

CHILDRENS TRUST BOARD - 6TH DECEMBER 2012

Troubled Families Update

1 Summary and Purpose of report

Barnet has been building on the development of its existing programmes of work with families with multiple complex needs to deliver the Government's Troubled Families programme at an accelerated pace.

The Board have agreed that an update on the programme be a standing item until further notice and this report provides further details of how the programme is structured in financial and organisational terms and how Barnet is progressing and better outcomes being achieved.

2 Details

2.1 Background

Building from the development of the youth crime FIP (family intervention programme) in April '10 and the strategic work of the community budget initiative in April '11 through to the launch of the Department of Communities and Local Government (DCLG) sponsored "Troubled Families" initiative in April '12, Barnet Troubled Families Division has been working at the forefront of strategic and operational thinking in its work with families with multiple complex needs.

2.2 Introduction

Based on the excellent partnership work as a result of this Board's endeavours Barnet has received a lot of recognition from Central Government and the wider troubled families' network as being ahead of the game – our statement of work is the 7th most visited troubled family hit on Google.

We worked with DCLG to develop their thinking around the financial framework and have been working with colleagues and partners in Local and Central Government to help shape troubled families work moving forward. We have written and circulated a statement of work, a practitioner's guidance and a referral pathway document for partners.

Barnet have received visits from 7 other London Boroughs seeking guidance, as well as 3 authorities outside of London and we have entertained visits from DCLG, DoE and the Treasury in order to help shape their thinking. In addition as a result of Louise Casey's recommendation one of our families will be interviewed (anonymously) as part of a programme on Radio 4 with Winifred Robinson.

2.3 Financial Framework

In terms of progressing our relationship with DCLG we are one of the 'very few' authorities to have been 'fast tracked' to work with our 705 (DCLG) nominated troubled families in two rather than three years. This means that while our cash envelop remains the same the proportion at risk – as a result of the payment by results (PbR) formula - is reduced.

DCLG have confirmed that based on a PbR funding formula we will receive direct grant funding for 5/6th of 705 = **588** eligible cases over 2 years.

588 x £4000 (100%) = **£2,352,000**

Year 1 80% attachment - £940,800 + 20% PbR £235,200 = **£1,176,000**

Year 2 60% attachment - £705,600 + 40% PbR £470,400 = **£1,176,000**

Total cash envelope £2,352,000

PbR risk element £705,600

2.4 Troubled Families Submission

In October 2012 - 6-months into the troubled families' initiative - we provided our first submission to DCLG. It identified that we were working with 358 allocated families of which 187 were true troubled families; at close of business on 26th November we have 443 cases identified, of which 256 are eligible for consideration under the payment by results formula. The first available opportunity to redeem any PbR will be January 2013 (and then 6-monthly thereafter) although due to the necessary time-lag for achieving and evidencing those results it is unlikely that we will be making a significant claim in January. (The qualifying criteria for PbR is explained in the appendix to this document).

2.5 Range and scope of work

Like many troubled families teams we work in partnership to assess, plan and intervene with families, we co-ordinate plans which have family buy-in and model positive behaviour and aspirations.

However, one of the key differences which sets our approach apart from the rest of the network is the fact that our troubled families initiative continues to work to a remit which is wider than the DCLG definition - I have described this as serving 3-masters.

- 1) The wider early intervention agenda to reduce escalation of families into acute and statutory services.
- 2) The wider community budget initiative to work with families who as a result of their high risk, high cost nature cause multiple complex concern to the Barnet public sector network and
- 3) The DCLG cases eligible for PbR.

Cases are allocated within the team on a whole family basis with a role to challenge families and support sustainable change; to address the root causes of problems within each targeted family and to effect lasting change to both the financial and human cost of cycles of deprivation. Interventions are designed to motivate the family to change their behaviour and build protective factors and resilience.

We are currently – or soon will be - offering interventions across all levels of need and across a wide range of issues from accredited parenting programmes, direct work with schools, interventions to reduce the risk of remands, specialism's with ASD or ADHD, interventions which reflect quick win outcomes or need 10 hours a week of intensive 1:1 support. Our model dictates that our assessment informs our plan which evidences our intervention and that intervention is predicated on a hypothesis that resources follow risk, supported by the notion that no family should be left un-worked.

We established the importance of setting and sticking to clear threshold levels in order to manage expectations and improve joint working. We established that if the presenting issues are clearly identified in the initial referral, it does not appear to matter whether that referral has come from schools, social care or other targeted, statutory or universal services.

2.6 Practice

Practitioners are encouraged to prioritise or 'layer' interventions in order to build a platform of stability in which to work. To monitor and review outcomes so that families can recognise steps towards progress and to ask and tackle the hard questions and issues which may have previously acted as barriers to change.

We have found that it is not necessary for practitioners to be qualified social workers as they are drawn from a wide range of professional backgrounds and have demonstrated that they are able to use their broad range of skills and experience within the team to get into households who do not always have a history of engagement in services. Practitioners also demonstrate an expertise in building on family resilience and developing their own desire to change.

We are also working very closely with schools to directly target DCLG eligible cases and from January '13 we will be running accredited parenting programmes in 6 schools for parents of children with repeat fixed term exclusions or high levels of unauthorised absence. The groups will compliment the 1:1 work for the high risk cases with a reach of 90 parents per 1/4. In addition in order to reduce the risk of escalation into acute services we are also running an accredited programme specifically aimed at fathers of children on the autistic spectrum.

As a result of the changes in remand legislation and funding arrangements, from January '13 we will also be offering a service to families of children who might otherwise have been remanded into custody.

With such a broad and fast developing landscape, I have commissioned 2 internal reviews of cases work. We undertook two random dip sampled file audits - one in June of 16 cases and one in November of a further 20 cases. Some of the highlights from the second analysis are attached at the end of this report.

The troubled families initiative has built on the previous successes of early intervention and intensive work with families, however it continues to need to be part of a full partnership approach. Successes and outcomes should be seen as part of a narrative around wider shared risk and reward. Our work is based on a commitment to working in partnership, demonstrating that effective partnership-working can improve families' experience of services and lead to improved outcomes - information sharing is a crucial part of joint working and planning as well as ongoing risk management.

Practitioners are supported in their assessment, planning and intervention through the provision of the usual peer and line management processes as well as specialist clinical supervision and the Multi Agency Support Team.

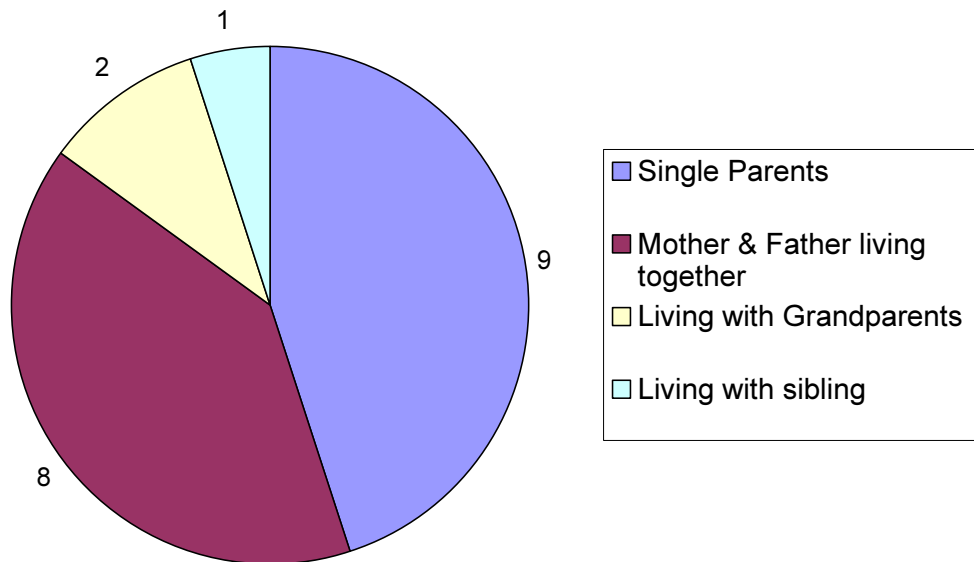
Moving forward we are revising our business case to ensure that we continue to maximise our grant funding and we are developing a new caseload weighting model to ensure that we capture all of the activity within the team and make sure that in

light of the increase in the teams work load as a result of the growth of true troubled families' referrals caseloads are sustainable.

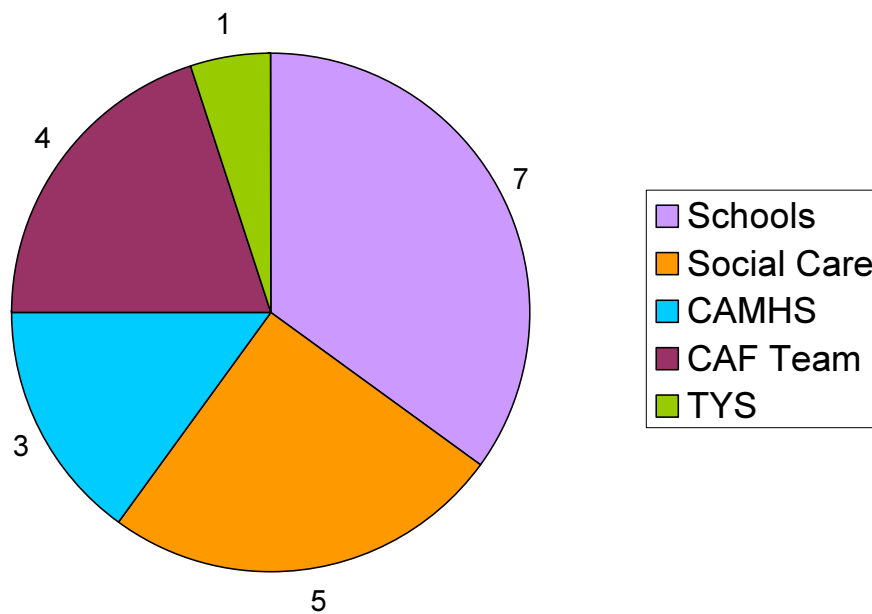
2.7 Financial framework criteria for PbR

Result	Attachment fee	Results payment		Total
<p>Families achieve all 3 of the education and crime/ASB measures set out below where relevant:</p> <ol style="list-style-type: none"> 1. Each child in the family has had fewer than 3 fixed exclusions and less than 15% of unauthorised absences in the last 3 school terms; and 2. A 60% reduction in anti-social behaviour across the family in the last 6 months; and 3. Offending rate by all minors in the family reduced by at least a 33% in the last 6 months. 	<p>£3,200 per family</p>	<p>£700 per family</p>		<p>£4,000 per family</p>
<p>If they do not enter work, but achieve the 'progress to work' (one adult in the family has either volunteered for the Work Programme or attached to the ESF provision in the last 6 months).</p>		<p>£100 per family</p>		
<p>OR</p>				
<p>At least one adult in the family has moved off out-of-work benefits into continuous employment in the last 6 months (and is not on the ESF Provision or Work Programme to avoid double-payment).</p>	<p>£3,200 per family</p>	<p>£800 per family</p>		<p>£4,000 per family</p>

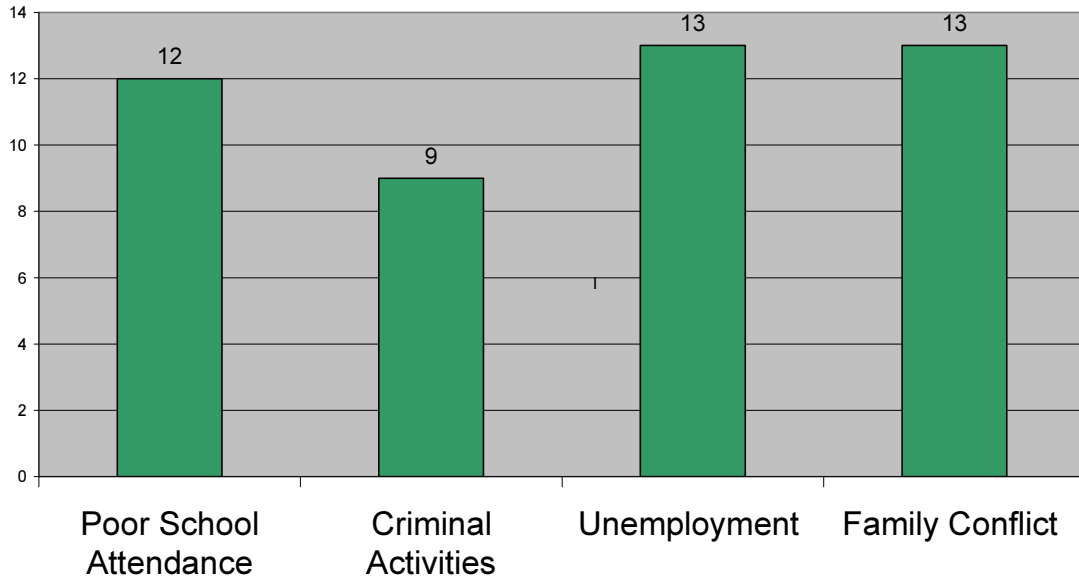
Family Composition



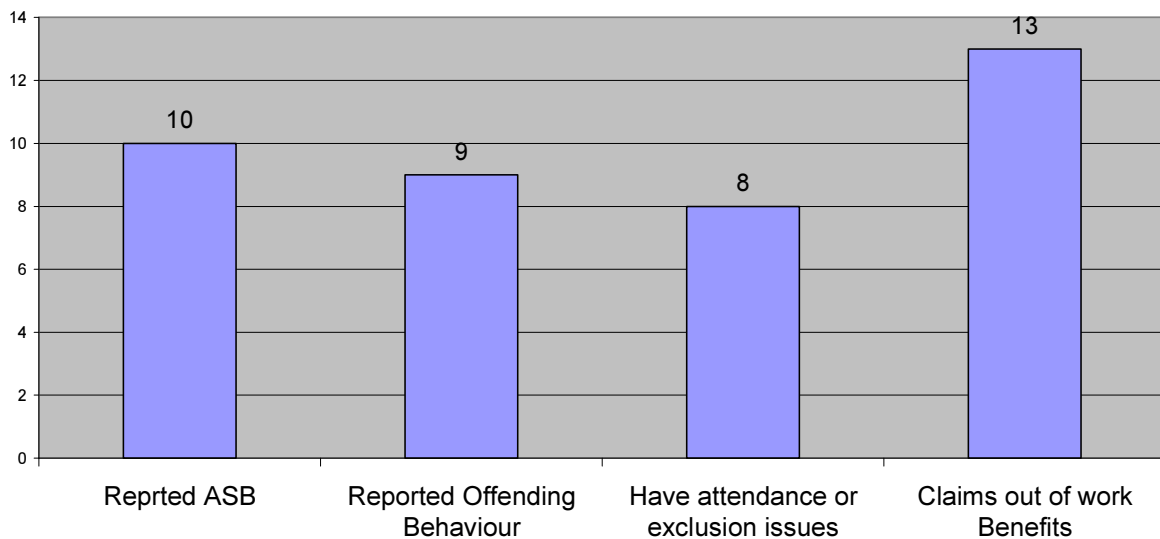
Origin of Referrals



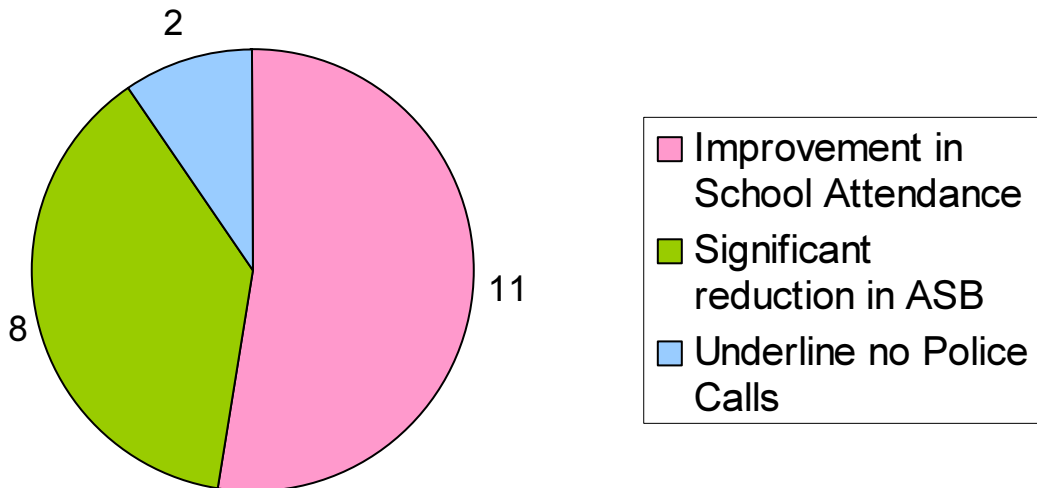
Issues Identified in the Referrals



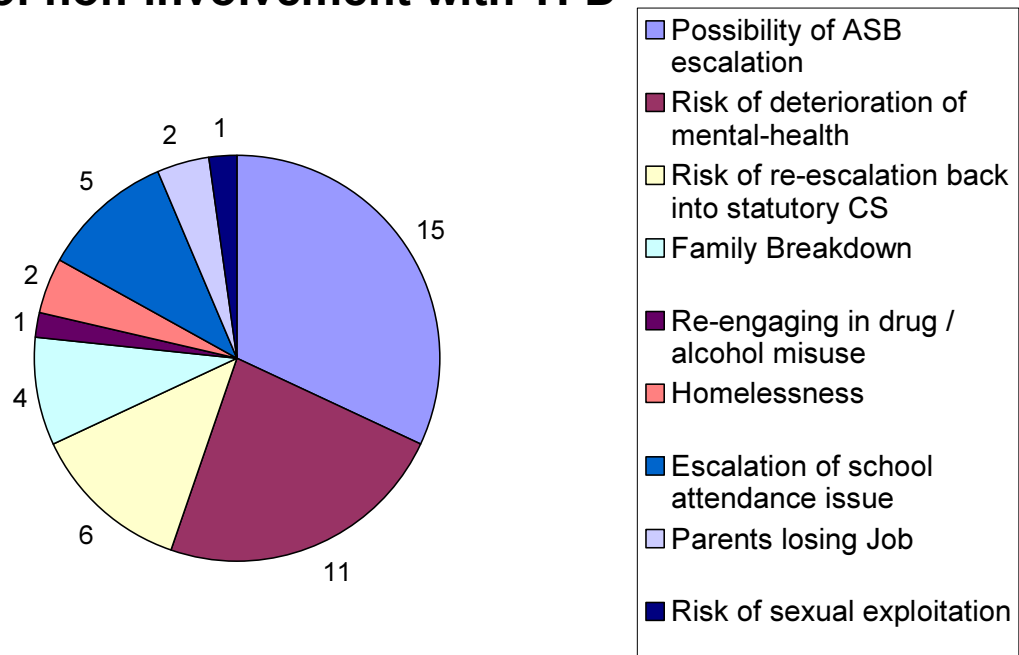
For True Troubled Families were they offending/ASB/School/Benefit issues



Measures of Success



Risk of non-involvement with TFD



3 RECOMMENDATIONS AND INPUT REQUESTED

That the Children's Trust Board note and endorse the work done to date and comment on any issues highlighted in the report.

4 CONTACT FOR FURTHER INFORMATION

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