



CABINET

14 August 2013

Subject Heading:

Think Family

Cabinet Member:

Cllr Lesley Kelly

CMT Lead:

Joy Hollister

Report Author and contact details:

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Policy context:

This project was created to oversee a range of work programme developed to improve services and outcomes for children and families

Financial summary:

This project is delivered within existing resources and with the use of grant funding.

Is this a Key Decision?

No

When should this matter be reviewed?

N/A

Reviewing OSC:

Individuals

The subject matter of this report deals with the following Council Objectives

Ensuring a clean, safe and green borough	<input checked="" type="checkbox"/>
Championing education and learning for all	<input type="checkbox"/>
Providing economic, social and cultural activity in thriving towns and villages	<input type="checkbox"/>
Valuing and enhancing the lives of our residents	<input checked="" type="checkbox"/>
Delivering high customer satisfaction and a stable council tax	<input type="checkbox"/>

SUMMARY

Think Family is one of the ten Strategic Administration Projects established at the beginning of the current cabinet's term.

The Think Family strand is one of these projects and is delivered via four discrete sub projects of work

The projects were:

Troubled Families (Top 100 Families)
Family Group Conferencing
Move to locality working
Prevention Strategy Implementation

In the past year each Project was reported back to the Leader, to note the achievements attained and the progress made.

Three of the four sub projects have now been completed, with Troubled Families continuing. The completed pieces of work have achieved;

- **Better outcomes for children in need**, averting the need for a Child Protection Plan or reducing the time a plan has been necessary, and reducing the likelihood of a child becoming looked after
- **Embedding of a Prevention Strategy**, precursor of the development of the Children and Families Early Help Offer to facilitate the timely support of families and prevent needs escalating.
- **Better use of public sector resources**, through the development of joint/multi agency teams on a locality/area basis.

RECOMMENDATIONS

That the Cabinet note the outcomes delivered by the Think Family project to date

REPORT DETAIL

1. BACKGROUND

- 1.1 The 'Think Family' project was initiated in 2010, with three out of the four projects successfully completed and integrated into 'business as usual' by March 2012.
- 1.2 The Think Family project looked at a broad range of issues to do with supporting vulnerable children and families
- 1.3 The Top 100 Project was merged with the national Troubled Families (TF) programme when this was launched in 2011 and will continue in its current delivery model until March 2015.
- 1.4 When agreeing to participate in the national TF programme, Havering undertook to identify and work with 415 families over the course of the three years; specifically, year 1 (2012 – 13); 166 families (40% of the total), year 2 (2013 -14) 208 families (50% of the total); year 3 (2014-15); 41 families (10%)
- 1.5 The TF programme was initially launched and part funded by the Department for Communities and Local Government (DCLG) using a Payment by Results (PbR) model of finance, with reward paid to local authorities for successfully working with families who presented issues relating to anti-social behaviour, youth crime, education exclusions and attendance and worklessness
- 1.6 The work that preceded TF, initiated through the Think Family 'Top 100 Families' project, and sponsored by the Havering Strategic Partnership, placed Havering in a strong positive position to identify families and understand what other local factors impacted upon such families, notably, domestic violence, mental health, substance misuse and housing issues.

2. OUTCOMES FROM THE PROJECT

Family Group Conferencing

- 2.1 A Family Group Conference provision has been established and since expanded and integrated into the work of the safeguarding team due to its success

Move to locality working

- 2.2 The development of locality working has been integrated into the

development of the early help offer, specifically the community area working model based around Children Centre hubs and the emerging Inclusion Service structure. This work is aligned with the Troubled Families Programme

Prevention Strategy Implementation

- 2.3 The development of the prevention strategy was a precursor to the development of Havering's early help offer and is being further developed under the auspices of the cross cutting Early Help agenda to include the education and inclusion offer and is integrated with the development of the Troubled Families programme

Troubled Families

- 2.4 Troubled Families has successfully identified the needs of complex and vulnerable families as a shared agenda across council departments and with partner organisations, including the voluntary and community sector.
- 2.5 Together with partners and schools we have been able to identify the full year 1 cohort of families (166 families) and started working with them all. It is anticipated that the intervention with each family will continue for between 6 to 18 months.
- 2.6 The PbR require sustained positive outcomes for at least six months before being able to claim for money, this will result in a lag between identification, successful intervention and finally the claiming of money of up to 2 years in more complex cases.
- 2.7 We achieved successful outcomes with 6% of the families by the first PbR claim date in January 2013. This placed Havering in the top quartile of local authorities
- 2.8 To date we have identified 170 families of the 208 year 2 target and places Havering in a positive position to meet its year 2 target
- 2;9 Additional funding streams have been accessed from the Mayor's Office (MOPAC Funding) using data and evidence collected from Havering's Troubled Families programme. This has enabled us to invest in addressing the impact of domestic violence on Havering's families, by up skilling frontline staff in working with perpetrators, raising awareness of 'healthy relationships' with young people and schools, and providing support to DV victims via a dedicated post in the Tier 3 Service (Early Help)
- 2.10 Investment has been made in early help, specifically around issues relating to
- *domestic violence*; direct work with perpetrators in the context of the whole family, targeted one-to-one work with higher risk young

DV offenders, working with adult and child victims and awareness raising with professionals and schools

- *mental health*; through the multi agency partnership we have extended the Child and Adolescent Mental Health Services (CAMHS) consultancy offer to schools via Children Centre 'hubs'. Established a 'preferred provider' framework for schools and other teams to ensure fidelity in the purchasing of counselling services
- *parenting*; establish the parents' offer for those vulnerable families receiving 2 yr old funding. Supported the KS3 Pupil Referral Unit with a targeted parenting offer to support their child's education. Reviewing the universal and targeted parenting offer.
- *Multi Agency Safeguarding Hub*; provide additional capacity to enable assessment for the Tier 3 service. Working with early help professionals to reinforce and support the delivery of Tier 2 and 3 family support to reduce the number of inappropriate referrals to the MASH
- *workforce development*; Group supervision and case support for schools supporting families with emerging and established needs that fall below the social care threshold. Up-skilling of staff in the active and positive engagement of families to reduce the need for a consequence-based approach and to identify and work with the strengths of families. Improve the update and quality of whole family assessments and whole family working.
- *vulnerable teenagers and care leavers*; Dedicated capacity to trial intensive whole family support within the 12 + pod, focussing on high cost, high need young people and their families to prevent the cycle of dependency and intervention by social care.
- *Worklessness*; working with both JCP and frontline Early Help practitioners to raise the aspirations of complex families through positive engagement in learning, and activity, be this voluntary and paid. We are embedding this approach into the Early Help assessment and other elements of the core offer. A number of apprenticeships and work experience opportunities have been developed, and enterprise initiatives are being explored to assist offenders into work.
- We are looking at opportunities for establishing dedicated employment advisors within Havering; The Department for Work and Pensions (DWP) have committed to fund a full time Job Centre Advisor to Troubled families programmes where the overall target is more than 550 families. Unfortunately, Havering fall below this threshold and cannot benefit from this offer,

however we are exploring potential local solutions with JCP, partnering boroughs and across the council directorates

- *Housing*; improved processes and communication between housing and social care to reduce duplication and improve services to those Havering council tenants who need additional family support. Better sharing of information and intelligence relating to *anti-social behaviour*.
- *Welfare reforms*; all families identified through the troubled families programme are assessed to glean the impact of both benefit cap and under occupation subsidy and family coordinators (key workers) informed to ensure the impact is addressed through the whole family assessment and planning process.
- One family within the TF cohort have ten children and look to have their benefit reduced by £399 per week under the cap being brought in by the Universal Credit regulations. Another family will be required to pay an additional £40 per week lost from their Housing Benefit for under occupation.
- *Community resilience*; Troubled Families is working alongside the Harold Hill Ambitions programme to identify opportunities for the resident and professional community to build resilience and social capital in the area. We are joint funding a post with Action for Children that will develop family volunteering, parenting graduates and advocates to provide capacity for family 'stepping down' from social care support into community support. We aim to develop a scalable model for all communities across Havering.
- *Public Health*; Using intelligence and data gleaned through the analysis of the families identified by the programme we have worked alongside public health and commissioning professionals in the development of the councils Drug and Alcohol Strategy, and on issues relating to teenage pregnancy, sexual exploitation, and on the commissioning of the school nurse provision.
- *Quality Assurance*; in the spirit of 'best we can, first time', complex families are receiving an improved offer through whole family assessments, joined up working, and coordinated family working across agencies.

2.11 Service process mapping, redesign and efficiencies have been undertaken in the programme and we continue to programme mapping of services with external partners to embrace the 'community budget' approach and identify opportunities for smarter working, leaner systems and eradication of duplication

2.12 The Troubled Families approach has been positively recognised in the recent Ofsted inspection.

2.13 Improved communication and coordination of activity across councils departments, specifically, housing, revenues and benefits, children's social care, Inclusion, schools including academies, Jobcentre Plus, primary mental health teams, youth offending service, regeneration/economic development public health and children's community health services.

3. CONCLUSION

3.1 A significant amount of activity has taken place over the last eighteen months as part of the Council's Think Family project, and will continue to be rolled out and embedded in business as usual to ensure sustainable benefit for Havering residents.

3.2 Further developments will be undertaken under Troubled Families over the next 18 months of the programme, notably:

- Developing the community budgets approach with partners to achieve optimum coordination and efficiency in service delivery
- Ensuring high standards of service delivery and 'right first time' approach through embedded cultural aspirations of staff and systematic quality assurance
- Working alongside public health in the development of the commissioning of community health services for children and adults
- Further developing the prevention agenda with key partners, including Schools and Academies, Probation, Police, Health and council departments

3.3 Finally, Government has recently announced their intention to extend the troubled families programme into 'phase two' – this will be a five year phase focussing on prevention/early help offer.

REASONS AND OPTIONS

Reasons for the decision:

This report is being brought to cabinet to provide Members with an overview of the Think Family project between 2011 and 2012.

Other options considered:

N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

This project was delivered using LAA and national government and MOPAC grant resources.

Legal implications and risks:

There are no legal implications or risks arising from this report.

Human Resources implications and risks:

There are no HR implications arising from this report.

Equalities implications and risks:

This Member Project directly aims to address the Council's obligations under the Public Sector Equality Duty to minimise barriers to accessing public services, for all customers, but particularly those with 'protected characteristics' under the Equality Act 2010. The Council has put in place rigorous processes to assess for equality impact affecting all new policies, procedures, strategies, and other major changes to services.

The Council is committed to engaging with customers from all protected characteristics to help break down any hidden barriers to accessing council services and improve access to public services for all.

BACKGROUND PAPERS

Corporate Plan 2013/14 can be accessed at:

<http://www.havering.gov.uk/Documents/Corporate%20Plan%20on%20a%20Page%202013-14.pdf>

Troubled families financial framework can be accessed at:

<https://www.gov.uk/government/publications/the-troubled-families-programme-financial-framework>

Joint Strategic Needs Assessment

Health and Wellbeing Strategy

Havering Local Safeguarding Children's Board Business Plan 2012 - 2015