



LOTTERY FUNDED

West Yorkshire - Finding Independence
Delivering Fulfilling Lives:
Supporting People with Multiple Needs Programme

WY-FI Year 4 Quarter 1 Report

1st June – 31st August 2017

“You really make a difference to my life. What a great organisation with ‘stand up’ folks. You make a life bearable.”

Beneficiary

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August 2017

What's working...

- WY-FI navigator model
- Effective Multi-Agency Review Boards
- WY-FI hub function
- Embedding co-production & innovation
- Multi-Agency Practice Development Groups

In numbers...

- 206 personalisation fund applications approved to date, totalling £42k
- 11.9 is the average navigator caseload

What's next...

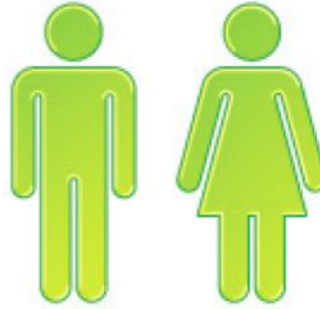
- Business Review Event - October 11th
- Promotion of the Valuing Lived Experience in the Workforce protocol to the wider WY-FI partnership
- Promotion of the 'Going Further Back' research piece
- Working with the DWP around the transition from benefits into paid work
- Evaluating the benefits of colocation from examples in Wakefield and Calderdale
- Developing improved pathways for prison leavers through the criminal justice network
- Second meeting of the commissioner group

Research and analysis

63%

The percentage of WY-FI beneficiaries who are male

A WY-FI beneficiary is most likely to be a white male with an average age of 40



37%

The percentage of WY-FI beneficiaries who are female

A female WY-FI beneficiary is most likely to be white with an average age of 40

58%

WY-FI beneficiaries who experience all four HARM needs

Homelessness



Addiction



92%

WY-FI beneficiaries experience three HARM needs

89%

WY-FI beneficiaries experience both mental ill health and addiction

Re-offending



Mental ill health



79%

WY-FI beneficiaries with re-offending behaviour experience addiction

35.2

Average Chaos Index Score of a WY-FI beneficiary at the beginning of their journey

Chaos Index Score (also known as NDTA score) is an assessment undertaken by a navigator to establish whether an individual will benefit from WY-FI support against a series of need criteria. This is repeated regularly to measure progress. Where progress is positive, the score decreases.

48

Maximum Chaos Index Score possible

27.42

Average Outcome Star Score of a WY-FI beneficiary at the beginning of their journey

Outcome Star Score is a self-assessment tool for beneficiaries to measure their distance travelled. Where progress is positive, the score increases.

100

Maximum Outcome Star Score possible

All figures correct as at 31 August 2017



3 years 3 months on...



August 2017

WY-FI Partnership: Beneficiary Starts by Locality

Locality	Navigator Team	Y1-Y3 Actual	Y1-Y3 Target	Y4 Q1 Starts	31/08/2017 Cumulative Total	31/08/2017 Target	Y4 End Target
Bradford	Bridge	134	121	15	149	134.25	174
Calderdale	Foundation	94	80	5	99	89.75	119
Kirklees	Community Links	78	93	6	84	102.75	132
Leeds	BARCA	159	151	8	167	168	219
Wakefield	Spectrum	88	93	6	94	102.75	132
WY-FI	Project Total	553	538	40	593	597.5	776

Achieved or Exceeded Target	Within 20% or Less of Target	20% or More Below Target
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WY-FI beneficiaries

1050

the number of beneficiaries the WY-FI Project aims to work with by 2020

593

beneficiaries have started working with the WY-FI Project

267

beneficiaries are currently on the caseload (including the 'parking bay') of which 179 are being actively worked with.

63

beneficiaries have completed their journey and no longer need support

Peer Mentoring

75

people have completed the accredited CERTA Level 2 qualification in Peer Mentoring

2

were peer mentors completing the course were WY-FI beneficiaries

55

peer mentors have now gained placements with WY-FI navigator/specialist teams

31

people who have been involved in the peer mentor training programme have gained employment

Workforce development

During first quarter of Year 4, **37** people from

16 organisations have taken up **41** places on

4 training days covering **3** different topics.

WY-FI Network

5

network members supported national research with MEAM and Sheffield University

5

network members successfully secured paid posts in the WY-FI co-production team

System change

- West Yorkshire SCAN
- Criminal Justice Network
- Commissioners Group

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1. Direct Delivery – Navigator and Local Activity

Referrals

In Year 3 Quarter 4 there were 97 Referrals, no multiple referrals, and in Year 4 Quarter 1 there were 116 referrals for 113 different people. These were split over the partners as follows.

Partner	Y3Q4	Y4Q1
Barca	30	33(31)
Bridge	31	38
Community Links	7	14(13)
Foundation	5	11
Spectrum	24	20
Totals	97	116

The numbers in brackets show the actual number of people referred in to the project for each area.

Those accepted on to the project for each area and each quarter are shown below along with their journey stages, including case finding.

Partner	Case Finding		Pre-navigation		Pre-navigation - Parking Bay		Navigator Caseload	
	Year 3	Year 4	Year 3	Year 4	Year 3 Q	Year 4 Q	Year 3	Year
	Q 4	Q 1	Q 4	Q 1	4	1	Q 4	4 Q 1
Barca	10	8	4	1	0	0	3	0
Bridge	16	22	5	5	3	0	2	2
Community Links	0	2	0	5	0	1	4	0
Foundation	2	7	0	3	0	0	2	1
Spectrum	3	1	13	4	0	0	5	0
Totals	31	40	22	18	3	1	16	3

Overall referrals remain strong across West Yorkshire.

The Leeds team, in particular, have a high demand with a current waiting list of 10 weeks; Navigators from the team have visited services in the last quarter to speak about WY-FI and the referral pathway.

The Kirklees referral pathway reopened in July 2017 and the team are currently reviewing it with a view to reinvigorate at a Locality event in October and reviewing and updating current communication channels and literature.

In the Calder Valley Navigator local knowledge and experience is recognised as being valuable in engaging people effectively from referral.

Feedback from beneficiaries suggests that the support structure remains effective as often they say they only want to work with WY-FI.

What our Navigator Teams are telling us;

Multi-Agency Review Board (MARB)

MARB membership across West Yorkshire continues to be robust with MARBs still being key to effective multi-agency support and flex to beneficiaries.

In Kirklees, through the use of a Multi-Disciplinary Team (MDT) approach, service user needs are co-ordinated to engage wider agencies within a meaningful approach. Recognising within this the negative impact working in silos has for support to be delivered within an effective framework has for those within multiple and complex needs.

In Leeds the MARB is well attended and has gained city-wide recognition, the team have identified services which remain under-represented at the meetings and are in discussions with the police, adult social care, mental health and York Street health practice to bolster attendance from these services.

Leeds also report that MARB meetings allows the delivery partners to explain the situations that the beneficiaries are in and get an answer face to face, in a professional environment, as to whether the services can flex to accommodate the needs of these beneficiaries.

Though the broad purpose of the MARB remains the same across the District, some Localities are developing their MARB further in reflection of Locality need;

- In Leeds the MARB will be facilitating three requests additional to their existing agenda:
 - Vulnerable women – these will be presented at the MARB meeting will encourage a discussion around these beneficiaries gaining input from other services
 - Mental health – an additional discussion around who is involved with Mental Health services will be piloted in the November MARB
 - Top 10 street activity cohort – suggested by Leeds City Council (LCC) commissioners so the MARB can co-ordinate activity for this cohort. This relates to 3 new complex needs posts LCC are funding and will cover beneficiaries who do not come under WY-FI. 2 are to be employed by CGL in the Street Outreach team and 1 will be employed by Forward Leeds.

The team are working with (LCC) to bring together a virtual team to support the extended MARB agenda.

- In Kirklees the MARB has been reviewing the Locality group which will now be tabled as part of the MARB meeting going forward. The MARB will also be used to progress wider WY-FI objectives and to consider system change; this is now part of the standard agenda.
- In Bradford the MARB has been used to offer supportive training (Novel Psychoactive and Steroid Training) which has been delivered to mental health services by Bridge-related services. Learning from the Leeds MARB has also informed Bradford's MARB.

WY-FI Operations Managers, Lead Navigators and in some areas MARB members have attended other Locality MARB meetings as observers so as to learn from each Locality's best practice to further develop and improve their own MARB meetings

Locality Group meetings

Localities have been looking to review and refresh their Locality Group meetings this quarter, due in some cases to low attendance of membership and to feedback to the CPMB on what model best meets the need of their Locality in providing an effective Multiple and Complex Needs Network.

The Leeds Locality re-launched their meeting this quarter with the first meeting being well attended. The input from service representatives was valuable and the meeting was a success. There were also speakers in attendance who spoke about their services to discuss how they can help with different client groups and demographics. The next locality meeting in October will focus on the subjects of 'what is a complex needs worker?' and Expert by Experience work.

The Kirklees and Bradford teams will be reviewing their Locality meetings in Quarter 2, with Kirklees planning a Locality event in October. The event will include thematic shared learning, commissioner engagement and co-production. The Kirklees Acting Service Manager is also planning to review attendance, identify gaps and engage accordingly.

Due to the new drug and alcohol service implementation in Bradford, launching on 2nd October, the Locality meetings have moved to quarterly and the membership and attendance will be reviewed once the new system is in place and positions and service delivery are clear.

Though attendance at the Wakefield Locality meetings remains low the Localities although there is positive influence and engagement with VAS, Police IOM team, Riverside, Foundation, Probation Service, CAP and Insight. There remain difficulties in sharing information with the Inspiring Recovery service. The Locality group's focus this quarter has been sourcing volunteering opportunities for Peer Mentors/Network members with Locality Partners.

The Calderdale Locality have been focusing on system change this quarter with a dedicated meeting to review and agree actions scheduled to take place following the MARB meeting at the end of September.

System Changers, system flex and moving to system change

Examples of positive service flex

Service flex appears to be happening increasingly across West Yorkshire, though it remains ad hoc and localised. Flex is being achieved through individual relationships between each Navigator and their contact(s) in local services. We currently see examples of transactional and not transformational system change. For example in the last quarter;

- in Leeds, Forward Leeds, the drug and alcohol service, agreed to continue working with a beneficiary who moved slightly out of area in order to ensure continuity of support
- Kirklees, Wakefield and Bradford have seen flex from housing services. In Kirklees the housing service will allow beneficiaries to keep their flats when having short prison sentences. In Bradford the housing service allowed a beneficiary an extension on their stay, though this request had to go through management staff in the service. A member of the housing service sits on the MARB at Wakefield which enables flex to happen.

Examples of Wider system influence

In Leeds;

- Leeds City Council are funding the recruitment of 3 specialist complex needs workers who will be employed and based in Forward Leeds(1) and CGL Outreach team (2)
- The Leeds WY-FI Operational Manager is supporting Basis Yorkshire to identify and access continuation funding for the housing first model currently funded through the WY-FI Co-Production and Innovation Fund. Conversations have also taken place with the WY-FI Evaluation lead in relation to the successful outcomes reported by the pilot and use of any underspend to bridge the gap in funding to maintain the service the
- Women's Lives Leeds partnership have recruited complex needs workers and WY-FI are working to support them to link into the urgent care outreach team.

In Kirklees;

- Working to engage commissioner level leads in criminal justice and mental health for future strategic developments within the Locality. Meetings have been established with the senior Mental Health Single Point of Access (SPA) lead for Kirklees and this is to be progressed with the Police Commissioning Group.
- The Operational Manager at Kirklees has also secured a presence on the West Yorkshire Reducing Re-offending Advisory Group.

Barriers

Localities continue to face barriers which prevent system flex and change. Barriers with dual diagnosis continue across West Yorkshire. There can also be a lack of understanding from Social Services around Multiple and Complex Needs, with a reluctance to engage with beneficiaries. Another issue highlighted across West Yorkshire is when housing providers use the date of registration to work out the length of time being homeless which puts beneficiaries at a lower priority. If the length of time the Navigator was involved prior to registration was taken into account this would increase priority for the beneficiary.

In Kirklees, Inspiring Recovery have still not signed the information sharing agreement and staff there will not always work with WY-FI; this is quite difficult as Inspiring Recovery won't always tell WY-FI when appointments are or if a Beneficiary has attended on their own. Vulnerable Adults Service, who WY-FI have previously worked very well with, have also become reluctant to share information and in some cases have not done so. It is unclear whether there has been a restructure or new staff but the Kirklees team have had to speak to the manager in some cases to get the information required.

Lankelly Chase recently published their report 'System Changers from where I stand' highlighting that frontline workers are best placed to recognise barriers and where systems need to change. Recognising this approach in WY-FI will see in Quarters 2 and 3 each Navigator team focus on how they will overcome their locally identified barriers to achieve system change.

See also '*Examples of influence, service flex and system change*' in Section 3.

2. Research and Evaluation

Research and Evaluation Work Plan 2017-18													
	August 2017	Sept	Oct	Nov	Dec	Jan 2018	Feb	March	Apr	May	June	July	Aug
Events		WY-FI Whole Team Day 07/09 CFE Local Evaluators event 13/09 CJS Network 25/09; Crime Red. Network 26/09	Business Plan Review/ SCAN/ CPMB 11/10 CJN end of Oct			SCAN CPMB	Commissioners Event 01/02		Annual Learning Event 25/04 CPMB/ SCAN			CPMB/ SCAN	Commissioners Group tbc
Reporting		PR x 6 CFE BLF Narrative 21/09	DISC BLF data		PR x 6	CFE BLF Narrative 19/12 DISC BLF data		PR x 6 CFE BLF Narrative 23/3	DISC BLF data		PR x 6 BLF Narrative 29/06	CFE DISC BLF data	
Policy Work		Crime Reduction		Policy Update	System Change Report		Policy Update			Policy Update			Policy Update

Research and Evaluation Work Plan 2017-18

	August 2017	Sept	Oct	Nov	Dec	Jan 2018	Feb	March	Apr	May	June	July	Aug
		Network 26/09											
Co-Pro Reporting		Bradford Y1 12m	Wakefield y1 6m		Leeds Y1 12m	Calderdale Y1 6m Kirklees Y1 12m			Wakefield Y1 12m				Calderdale y1 12m
Personalisation			Report with Outcomes						Report with Outcomes				
Peer Research			Research training/ recruitment	Data collection	Data collection/ input/ report writing	Report complete/ CBA comparison							
Insight Questionnaires		Make teams aware	Recruit researchers	Ongoing data collection			Insight Report ready						
WY-FI Network (what are their measures of WY-FI's success)	Meet to identify areas of research	Meet to address research questions/ method Lived exp in the workplace review	Meet to determine research instruments	Collect data				Report produced?					

Research and Evaluation Work Plan 2017-18

	August 2017	Sept	Oct	Nov	Dec	Jan 2018	Feb	March	Apr	May	June	July	Aug
DISC Strategic Working Groups	Strategic Plan Facilitation on GDPR Information Audit	2 x GDPR Meetings		1 x GDPR meeting	1 x GDPR Meeting	2 x GDPR Meetings	2 x GDPR Meetings	2 x GDPR Meetings	2 x GDPR Meetings	GDPR Implementation			
WFD					First cut of PDG/training feedback			Longitudinal PDG/training feedback		WFD Impact Feedback			
CRESR		Meet with MC; CFE Evaluation Event	Business Plan/SCAN/CPMB Possibly meet Network			CBA Report prior to Commissioners Meeting			Annual Learning Event Presentation(s)		First Final Draft of annual Evaluation Report		
WY-FI Hub Reports to contribute to final eval.			Personalisation Report with Outcomes	System Change Report	Peer Research Report		Insight Report	WY-FI Network Research report	Personalisation Report with Outcomes				

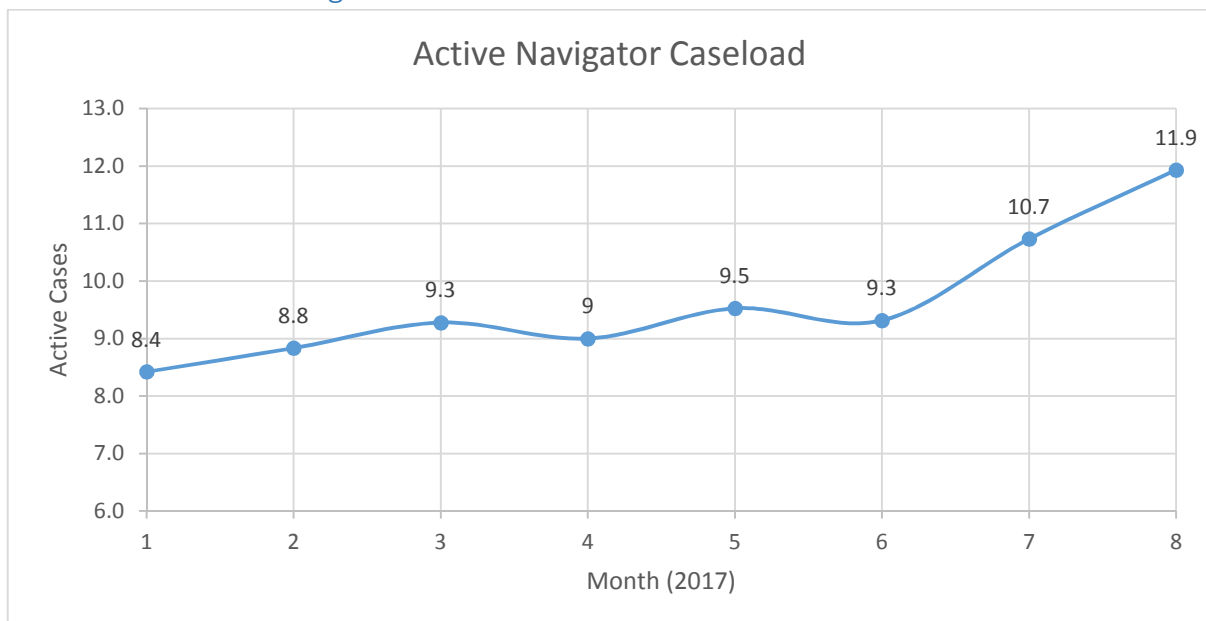
Priorities for 2017-18

In the Year 2 and Year 3 reports we have been able to show that beneficiary retention and individual outcomes are very good, through the presentation of our own evidence, supported by the External Local Evaluation reports on Navigators, Peer Mentors and from Beneficiary Interviews. The External Local Evaluation has already shown that the partnership working has led to more effective services and more appropriate engagement with individuals experiencing multiple needs through the MARB research.

This year the external evaluators will undertake a thorough review of the evidence generated by WY-FI in addition to some specific pieces of primary research in order to quantify the benefits of the project. In particular they will review:

- The year one (2015) Annual Report and undertake a comprehensive review of the governance, management and delivery of the project, how has that changed over the 3 years of the project?
- The profile of beneficiaries and outcomes for them – can we compare this to the outcomes for the population as a whole or our “Peer Research” population?
- The operating environment and the changes in the operating environment for stakeholders and delivery partners in WY-FI including benefits and challenges for other service providers
- The suggestions of the WY-FI Network (Experts by Experience) on their priorities for measuring the success of the project
- The cost benefit analysis work/ benefits realisation (fiscal and non-fiscal)
- A network analysis to establish the policy/ influence reach of WY-FI
- Measuring the impact of WY-FI on the outcomes for other services and subsequent recommendations for commissioners
- The evaluation of training and practice development group needs

Navigator Caseload Monitoring



Staff turnover in months 7-8 has been high but has also seen more Peer Mentors co-working with Navigators which has ensured the quality of service hasn't decreased even though the caseloads are bigger.

See *Appendix 2.1* for in-depth Navigator Caseload Monitoring review.

Beneficiary Progress

The project has worked with 593 beneficiaries up to the end of Year 4 Quarter 1, 31-Aug-2017

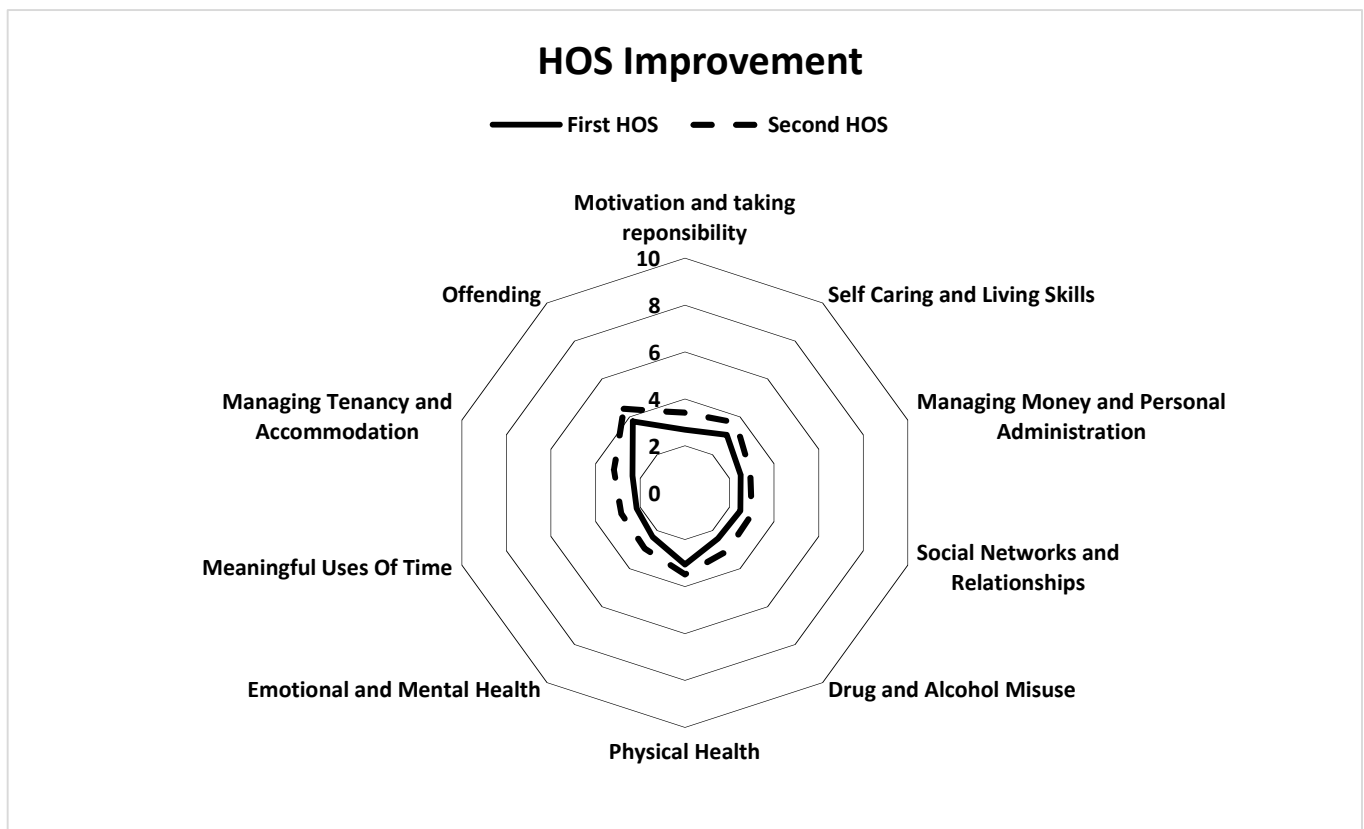
Progress on Homelessness Outcome Star

Of these 593, 343 have at least 2 reads and of these 343, 303 have at least 3 months between the first and second read.

	Positive Change	No Change	Negative Change	Total
HOS	207	30	66	303
Percentage	68%	10%	22%	100%

The mean of the first and second scores over all the categories are shown below, tabulated and in chart form.

Arithmetic Mean, First, Second and Change in Scores	Motivation and taking responsibility	Self-Caring and Living Skills	Managing Money and Personal Administration	Social Networks and Relationships	Drug and Alcohol Misuse	Physical Health	Emotional and Mental Health	Meaningful Uses Of Time	Managing Tenancy and Accommodation	Offending
First HOS	2.68	3.05	2.50	2.49	2.41	3.06	2.33	2.16	2.35	3.76
Second HOS	3.42	3.70	2.92	2.99	3.06	3.48	2.92	2.85	3.19	4.43
HOS Change	0.74	0.65	0.43	0.50	0.65	0.42	0.60	0.69	0.84	0.67



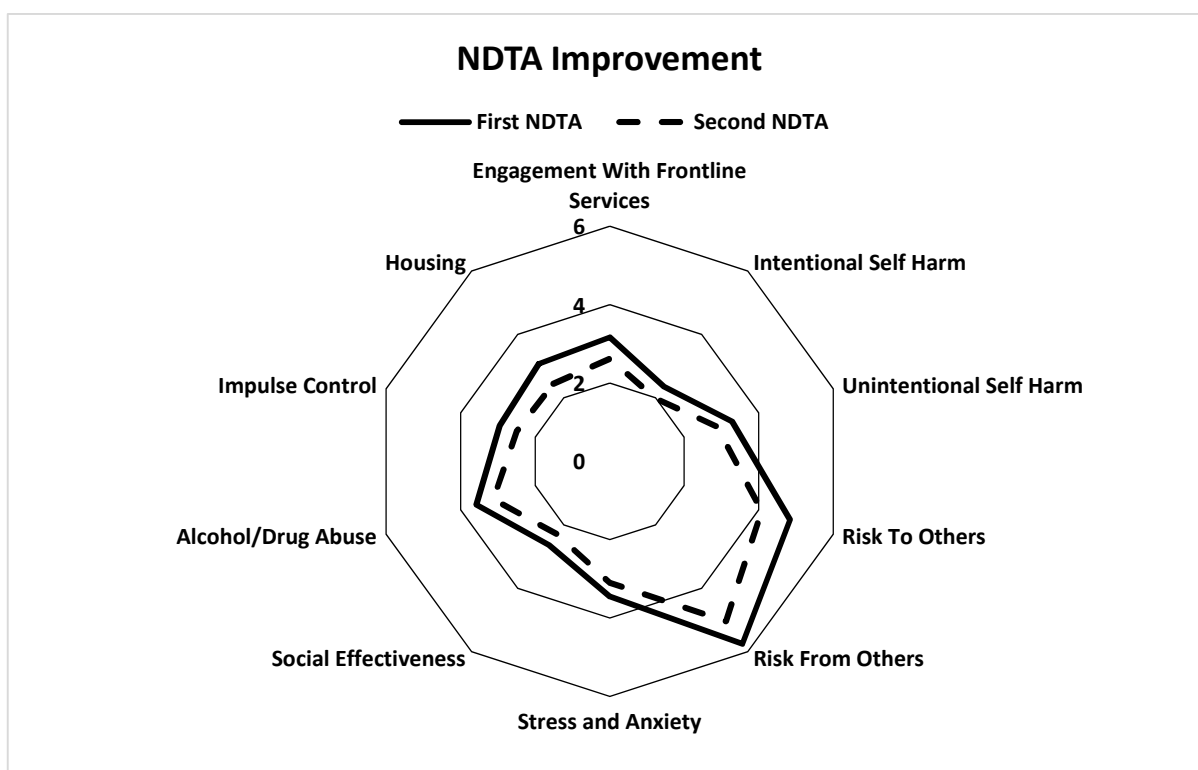
Progress on NDTA - Chaos Index

Of those 593, 417 have at least two reads, with 330 having at least 3 months between the first and second read.

	Positive Change	No Change	Negative Change	Total
NDTA	232	39	59	330
Percentage	70%	12%	18%	100%

The mean of the first and second scores over all the categories are shown below, tabulated and in chart form.

Arithmetic Mean, First, Second and Change in Scores	Engagement With Frontline	Intentional Self Harm	Unintentional Self Harm	Risk To Others	Risk From Others	Stress and Anxiety	Social Effectiveness	Alcohol/Drug Abuse	Impulse Control	Housing
First NDTA	3.17	2.36	3.28	4.84	5.76	3.45	2.64	3.58	2.95	3.08
Second NDTA	2.62	1.99	2.88	4.07	5.04	3.09	2.29	3.13	2.50	2.45
Change	0.55	0.37	0.41	0.77	0.72	0.36	0.35	0.45	0.45	0.63



Equality and Diversity

The demographic profile of the MCN population in West Yorkshire does not fit the profile for the general population. The research that WY-FI has conducted since the start of the project suggests a closer correlation to the wider MCN community in West Yorkshire in terms of age, although much for gender and ethnicity. This discrepancy could well be down to the capture points chosen for the research, especially those research batches conducted after 2015.

Comparing the Equality and Diversity data from the project with the findings of the research in the development phase, publications from MEAM and the Lankelly Chase Foundation shows a strong match among the Beneficiaries on the active caseload in terms of the age range (25-54 years) and gender split (63% male – 37% female). The figures for ethnicity are very heavily weighed to White British, with very few of the rest of the ethnicities, so it is very difficult to infer anything from the available data. *See Appendix 2.2 for an in-depth demographic breakdown*

Personalisation Fund

The current position (31 August 2017) is that 206 applications for 142 individual beneficiaries have received approval (total value: £42,395), 147 applications are housing related (total value: £29,728). Out of the four HARM needs (Homelessness, Addiction, Re-offending and Mental Ill Health), the proportion of applications for housing related expenditure is significant, making up around three quarters of the total number of applications.

In the latest report we have looked at the effectiveness of the Fund in terms of sustaining engagement and improving outcomes for beneficiaries. We sampled 320 beneficiaries who have 2 or more housing Outcome Star scores up to the end of August 2017. Of these 86 have had a Personalisation Fund grant approved and paid. 30% more of the sample who had received the Personalisation Fund grant had a positive change between their First and Last Homelessness Outcome Stars than the sample who hadn't received the grant. We remain in an open mind as to whether or not there is a causal link between receiving a Personalisation Fund award and maintaining engagement or the outcome for the beneficiary.

See Appendix 2.3 for the full Personalisation Fund report

Co-production and Innovation Fund

Bradford

The specialist housing project has completed its first year and has provided an annual report. This confirms the findings of the previous quarter's report.

See Appendix 2.4 for the annual report on the Bradford project

A proposal for the second year has been provided for consideration by the Bradford Locality Group in mid-September and this is also attached. This proposal addresses the following factors discussed by the June Locality Group Meeting:

- Most opportunities for system change come via the MARB and the Locality Group. The biggest housing providers are not engaging strategically, although they are on an operational level.
- Foundation could bring other Housing Providers into a dialogue around these clients or work through the Housing Providers Network.
- There is an opportunity to transfer skills to the WY-FI Navigator Team in Bradford and other delivery partners to get staff up-skilled – e.g. through the Multi-Agency Practice Development Groups (PDGs).
- The use of Housing Peer Mentors to create capacity.
- The credibility of the project in the eyes of people with lived experience in terms of the design, delivery and evaluation of the project

See Appendix 2.5 for the second year proposal

Leeds

Housing First for Chaotic Sex-workers have produced an eight month evaluation report. The report was produced externally by Emma Bimpson of the University of Leeds' School of Sociology. The report will be launched at an evaluation event in September but is appended. The report is extremely positive about the links with the WY-FI Navigator Team and the person-centred approach taken by the BASIS team. BASIS have some underspend which they would like to use to extend this project until they can get confirmation of funding from an application to the Tudor Trust for a three year project.

See Appendix 2.6 for the full report on the Leeds project

Kirklees

We have received the 6 month report for the Kirklees Sober Living Project. The area of joint working with the Navigator team has taken a little longer to settle here but has produced good outcomes for the women and is proving to be a model that works.

See Appendix 2.7 for the 6 month report on the Kirklees project

Wakefield

This project has seen its first beneficiaries and is preparing a 6 month report due at the end of September, which we will report in Y4 Q2.

Calderdale

We have held the initial meeting post implementation with Insight Healthcare. They have commenced assessments with WY-FI beneficiaries in Calderdale. Unfortunately the worker doing the assessments has a new job but is being replaced by a counsellor who has previous experience a substance misuse worker. This project will not report at six months until Y4Q2.

See Appendix 2.8 for the initial meeting report

Examples of influence, service flex and system change

- The new drug service in Bradford was commissioned with a model similar to WY-FI focussing on community-based recovery.
- Though out of the area, Barnsley Futures – a new service for people with multiple needs- has been set up similarly to the WY-FI model based on learning and evidence shared from WY-FI.
- The MARBs in each Locality have been identified both by Localities and by CRESR evaluation as being the main drivers of service flex, which has been achieved for many Beneficiaries. In all localities the MARBs have led to cases of service providers reconsidering working with those previously banned from provision, refocusing support on the most vulnerable.
- The WY-FI model has influenced the service design of the new Engage Leeds which includes three specialist multiple and complex needs roles for people at risk of homelessness. (delivered in partnership including WY-FI delivery partner Barca)
- Beacon is a housing partnership providing a new Housing Related Support accommodation service in Leeds from July 2017. The service aims to promote wellbeing and independence for those with complex needs, including mental health needs and has been influenced by WY-FI. (delivered in partnership including WY-FI delivery partners Foundation and Touchstone)
- There is a dedicated ‘shortcut’ access route for WY-FI beneficiaries to the mental health crisis team in Bradford.
- Mental health assessments have been made possible for WY-FI beneficiaries through relevant MARB members in Wakefield
- WY-FI contributes to national policy work and consultations such as:
 - MEAM research into early intervention and prevention, to inform policy asks for Government
 - All Party Parliamentary Group on Multiple and Complex Needs call for evidence on impact of social action
 - Bradley Report Group session on *“Through the gate support for people with mental health problems*
 - Department for Work and Pensions and Department of Health Green Paper ‘Work, health and disability’
- WY-FI held a workshop for commissioners which engaged over 15 commissioners from across the multiple needs areas of work in West Yorkshire. The workshop focused on discussions how to use WY-FI learning and data to inform and influence commissioning practices and service specifications for people with multiple needs. The Research and Evaluation team have developed an action plan as a result and will continue to work with the Commissioners Group to inform and influence service change for people with multiple needs.
- WY-FI recently recruited five Locality Co-Production Champions, whole role is to: engage locally with beneficiaries, peer mentors and volunteers to gain information about services, systems and networks of support for people with multiple needs; explore locally with service users the barriers they face accessing and engaging with services; support the co-production of local activities in pursuit of fulfilled lives and assist the WY-FI hub in collating information needed to review and improve services and systems for people with multiple needs.
- The WY-FI Innovation and Co-production Fund currently supports innovative work in the five localities aimed at addressing gaps in services/support for people with multiple needs. The evaluation of these projects will inform system change work further. These projects look at accommodating people experiencing multiple needs; supporting women with multiple needs and provision of mental health support to people with multiple needs.
- A co-produced WY-FI workshop ‘Enabling People with Lived Experience of Multiple & Complex Needs to thrive in the Workplace’ was held by WY-FI. Its aim is to explore key principles as to how to support people with lived experience in the workplace. The workshop is the culmination of a Focus Group comprising Experts, Peer Mentors, WY-FI staff and Operations Managers and core partner DWP, set up to explore the issue following the

project's biennial review. The 'valuing lived experience in the workforce' protocol was signed off by the CPMB last quarter and since then all but one of the delivery partners has developed a SMART pledge to support the protocol.

- Evidence suggests that a number of services across the region have adopted a navigator type model based on WY-FI learning from direct service delivery.
- WY-FI Hub team and Network contributed to the Making Every Adult Matter coalition [Multiple needs: time for political leadership](#), a new publication setting out the scale of the challenge, and the action that government must take in response to multiple needs.
- WY-FI Hub team and Network contributed to the MEAM research 'Going Further Back'.
- WY-FI is leading on a Criminal Justice Network, building on the learning from the prison leavers' specialist engagement work. The Network aims to promote and influence improved pathways to appropriate support for prison leavers with multiple and complex needs. It seeks to identify and action system change for improved prison leaver pathways. Activities to date include mapping of pathways in custody and in the community, and continuously improving partnership working and communication. Members of the Network include DIP/IOM, CGL, Catch22, St.Giles Trust, Care UK, Inclusion, the CRC, PACT and P3.

3. The Network and Service User Involvement

Expert Involvement and Influence Plan		Months 2017-18												Lead staff members and partners
Key Task	Milestones/Actions	June	July	August	September	October	November	December	January	February	March	April	May	
1. Core Partnership group	<ul style="list-style-type: none"> 2 representatives engaged as Core Partnership members Monthly 'coffee meetings' with CPMB members Two social events per year 													DISC, Network and Core Partners
2. Locality Groups	<ul style="list-style-type: none"> 2 representatives selected and engaged with each Locality Group 													Locality Chairs Supported by Engagement and Co-production Workers
3. Review Expert Involvement and Influence Plan	<ul style="list-style-type: none"> Plan amended and accepted by Experts 													Engagement and Co-production Workers
4. Promotion and Communication	Monthly: <ul style="list-style-type: none"> Video diaries Blogs Newsletter pieces Social Media Radio shows 													Media and Communications Officer, Engagement and Co-production Workers, Network
5. Research	<ul style="list-style-type: none"> Interviews Analysis MEAM event in September 													Engagement and Co-production Workers, Development and Engagement Lead, MEAM

Expert Involvement and Influence Plan		Months 2017-18												Lead staff members and partners
Key Task	Milestones/Actions	June	July	August	September	October	November	December	January	February	March	April	May	
6. Workforce development: eg 'Valuing Lived Experience in the Workforce'	<ul style="list-style-type: none"> Develop awareness training for employers, then start running them (4 per year) 													Engagement and Co-production Workers, Working Group
7. WY-FI review event: 11th October, Leeds City Museum	<ul style="list-style-type: none"> Plan then lead on a bit of it. 													Engagement and Co-production Workers, Media and Communications Officer
8. WY-FI learning event (date to be confirmed)	<ul style="list-style-type: none"> Plan then lead on a bit of it – or even lead the whole event? 													Engagement and Co-production Workers, Media and Communications Officer
9. Co-production Subgroup	<ul style="list-style-type: none"> Advise the National SCAN and local partners about co-production. Link to the West Yorkshire kitemark. 													National SCAN members, Engagement and Co-production Workers, Peer Mentors
10. 'Story of me' Working Group	<ul style="list-style-type: none"> Develop and test out a document to cut down on people having to tell their story over and over 													Co-Production Champions, Engagement and Co-production Workers, Development and Engagement Lead,
11. Network Business Working Group	<ul style="list-style-type: none"> Test out ways for the Network to become an independent business Look at how other groups have done it. Visit them. 													Other Fulfilling Lives projects, MEAM, Engagement and Co-production Workers, Development and Engagement Lead,

Network Priorities for 2017-18

a) Network transition to financial/ organisational independence by May 2020

From the inception of WY-FI, it has been the ambition that the *WY-FI Network* (as it is now known) would be central to the project's legacy after 2020. This legacy entity could generate revenue by advising commissioners and policy development. A number of stages are needed before committing to this option, particularly if an [asset-based community development \(ABCD\)](#) approach is to be learned from. The July Network meeting agreed to form a subgroup to begin work on this in earnest from October 2017.

b) Key projects

Story of me, formerly known as the *WY-FI Passport*. The project is to have oversight of an 8-weekly *Network* subgroup.

Research and evaluation In July 2017, the WY-FI Network accepted a proposal to collaborate with both the internal Research and Evaluation Team and CRESR, our external partners, in measuring the overall success of WY-FI. Network members with an appetite for further research and evaluation will be invited to form a subgroup to be discussed further in September.

SCAN collaboration proposal The Network is considering forming a co-production subgroup to collaborate with the National SCAN to feed into this agenda from a local level. Joining up conversations with the SCAN were felt to be a good thing.

Valuing Lived Experience in the Workforce Follow-up to this work will include:

- the progress of each partner against its pledges
- ideas for co-produced training and awareness sessions
- recent experiences of WY-FI staff making the transition from benefits into paid employment

c) Business as usual

The Network is to continue with routine activities, including CPMB representation; Locality meeting representation; Co-delivery of key events, including but not limited to Business Review and Annual Learning Event; Publicity and Media; National Expert Citizens Group (including October conference)

Activity in Quarter 1

'Going Further Back' – Research and policy briefing on homelessness/crisis prevention

Five WY-FI Network members were supported to co-produce a piece of research with the MEAM coalition and Sheffield University, culminating in this policy briefing:

https://www.sheffield.ac.uk/polopoly_fs/1.731737!/file/GoingFurtherBack.pdf

The level of involvement went well beyond traditional expectations of participatory research and included the following activities:

- Agreement of research area and questions
- Design of methodology
- Practical data collection (interviews with a range of professionals in the region)
- Analysis of themes emerging from transcripts
- Key recommendations
- Panel presentation/discussion at launch event in London

Discussions are underway as to how the Network might showcase this work beyond the publication of the relatively concise policy briefing.

Experience of this research has not only led to a Network member taking up a voluntary post within WY-FI's Research and Evaluation Team, but has also spurred discussions with the Network about how funded research activity might form part of their independent legacy.

Changes in the Co-Production Team

The team was joined by five new Co-Production Champions in August 2017, after an extensive partnership effort including:

- Development of the role person specification
- Creation of a management matrix to clarify roles (the new staff are employed and line-managed by DISC, while receiving operational support and instruction from the locality teams in which they are embedded)
- An inclusive and accessible recruitment process, aiming to make it an enriching experience even for those who were not offered a job at the end of it. The ETE team were invaluable in this.
- Navigation of benefits system, adjustment of hours to stay within permitted work and feedback of experiences/barriers into *Valuing Lived Experience in the Workforce* system change project.
- Compliance with and challenge to DISC's internal policies and procedures around managing risk associated with employing people with historical contact with criminal justice system.

The new staff team published their reflections of starting work in the August newsletter. They are keeping weekly reflective logs of activities, to inform future learning.

One long-serving member of the team became ill in mid-July and is being supported by DISC and line management welfare support during this absence. They are not expected to return until early 2018. The impact has been felt in the team, not only in terms of the stress caused by increased individual share of work, but also in terms of delivering 'business as usual' activity, specifically Expert participation at Locality meetings which has dipped.

4. Workforce Development

WY-FI Workforce Development Activities 2017/18

Activity Type		08/17	09/17	10/17	11/17	12/17	01/18	02/18	03/18	04/18	05/18	06/18	07/18	08/18
Internal PDGs	WY-FI	15th	29th											
	Leads	3rd	29th											
	Administrators	10th		26 th										
WY-FI Staff Induction														
Multi-Agency PDGs	Calderdale(UV)			19th										
	Calderdale(LV)	24th		19th										
	Leeds		11th		2nd									
	Bradford	18 th												
	Wakefield	22 nd												
	Kirklees	16 th	27th											
Training (External Provider)	CT & TIC			25th		1 st								
	N M H S				13 th		24 th		14th					
	LD & CN				3 rd		10 th							
	MCN (BME)							22nd			22nd			
	MCN (Women)													
Training (Internal)	PIE				17th		19th							
	MCN (MPL)													
Events	WY-FI Wide		7th											
	N&Mids Hub		26th											
Evaluation Milestones						Feedback First Cut			Longitudinal Feedback		Impact Feedback			

Key:

CT & TIC – Complex Trauma & Trauma Informed Care
 N M H S – Navigating Mental Health Services
 LD & CN – Learning Disabilities and Complex Needs
 MCN (BME) – Understanding Multiple and Complex Needs in BME Communities
 MCN (Women) - Understanding Multiple and Complex Needs in Women
 PIE – Introducing Psychologically Informed Environments
 MCN (MPL) - Understanding Multiple and Complex Needs in Male Prison Leavers



Priorities for 2017-18

The workforce development programme supports the WY-FI project workforce (Navigator teams, Peer mentors, ETE and the Hub Team) with planned activities such as Inductions, Practice Development Groups and WY-FI Wide Meetings. Ad hoc training and other developmental needs for individuals and teams will also be catered for as appropriate and when identified through the existing project management and supervision structures.

A multi-agency practice development community continues to be developed in order to enhance the skills and knowledge of the West Yorkshire workforce in relation to those experiencing multiple disadvantage. It is these Practice Development Groups (PDGs) which will form the major part of WY-FI's Workforce Development Programme through the year with the Practice Development Community planned to be part of WY-FI's legacy.

Training programmes offer WY-FI and multi-agency staff a range of courses including:

- Complex Trauma and Trauma Informed Care
- Navigating Mental Health Services
- Psychologically Informed Environments
- Learning Difficulties and Complex Needs
- Awareness of MCN in Women, Male Prison Leavers and BME Communities.

We will be looking at the evaluation of workforce development activities to see how these could be improved and capture more robustly the impact these activities are having on service delivery, systems and outcomes.

Practice Development Groups

A practice development group for WY-FI Navigators and peer mentors occurs every six weeks. Front-facing staff from across the five project localities attend these groups to share learning and experiences with one another. They will also be utilised to imbed the concept of the front facing role in system change and will connect with this work which has been launched during WY-FI Wide Meetings

Separate PDGs for Lead Navigators and Administrators will continue to run every 6 to 8 weeks. These are more focussed on the roles of leadership and administration respectively but will also link to the systems change work.

WY-FI Wide Meetings

There are four of these meetings each year to bring together all staff from across the project and will be utilised to deliver training (such as introducing the Care Act Toolkit developed by Voices of Stoke), share learning, introduce new project initiatives and, particularly at the December meeting, celebrate success and achievements. The key theme for this year is system change with a particular focus on that which can be achieved locally by the front facing teams.

Multi-Agency Practice Development Community

The table below details the attendance and topics of locality-based Multi-Agency Practice Development Groups (PDGs) organised and facilitated by WY-FI

Year 4 (June 2017 – May 2018)

Date	Locality	Number Attending	Topics/Themes Discussed
14/06/17	Kirklees	8	Engagement with statutory homelessness provision; Personality Disorders
16/06/17	Calderdale	4	Assets in Calderdale Upper Valley
19/06/17	Bradford	3	Hot Topic: The practice of moving people on from the city centre and its implications.
21/06/17	Wakefield	8	Multi-Disciplinary Teams for Adults; Risk Assessments and information sharing
26/06/17	Leeds	18	Introduction to PDG's and action learning; Hot Topics for Leeds.

11/07/17	Kirklees	12	Engagement in services; locating next of kin; Prison leavers and Housing,
17/07/17	Bradford	5	Street Begging and moving people on. Challenging manipulative behaviour.
20/07/17	Calderdale (LV)	2	Information exchange between the Women's Centre and WY-FI CBT Therapist.
20/07/17	Wakefield	1	Managing HMO's
25/07/17	Calderdale (UV)	6	Health Providers' attitudes/behaviours towards our client group
31/07/17	Leeds	8	Challenging and manipulative behaviours; Encouraging services to provide support; PIP assessments
16/08/17	Kirklees	16	Personality Disorders workshop
18/08/17	Bradford	4	Street begging. Personality disorders.
22/08/17	Wakefield	6	The future of the Wakefield PDG – agree to relaunch with a focus on the new housing services landscape in Wakefield
24/08/17	Calderdale (LV)	3	Explanation for new attendees.

The Multi-agency Practice Development Groups are developing with varying success in each locality. Feedback from the attendees of the Kirklees group (the most well established) suggests that the opportunity to have thematic discussions based on real examples of working with multiple disadvantage is very welcome. It gives the theme presenter some specific actions to take forward and apply in their work as well as triggering ideas and thoughts in other attendees as to how their approach could be changed.

The PDGs will be utilised to introduce the following concepts to the wider workforce. The impact of each will be measured through the year:

- Psychologically Informed Environments
- The Care Act Toolkit (as developed by Voices of Stoke)
- Systems Changers – the role of frontline staff in achieving system change. This will support the specific areas of system change being worked on by the WY-FI Locality teams as described under 'system changers, system flex and moving to system change' in Section 1.

Navigator Competency Framework

The development of a Competency Framework for the Navigator role has progressed this quarter. At the WY-FI Wide Meeting in May, a consultation was undertaken with the whole WY-FI team to identify the key behaviours utilised by Navigators in their work with beneficiaries. This reflective exercise focussed on understanding *how* interactions took place rather than their specific content. It identified successfully key behaviours that translate into competencies for the framework. Following this a survey was conducted with the WY-FI Navigators which, in part, explored operational support for clients and guiding principles for such work. The survey was based on one developed by FL colleagues in Bristol and has also been used by the Newcastle and Gateshead FL project. The responses to this survey will be invaluable in the development of the competency framework.

5. ETE

Peer Mentors

In the quarter there were 45 Expressions of Interest for people (9 of these were beneficiaries) to join the latest cohort, Cohort 10, to be delivered in two locations. One in Wakefield and one in Dewsbury. Following interviews and some drop 22 people have been accepted onto the course. Of the 9 beneficiaries who submitted an expression of interest, 3 have progressed to the course, 1 being from the WY-FI supported Co-Production and Innovation funded pilot in Kirklees. One person is able to return the course, being a participant on the first pilot course who was unable to progress to placement. In addition 5 Peer mentors have now accessed placements with only 5 not yet placed from the last group to successfully complete their qualification.

FAST TRACK session and training existing volunteers: 6 people attended the Bradford “fast Track” session – these are existing volunteers in Bridge, WY-FI’s delivery partner in Bradford. There has been positive feedback on the 1 day training, looking at the model of mentoring and further details around WY-FI. In Q2 and Q3 its planned to review these volunteers to see how their volunteering supports WY-FI. Bridge have not always found it easy to accommodate WY-FI Accredited Peer Mentors as they have their own volunteer/Peer Mentor programme. The Fast Track approach has been developed with the WY-FI ETE team and Bridge to give their volunteers knowledge of WY-FI and mentoring and to compliment the places that are being built up with and for WY-FI Accredited Peer Mentors.

The ETE team celebrate the success of the program in supporting people on the peer mentor pathway through to employment. This can pose a challenge where Peer Mentors establish lead roles within WY-FI or other work placements, for example the fire service pilot, and then successfully progress to paid employment. The ETE team plan and manage these circumstances to support organisations with these changes, whilst appreciating that the organisations have their own timeframes and expectations around the collaborative work placements too.

Opportunities are being discussed with delivery partners, Foundation and Spectrum for a ‘POP UP’ venture, a mini social enterprise type model. In Q2 Spectrum will be working up initial ideas and are likely to run the first pilot. The POP Up would be supported by Peer Mentors, the Co-Production Champion and beneficiaries.

Mock Interview sessions for Peer Mentors have gone very well with good feedback received with a number of participants going on to attend interviews for jobs in and out of WY-FI. Support/Commitment from the fire service to be involved as a lay panel member and offer another professions perspective on this was really appreciated. The other panel member, an existing peer mentor, also felt that he gained a lot from the experience.

Work continues with West Yorkshire Fire Service, Spectrum People and Community links to develop volunteer and work placement opportunities. The ETE coordinator continues to be part of the Giving Time Network group and has been part of a break off group working with DISC, Circles, VAL and other ETE providers in Leeds to develop a range of guidance tools that can be used by potential and existing organisations with volunteering opportunities to develop confidences in supporting people with higher risk offenses. The draft of this is to be completed Sept/October with an aim of involving people with offenses in reviewing the document at some stage. At the last working group it was reflected that the level of knowledge developed in working with this particular client group was challenging to convey to broader sector organisations and agreed that basic guidance/prompts would be a more effective tool.

6. Media and Communications

Media and Communications work plan 2017-18													
	August 2017	Sept	Oct	Nov	Dec	Jan 2018	Feb	March	Apr	May	June	July	Aug
Events			11 th Business Review						25 th Annual Learning Event				
Newsletters	1 x staff 1 x ext	1 x staff 1 x ext Audit	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext	1 x staff 1 x ext
Reporting			Qtrly BLF report & exec summary		Qtrly BLF report & exec summary			Qtrly BLF report & exec summary			Qtrly BLF report & exec summary		
Case studies / snippets	1 x PC 1 x PLo 1 x SS 1 x DH	1 x BF	1 x Kirklees	1 x S	1 x S	1 x Joint Newc & Gateshead	1 x B	1 x PC	1 x K				
Website		Review case study section											
Meetings		6 th FL Media & Comms											
Campaigns				Alcohol Awareness month							Happy Birthday WY-FI!		

Priorities for 2017-18

The Media and Communications section of the team are looking to work more strategically in the coming year. The WY-FI team have put together work stream plans for 2017-18 which are available as appendices; the work plans will help to inform the Media and Communications work.

Over the next six months the Media and Communications section will be working more closely with the other Fulfilling Lives projects to develop core messages which all projects will be putting out over the course of the year. The work with the Fulfilling Lives projects will feed into the Media and Communications strategy which is currently in a draft format.

Over the next quarter Media and Communications will focus on developing case studies and sharing the smaller good news/challenges more widely in order to support the research side of the project. The WY-FI website will also be undergoing an audit and redesign of the site mapping to ensure it is more user friendly and includes our up to date work.

Performance in Quarter 1

It should be noted that Media and Communications activity has been lower this quarter due to staff absences. Resources in Media and Communications are to be reviewed next quarter.

Key communications activities completed this quarter

- 3 x Staff eBulletins (internal).
- 2 x WY-FI Newsletter (external). The external newsletter was launched in February 2017 and has a circulation of 476 contacts, an increase of 2% since last quarter
- Attended WY-FI Network meeting
- Supported Co-production Week via social media

Our social media platforms are currently Facebook, Twitter and Youtube. It is difficult to monitor the effectiveness of LinkedIn.

- Twitter Followers have increased 6.9% this quarter to 1152
- Facebook Page Likes have increased 5.2% this quarter to 365
- YouTube views have increased 44.0% this quarter to 676

Klout measures the project's level of digital influence. The project's Klout score has increased from 47 to 51 this quarter and is testament to the increased work on social media.

The Media and Communications Officer has publicised WY-FI's key achievements this quarter including:

- Sharing the [CRESR Annual Report around: MARB Update, Peer Mentor research and Beneficiary research](#) which evaluates the WY-FI project

See *Appendix 6.1 CRESR Annual Report 2017*

7. General

Staffing changes

There have been a significant number of changes across the staff teams this quarter. Several of the staffing changes support the progression model.

Leeds

One Navigator left the team to move into a Complex Needs worker role at Engage Leeds. The vacant position was filled by a Trainee within the team leaving a Trainee position vacant at the end of the quarter.

Bradford

One Navigator left the team during the quarter with the vacancy to be filled by a Trainee post. The vacant Trainee position was split into two part time roles with both positions being filled this quarter.

Calderdale

The Trainee left the team and the position remains vacant at the end of the quarter.

Kirklees

One Navigator left the team and the position remains vacant at the end of the quarter. The Trainee has increased their hours to help support the team until the Navigator position is recruited to.

Wakefield

One Navigator is due to go on maternity leave at the beginning of next quarter and cover for the role has been out to advert.

In addition to the above changes four of the Operational Managers within the Localities have either left their respective organisations this quarter or moved into other roles. The WY-FI Hub are planning a training and development day for the new Operational Managers, once appointed.

The Hub

The five new Co-production Champions started within the Hub team this quarter; the successful applicants were all appointed from the cohort of Peer Mentors.

There has been ongoing sickness in both the Media and Communications and Engagement and Co-production sections of the team this quarter.

Risk

The Hub continues to monitor risk across the Project. Over the next year Information governance has been highlighted as an emerging risk and there will be a particular focus on the requirements of the GDPR.

See also *Appendix 7.1 WY-FI Risk Register*

Project Outcomes

The Outcomes to date can be found in Appendix 7.2.

Project KPIs

The KPIs for the project have been reviewed and the final document for Year 4 can be found in Appendix 7.3.

Hub Workplan

Alongside the individual workstream plans detailed in the previous sections the WY-FI Hub amalgamated plan shows priority outcomes for 2017-18.

	August 2017	Sept	Oct	Nov	Dec	Jan 2018	Feb	March	Apr	May	June	July	Aug
Events		WY-FI Whole Team Day 07/09 CFE Local Evaluators event 13/09 CJS Network 25/09; Crime Red. Network 26/09	Business Plan Review/ SCAN/ CPMB 11/10 CJN end of Oct		WY-FI Wide Meeting (WFD reporting)	SCAN CPMB	Commissioners Event 01/02	WY-FI Wide Meeting (WFD reporting)	Annual Learning Event 25/04 CPMB/ SCAN		WY-FI Wide Meeting (WFD reporting)	CPMB/ SCAN	Commissioners Group tbc
Reporting		PR x 6 CFE BLF Narrative 21/09	DISC BLF data Service User Involvement return to DISC (SUI)		PR x 6	CFE BLF Narrative 19/12 DISC SUI - DISC BLF data		PR x 6 CFE BLF Narrative 23/3	DISC SUI-DISC BLF data		PR x 6 BLF Narrative 29/06	CFE DISC SUI - DISC BLF data	
WY-FI Network and Co-production Team	Meet to identify areas of research	Meet to address research questions/method	Business Plan Review/ SCAN/ CPMB Report Meet to determine research instruments	Collect data		CPMB Report Story of Lived Exp in the Workplace	Network governance Review		Annual Learning Event 25/04 CPMB/ SCAN Report Lived Experience in the			CPMB/ Report Lived Experience in the Workforce Review	

	August 2017	Sept	Oct	Nov	Dec	Jan 2018	Feb	March	Apr	May	June	July	Aug
			Lived Experience in the Workforce Review						Workforce Review				
WFD					First cut of PDG/training feedback			Longitudinal feedback		WFD Impact Feedback			
Media and Comms	Case studies and snippets	Case studies and snippets	Case studies and snippets	Case studies and snippets	Case studies and snippets	Joint piece with Newcastle and Gateshead	Develop Case Study Report	Case studies and snippets	Case studies and snippets	Case studies and snippets	Happy Birthday WY-FI (03/06)		
WY-FI Hub Reports to contribute to final eval.			Personalisation Report with Outcomes	System Change Report (incl Doncaster Alliance / MEAM model areas)	Peer Research Report Deaths in Service report	Report Lived Experience in the Workforce Report	Insight Report	WY-FI Network Research report	Personalisation Report with Outcomes	WFD Impact Feedback			
CRESR		Meet with MC; CFE Evaluation Event	Business Plan/ SCAN/ CPMB Possibly meet Network			CBA Report prior to Commissioners Meeting			Annual Learning Event Presentation(s)		CRESR First Final Draft of annual Evaluation Report		

Appendices

- Appendix 2.1 Navigator Caseload Monitoring
- Appendix 2.2 Equality and Diversity
- Appendix 2.3 Personalisation Fund Y4 Q1
- Appendix 2.4 Bradford Coproduction Innovation Fund Review
- Appendix 2.5 Bradford Coproduction Innovation Fund Proposal Y2
- Appendix 2.6 Leeds Coproduction Innovation Fund Review
- Appendix 2.7 Kirklees Coproduction Innovation Fund Review
- Appendix 2.8 Calderdale Coproduction Innovation Fund Review
- Appendix 6.1 CRESR Annual Report 2017
- Appendix 7.1 WY-FI Risk Register
- Appendix 7.2 Progress against outcomes and indicators
- Appendix 7.3 Performance Management Year 4 01 06 17 - 31 05 18 - All Teams