

Meeting: Children, Education and Skills Sub-committee

Date: 21 March 2016

Title: Troubled Families programme – update

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Service: Health, Education, Care and Safeguarding

Wards affected: All

1. Purpose

This paper provides an update on the Troubled Families (TF) programme since the last update (October 2015).

2. Background

The TF programme is a national payment by results initiative, charged with 'turning around' the lives of 420,000 families of which 1480 are in North Tyneside. Families must meet 2 out of six criteria to be included as well as being high cost to the public purse and/or who would benefit from whole family working i.e. everyone in the household, not just the child(ren). The 6 criteria are:

- School attendance / Exclusion
- Anti-social behaviour / Crime
- Worklessness / Financial Exclusion / Young person at risk of worklessness
- Domestic Violence
- Parents / children with a range of health problems
- Children who need help

The programme is also expected to contribute to 'whole system change' across the Council.

2.1 Overview

Since October 2015, there have been a number of developments which have impacted upon the TF work.

1. We have submitted our first claim for 10 families.
2. We have seen the IT system that has been developed.
3. Staff from 8 different departments / agencies have now received training in 'whole family working'.
4. We have developed a new approach to allocating families based on 'professional conversations'.

5. We have undertaken a fundamental redesign of many services to work in a whole family way, as part of integrated locality teams, based on an in-depth analysis of a range of information and data..

3. Performance

The target in North Tyneside is to work with 1480 families between 2025-2020. At the time of writing we have identified 720 families and are working with 241 of those ('working with' is defined as there being a named worker responsible for the family and a plan in place to address the issues they face).

4. Key Success And Achievements

4.1 Claim

In January we claimed for our first 10 families. These are families where there has been 'significant and sustained' progress and which is evidenced by clear outcomes validated by audit.

The claim process is complex and we kept this first claim small whilst we 'tested' it out. We have learned a lot from it and this should lead to an increase in claims each time. Claims are made twice a year.

4.2 Data Systems

Each of the TF programme criteria has a number of indicators related to that criterion – there are 28 different indicators and families must meet at least 2 of them, under different criteria. The number of possible combinations is therefore enormous and we are still doing that manually – which is not sustainable! The pilot IT system draws data from a range of data sets in use and then – at the touch of a button – will tell us which indicators, which criteria, which family member. This will speed up the process of identification as well as reduce human error and also have the potential to be used to identify others who would benefit from, or require an intervention.

4.3 Whole Family Working

We are now working with:

Police	3 Commissioned Providers
Adult Social Care	Never2Late (Drugs and Alcohol)
Housing	Youth Offending Team

This involves training, support and access to a member of staff to help them embed this into their practise and their organisation. Each department / organisation is represented on the TF Operational or Strategic Group to ensure Managers understand their work too.

4.4 Identifying and Allocating Families

In Phase 1 of the TF programme we introduced 'multi-agency meetings' where all professionals who knew or were working with a family came together to share what they

knew – but without the family present, initially some professionals felt uncomfortable about it but soon realised the benefit of doing this and this approach has now been recognised as both valid and appropriate (e.g. Leeds Ofsted Report 2015). As a result, the TF Operational Group has been meeting fortnightly to do just this and we are now developing the approach still further so it becomes common practice – ‘professional conversations’.

4.5 0-19 Review

As discussed at the February CES meeting; recent work has been undertaken in relation to a review of services 0-19 years. This recognised that the TF approach of ‘one worker, one plan, one family’ has had a significant and positive impact on outcomes for children and families since its inception in 2013.

Before that, many families had several workers involved with them, which resulted in a duplication of effort and conflicting demands being placed upon families by professionals and did not always lead to positive outcomes for children, young people and their families.

The review considered how prevention and early help could deliver sustainable improvements in health and wellbeing outcomes. It also focussed up on the opportunities for preventing family breakdown, tackling the duplication of roles, addressing demand for high cost specialist services and safely reducing the number of children becoming looked after. This ensured the review was aligned with the entitlements set out by the Ready for School Board, the Ready for Work and Life Board and the Cared for Safeguarded and Healthy and Board.

The proposal to develop 4 integrated locality teams, made up of professionals who have expertise in working with children and families and who will work with ‘whole families’ and not only on a specific issue, will reduce costs as fewer workers are engaged with a family but will also improve outcomes, by ensuring the issues facing families are addressed in their totality. Specialist support will be drawn in when families need them, through the specialist knowledge of team members, where available or by linking with specific teams.

The locality teams will operate from community based settings across North Tyneside and will be managed by a team leader with admin support. They will include specific expertise in the following:

- Community navigation – helping people find their own support solutions in the community
- Youth work/youth offending
- Drug and alcohol misuse
- Mental health
- Working with troubled families
- Working with children in need
- Child development/Healthy children – Health Visiting and School nursing
- Children leaving care
- Employability – through the Troubled Families Employment Advisors.

The integrated service delivery model will result in a blurring of professional boundaries, so any team member can work with families across a number of needs. This will enable people to bring their expertise and 'specialism' to the team to inform practice. Statutory functions will continue to be delivered, either by 0-19 staff with the appropriate skills or by drawing upon the appropriate services.

Targeted provision will be based on North Tyneside's successful Family Partner model. 0-19 staff will provide the key contact point for vulnerable families and will be responsible for preventing need from escalating and achieving positive outcomes. Workers will have a mixed caseload of ages and families with additional needs, including those with multiple and increasingly complex needs. They will develop a plan in partnership with the family, commission suitable interventions and hold other agencies accountable for delivery against that plan.

5. Challenges and Opportunities

The TF claims process is complex and detailed but the requirement to demonstrate 'sustained and significant progress' for families enables us to focus those working with families on outcomes.

The redesign of services for all families with children and young people aged 0-19 has drawn upon the success of the Troubled Families work in North Tyneside and demonstrates how we have used the opportunity to create 'whole system change'. Although a major piece of work both practically and conceptually, requiring people to change how they think and work, we believe it will, by helping families address all their issues contribute to:

- Improved school attendance
- Reduction in Anti Social Behaviour and Crime
- Reduction in Domestic Violence
- Improved health and wellbeing
- Reduction in worklessness and financial exclusion
- Improved interventions for children needing help
- Enabling more children to live safely at home

6. Conclusion

Committee members are requested to note the progress made within the Troubled Families programme and its impact upon the creation of the new locality teams and make any further comments or recommendations around the Troubled Families work and/or the proposed model.

7. Background Information

0-19 Programme Board, TF Strategic and Operational Groups, CYPL Executive, LSCB, Schools and other relevant partners have all been involved in shaping the work outlined above.