

CHILDREN, YOUNG PEOPLE & FAMILIES PARTNERSHIP

1.	Meeting:	Children, Young People and Families Partnership
2.	Date:	24th September 2014
3.	Title:	Families for Change Progress Report

4. **Summary**

The Children, Young People & Families Partnership received a report in May 2014 with details of the first two years of Families for Change delivery. Since then an additional payment by results claim has been submitted, and further information been published regarding the expansion of the programme.

This report provides a progress update in relation to payment by results and also identifies the strengths and vulnerabilities of current delivery. The available details regarding the expanded programme are outlined and the opportunities are highlighted for members of the partnership to provide input and feedback to inform the design and delivery of the programme.

5. **Recommendations**

The Children, Young People & Families Partnership is asked to:

- **Receive information about Rotherham's performance against the expectations of the current Troubled Families Financial Framework;**
- **Support the successful completion of phase 1 of the programme and commit to supporting delivery of the expanded programme, beginning in January 2015;**
- **Provide feedback to the Troubled Families Coordinator in relation to the local design of the expanded programme.**

6. Proposals and Details

Performance

Rotherham has submitted five payment by results claims (July and October 2013 and February, May and August 2014) for families who have achieved the outcomes set out in the Troubled Families Financial Framework.

An outcome is achieved if school attendance for all children in the family has increased to more than 85% and this has been sustained across three school terms. It is also possible to claim an outcome for school leavers. This improvement needs to have been achieved in conjunction with a sustained reduction in involvement in crime or anti-social behaviour.

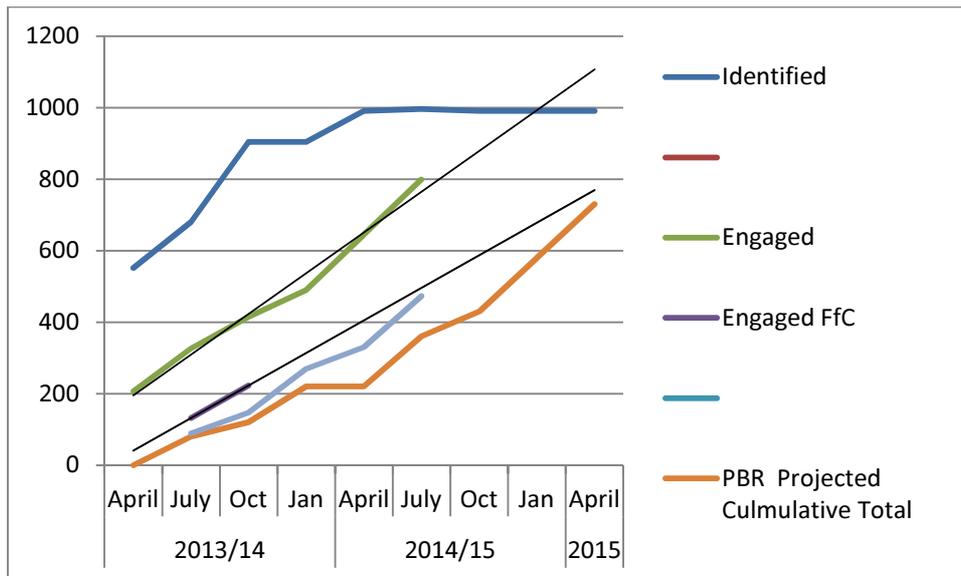
An additional payment is available where an adult family member has engaged with ESF Employment Support (Wiseability) or the Work Programme.

If an adult family member has entered and sustained employment for a period of 6 months it is possible to claim an outcome regardless of the progress in relation to attendance and anti-social behaviour.

The total outcomes achieved so far are as follows:

Outcome achieved	Number of families
Education & Crime / Anti-Social Behaviour	435
Progress to work	27
Continuous employment	38
Continuous employment (following previous claim for ASB / Education)	10
All adults remain in work throughout intervention	5

This performance represents 64.7% of the total cohort 'turned around'. The trajectory for Payment by Results claims remains above the projected outcomes and on target to claim 730 outcomes by May 2015, despite the complexities associated with families who have an inter-generational history of dysfunction.



Families for Change: Strengths

Partnership arrangements are working well, particularly with South Yorkshire Police. South Yorkshire Police share information with Families for Change on a six-monthly basis to inform the identification of families and support the Payment by Results process; a single point of contact has also been established to enable information sharing on a family by family basis where needed. The Troubled Families Coordinator meets regularly with the Chief Inspector of Safer Neighbourhoods and Partnerships, whilst Families for Change Coordinators attend Safer Neighbourhood Team meetings and have taken referrals of families that are causing concern through this route. A review of the role of Police and Young Peoples' Partnership Officers has been completed and new management arrangements became operational in September 2014; these arrangements will support the Families for Change work.

Families for Change Coordinators deliver an important role, by providing a key point of contact for other professionals and linking together services that work with families, for example, ensuring that schools are aware of the wider issues that might be facing a family such as a risk of eviction or significant debt. They are able to provide effective support and challenge, for example, a FfC Coordinator might be present when Anti-Social Behaviour Contracts are issued, or might work with a colleague in housing services to ensure that a formal letter includes reasonable expectations that are expressed in language that the family will understand.

Commissioned services provide valuable extra capacity, delivering family intervention services with families who are open to statutory services and by providing a dedicated lead worker role for complex families which prevents their problems from escalating, or re-emerging after a period of statutory intervention.

Families for Change: Challenges

Capacity to deliver the role of lead worker for the Family Common Assessment Framework (FCAF), a multi-agency tool to support the delivery of joined-up services to families, remains an issue. There is often reluctance to take on this role, particularly from some schools and health providers. There is a perception that the

process is onerous as well as genuine issues in terms of the capacity lead this work on top of managing a challenging caseload. However, as long as the lead worker role is delivered by a few individuals within a few organisations, the potential to realise the benefits of working more effectively together will never be realised.

A proposal to inject extra capacity to deliver the leadworker role, whilst modelling the potential of taking a whole family approach, supported by the FCAF tool, will be considered by Chief Officers at their next partnership meeting (October 2014).

Despite the significant effort that has been made by the Troubled Families Coordinator to join up employment support provision in the borough (for example, seeking to influence provision delivered by ESF and Work Programme providers as well as at Job Centre Plus), and the work of the FfC EA to deliver high quality support to individual family members, the number of families who are finding continuous employment is below expectations. The Troubled Families Unit target is for employment outcomes to represent 10% of total outcomes claimed; therefore, this must be an area of focus for future payment by results claims. Rotherham's performance was at 4% in May 2014 but has increased to 8% in August 2014. The ESF provision will end in March 2015 and the design of delivery of the new provision will be led by the Local Enterprise Partnership. This will potentially deliver better outcomes with this cohort of families, especially if the Ambition Project proves successful and expanded similar model is adopted to meet the needs of families with multiple problems.

Future Delivery Arrangements

The principles of the expanded programme are:

- Simplicity
- A 'whole family' programme
- That direct work with 'real families' will provide the grounding for service transformation BUT
- **That system change will be an expectation.**

The expanded programme will be based on a cluster of six headline problems, below which will sit a basket of indicators and referral routes. The six headline problems are:

- Parents and children involved in crime or antisocial behaviour
- Children who have not been attending school regularly
- Children who need help
- Adults out of work or at risk of financial exclusion and young people at risk of worklessness
- Families affected by domestic violence and abuse
- Parents and children with a range of health problems

Areas will have the opportunity to choose from a basket of indicators to identify the cohort. The draft financial framework for the expanded programme was published last week and is included as an appendix to this report. The document suggests datasets that might be used to identify the cohort.

Preliminary work will be led by the Troubled Families Coordinator to assess the most effective way to target the work in order to identify a cohort of approximately 2555

across a five year period. The work will review strategic plans and priorities alongside existing available data sets in order to make a recommendation about how best to deliver the programme.

Resources

The expanded programme will aim to work with 400k families nationally (120k families were targeted in the current programme), over a planned 5 year term. There will be funding of £1800 per family, with £1000 paid as an up-front attachment fee and a results payment of £800. Early indications are that Rotherham's cohort will be approximately 2555 families.

8. Risks and Uncertainties

Funding for the programme will be based on a payment by results framework, predicated on an assumption that the local authority and its partners will contribute to the investment (largely in kind) required to realise the results required. There is a risk that, in the current financial climate, it will not be possible to maintain the existing level of investment. If existing infrastructure is not sustained, the Families for Change Delivery Plan may become infeasible, placing future funding payments at risk.

The payment by results funding framework requires sustained change from families across the domains of school attendance, anti-social behaviour and employment. These may be difficult to achieve given the complex problems that many families are being supported to address.

9. Policy and Performance Agenda Implications

The Rotherham approach to the Troubled Families agenda is aligned to the operational delivery of the Early Help Strategy and the poverty workstream of the Health and Wellbeing Strategy, which aims to deliver targeted support to Rotherham's most deprived neighbourhoods.

10. Equality and Diversity

An Equality Impact Assessment has been completed for the Early Help Strategy and Implementation; this covers the Families for Change Delivery Plan.

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