“WHOLE SYSTEM APPROACH”

A TOOLKIT TO MEASURE THE SUCCESS OF THE SUPPORTING PEOPLE PROGRAMME

When producing the Supporting People: a Strategy for Housing Related Support it was recognised that no one model or evaluation tool is able to demonstrate the full potential value, benefit, savings and success of the SP programme.

Birmingham's approach is to pull together a range of evaluation methods to provide a toolkit to illustrate this. The toolkit will combine both financial and personal benefits, ranging from a national perspective right down to an individual's journey.

Table one below highlights the models components.

Table one: Components

Component	Benefit
National benefits	Financial
CAP GEMINI	Financial
Generic outcomes	Personal
Individual benefits	Personal
Wider benefits	Financial Personal
Strategic outputs: Statistical measure of number of individuals supported to achieve output	Personal
Strategic outcome: Benefit associated with strategic output	Personal Financial
National outcomes - Five key outcomes supporting Sustainable Community and Every Child Matters outcomes	Personal
Local outcome: Benefit for each client group	Personal
Individual journey	Financial Personal
National Indicators/Key performance Indicators	Personal

National benefits

The first stage of the 'Whole System Approach' is to report on benefits, both financial and personal, that are recognised nationally. This will incorporate work carried out by the Scottish Government and the Cap Gemini toolkit.

Nationally it is estimated the spend on Supporting People (SP) programmes is around £1.8 billion, which provides a net financial benefit of £3.41 billion to the public purse, through reduced need for residential and nursing care, lower hospital admission rates and a reduction in the requirement of nursing care in the wider community.

The Scottish Government (2007) illustrated how such savings can be achieved for two case studies.

Table two: Potential savings

Avoided costs	Supporting People costs	Potential savings
Learning disability		
Hospital admissions. Disputes with other residents. Risk of admission to care. **Estimated value critical costs: £40,000 per annum/per client.**	Visiting support 6 hours/day. **Estimated cost: £26,000 per annum/per client.**	**£14,000**
Brain injury		
Hospitalisation. Homelessness – through rent arrears. Legal action – rent arrears. **Estimated value critical costs: £40,000 per annum/per client.**	Visiting support 6 hours/week. **Estimated cost: Circ £4,400 per annum/per client.**	**£35,600**

Data source – Scottish Government 2007

The above begins to demonstrate that for every pound spent by the SP programme there are potential financial savings to other areas. The two examples above illustrate savings to the health and judicial service, with a saving for the housing sector through the reduction of rent arrears.

In addition British crime survey data shows that when a woman quits the home shared with an abusive partner only 19 per cent continue to experience domestic violence. The estimated overall cost benefit is £110m, or £19,000 per client. This represents twice the average SP cost without factoring in the reduction in pain and fear for both women and children affected by domestic violence.

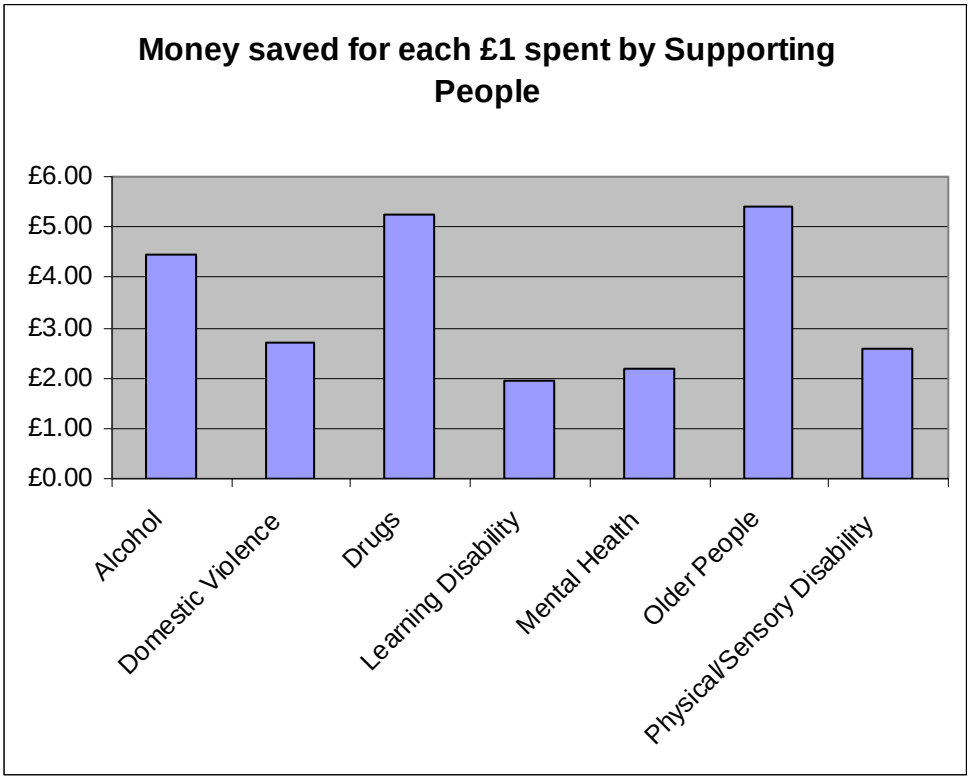
Cap Gemini

In 2009 Communities and Local Government (CLG) commissioned a report produced by CAP Gemini, which provided a toolkit to measure the financial benefits of the SP programme.

Applying the Cap Gemini toolkit methodology in Birmingham produces a cost avoidance figure of £108m per annum for an annual spend of around £51m on SP services.

It is clear from the graph that some groups have the potential to offer significant potential cost benefits such as older people and mental health groups. Figure one illustrates the money saved for every pound spent by the SP programme.

Figure one: Money saved



The financial benefit to the City Council and its partners arise from savings achieved by reducing the need for higher cost interventions associated with failed tenancies, admissions to a care home, admission to hospital and the criminal justice system.

Personal benefits

But, many of the benefits of the SP programme cannot be measured financially. It is these kinds of benefits that are most important to the individual and are more difficult to quantify and measure.

Generic outcomes

Importantly the Gemini toolkit does not factor in non financial benefits which have the potential to make a real difference. The benefits and quality of life outcomes for individuals should be a prime consideration. The tables three and four illustrate generic outcomes for all client groups and individual and wider benefits to each of the six client groups.

Table three: Generic outcomes

Generic outcomes:

- Self determination.
- Increased esteem and confidence.
- Social inclusion.
- Feeling safe, secure and free from exploitation.
- Reduced fear of crime.
- Increased participation in the community.
- Prevention of ill health through early intervention.
- Increased confidence.
- Sense of wellbeing and piece of mind.
- Maintaining home.
- Financial security by entering employment or accessing training leading to employment.
- Co-ordination of health and social care response.
- Greater access to appropriate services.
- Reduced anti social behaviour.
- Increased choice of suitable accommodation.
- Acquisition of skills such as cooking, shopping and management of finances.
- Ability to sustain a tenancy
- Access to wide range of advice and information.
- Successful move on from transitional accommodation.
- Improved relations with families.
- Increased contact with children.
- Increased resilience to sustain and improve independence in the long term,
- Social mobility.

These outcomes are a little easier to quantify and measure. In addition there are benefits specific to each SP group and also wider benefits which are shown in table five.

Table five: Personal and wider benefits

Client group	Personal benefits	Wider benefits
Disabilities	Ability to develop, regain and maintain independence. Access to training or/and employment opportunities. Able to better manage/maintain health issues.	Benefit to carers in terms of reduced time demands. Reduced use of other medical services providing financial benefits. Reduced need for residential care. Reduced dependency on benefits.
Mental health	Ability to secure settled/suitable accommodation. Access to training or/and employment opportunities. Able to better manage/maintain health issues.	Benefit to carers in terms of reduced time demands. Reduced use of other medical services providing financial benefits. Cost savings related to reduced dependency. Reduced dependency on benefits.
Homelessness/ Domestic violence	Ability to secure settled/suitable accommodation. Reduction in the risk of further incidents of domestic violence. Reduction of fear, pain and distress, and in mental health/other health problems. Access to training or/and employment opportunities.	Reduction in crime and associated cost savings from reduced level of police intervention necessary. Reduction in fear and stress of any children involved. Impact on safeguarding children issues. Reduction in repeat homelessness cases. Cost savings in the decreased need of providing temporary accommodation. Reduced dependency on benefits.
Vulnerable adults	Reduction in the risk of re-offending. Ability to secure settled/suitable accommodation. Access to training or/and employment opportunities. Ability to access treatment programmes. Improved health.	Cost savings in the decreased need of providing temporary accommodation. Reduction in crime and associated cost savings from reduced level of police intervention necessary. Reduced use of other medical services related to substance abuse, providing financial benefits. Reduced dependency on benefits.
Younger people	Ability to secure settled/suitable accommodation. Access to training or/and employment opportunities. Independence and social network. Engagement in education.	Reduction in crime and associated cost savings from reduced level of police intervention necessary. Reduction in anti social behaviour. Reduced dependency on benefits
Older people	Ability to remain living independently in their own home. Reduced anxiety levels, improved sense of wellbeing and able to make own decisions. Reduced length of hospitalisations.	Avoided cost of residential care. Cost savings to NHS from reduced length of hospitalisation and delayed discharges.

The above clearly demonstrates not only the benefit to the individual but the wider benefits, including financial, to other organisations delivering related services.

Strategic outputs/outcomes

In order to measure the success of housing related support services we need to consider both outputs and outcomes.

Outputs

An output is the result at the end of a process and is driven by activity. They are largely controllable and can be measured both quantitatively and qualitatively and are easier to measure than an outcome. An output will measure volume rather than impacts or benefits. An example being number of people supported to register with a GP.

Outcomes

An outcome is the expectation of a process and the output, and illustrates a level of performance achievement. They are not completely controllable and rely on other factors such as the effectiveness of implementation. An outcome is the ultimate performance and measures the effect, impact and benefit. An example is a reduction in hospital admissions, improved health and life expectancy following successful GP registration.

Table six presents overarching strategic outputs, sub outputs and anticipated outcomes. These will be used, alongside a wider range of outcomes, to measure the success of the programme and demonstrate the value of early intervention.

Strategic output	Sub output	Outcomes	Corporate outcomes
Number of service users supported to access primary health care services.	Number of service users supported to register with a GP.	• Improved health through early intervention. • Access to wide range of advice and information on health related issues. • Access to specific health programmes such as flu jabs and inoculations. • Reduced use of other medical services providing financial benefits.	Be healthy Quality of Life Public service excellence
	Number of service users supported to access maternity services before end of 12th week of pregnancy.	• Reduced risk of miscarriage. • Access to wide range of advice and information on health related issues. • Access to range of care and support packages throughout pregnancy, including financial benefits.	Be healthy Quality of life Succeed economically
	Number of service users supported to maintain/improve their sexual health.	• Improved health through early intervention. • Access to wide range of advice and information on health related issues. • Awareness of transmission of sexual diseases and how to prevent.	Be healthy Quality of life
Number of service users supported to access treatment programmes.	Number of service users with substance misuse issues sustaining engagement in treatment programme for at least 12 weeks.	• Improved health through early intervention. • Access to wide range of advice and information on health related issues. • Reduced use of other medical services, providing financial benefits.	Be healthy Quality of life

Strategic output	Sub output	Outcomes	Corporate outcomes
Number of service users supported to access volunteering, training, work place opportunities or employment opportunities.	Number of service users gaining paid employment.	• Financial stability. • Increased confidence and skills. • Opportunity of increased choice of accommodation.	Succeed economically Make a contribution Stay safe Quality of life
	Numbers of service users accessing training.	• Increased confidence and skills. • Enhanced opportunity to gain paid employment. • Opportunity to be engaged and involved in the community.	Succeed economically Make a contribution Quality of life Big society
	Numbers of service users accessing volunteering work.	• Increased confidence and skills. • Opportunity to be engaged and involved in the community. • Increased ability to access training or paid employment.	Succeed economically Make a contribution Quality of life Big society
Number of service users supported to sustain tenancy of their choice.	Number of sustained tenancies.	• Ability to maintain secure accommodation. • Ability to manage financial budgets. • Ability to access range of services such as benefits and opportunity to gain paid employment.	Succeed economically Stay safe Quality of life Being healthy
Number of vulnerable people accessing HUB services.	Number of service users accessing housing related support or other services.	• All of the above.	Succeed economically Stay safe Be healthy Quality of life Make a contribution Big society Excellent public services.

We have now begun to build a toolkit to measure both the financial and personal benefits of the SP programme, combining a variety of data sources.

National - Sustainable community outcomes

In addition to the strategic outputs and outcomes we also want to measure and demonstrate how the SP programme can support and deliver corporate outcomes (Sustainable Community strategy) and national outcomes (Every Child Matters).

The data is collected from the St Andrews database and where available is benchmarked with the West Midlands. The following figures (two to six) illustrate outcomes for 2009/10 across the five main outcomes.

Figure two: Succeed economically

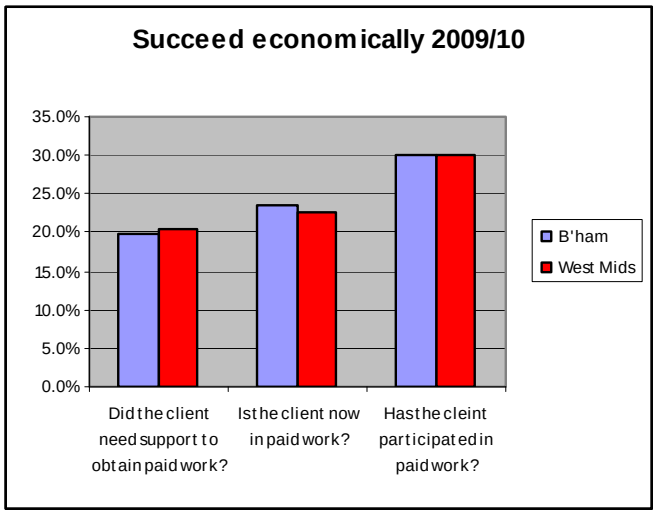


Figure three: Enjoy and active

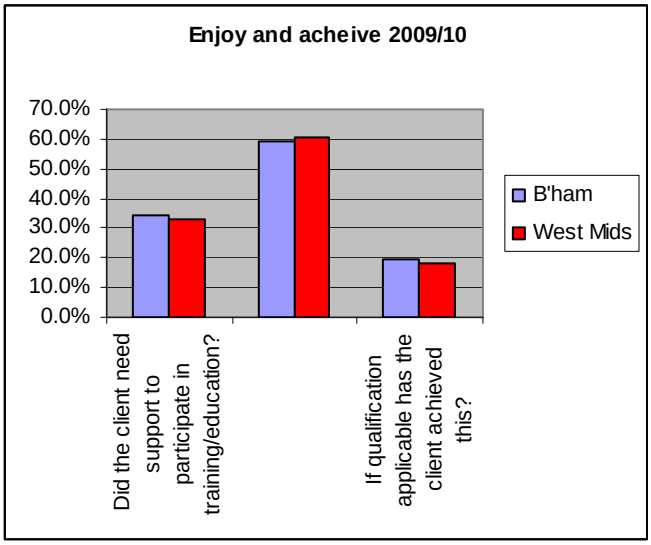


Figure four: Be healthy

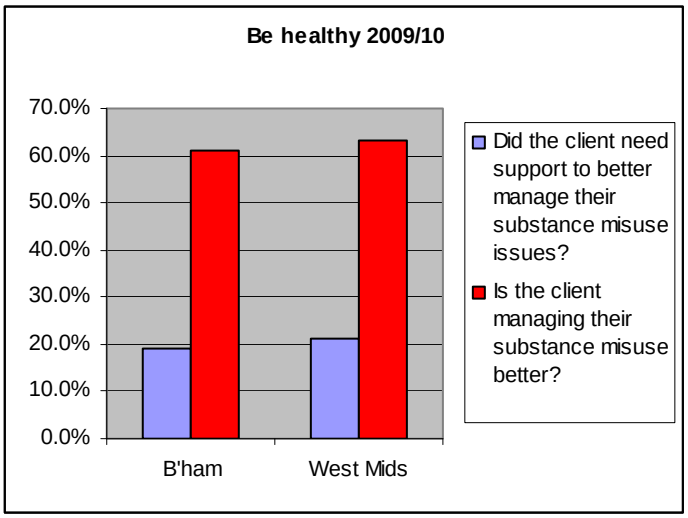


Figure five: Stay safe

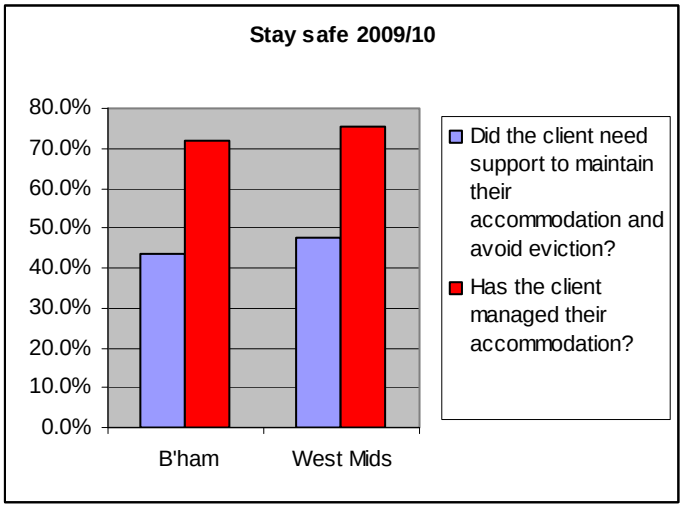
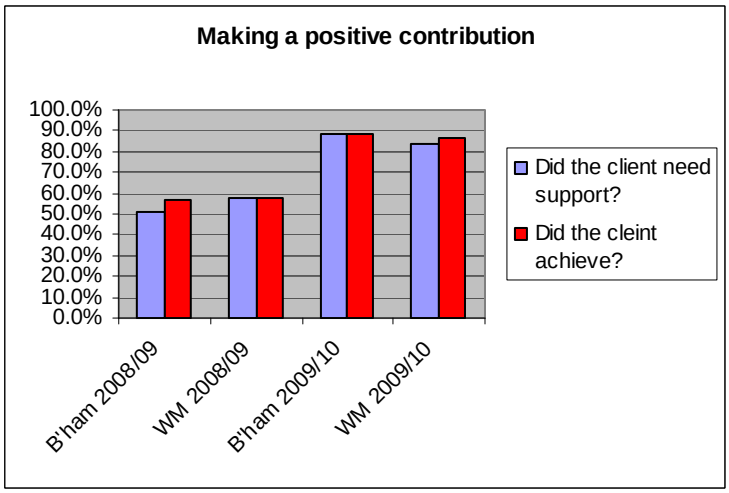


Figure six: Making a positive contribution



We can begin to track progress over the years highlighting where the programme is most successful or where we need to consider intervention to improve outcomes. The outcomes measured above provide evidence in support of the individual benefits identified earlier.

Local outcomes

In addition a series of local outcomes are being developed to further measure the success of the programme at a local level. These will be collected from service providers and are shown in table seven.

Table seven: Local outcomes

Number	Outcome
Mental health	
L007	Number of support hours needed by service users. Number of support hours reduced for service users achieving levels of independence.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.
Disabilities	
Learning disabilities	
L007	Number of support hours needed by service users. Number of support hours reduced for service users achieving levels of independence.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
L010	Number of service users requiring support to identify and manage risks within their environment/community.
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.
Physical and sensory disabilities	
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.

Number	Outcome
Homelessness/DV	
Homeless families with support needs	
L002	Number of service users who needed support to access nursery/ school placements. Number of service users supported to access nursery/school placements.
L005	Number of service users identified with substance misuse issues. Number of service users supported to better manage their substance misuse issues.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
Single homeless with support needs	
L002	Number of service users who needed support to access nursery/ school placements. Number of service users supported to access nursery/school placements.
L005	Number of service users identified with substance misuse issues. Number of service users supported to better manage their substance misuse issues.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
Domestic violence	
L002	Number of service users who needed support to access nursery/ school placements. Number of service users supported to access nursery/school placements.
L008	Number of service users who have experienced domestic abuse. Number of service users who have not experienced domestic violence whilst receiving the service.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
Vulnerable adults	
Substance misuse	
L005	Number of service users identified with substance misuse issues. Number of service users supported to better manage their substance misuse issues.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.

Number	Outcome
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.
Offenders	
L005	Number of service users identified with substance misuse issues. Number of service users supported to better manage their substance misuse issues.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.
HIV/AIDS	
L005	Number of service users identified with substance misuse issues. Number of service users supported to better manage their substance misuse issues.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.
Refugees	
L002	Number of service users who needed support to access nursery/ school placements. Number of service users supported to access nursery/school placements.
L004	Number of service users requiring support to access ESOL training courses. Number of service users supported to access ESOL training courses.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.

Number	Outcome
Travellers	
L002	Number of service users who needed support to access nursery/ school placements. Number of service users supported to access nursery/school placements.
L004	Number of service users requiring support to access ESOL training courses. Number of service users supported to access ESOL training courses.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.
Younger people	
L002	Number of service users who needed support to access nursery/ school placements. Number of service users supported to access nursery/school placements.
L009	Number of service users who require support to achieve/sustain appropriate accommodation. Number of service users supported to achieve/sustain appropriate accommodation.
L011	Number of service users requiring access to community/volunteering opportunities. Number of service users supported to access community/volunteering opportunities.
Older people	
L001	Number of older people accessing community facilities/support in accommodation services.

Individual's journey

As well as monitoring and measuring outcomes to specific groups and individuals by tracking an individual's journey we can combine both financial and personal benefits. Two journeys will be mapped; one showing the events and costs where there was no intervention and one where SP services intervened. From this we will be able to demonstrate the difference of costs between the two journeys and illustrate the potential savings that early intervention by SP services could have made. In addition we can illustrate the benefits to the individual and the impact on and benefit to other related services.

An example of a vulnerable adult's journey is illustrated below:

Substance misuse

The journey is of a 42 year old White British male who presented in A&E following an overdose and received no Supporting People intervention.

Table eight: Journey

His journey has included: • Eight previous A&E presentations in one year. • Recent offending history. • Substance misuse issues; drinking eight cans of strong lager daily and taking heroin. • 24 hospital admissions in one year. • Housing issues. • Not being registered with a GP. • No employment and a sparse employment history. • Separation from partner and two children.

Table nine

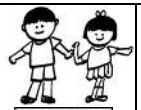
Key stages if NO intervention												
	2 hospital	1 A&E 2 hospital	1 A&E 3 hospital	2 hospital	1 A&E 3 hospital	1 A&E 2 hospital	Burglary – reoffending 1 hospital	1 A&E 4 hospital	1 hospital	2 A&E	1 hospital	1 A&E 3 hospital OVERDOSE
SP INTERVENTION												
		Referral to SPA Register with GP	Access to treatment programme				12 week treatment programme completed	Access to housing Training Access to children				
Key stages following SP intervention								 www.aaa.com				

Table ten illustrates the potential savings of early SP intervention.

Table ten: Potential cost savings

Costs vulnerable adult journey

Incident	Number of incidents	Cost	Who to	Costs with no intervention	Costs with SP intervention	Difference
A&E visits	8	£880.00	DoH	£880.00	£220.00	£660.00
Hospital admissions	24	£17,380.00	DoH	£17,380.00	£2,937.00	£14,443.00
Burglary re-offending	1	£1,137.00	Criminal justice system	£1,137.00	£0.00	£1,137.00
Arrest	1	£1,930.09	Police	£1,930.09	£0.00	£1,930.09
Referral to SPA	1 (2 hours)	£20.49	SP	£0.00	£40.98	-£40.98
Support to register with GP	1 (2 hours)	£20.49	SP	£0.00	£40.98	-£40.98
Treatment programme	1	£5,299.00	Drugs & alcohol services	£0.00	£5,299.00	-£5,299.00
Access to training	1 (10 hours)	£204.90	SP	£0.00	£204.90	-£204.90
Access to housing	1 (10 hours)	£204.90	SP	£0.00	£204.90	-£204.90
Access to children	1 (10 hours)	£204.90	SP	£0.00	£204.90	-£204.90
Total		**£27,281.77**		**£21,327.09**	**£9,152.66**	**£12,174.43**
Potential avoided costs						**£12,174.43**

In addition to the potential financial savings we also need to consider the outcomes achieved and the individual and wider benefits. The outcomes for this individual relate to two sets of outcomes developed in the 'Whole System Approach'; national outcomes derived from the St Andrews database and strategic outputs and outcomes as defined in the strategy which were developed to measure the success of the programme. These can be seen in tables eleven and 12.

Table eleven: National outcomes

National outcome	Measure
Enjoy and achieve	Does the client need support to participate in training/education? Has the client participated in their desired training/education? If qualification applicable has the client achieved this?
Be healthy	Did the client need support to better manage their substance misuse issues? Is the client managing their substance misuse better?
Stay safe	Did the client need support to maintain their accommodation and avoid eviction? Has the client managed their accommodation

Table 12: Strategic outputs

Strategic output	Sub output
Number of service users supported to access primary health care services.	Number of service users supported to register with a GP.
Number of service users supported to access treatment programmes.	Number of service users with substance misuse issues sustaining engagement in treatment programme for at least 12 weeks.
Number of service users supported to access volunteering, training or employment opportunities.	Numbers of service users accessing training.
Number of service users supported to sustain tenancy of their choice.	Number of sustained tenancies.
Number of vulnerable people accessing Single Points of Access (SPA) or HUB services.	Number of service users accessing housing related support services.

All of the outcomes arising from the strategic outputs can be seen on pages 52 and 53 of the strategy.

In addition outcomes to the individual include:

- Self determination, increased esteem and confidence, social inclusion, feeling safe, secure and free from exploitation, prevention of ill health through early intervention, increased confidence, maintaining home, financial security by accessing training, co-ordination of health and social care response, greater access to appropriate services, reduced anti social behaviour, increased choice of suitable accommodation, access to wide range of advice and information, sense of wellbeing and piece of mind and reduced risk of re-offending or substance misuse.

National indicators/key performance indicators

Traditionally the following indicators have been reported on:

Table 13: KPI

KPI number	KPI information
1	Service users who are supported to establish and maintain independent living. Service users currently in receipt of support to maintain independence. Service users who have established independence or no longer require support.
2	Number of service users moved on in a planned way. Total number of service users that have moved on.

It is important that we continue to monitor these in particular to compare performance across years.

Conclusion

By taking a 'Whole System Approach' we should be able to:

- Effectively monitor progress of the SP programme.
- Illustrate the potential cost savings.
- Demonstrate benefits to the individual and other organisations.

The combination of the variety of toolkits, data sources and information available will provide a robust picture of the value of the programme. In addition it will enable monitoring of progress in achieving desired outcomes whilst providing a tool to assess how effective services are.

The approach will enable a transition to commissioning by outcomes if Payment by Results is adapted nationally for the Supporting People programme.

Supporting information

To support the 'Whole System Approach' it is intended to gather information on client profiles. This will enable us to relate these profiles to the outcomes achieved and to assess whether clients are changing over time for example has the ethnicity profile changed and does it correlate to the ethnic profile for the city?

Table 14 illustrates each component of the model and associated benefits.

Table 14: Model components

Component	Benefit
National benefits	Financial benefit = £3.41 billion to public purse. Potential savings: • Learning disability = £14,000 • Brain injury = £35,600.
CAP GEMINI	Financial benefit: • £108m pa for spend of £51m • £24.50 for every pound spent.
Generic outcomes	• Self determination. • Increased esteem and confidence. • Social inclusion. • Feeling safe, secure and free from exploitation. • Reduced fear of crime. • Increased participation in the community. • Prevention of ill health through early intervention. • Increased confidence. • Sense of wellbeing and piece of mind. • Maintaining home. • Financial security by entering employment or accessing training. • Co-ordination of health and social care response. • Greater access to appropriate services. • Reduced anti social behaviour. • Increased choice of suitable accommodation. • Acquisition of skills such as cooking, shopping and management of finances. • Ability to sustain a tenancy • Access to wide range of advice and information. • Successful move on from transitional accommodation. • Improved relations with families. • Increased contact with children. • Increased resilience to sustain and improve independence in the long term, • Social mobility.

Component	Benefit
Individual benefits	• Ability to develop, regain and maintain independence. • Access to training or/and employment opportunities. • Able to better manage/maintain health issues. • Ability to secure settled/suitable accommodation. • Reduction in the risk of further incidents of domestic violence. • Reduction of fear, pain and distress, and in mental health/other health problems. • Reduction in the risk of re-offending. • Ability to access treatment programmes. • Improved health. • Ability to remain living independently in their own home. • Reduced anxiety levels, improved sense of wellbeing and able to make own decisions. • Reduced length of hospitalisations.
Wider benefits	• Benefit to carers in terms of reduced time demands. • Reduced use of other medical services providing financial benefits. • Reduced need for residential care. • Cost savings related to reduced dependency. • Reduction in crime and associated cost savings from reduced level of police intervention necessary. • Reduction in fear and stress of any children involved. • Reduction in repeat homelessness cases. • Cost savings in the decreased need of providing temporary accommodation. • Reduced use of other medical services related to substance abuse, providing financial benefits. • Reduction in anti social behaviour. • Avoided cost of residential care. • Cost savings to NHS from reduced length of hospitalisation and delayed discharges.

Component	Benefit
Strategic outputs: Statistical measure of number of individuals supported to achieve output– can be seen in table six pages eight and nine. Strategic outcome: Benefit associated with strategic output.	• Improved health through early intervention. • Access to wide range of advice and information on health related issues. • Access to specific health programmes such as flu jabs and inoculations. • Reduced use of other medical services providing financial benefits. • Reduced risk of miscarriage. • Access to range of care and support packages throughout pregnancy, including financial benefits. • Awareness of transmission of sexual diseases and how to prevent. • Financial stability. • Increased confidence and skills. • Opportunity of increased choice of accommodation. • Enhanced opportunity to gain paid employment. • Opportunity to be engaged and involved in the community. • Increased ability to access training or paid employment. • Ability to maintain secure accommodation. • Ability to manage financial budgets. • Ability to access range of services such as benefits and opportunity to gain paid employment.
Five key outcomes supporting Sustainable Community and Every Child Matters outcomes	• Succeed economically • Stay safe, in a clean green city • Be healthy • Enjoy a high quality of life • Make a contribution.

Component	Benefit
Local outcome: Benefit for each client group	• Improved health through early intervention. • Access to wide range of advice and information on health related issues. • Access to specific health programmes such as flu jabs and inoculations. • Reduced use of other medical services providing financial benefits. • Reduced risk of miscarriage. • Access to range of care and support packages throughout pregnancy, including financial benefits. • Awareness of transmission of sexual diseases and how to prevent. • Financial stability. • Increased confidence and skills. • Opportunity of increased choice of accommodation. • Enhanced opportunity to gain paid employment. • Opportunity to be engaged and involved in the community. • Increased ability to access training or paid employment. • Ability to maintain secure accommodation. • Ability to manage financial budgets. • Ability to access range of services such as benefits and opportunity to gain paid employment.
Individual journey	• Financial • Personal
National Indicators/Key performance Indicators	• Number of people supported to live independently.