuse, over 30 families attended.

Specialist drop in services offered to Sandwell college looking at issues around DV/CSE for young women. Specialist drop in service also offered at Batman's Hill PRU.

TRAPPED programme was delivered within RSA academy along with specialist VIVA group around girls and gangs, CSE and sexual violence.

Three primary schools have agreed to pilot TRAPPED, currently in consultation with Hateley Heath Primary school, Cape Hill Primary school and St Matthews in Smethwick. Pilot programs of the TRAPPED program have now been pitched to four primary schools and the pilot is due to commence in Smethwick in May.

The provision of the TRAPPED program will increase due to the additional funding secured for the Domestic Abuse Education Advisor post that will refer victims into this post. A presentation was given to the Sandwell Head teacher's Executive meeting on 6th March 2014 to detail all the support the service could offer to schools and children and young people. A training offer was also made to school staff to enable them to deliver the TRAPPED program themselves. Youth club work has continued and therefore work will continue in different youth settings attracting and working with referrals through different avenues to schools.

1314 – 5 Sandwell YOS (Youth Offending Service)

During the quarter TYS (Targeted Youth Support) offered 50 sessions of reparation which equates to 111hrs. These sessions are made up of groups from out of court disposal, general court orders and ISS. There was a one less session and hence three less hrs this quarter due to the Christmas/new year break.

31 young people were referred for consideration for an out of court disposal. Of the 31, 55% (17 young people) were given a youth caution with an intervention programme from TYS.3% (1 young person) were given YCC (youth conditional caution), which involves an intensive programme of work with TYS which will last up to 3 months. 26% (8 YP) were given a community resolution with a programme of intervention from TYS.

All programmes above include a minimum of 3 appointments including RJ, Reparation & offending behaviour, as well as referrals to specialist agencies as needs are identified.

3% (1YP) of the 31 young people received a caution without a programme as the caution was administered directly at the police station but a letter has been sent offering prevention services. 3% (1 young person) outcome is outstanding, confirmation of the outcome will be known once the victim has been consulted. 4 young people (13%) failed to attend panel in the quarter so will be offered a second appointment in April 14.

Therefore TYS has directly intervened with 84% of all young people referred to panel for an out of court disposal. This is a 15% increase in the engagement for last quarter and will look to maintain and improve upon throughout 2014.

100% - All victims of youth crime committed by Sandwell YP were contacted during the quarter. This equated to 48 victims being identified. Of the 48 victims indentified in the quarter 75% (36) of victims have actively engaged RJ interventions. However 25% of victims (12) made no further contact with the YOS following the initial letter being sent out to them.

In terms of the 36 victims that have engaged with the service, 50% of the victims asked to hear directly from the young people through RJ conference, shuttle mediation, audio, or visual feedback to questions asked. This work is now being undertaken with the young people

1314 – 6 Drug Intervention Programme

Performance: In comparison to both national and regional figures, Sandwell are performing well in the over-arching indicator "Reducing Drug Related Crime". In Q3 19% of the cohort re-offended, compared to 23% regionally and 27% nationally. This places Sandwell as the 7th best performing area in the country for this measure.

Retention of PPOs and HCCUs in drug treatment is 100% which is likely to have contributed to reduced crime and re-offending as well as improvements in offender health.

Although the overall successful completion rate is slightly lower than national rates, successful completion rates for opiate users are higher - 10% locally compared to 7% nationally.

Representation rates for Sandwell are lower than the national average with just two non-opiate clients representing throughout the year. This indicates that services are contributing to positive and lasting changes in drug misuse and offending behaviour.

Triage rates for those referred to structured treatment have improved and are now above the national average.

Areas of concern: Conversion from assessment to caseload appears low further work is required to ascertain the reasons for this and make improvements. Numbers taken onto the caseload are below target, improvements in conversion rates would help to address this. A new criminal justice service commenced in Sandwell on 1 April 2014 with incentivised targets set around numbers into treatment.

To date no conditional cautions have been imposed in Sandwell. Conditional Cautions would allow workers to provide early intervention in order to prevent crime and drug misuse from escalating and providing economic benefits for the future. Successful completion rates for non-opiate users require attention and improvement. Public Health will work with the new provider to achieve this.

Data: Changes in national reporting systems mean that it is no longer possible to report on some measures within this existing framework.

1314 – 7 Youth Crime and Substance Misuse

44 were referred and accepted interventions with 4 declining the service. 138 young people are currently being worked with and 27 young people successfully complete their interventions

In relation to fist time entrants there were 31 young people in Qtr 4 which means the accumulative total for year is a 6.6% reduction when compared to the same period 12/13 (136). 100% of young people exited treatment in a planned way.

1314 – 8 Domestic Homicide Review (DHR)

There are currently 4 Domestic Homicide Reviews (DHRs) underway and a near miss case which have been completed.

An extraordinary SSP Board meeting was held 21st January 2014 to review and sign off the reports for Cases 2, 3 and 4. The Recommendations and reports were approved by the Board with the caveat that the minor amendments requested by the Board be included in the reports. The final reports for these cases have now been sent to the Home Office Quality Assurance Panel to be assessed by the panel in May 2014.

Recommendations for the 4 DHR and the Near Miss Case are being implemented and monitored by the Domestic Homicide Review Standing Panel.

The Scrutiny review of the DHR process made a recommendation 'to ensure that IMR authors receive briefing sessions at the conclusion of a case to ensure that there is opportunity to discuss the recommendations and provide feedback'. Briefing meetings have been held for DHR Cases 2 and 3. A briefing meeting for Case 4 is to be rearranged.

1314 – 9 Positive Futures

Output/outcome	Data source	Annual Target	Actual
Engagement Numbers for outreach / diversionary activities.	Registers	360	476
Hours logged against Outreach / diversionary activities	Hours log	392	354.5
Engagement Levels for Positive Progression Activities	Registers	180	196
Hours for Positive Progression Activities	Hours Log	441	390.5
Young people entering EET	Tracker	96	17
Accredited Young People	Tracker	96	61
Employment support attendance	Tracker	60	111
Young people more motivated / confident	Surveys	360	213
Young people with a reduced risk of offending	Surveys, partner testimonials	288	134

Geographical Area 1 Soho and Victoria

The programme has had a number of sessions augmented due to the changes in the Borough's youth provision, but where diversionary activities have been threatened the PF team responded accordingly. Borough wide partnership working has also been developed with Probation.

Soho and Victoria's sessions have been affected by the changes in youth service provision and PF has changed its activities in line with the venues availability a number of times, this in turn has engaged different young people who previously would not attend due to rival young people or a lesser interest in the activity previously delivered. The programme has been developed to engage a range of demographics.

The young people attending now prescribe the activity to be undertaken each week and with access to more of the venue the young people can get involved in Sports, Arts or discuss issues of concern in locality.

Geographical Area 2 Princes End Tipton

The sessions here have grown in popularity and the numbers are steadily climbing, session behaviour has increased with progress being made with the "core" participants.

Good overlap between the diversionary activities and the positive progressions and whilst the young people are still only prepared to get involved in employability and confidence and motivational activities for a limited time it is accepted the sessions are there for their growth.

Since the beginning of the Quarter the issues relating to the young people travelling in from other areas (predominantly Wolverhampton) has ceased.

As a result of PF work the young people at this session have begun utilising other services travelling from Tipton Sports Academy over to both RSA and other venues.

Geographical area 3 West Bromwich

The PF model has been used to support the probation service with the PPO's. The sessions focussed upon innate ability, personal motivation, self assessment and was accredited by City and Guilds. The focus of the programme was employability and participants looking at barriers likely to stop them from finding employment in different fields and how to overcome them. Each of the participants identified a career path that was feasible and looked at all the routes / ways to get there. This scheme of work was very

successful with 2 of the participants going into employment through the "Think Local" employment service.

The accreditation programme in West Bromwich and Hateley Heath has also concluded with 23 young people receiving leadership qualifications to now use within the local community. This qualification will allow them to develop and deliver community activity.

Q1 Preview

The programme aims to further align to statutory programmes to add value where possible. There is hope to begin receiving referrals from the FACTS team and to work closer with TYS.

Q1 was a very slow start in 2013-14 due to the lack of experience in the new areas the programme was targeting, this year the service is already engaging with key young people.

1314 – 10 Programme and Performance Manager

The Programme and Performance Manager has continued to oversee the SSP funded programme ensuring that project leads provide monitoring information and relevant documentation in accordance with the conditions of grant aid. Additional activities have also been undertaken in respect of support of the SSP and its obligations to the PCC.

1314 – 11 Integrated Offender Management

IOM delivery plan continues to be updated by the coordinator and presented to the Strategic Board.

Work continues to get an EOS (Engagement and Support) key worker co located within the IOM team at the West Bromwich police station. Currently awaiting the completion of Information Sharing Protocol by Department of Works and Pensions.

IOM co ordinator has attended Job Centre Plus offices in Tipton, West Bromwich and Oldbury and is in the process of compiling confidentiality waivers as well as identifying Single Point of Contacts for JCP, Police and Probation. This will improve communication within all agencies.

Co ordinator attends DIP operational group, (to be called CJIP operational group), Building Effective Engagement Group and Recovery Consortium meetings which give an overview of the work carried out within drug

intervention and health. This helps manage ODOC cohorts and look at ways to improve working with nominals that are either current, or ex drug users.

The Co ordinator has worked with Coachcraft, a sports based project with ties to PPDG and SSP, and set up a programme for IOM nominals. One group has been completed and the next one will start when there are enough referrals for a second.

Cohorts: SPOS – a training day by Safer London Foundation has been completed for Offender Managers working with those involved with the cohort. The training focussed on identifying gang nominals and looking at ways of mapping gangs local to the Sandwell area.

PPO – a refresh of nominals took place in January 2014 to ensure that the right nominals were on the Cohort. This work was carried out by IOM Co ordinator, Police and Probation.

Domestic Violence – Work within this cohort continues with nominals being identified from MARAC. Domestic Violence Perpetrator Programme will add value to this cohort.

Re offending data is for the period 1/7/12 - 30/6/13. Unfortunately there was no current data for the PPO cohort.

The borough is currently top, out of 174 local authorities, of England and Wales in the Ministry of Justice table, with a reoffending rate that is 29.4% better than the government predicted rate.

1314 – 12 MASH IDVA

The MASH IDVA has continued since the last return (13.01.2014) to attend every domestic abuse screening meeting. She has taken a period of annual leave and had three days of sickness but we have been able to cover every meeting and provided information into every screening. Another staff member has been put through vetting to further strengthen the cover arrangements. Since 13.01.2014 (until 7.03.2014) the MASH IDVA has screened 531 cases. The breakdown of these cases is as follows:

Adult Only - 78 cases Children (BST cases) - 453 Standard Risk - 327 Medium Risk - 136 High Risk - 68 BST Level 1 - 141 BST Level 2 - 212 BST Level 3 - 73 BST Level 4 - 27 The risk level of 27 of the cases referred into the screening was escalated

Police and Crime Commissioner Invest to Save Project Performance Information 2013 – 2014

1314 – 13 CCTV DomeHawk

The money secured for Domehawk (£17,000) was to work with Birmingham CSP/ LPU (Local Policing Unit) to implement an innovative and collaborate approach to CCTV. Several CCTV providers have been scoped to demonstrate and quote for re-deployable CCTV cameras that can be mounted to existing lamp columns. These will be on unlimited 4G contracts and accessible via secure internet connection. This will allow maximum access for officers and staff (inclusive of local authority CCTV operators). It is anticipated the tendering process with the agreed supplier chosen will be finalised by the end of May 2014.

The funding allocated will purchase approximately 2 cameras. The initial Sandwell location will be the priority area of Soho and Victoria. Birmingham West and Central will place their cameras on this border. Officers from both LPU's will then be able to access the cameras for joint benefit in reducing crime and ASB.

1314 – 14 Polish Engagement Project

Engagement events organised specifically targeted at the Polish population. Provision of a Polish interpreter at the events to ensure that the community are able to access the general services/help they require. The first engagement day took place on Saturday 29th March at the Wood Green, Community Centre, West Bromwich. A local Polish restaurant supplied the food, Sandwell College students acted as interpreters and Fire engines, Police Cars and other points of interest were present to create a relaxed fun environment.

Throughout the day, around a hundred members of the local Community attended and interacted with each other and the services present. The organisers obtained contact details for 40 Eastern European families of which the agencies had no knowledge of living within the Community and are now being engaged with for future targeted interactions in the hope of further increasing this database. A financial carry over has been requested to fund a second engagement day in the Summer Months of 2014. Those families on the database will be invited and asked to raise awareness of the event to friends and relatives within the Community. Having built a rapport with the families, specific services that this community have identified as being beneficial to their wellbeing will also be invited to attend.

The exit strategy is to form a specific Eastern European focus group that the Police and other services can access. This group can offer advice to partners whilst signpost services and events back into the community. This group may also be able to help reach Easter European Communities residing in other parts of the borough.

1314 – 15 MASH

The Sandwell MASH was successfully launched on 18 November 2013 with the co-location of the following agencies: SMBC Children's Social Care West Midlands Police Health - Clinical Commissioning Group Health - Sandwell and West Birmingham Hospital Trust Health – Black Country Partnership NHS Foundation Trust SMBC Adults Social Care Services SMBC Domestic Violence SMBC Education Services SMBC Education Services SMBC Housing Services SMBC Early Help Services Probation Sandwell Women's Aid

Original Objective	Progress Update
The co-location of	Partners were successfully co-located at
Phase 1 partner	Oldbury Council House prior to go live.
agencies	
Defining service	
provision within the	
MASH -	Several Task & Finish Groups were
Agreed policies	established that were made up of multi
and practices	agency representatives. Each T&FG
within the MASH,	focussed on the development of specific
including decision	processes, for example ICT,
making	Management, Dispute & Resolution, and
processes and	designed relevant protocol accordingly.
management of	

MASHEstablishment of	The MASH project was governed by the MASH Board, which subsequently turned into the Performance & Evaluation Board
 Establishment of governance arrangements for MASH 	post go live. The Board is made up of representatives from all partner agencies and it meets once per month.
	•
 Agreement as to the commitment each partner will make to the MASH 	All partners were asked to identify and commit appropriate resource to the MASH, which was the agreed by the Board. Nearly all partner agencies have committed at least one full time resource to the MASH.
 Information Sharing Protocol signed by all partners working within the MASH 	An Information Sharing Agreement was developed and agreed by relevant partners. The ISA detailed the protocol for information sharing within the MASH and the use of partners' ICT systems.

Description	Cost	Progress Update
*Set-up costs of ICT	*£20,000 (approx)	The total cost for
infrastructure;		ICT infrastructure
Set-up of office	£4,000	and
accommodation		accommodation
	Total £24,000	set up exceeded
		the original
		£24,000 estimate
		that was provided
		in the original bid
		therefore 100% of
		the funding
		associated to this
		element of project
** 🗖 🗤 🗠 🗠	**040 500	was used.
**Funding of an	**£12,500	The funding for
Independent Domestic	(funding for 5	this post will be
Violence Advocate	months, November	spent during
(IDVA) for 12 months	2013 – March 2014,	2014/15.
	at £2,500 per month)	

1314 – User-led Reference Group

The initiative identifies service users as key stakeholders in crime prevention and community safety work. The focus will be to support effective service user participation in improving services and in the culture and attitudes of the agencies and staff who deliver those services. A key component of these discussions will be to develop user-led perspectives in service development, provision and evaluation.

The project is being developed as a pilot so that the effectiveness can be evaluated with a view to it being held up as good practice and rolled further out across the priority areas.

Action so far;

- 10 preparatory meetings held
- Focus/ terms of reference identified for each group
- 4 user groups held
- 1 training session held with 1 group

Adjustments

- We originally stated we would pilot the initiative in geographical areas and communities where the data sources identify specific concerns relating to service provision and profiling of communities. As data sources were not available we approached organisations whose remit was to work with the key groups identified as being priority groups in the strategic assessment and SSP priorities.
- As we received the funding late in the year this has meant we started the project later than anticipated and are therefore, still developing user groups in a number of the thematic areas. A carry forward has been agreed as a result of this. We now envision the project will end in September 2014.
- We have also needed to rely on other organisations providing access to their service users and their own availability to support this initiative. This has meant the project has progressed at a slower pace than originally anticipated.

Learning so far

- Stakeholders and partners are very keen and supportive of the user led groups.
- Developing the groups cannot be rushed
- The groups cannot be uniform in their approach as the need, experience and expectation of the service users are very different therefore, the session needs to take into account all these factors.

• There is a desire in some thematic areas for long term use of groups, whereas others would like short term consultations.

Future action

- To continue to develop the groups and hold more sessions with the agreement of the users
- Evaluate effectiveness
- Bring all groups together for a provider/ user super forum where providers and commissioners can hear the user voice first hand
- Feedback findings to service users, providers and commissioners

Exit strategy

- Ensure those groups that wish to continue have the capacity to do so
- Ensure the feedback mechanisms between service users providers and commissioners remain open.
- The learning from the project is circulated widely.