

# Children, Young People and Families Scrutiny Panel Meeting

Wednesday, 14 November 2018

Dear Councillor

**CHILDREN, YOUNG PEOPLE AND FAMILIES SCRUTINY PANEL - WEDNESDAY, 14TH  
NOVEMBER, 2018**

I am now able to enclose, for consideration at next Wednesday, 14th November, 2018 meeting of the Children, Young People and Families Scrutiny Panel, the following reports that were unavailable when the agenda was printed. This is a **non-exempt item** and can be considered in Part 1 of the agenda.

**Agenda No    Item**

12    **Troubled Families Update (Pages 3 - 10)**

Earl Piggott-Smith

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## Children, Young People and Families Scrutiny Panel

14 November 2018

<b>Report title</b>	Troubled Families Update	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Emma Bennett	
<b>Originating service</b>	Children and Families	
<b>Accountable employee(s)</b>	Kate Lees	Partnership Manager
	Tel	01902 556591
	Email	Kate.Lees@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	None	

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### Recommendation(s) for action or decision:

The Scrutiny Panel is recommended to:

Comment and consider the actions and the progress that is set out in this report and the Payment by Results (PBR) Action Plan.

## **1.0 Purpose**

- 1.1 This report will provide a summary of work undertaken since May 2017. The report will outline the progress made and highlight challenges faced in achieving the Payment by Results (PBR) target set for Wolverhampton.

## **2.0 Background**

- 2.1 The Government's National Troubled Families Programme in Wolverhampton is known locally as "Families in Focus" which is designed to support families with multiple and complex needs. Since May 2017, the programme in Wolverhampton is delivered in Early Intervention 0-18 which focuses on an integrated, whole family approach to ensure lasting change, reduce costs and improve outcomes for families.

## **3.0 Progress Update**

- 3.1 In Phase two of the Troubled Families Programme 2,666 families have so far been identified and engaged with. 854 have been claimed out of a total target for turned around families in Wolverhampton of 2,890 by the end of the programme in March 2020. The claim rate for Wolverhampton currently sits at 30%. For comparison, the regional claim rate is 16% and the national 21%.
- 3.2 Wolverhampton City Council's Troubled Families Outcomes Plan (TFOP) has been developed in full collaboration with strategic and operational partners internal and external. The outcomes framework is not a static document and is reviewed as new strategic priorities emerge which supports in achieving the target set for Wolverhampton. The outcomes framework is governed through the Troubled Families Strengthening Families Board.
- 3.3 There is evidence that demonstrates the that the focus on Early Intervention has been key to the improvements in our performance. Early Intervention teams have identified 1,885 eligible families compared to 430 families for Social Care teams and 225 from other agencies. This has been achieved through action panning that focussed on the effective use of data, direct work with teams in Strengthening Families Hubs and managers driving this through robust supervision arrangements and ongoing case management. A series of support audits have been carried out in this period which has supported frontline workers in understanding and embedding the Troubled Families Programme as part of their work plans to maximise PBR claims. Underpinning these approaches, the largest yield has been as a direct result of the Troubled Families criteria being incorporated into the Early Help Assessments in Eclipse. There are further developments around a new Troubled Families Database in conjunction with the Social Care Systems Team, which will enable data to be automated.
- 3.4 A programme of work has been undertaken with our partner agencies to drive forward the Troubled Families Agenda. In Early Intervention 1,885 eligible families have been identified for the Troubled Families Programme compared to 225 identified by partner agencies. Part of this can be attributed to lack of understanding of the Troubled Families

Programme as well as partner agencies using different case management recording systems. The Troubled Families Team have initially focussed on embedding the ethos of the programme into Early Intervention as this would yield higher numbers of families being supported to achieve sustained change.

### 3.5 Partnership Working Progress to Date:

<u>Agency</u>	<u>Number of Families Identified to Date</u>
Wolverhampton Voluntary and Community Sector	13
Wolverhampton Homes	12
Schools (Citywide)	64
Probation	3
Health	4
West Midlands Police	205
Wolverhampton City Council	266

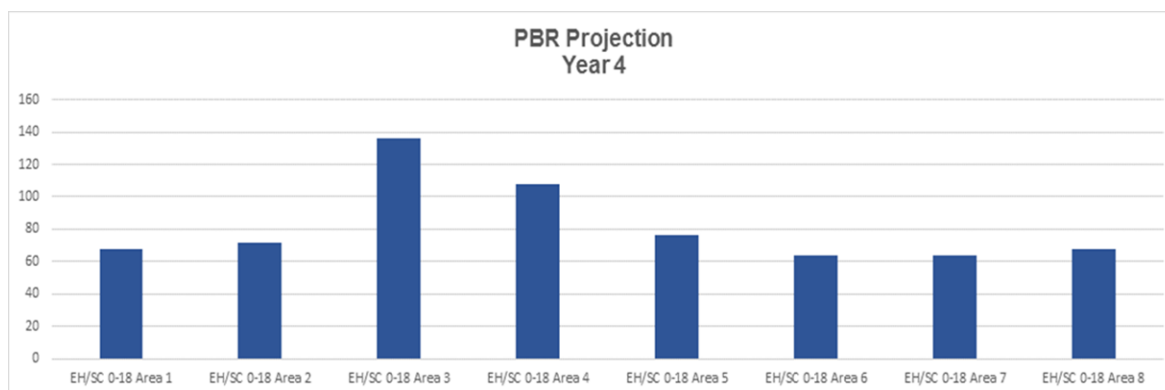
Furthermore, Development Officers have delivered networking sessions around transformation of services and joint working with schools across the city. Aspects of the Maturity Model were discussed in relation to schools' self-evaluation to determine the level of support they require in order to embed a whole family approach. The Supporting Families Pathway and the Thresholds of Need Model were reiterated and linked back to improving outcomes for families in order to achieve sustained change. Following feedback from schools, further Eclipse refresher training sessions are being rolled out to all staff who attended these networking sessions.

Since the launch of the updated TFOP in June 2018, there has been a noticeable increase in the number of families accepted and engaged onto the programme. This is partly as a result of the criteria around Boundaries and Behaviour being included in the TFOP as well as a greater understanding of embedding the whole family approach across the city.

- 3.6 Regionally, Wolverhampton are 3rd in comparison to Walsall who have the highest number of claims. Nationally at the start of March 2018, Wolverhampton were 86<sup>th</sup> out of 141 in terms of overall PBR claims. This is mainly due to the differences in the approach of using data systems to maximise PBR claims.

## 4.0 Targets for the Programme

- 4.1 Based on the current rate of PBRs submitted in the 1<sup>st</sup> quarter of the financial year 2018-2019 across the City, the total number of PBR claims for Year four of the programme would be approximately 500-600 based on further progress to work checks. This is shown in the chart below and broken down across the eight hubs. The target that has been set for Year four of the programme is 1,000 PBR claims to achieve Wolverhampton's overall target of 2,890 by March 2020.



## 5.0 PBR Action Plan

- 5.1 A PBR Action Plan has been drafted setting out proposals to maximise the number of PBR claims – see Annexe A (attached).

The Action Plan is in two parts – the first focussing on data/system reports to identify potential PBR claims since the start of the programme in April 2015. This will be based on information captured by the Insight & Performance Team and internal partners across the Local Authority. However, the number of claims identified will be dependent on the reporting functions across several IT systems.

The second part focusses on target setting and partnership working. It is proposed to set a target of 100 successful PBR claims for the current financial year for each of the 8 Strengthening Families Hubs. This figure is based on allocated Early Help cases proportional to team size. This would support in achieving the overall PBR target set for the year and identify areas of where further help and support is needed in evidencing successful outcomes.

## 6.0 Financial implications

- 6.1 Funding for the Troubled Families programme is received from department for Communities and Local Government (DCLG) in the form of a grant.
- 6.2 For the extended programme is DCLG are paying an upfront attachment fee of £1,000 per family for all families each area commits to include within their local programme and a 'result payment' of £800 per family for positive outcomes (significant and sustained change) achieved with those families.
- 6.3 To date for 2018-19 the Council has received £240,000 for claims submitted during the September 2018 window. It is anticipated that a further £517,000 will be claimed during this financial year.

[NM/07112018/H]

## 8.0 Legal implications

8.1 There are no legal implications.

[RB/03112018/A]

## 9.0 Equalities implications

This is a breakdown of the ethnicity of the families on the TF Programme:

Ethnicity	
01 - Asian or Asian British – Bangladeshi	0.10%
02 - Asian or Asian British – Indian	4.08%
03 - Asian or Asian British – Pakistani	1.73%
04 - Asian or Asian British – any other Asian Background	0.85%
05 - Black or Black British – African	3.26%
06 - Black or Black British – Caribbean	3.40%
07 - Black or Black British – any other Black background	0.78%
08 - Chinese	0.21%
09 - Mixed – White and Asian	1.25%
10 - Mixed – White and Black African	0.49%
11 - Mixed – White and Black Caribbean	6.67%
12 - Mixed – any other Mixed background	2.14%
13 - White – British	44.63%
14 - White – Irish	0.51%
15 - White – any other White Background	3.57%
16 - Other	2.21%
17 - Not known/not provided	2.47%
Blank	21.56%

## 10.0 Environmental implications

10.1 None

## 11.0 Human resources implications

11.1 None

**12.0 Corporate landlord implications**

12.1 None

**13.0 Schedule of background papers**

13.1 None



Families in Focus – PBR Action Plan Data/Systems Reports						
Ref.	Action	Team (s) responsible	Completion date	Target number of potential PBR claims	Actual PBR claims	Notes
1.	Check families accepted and engaged on TF programme in Year 1, 2 and 3 for potential claims – update master sheet.	FIF Team	On-going	100		
2.	Insight & Performance team to run report of all EHA cases on Eclipse open for applicable time where outcomes have been met.	Insight & Performance Team/ FIF team	July 2018	70		
3.	Request Freedom Programme list detailing all individuals who have attended the programme – since 1 <sup>st</sup> April 2015. - revisit. - run report and match with attendance/exclusions and CP/CIN/EHA assessment reports.	Insight & Performance Team/FIF team	Quarterly Report	50		
4.	Run attendance and exclusion report for 2016/2017 and 2017/2018 to check for potential eligible PBR claims where unauthorised absence is below 10% and less than 3 fixed termed exclusions. Run report and match with CP/CIN/EHA assessment reports.	Capita One Team/FIF Team/Insight & Performance Team	End of Sept. 2018.	50		
5.	Insight & Performance team to provide list of CP/CIN de-escalation report matched with open EHA case list on Eclipse and cross check with Attendance/Exclusion report.	Insight & Performance Team/ FIF team	End of Sept. 2018	75		
6.	Insight & Performance team to provide list of completed Education Health Care Plans (EHCP) – test sample.	Insight & Performance Team/ FIF team	End of Sept. 2018	TBC		
7.	Test reports – Early Years Entitlement, Connexions, YOT-Community Resolution and MASH data.	Insight & Performance Team/FIF team	End of Sept. 2018	TBC		

Families in Focus – PBR Action Plan Targeted Engagement & Partnership Working						
Ref.	Action	Individual (s) responsible	Completion date	Potential PBR claims	Actual PBR claims	Notes
1.	Set target of 100 PBR claims over 12 months for each of the 8 Strengthening Families Hub - based on allocated cases and team size.	Partnership Managers.	To be set	800		Roll out to be reviewed
2.	Partnership working with City Economy team to identify individuals on the FIF programme who have either successfully gained employment or achieved the progress to work milestone via Wolves at Work initiative.	FIF team/Wolves at Work	April 2019	50		TBC
Page 10	Partnership working with IMPACT programme and identify individuals who have successfully completed the programme leading to employment or progress to work who have been identified on the Families in Focus programme.	FIF team/IMPACT	Quarterly	50		Review with IP lead
	Families in Focus Development Officers work within the 8 HUBs to arrange regular “Drop In” sessions to discuss potential successful PBR claims. PBR case closure forms to be incorporated into supervisions as business as usual. Managers to also inform FIF Development Officers of case closures so that all potential PBRs can be captured	FIF team	Monthly	80		
5.	FIF – Peer Review - Birmingham City Council Peer Reviews on case load of families on the programme to identify and share good practice around whole family working and evidencing successful PBR outcomes.	Strengthening Family workers.	On-hold	TBC		TBC
6.	Families in Focus PBR audits - Work within 8 Strengthening Families hubs where under performance has been identified and working with Strengthening Families workers to review case audits and identify potential PBR's.	FIF team Strengthening Family workers.	On-hold	100		
7.	Check with external partner organisations including schools for PBR'S where the assessment has been closed and families have been signposted to universal services where all outcomes have been met.	FIF Team/Partner Orgs.	On going	50		