



Department
for Education

Designated Family Judge Trailblazer pilot 2024-2025

Application guide for Local Authorities

October 2023

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Executive summary

Unacceptable delays in the family courts have been a long-standing issue for over 10 years. This results in poorer outcomes for children and huge additional costs to LAs and the taxpayer.

The Designated Family Judge (DFJ) Trailblazer pilot aims to tackle the drivers of delay across the FJ system; therefore, reducing costs across the FJ system and improving children's outcomes. Recent research¹ gathered evidence on the root causes of delays. The overriding message is to achieve substantial reduction in court delays, a whole system approach is needed. To achieve this, and mitigate individual agencies working in silos, the pilot will involve a Delivery Partner working directly with local authorities (LAs) from 5 selected DFJ Trailblazer areas.

The Delivery Partner will undertake a deep-dive analysis to diagnose the causes of delay within each DFJ area and will co-design solutions to these causes of delay between January and March 2024. Solutions should focus on aligning system governance, improving pre-proceedings data and practice, creating vehicles and incentives for multi-agency collaboration and helping children and families to navigate the system. From April 2024, LAs from the 5 DFJ areas will implement these solutions with support from the Delivery Partner, with a view to achieving a substantial reduction in court delays. The pilot will be independently evaluated by an evaluation partner.

¹ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#)

Background

The family justice (FJ) system is one of the most complex and cross-system policy areas within children's services. The Department for Education (DfE) holds responsibility for public law, covering all vulnerable children in England who require LA intervention.

Unacceptable delays in the family courts have been a long-standing issue for over 10 years. In 2011, the average case duration for public law proceedings (cases when a social worker determines that a child is at significant risk, so applies for an order) was c55 weeks, with some cases taking more than two years to conclude. This results in poorer outcomes for children and huge additional costs to LAs and the taxpayer. The estimated costs of the FJ system is £1.2bn², which equates to over 10% of all direct expenditure on the children's social care (CSC) system (2019/20)³.

Recent independent modelling suggests that each one-week reduction in average proceedings duration could generate a financial cost avoidance of approximately £18.5 million when projected across all English LA CSC budgets⁴.

Following Sir David Norgrove's Review into FJ⁵, the Children and Families Act 2014 established a statutory requirement of 26 weeks for a family case to conclude, using a process called the Public Law Outline (PLO) – the process from when a social worker makes the decision to take a child's case to court, to when an Order is made by the Judge. This system-wide push to follow the PLO principles supported a successful decrease in case duration, achieving an average of 27 weeks in 2016.

However, this was not sustainable and case duration has increased since then. Delays exacerbated by the COVID-19 pandemic led to case duration increasing again, reaching an average of 44.5 weeks in 2021.

The overriding message from recent research⁶ on the root causes of court delays is, to achieve substantial reduction in delays, a whole system approach is needed. To create sustainable cross-system changes needed to bring down family court delays, we need to test changes to create efficiencies in the FJ system to enable quicker decisions, ensuring the right children enter the system, at the right time.

To achieve this, and mitigate individual agencies working in silos, the DfE is inviting LAs from five DFJ areas to work with an appointed Delivery Partner to participate in and

² [Paying-the-Price.pdf \(nationalarchives.gov.uk\)](#)

³ [Independent review of children's social care - GOV.UK \(www.gov.uk\)](#)

⁴ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#) To note: the figure used in this report has since been updated to £18.5m.

⁵ [Family Justice Review reports - GOV.UK \(www.gov.uk\)](#)

⁶ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#)

deliver the DFJ trailblazer pilot, which aims to tackle the drivers of delay across the FJ system; therefore, reducing costs across the FJ system and improving children's outcomes.

DFJ Trailblazer pilot specification

About this pilot

This pilot aims to tackle the drivers of delay across the FJ system. The evidence is clear that in order to achieve substantial reduction in court delays, a whole-system approach is needed. To achieve this, and mitigate individual agencies working in silos, the DFJ trailblazer pilot will involve LAs from five DFJ Trailblazer areas working with a Delivery Partner to create sustainable cross-system changes that bring down delays in public law proceedings by testing changes to create efficiencies in the FJ system.

The DfE will be appointing a Delivery Partner to work directly with LAs from the five selected DFJ areas and, where relevant, to engage with their strategic partners in the local area. The Delivery Partner will:

- Undertake a deep dive analysis and local issues diagnosis in each DFJ trailblazer area to understand the causes of delay in that area;
- Develop solutions to the causes of delay; and
- Support LAs to implement solutions, evaluating this process on an ongoing basis within each DFJ area.

Solutions, tools, and policies will be co-designed and will focus on:

- Aligning system governance, reforming the role of Local Family Justice Boards (LFJBs) to become more proactive, preventing delays within their geographical footprint.
- Building on the current programme of work to improve collection and use of pre-proceedings data.
- Creating vehicles and incentives for multi-agency collaboration by creating pooled resources and services operating across organisational boundaries, tackling duplication and staff shortages.
- Improving pre-proceeding practice to divert cases from courts by providing families with a dedicated family support worker, improving access to legal advice, and developing new early-help interventions.
- Helping children and families navigate the system through development of a user-friendly portal for sharing information and advice.

This pilot has the key aim to reduce delay in the number of hearings per case, as well as divert more cases from court; therefore, reducing costs across the FJ system and improving children's outcomes.

Pilot design

The pilot will consist of the following key phases:

A) Deep-dive analysis and local issues diagnosis

During the first phase of the pilot between January and March 2024, the Delivery Partner will undertake a deep-dive analysis and local issues diagnosis in each of the five DFJ areas to understand the causes of delay in those areas.

The deep-dive analysis will build on the analysis LAs include in their applications to participate in this pilot on the key drivers of delay in their local area and possible solutions to these causes of delays. LAs should cooperate with the Delivery Partner to enable an effective deep-dive into the causes of delay in their local area. This will enable a more robust diagnosis of the causes of delay, enabling the Delivery Partner to develop better tailored solutions and cost those solutions effectively.

B) Solutions development

Following the deep-dive analysis, the Delivery Partner will develop solutions to the causes of delay that address local need. Solutions, tools, and policies will be co-designed with LAs within each DFJ area and will focus on the interventions set out above.

The Delivery Partner will then cost and prioritise the recommended solutions within each DFJ area and develop a plan for implementing solutions that address local need, working collaboratively with LAs and, where necessary, their strategic partners in each DFJ area to do so.

The Delivery Partner will then work with DfE to ensure costed solutions meet budgetary requirements and funding is prioritised and allocated between LAs proportionately based on the number and size of LAs in the 5 DFJ areas, the number of live public law cases and the scope of the recommended interventions, as advised by the Delivery Partner.

C) Implementation

During the second phase of the project between April 2024 and March 2025, by applying knowledge of effective project implementation, change management and culture change, the Delivery Partner will provide consultancy support to LAs within each DFJ area to ensure the recommended solutions are delivered successfully in accordance with an implementation plan.

During this phase of the pilot, LAs within each DFJ area will be expected to work collaboratively with the Delivery Partner and to ensure that the recommended solutions are implemented in accordance with the implementation plan. LAs will also be responsible for ensuring that there is strategic oversight, scrutiny and support for the pilot at a senior level within individual LAs in each DFJ area and sufficient resource is allocated towards delivering the solutions.

The Delivery Partner will also be responsible for ensuring that emerging learning and best practice from the pilot is shared with participating LAs and their strategic partners, providing the opportunity for them to utilise learning, connect with statistical neighbours

and implement changes in their area. At the conclusion of the pilot, the Delivery Partner will also be expected to facilitate the sharing of learning and best practice from the pilot with the wider children's social care sector and the DfE to inform future policy development.

Given the necessary pace of delivery of this pilot, the Delivery Partner will provide DfE with regular, timely and accurate external insights into the progress of the DFJ areas and swiftly identify barriers to delivery. To enable this reporting, LAs will be responsible for monitoring delivery of the pilot and providing insights to the Delivery Partner on progress. These insights will ensure the right support is given to areas and to build a wider understanding of common challenges and spread evidence-based practice. Using local insights, the Delivery Partner will help LAs and their strategic partners within the five DFJ areas to build a compelling case for sustained local support and investment.

Role of the Delivery Partner

A dedicated Delivery Partner (external organisation or consortium) will be appointed via a contract to undertake the deep-dive analysis, co-design solutions and support LAs in successfully delivering the recommended solutions in each of the five DFJ areas from January 2024 to March 2025.

The following is not an exhaustive list, but the Delivery Partner will be expected to demonstrate that their organisation/consortium possesses the requisite skills and expertise for the Delivery Partner role:

- Detailed knowledge and understanding of the children's social care sector, including knowledge and understanding of the FJ system;
- Expertise in undertaking deep-dive analyses and diagnosing local issues using quantitative and qualitative methods;
- Expertise in how to implement, manage and maintain momentum of change across large and complex organisations, particularly how to shift culture and practice, including across partner organisations;
- At a senior level, have a demonstrable record of leading significant culture and practice change in a children's social care context, including influencing strategic partners to deliver shared outcomes for children and families;
- Experience of and credibility when working with and influencing a wide range of senior stakeholders across children's social care, local and central government;
- Access to a range of technical expertise, including legal, HR, procurement, finance and investment, governance, stakeholder management, capturing and codifying learning, business planning and sustainability, and monitoring delivery (using quantitative and qualitative methods); and
- Understanding of how to facilitate the sharing of emerging learning and best practice: within the pilot; as part of DfE policy development; and across the wider children's social care sector.

Role of LAs within each DFJ area

The following is not an exhaustive list, but the participating LAs from the five DFJ areas will be expected to:

- Cooperate with the Delivery Partner to enable the Delivery Partner to undertake an effective deep-dive analysis into the local causes of delay within the five DFJ areas, design and cost solutions to those causes of delay;
- Ensure that recommended solutions are delivered successfully within the required timescales within the LA's DFJ area, drawing on the consultancy support of the Delivery Partner to do so;
- Engage with strategic partners and stakeholders where necessary throughout the pilot, for example LFJBs, to enable delivery of recommended solutions;
- Ensure that there is strategic oversight, scrutiny and support for the pilot at a senior level within individual LAs in each DFJ area;
- Allocate sufficient resource for delivery the pilot in accordance with the Delivery Partner's costings, including the required capacity and expertise to deliver the recommended solutions;
- Monitor delivery of the pilot and provide regular, timely and accurate insights into progress of delivery of the pilot to the Delivery Partner;
- Ensure that there is effective financial monitoring and assurance of the funding to provide DfE to enable regular, timely and accurate reporting on use of the funding, demonstrating its use towards the recommended solutions;
- Work collaboratively with the Evaluation Partner to enable an effective independent evaluation of this pilot.

Evaluation

Alongside the Delivery Partner, an Evaluation Partner will be commissioned to independently evaluate the implementation, delivery, and perceived impact of the DFJ Trailblazer pilot on its intended outcomes.

Evaluation design and methodology will be finalised with the Evaluation Partner once identified. The Department anticipates procurement of the Evaluation Partner to be completed by January 2024. We expect LAs to work with the Delivery Partner and Evaluation Partner to enable an effective evaluation of this pilot. The Evaluation Partner may invite LAs to participate in the evaluation even if their application is not successful. For more information about the Delivery Partner and Evaluation Partners Roles, please see Annex B.

Data sharing

Through this pilot, LAs will be required to share relevant data with the Delivery Partner and the Evaluation Partner. The Delivery and Evaluation Partner will be required to agree a data collection strategy to avoid duplication of data collection and minimise burdens on

participating LAs and their strategic partners. Data sharing responsibilities lie with LAs who will be data controllers and the Delivery and Evaluation Partners as data processors.

If necessary, the Department may also require LAs to share certain data with the Department for evaluation purposes. This will be clearly explained and relevant Privacy Notices shared.

All consortia bids for funding must agree to the data sharing commitment at the declaration element of the application form prior to submitting.

Benefits

Research⁷ suggests that a one-week reduction in average proceedings duration, which in turn would reduce costs associated with placements, legal costs, staffing and external assessments, could result in a financial benefit of £18.5 million across all English LAs' children's services budgets. The monetised benefits come from:

- Resolving a case outside of court, saving £57,629 per case⁸.
- Reducing the length of proceedings, with a marginal cost of £1,146 per week.
- Reducing the number of further CMHs required, saving an estimated £3,589 per hearing.
- Reducing expert reports requested and produced. An expert report costs £844 on average⁹.

There are also numerous non-monetised benefits associated with reducing the length of time children spend in proceedings:

- Lengthy delays in proceedings can have negative long-term effects on children and families involved. The current scale of the backlogs in the family courts – over 23,000 children in open public law cases – mean delays are common.
- There is a wider benefit for the FJ system, as more of the courts resource will be made available to deal with the cases in the system that are not impacted by the pilot projects.
- As the family courts resource is split across both public and private law, any benefits from interventions on public law cases will also apply to private law cases (Ministry of Justice), which are also experiencing substantial backlogs and lengthy delays.

⁷ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#) To note: the figure used in this report has since been updated to £18.5m.

⁸ [Family Drug and Alcohol Courts: the business case for rollout, Centre for Justice Innovation, September 2021](#)

⁹ [Impact on Court Delays in Children's Services: Financial Impact Modelling Support, Mutual Ventures Ltd, May 2022](#)

Wider benefits resulting from the pilot include:

- Increased family engagement with pre-proceedings and proceedings.
- Pooling of resources and minimising duplication across agencies.
- Greater understanding from the child and family on why the case is being taken to court at that time.

Timeline

A high-level timeline for the pilot is provided below. A timeline for the application process is provided on page 16.

Milestones	Dates
DfE selects five DFJ trailblazer areas to deliver the pilot	October – December 2023
DfE procures a dedicated Delivery Partner to work with the five selected DFJ areas	October – December 2023
DfE procures an Evaluation Partner to independently evaluate the implementation, delivery, and impact of the DFJ areas vs. intended outcomes.	September 2023 – January 2024
The Delivery Partner completes a deep-dive analysis to diagnose local causes of delay within each DFJ area and begins solutions development, costing recommended solutions.	January - March 2024
The Delivery Partner provides consultancy support to LAs to implement solutions, evaluating that process on an ongoing basis, including sharing learning with all LAs involved in the pilot areas. LAs from each of the DFJ areas implement recommended solutions, working collaboratively with the Delivery Partner and strategic partners where necessary to deliver the pilot.	April 2024 – March 2025

Eligibility and funding

Eligibility for this pilot

Eligibility for funding from this pilot will be limited to LAs in DFJ areas whose case duration across 2022-23 was higher than the National average of 46 weeks¹⁰ according to [Cafcass published data](#). This means that LAs from 23 of 44 DFJ areas will be eligible¹¹. A list of eligible LAs from those DFJ areas is set out at Annex A.

Some eligible DFJ areas have one LA whereas others have multiple LAs. Where there is one LA within an eligible DFJ area, that LA can submit a bid for funding. Where there are multiple LAs within an eligible DFJ area, we expect all LAs within that DFJ area to submit a consortia bid led by a nominated lead LA on behalf of the other LAs in that DFJ area. Consortia bids must include all LAs from that DFJ area as our intention through this pilot is to achieve a whole-system approach to reducing delays.

It is for the consortia to determine which LA should be the lead LA. As part of the application process, the proposed lead LA will need to accept responsibility for distributing the grant funding between LAs within the DFJ area in accordance with the allocations approved by DfE in March 2024.

The lead LA should also work with the appointed Delivery Partner to cost recommended interventions by March 2024, following the initial deep-dive phase.

Available funding

Subject to approval, the overall budget for grant funding LAs within the 5 successful DFJ areas is £2.5m.

LAs should also be aware that funding will only be available for financial year 2024-25 and that, as this will be s14 grant funding, LAs will need to claim costs back before 31 March 2025.

How will the funding be awarded and allocated?

In terms of funding arrangements, we will be funding a lead LA within each successful DFJ area. This is because there is often more than one LA per DFJ area. In the event of

¹⁰ The National Average has been calculated using Cafcass' DFJ level duration data.

¹¹ To note: the Cafcass data for case duration by DFJ area may not map exactly onto case duration for LAs within that DFJ area because LAs may issue care proceedings in other DFJ areas.

a successful consortia bid, the lead LA will be responsible for distributing funding between LAs within the consortia for their DFJ area.

The Delivery Partner will work with the lead LA from each of the 5 DFJ areas to cost recommended interventions in March 2024 once the deep dive and solution setting phase has completed.

The Delivery Partner will then be required to recommend to the Department how the funding should be prioritised and allocated within and between LAs in the 5 DFJ areas up to a maximum budget of £2.5m. We expect funding to be distributed proportionately based on the number and size of LAs in the 5 DFJ areas, the number of live public law cases and the scope of the recommended interventions, as advised by the Delivery Partner. DfE will seek further clearance for allocation of funding to LAs within the 5 DFJ areas in March 2024, before funding is provided to each lead LA via s14 grant funding from April 2024.

Importantly, funding allocations to each DFJ area may be unequal. This is because the solutions that the Delivery Partner recommends to the causes of delay within each DFJ area will vary and the number of LAs within each DFJ area will also vary. Additionally, LAs should be aware that individual LAs within a DFJ area may not receive any funding if the Delivery Partner does not recommend any interventions for that particular LA. In this situation, the LA will still be invited to engage with the pilot, share their local knowledge and expertise and participate in learning opportunities from the pilot looking at best practice examples, as delivered by the Delivery Partner.

Section 14 Grant recipient responsibilities

Funding will be awarded via Section 14 grants to the lead LA from each successful LA. Successful lead LAs will enter into a grant agreement with the DfE setting out agreed objectives, payment schedules, pilot governance, monitoring and reporting arrangements with the appointed Delivery Partner, plus data sharing requirements.

Prospective LAs and LA consortia should familiarise themselves with the [Terms and Conditions DfE Grant Funding Agreement](#), on the requirement of grant recipients from the DfE, including use of funding, reporting, audit and governance arrangements.

How can DFJ pilot areas use their funding?

Following the initial deep-dive and solutions setting phase by the Delivery Partner, LAs within a DFJ area will be able to utilise the funding allocated to them to implement recommended solutions, tools and policies to achieve the objectives of this pilot in reducing delays in public law proceedings within their local area.

Subject to the recommended solutions of the Delivery Partner, LAs may allocate funding to support costs related to staffing capacity, expertise and resources. Funding cannot be used for capital costs.

Assessing the application

DfE scoring and evaluation

Applications received will be evaluated by an assessment panel within DfE and will be assessed using a five-point scale for each relevant question.

- Score of 0: Does not meet the requirement – Does not comply and/or insufficient information provided to demonstrate that the Bidder has the understanding and skills required to provide the services, with little or no evidence to support the response.
- Score of 1: Major reservations – Considerable reservations of the Bidder's understanding and skills/capability required to provide the services, with little or no evidence to support the response.
- Score of 2: Minor reservations – Some minor reservations of the Bidder's understanding and skills/capability required to provide the services, with little or no evidence to support the response.
- Score of 3: Satisfies the requirement – Demonstration in the Bid of the understanding and skills/capability required to provide the services, with evidence to support the response.
- Score of 4: Satisfies the requirement with minor additional benefits – Above average demonstration in the Bid of the understanding and skills/capability required to provide the services. Response identifies factors that will offer potential added value, with evidence to support the response.
- Score of 5: Exceeds the requirement – Exceptional demonstration in the proposal of the understanding and skills/capability required to provide the services. Response identifies factors that will offer potential added value, with evidence to support the response.

Bids that score less than 3 on any single question will automatically be deemed unsuccessful.

Clarification requests

Clarification requests can be sent to familyjustice.team@education.gov.uk until 20th November 2023. After this date, DfE reserves the right not to respond to further requests for clarification.

Please note that the deadline to submit clarification questions has been extended from 3rd November 2023 to 20th November 2023.

Responses to any questions submitted will be circulated to all eligible applicants.

Ineligible / out of scope answers

Applications will be deemed ineligible and/or out of scope where they are received after the deadline for submitting applications to this application round.

Post-assessment

DfE will provide formal feedback on all bids to identify where LAs could have improved their application, if not selected for funding.

Application process

How to apply

The application period for LAs will open from 6th October 2023 and will close at midday on 1st December 2023.

Please note that the deadline to submit your application has been extended from midday on 17th November to midday on 1st December.

This extension is only possible on the basis that LAs submit responses to any clarification questions raised by the Department by 15th December at the latest. In the event clarification responses are not received within this timeframe, your DFJ area may not be successful in its bid for funding.

Estimated key dates and milestones for the application process are set out in the table below.

Milestones	Dates
Application window opens	6 th October 2023
Deadline to submit clarification questions	20 th November 2023
Application window closes	1 st December 2023
Assessment of applications	December 2023
Lead LA notified of decision	January 2024

Completing your application

Please complete the accompanying application form.

Some sections will require accompanying text to support your response and have stated word limits. Please ensure that you adhere to these, as your response beyond the word limit will not be considered. Please include the total number of words for each section at the bottom of each text box.

All sections are mandatory and must be completed for your application to be accepted.

Submitting your application

Please email a single Word or PDF version of your completed application to familyjustice.team@education.gov.uk. DfE must receive all completed applications by email by the deadline midday on 1st December 2023 and will not be able to consider applications that miss this deadline.

Your 'LA name' followed by 'DFJ Trailblazer Pilot application' should be included in the email 'subject' field when submitting your application.

When you have sent the DfE your application form, you will receive an email response letting you know that your application has been received.

Application outcome

The named lead LA contact from each application will be notified of the outcome of their application by email.

Annex A - List of eligible LAs from DFJ areas

Brighton DFJ

Brighton and Hove
East Sussex
West Sussex

Carlisle DFJ

Cumberland

Central London DFJ

City of London
Camden
Hackney
Islington
Lambeth
Lewisham
Southwark
Wandsworth
Hammersmith and Fulham
Kensington and Chelsea
Westminster

Essex and Suffolk DFJ

Essex
Southend-on-Sea
Suffolk
Thurrock

Coventry DFJ

Coventry
Warwickshire

East London DFJ

Barking and Dagenham
Havering
Newham
Redbridge
Tower Hamlets
Waltham Forest
Bexley
Bromley
Croydon
Greenwich
Sutton

Guildford DFJ

Surrey

Kingston-upon-Hull DFJ

East Riding of Yorkshire
Kingston-Upon-Hull
North East Lincolnshire

North Lincolnshire

Leicester DFJ

Leicester

Leicestershire

Liverpool DFJ

Cheshire East

Cheshire West and Chester

Halton

Knowsley

Liverpool

Sefton

St. Helens

Warrington

Wirral

Luton DFJ

Bedford

Central Bedfordshire

Luton

Manchester DFJ

Bolton

Bury

Manchester

Oldham

Rochdale

Salford

Stockport

Tameside

Trafford

Wigan

Medway DFJ

Kent

Medway

Milton Keynes DFJ

Buckinghamshire

Milton Keynes

Oxfordshire

Northampton DFJ

Northamptonshire

Norwich DFJ

Norfolk

Nottingham DFJ

Nottingham

Nottinghamshire

Reading DFJ

Bracknell Forest
Reading
Slough
West Berkshire
Windsor and Maidenhead
Wokingham

South Yorkshire DFJ

Barnsley
Doncaster
Rotherham
Sheffield

Stoke-on-Trent DFJ

Staffordshire
Stoke-on-Trent

Taunton DFJ

Somerset

West London DFJ

Barnet
Enfield
Haringey
Kingston upon Thames
Merton
Richmond upon Thames
Brent
Ealing
Harrow
Hillingdon
Hounslow

Wolverhampton /Telford DFJ

Dudley
Sandwell
Shropshire
Telford and Wrekin
Walsall
Wolverhampton

Annex B – Delivery Partner and Evaluation Partner Roles

It is essential that the programme’s Delivery Partner and Evaluation Partner work effectively together to deliver impactful learning and evaluation strategies, which will inform future policy development.

While the two partners are expected to work closely together, the following table differentiates between the functions of the Delivery Partner and the Evaluation Partner. Both partners will work with DfE to collectively agree definitive ways of working and governance across both implementation and evaluation.

Theme	Delivery Partner functions	Evaluation Partner functions	Both Partners
Monitoring and data collection	<ul style="list-style-type: none"> Collect and analyse monitoring data from local areas for delivery reporting purposes. Act as a facilitator to support local areas to submit good quality data for evaluation purposes. Comply with data protection requirements when working with the Evaluation Partner. 	<ul style="list-style-type: none"> Collect and analyse monitoring data from local areas for evaluation purposes. 	<ul style="list-style-type: none"> Develop a data strategy for delivery and evaluation to prevent duplication of data collection and burden on local areas. Clearly articulate the purposes of data collection to local areas.
Understanding implementation and delivery	<ul style="list-style-type: none"> Communicate any learning on implementation and delivery of the programme to the Evaluation Partner, including the identification of any barriers and facilitators. Participate in evaluation and research activities where required. 	<ul style="list-style-type: none"> Analyse how the programme has been implemented and delivered, including barriers and facilitators. 	
Impact evaluation	<ul style="list-style-type: none"> Where required, communicate any <i>perceptions</i> of early impacts of the programme in its intended outcomes to the evaluator. 	<ul style="list-style-type: none"> Collect and analyse data on <i>perceived</i> and <i>actual</i> impacts of the programme on its intended outcomes. 	

Theme	Delivery Partner functions	Evaluation Partner functions	Both Partners
Cost benefit analysis	<ul style="list-style-type: none"> Where required, support the Evaluation Partner in understanding costs and benefits of the programme. 	<ul style="list-style-type: none"> Collect and analyse data on the costs and benefits of the programme. 	
Interpretation of the evidence	<ul style="list-style-type: none"> Collate <i>intelligence</i> from local areas. 	<ul style="list-style-type: none"> Collate and analyse <i>robust evidence</i> from local areas. 	
Dissemination of evidence	<ul style="list-style-type: none"> Work with the Evaluation Partner to identify and share examples of practice/lessons learned across local areas and government. 	<ul style="list-style-type: none"> Produce and disseminate reports and other outputs to share analytical findings, including examples of practice and lessons learned across local areas. 	
Communication with local areas	<ul style="list-style-type: none"> Ensure clear communication around the purpose of the delivery partner and encouraging cooperation from local areas. 	<ul style="list-style-type: none"> Ensure clear communication around the purpose of the evaluation and encouraging participation. 	<ul style="list-style-type: none"> Agree arrangements for engaging with local areas for both delivery and evaluation purposes that do not place unnecessary burden.



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