

Cabinet Committee Performance Improvement

Meeting to be held on 28th November 2013

Report of the Interim Executive Director for Children and Young People

Electoral Division affected:

All

Working Together With Families (WTWF)

(Appendices A and B refer)

Contact for further information:

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Executive Summary

The purpose of this report is to present an up-date regarding implementation of the Working Together With Families approach across Lancashire. The report identifies progress to date, challenges encountered and associated risks and mitigating actions. In addition an overview presentation recently provided to a Councillors Essentials event is provided at Appendix A.

Recommendation

The Cabinet Committee on Performance Improvement are recommended to note the content of the report and offer comments and feedback.

Background and Advice

The Working Together With Families (WTWF) strategic work programme is now in its second year having commenced in September 2011 and is aimed at increasing the resourcefulness and resilience of families across Lancashire. Focussed on whole-system culture change, the emphasis is on working with families as opposed to doing to, helping them to take greater control over changing their circumstances and improving outcomes for their children and young people.

The work forms part of the wider 'Lancashire Improving Futures programme' which, under the joint leadership of the Lancashire Children and Young People's Trust (LCYPT) and Children's Safeguarding Board (LSCB), is working on a number of developments including the Multi Agency Safeguarding Hub (MASH); the creation of multi-agency delivery hubs; further development of integrated working across all districts including bringing together the Early Support and WTWF work streams and a workforce development programme to support the change process.

From March 2012, Lancashire's targets under the national Troubled Families Unit (TFU) work led by the Department for Communities and Local Government (DCLG) have been included in this programme.

Governance

Oversight is provided by the WTWF Governance Group and delivery is through 12 District WTWF Local Management Groups. Progress is reported to the Lancashire and District Children and Young People Trusts and Lancashire Safeguarding Board. We have developed a robust Audit and Risk plan which helps inform implementation of our business objectives and progress against the actions identified in these plans are regularly reported to the WTWF Governance Group.

Progress to Date

- Payment by Results (PBR) claim submitted to the Department of Communities and Local Government (DCLG) in July for 734 claims (relating to successful work with over 500 families) enabling us to draw down £427,000. This was the largest claim nationally and reflects the good progress made in embedding the WTWF approach across Lancashire.
- Roll out of 2 day Lead Professional (LP) training across all districts by mid November with a total of 305 attendees from Lancashire County Council (LCC) and partner organisations
- Production of a series of short films to describe the experience of LP's and the experience of families of the WTWF approach. These will be accompanied by short case studies to be used for awareness raising and training as well as providing a body of evidence for monitoring purposes.
- WTWF Community Asset Development post appointed and work plan approved at the WTWF Governance Group on 9th September
- Agreement with Children Social Care (CSC) re process to identify Child Protection/Children in Need (CP/CIN) cases which also fit 2 or more of the WTWF national criteria to ensure support in place via LP and reduce demand on statutory service
- Commenced work on integration of WTWF and Early Support processes and procedures
- Successful delivery of Lancashire Improving Futures (LIF) Awareness workshops across all Districts with positive feedback from participants.
- Community Asset post appointed and work plan developed
- Planned conference with Housing providers 13th November 2013
- Planned workshop for middle managers 28th November 2013

Challenges

- Increase in scale and pace in implementing the WTWF approach and in particular achieving the targets set by the Troubled Families Unit (TFU) remains a challenge
- Identifying and working with sufficient number of families meeting two or more of the TFU national criteria in order to claim for the maximum available PBR funds within the lifetime of the programme.
- Engaging all partners fully in the WTWF approach especially in relation to identifying Lead Professionals within their existing workforce. There are very particular issues for certain sectors e.g. schools and we are actively working with partners to identify sector specific solutions.
- Facilitating and supporting service re-design to fully embed a family focus to service delivery and ensuring appropriate levels of training, support and

supervision are available for all Lead Professionals. We have found that middle managers in particular need support with these elements

- Potential financial implication of not meeting revised DCLG targets for number of families worked with and changes to anticipated claim rates. Potential predicted shortfall, due to changing DCLG guidance
- Demonstrating impact and efficiencies within partner organisations across the county and linking interventions via WTWF to a reduction in demand on statutory services
- Ensuring all commissioned services are clearly targeted at the correct cohort of families and clear messages are provided to front line workers re referral, contact points etc.

Process

The WTWF approach works in the following way: Once families are identified we will ask them if they will take part in this approach; once we have their consent we then call a team around the family meeting which may lead to a single service intervention or identify a Lead Professional who will be their single point of contact and coordinate services around them to deliver an agreed family plan. **ie One Family – One Plan – One Worker**; there are expectations on the family to carry out agreed actions or make changes to their lifestyle which have been agreed in their plan; progress is tracked throughout all stages of the process via a tracker tool. Ultimately our aim is to de-escalate the family to early support or universal services.

Maximising Resources and Value for Money

The expectation at the start of the Troubled Families (TF) Programme in Lancashire was that we would be able to draw down £5,260,000 in attachment fee and £3,508,000 in Payment by Results (PBR), which totals £8,760,000. However, due to changes to the TF Agreement there are potential risks to achieving the anticipated PBR monies.

A number of mitigating actions have been identified to assist in maximising PBR monies and ensure these resources are focused on stimulating the system change required. A few of these actions are listed below:

a) We have undertaken a thorough analysis of current expenditure and commitments. This has involved an exercise with senior finance colleagues to establish a budget manageable through the county council's financial management system, ORACLE.

b) We have agreed with the Troubled Families Unit that we will agree a joint statement with the County Council and the unit to clarify key terms and principles that will act as an amendment to the original agreement including; definition of worked with, attachment and payment by results targets and payment rates, expansion of eligibility factors to the funded TFU work to include key identifiers such as families receiving child protection or child in need intervention, and a financial schedule going forward until March 2015.

c) We have investigated our sources of data required to make claims and identified key areas of improvement which will be addressed. These include;

- provision of data sets from key services/ direct from families on a timely basis (families to be incentivised),
- lead professionals training to focus on importance of evidence based reporting via 'tracker'
- revision of Service Plan including roles and responsibilities of analyst function, improved data sharing agreement at District Local Management Groups (LMG) level and Strategic Level; sharing of expertise between other local authorities e.g. West Yorkshire who have achieved high levels of employment outcome claims; and those who have a dedicated database to identify and track troubled families (namely Manchester City Council and Salford).

d) In relation to employment outcomes we have specifically identified from the July claim experience, that there are potentially 189 employment outcomes that were not maximised. The corrective actions described in c) above will maximise these employment outcome claims in Jan 2014 and help us achieve better claim figures in the future.

e) In addition, we are scrutinising the impact of our commissions funded via the WTWF (TFU funding) and asking: what is the attachment of families to these commissions; what are the outcomes and in which districts; and what the value for money is of these contracts. At the Governance group in early December we will agree which of our original business commitments are no longer required due to projects/commissions not commencing or emerging identified needs of families across Lancashire. The aim will be to develop a key Early Support/Prevention and WTWF offer list.

f) We are examining how WTWF Support is enhanced to include Children in Need (CIN) and Child Protection (CP) Cases.

A number of steps have been drawn up to explore this area including; trawl of CIN and CP cases and cross reference against WTWF families, and moving forward Children Social Care (CSC) to notify WTWF analysts of all new CIN cases, and to notify the WTWF analyst if the case meets 2 or more of the TFU national criteria. Any funding drawn down will be used to commission further prevention intervention services and/or fast-track into current service offers.

Current Performance

The impact of our approach in relation to the Troubled Families activity in Lancashire is as follows:

- Target number of families in Lancashire up to end of March 2015 = **2630**
- As of 30th Sept the number of families we have identified that meet two or more of the national criteria = **2749**
- As of 30th Sept the number worked with = **1136** (North 328) (Central 427) (East 381) Central
- The numbers of families achieving positive outcomes = 735. A further 309 families is predicted by January 2014 which totals **1044**.
- In July Lancashire topped the table of all Local Authorities for outcomes achieved.

A number of case studies have been developed evidencing impact on outcomes.

(Appendix B)

We are also developing case studies which highlight reduced costs utilising a Social Return on Investment Costing Tool.

In a number of cases we are finding evidence of existing activity but through the implementation of our approach we are able to coordinate this activity and focus our work with the most complex and vulnerable families in a more effective way.

Workforce development

A significant part of the Troubled Families Funding circa 600k has been utilised to develop a comprehensive workforce development programme which includes training covering: Awareness of the Early Support/Prevention and the WTWF approach for frontline staff and managers; Level 2 safeguarding (e-learning); 2 day Lead Professional training leading to an accredited certificate and further specialist training such as Solihull parenting. The impact of our parenting approach has been recognised nationally and is being showcased at a national event in Birmingham later this year

Evaluation of the Troubled Families Unit (TFU) Programme

Lancashire is one of 20 local authorities which have been selected as a 'case study' for the purposes of the national evaluation.

On 23rd October, we were visited by members of the evaluation team for day 1 of this robust process. The aim of the case studies is to explore in depth how Troubled Families (TF) services are operating, to understand how systems and services have been redesigned and reformed to work with families and to provide ongoing learning about how to optimise the value role and efficacy of the TFU programme. Case studies will be based on interviews and group discussions with staff, workshops with local partners, at both strategic and operational levels and interviews with a selection of families (in some areas).

The outcomes of the evaluation will be shared with the WTWF Governance Group and County Councillors via the WTWF regular up-date briefings.

Communications and Member Engagement

We are developing an internal communications plan and briefing schedule for County Councillors and by way of an example of the type of information available, appended to this report (Appendix A) is a presentation recently provided to a Councillors Essentials event.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The risks associated with the WTWF are outlined in the report however the Governance Group has developed a risk register designed to mitigate identified risks. The risk register is regularly monitored as part of the overarching performance management arrangements that are in place to support the implementation of the WTWF approach.

Financial

As outlined in the report

Equality and Diversity

Whilst the WTWF approach may be challenging for some families it is designed to improve outcomes for these families many of whom will come from deprived backgrounds. The WTWF approach also embraces and celebrates diversity and builds on the strengths of communities in Lancashire.

Crime and Disorder

The WTWF approach makes a significant contribution to reducing Crime and Anti Social Behaviour in Lancashire.

Personnel

The WTWF approach includes a significant investment in the workforce to effect the required system change.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
CCPI Report Working Together With Families – Progress and Funding Arrangements	17 January 2013	Andy Milroy, Office of the Chief Executive, (01772) 536050

Reason for inclusion in Part II, if appropriate

N/A