

LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

1 DECEMBER 2017

LSCSB UPDATE: SUPPORTING LEICESTERSHIRE FAMILIES

Background

1. Leicestershire County Council was an early adopter of Phase Two of the expanded Troubled Families programme, after a successful first phase. The Troubled Families programme remains in Phase Two and the inclusion of families into the programme is based upon a cluster of six headline issues. To be eligible for the expanded programme, each family must have at least two of the following six problematic areas:-
 - i. Parents or children involved in crime or anti-social behaviour;
 - ii. Children who have not been attending school regularly;
 - iii. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan;
 - iv. Adults out of work or at risk of financial exclusion and young people at risk of worklessness;
 - v. Families affected by domestic violence and abuse; and
 - vi. Parents or children with a range of health problems.

2. In 2013, Leicestershire County Council's response was the creation of a partnership approach across agencies to pool resources, including a pooled budget, to deliver a programme of intensive support to families with complex and multiple issues who placed demands on the resources of public sector services. From the outset of the programme, the County Council chose to work with a much broader range of families beyond the prescribed Payment By Results (PbR) criteria set out by the Department for Communities and Local Government (DCLG) in order to ensure that the new approach to working with complex families was targeted effectively across the County rather than solely focusing on the achievement of PbR.

3. In 2015, Supporting Leicestershire Families expanded to include the former Youth Service; this remains as the Service offer to families and young people. More families benefit from this service than are eligible for support under the Troubled Families Programme.

Notable Developments:

Payment by Results (PbR) – Phase Two:

4. The Troubled Families Unit identified that Leicestershire's target for the expanded programme is 2770 families. To date, outcomes have been claimed on 827 families, achieving 29.9% of the target set by the Troubled Families Unit

(TFU). At the time of writing this report, a new claim is being prepared and will be audited robustly.

5. In April 2017, the TFU published its annual report placing Leicestershire in the top 5% of the country, with only 6 other Local Authorities (LAs) scoring above 25% of their total maximum funded families. There are 123 LAs, including Leicestershire, which provide data on their Troubled Families Programme. Of the 6 LAs which have drawn down a higher level of family funding, only one is of comparable size to Leicestershire in its targets and that is North Yorkshire. West Sussex and Leeds are larger LAs which have drawn down a high proportion of funding; the remaining 4 (Redbridge, Stockton-On-Tees, North Somerset and Merton) are all smaller with a lower number of families to support. As such, Leicestershire are a high performing Local Authority in relation to PbR.

Service Transformation - Maturity Model

6. A recent component of the Troubled Families Programme is the focus on service transformation. This involves embedding the learning from the programme in how agencies across the Early Help Partnership work with families with complex issues and how this is sustained after the closure of the programme in 2020.
7. An exercise that the partnership has been required to undertake is a self-assessment against six strands of service transformation, assessing the partnership against four stages – early, developing, maturing or mature. The DCLG have named this the ‘Maturity Model’. The six strands are; family experience of transformed services, workforce development, leadership, culture, delivery structure and processes.
8. A partnership event was held on the 15 November 2017 to undertake an assessment against the strands of the Maturity Model. The early indications from the event lean to an assessment around developing with elements of maturing. This is currently being prepared and will be shared with those partners in Early Help for validation. The DCLG require an Action Plan as part of the Troubled Families Programme which focuses on moving forward the learning from the programme into general business across a range of partners. Some of the areas for consideration in the action plan are:
 - influencing commissioning to have a whole family;
 - developing a training matrix to share the learning of whole family; working across partners in Early Help;
 - creating problem solving opportunities in localities;
 - information sharing and opportunities to work smarter going forward.

The Action Plan will be formally shared and agreed before submission.

Proposed New DCLG Financial Framework:

9. The TFU are in the process of reviewing their Financial Framework: to update on elements of the Outcomes Plan and 'earned autonomy'. Earned Autonomy offers an upfront payment of monies that would normally be drawn down by PbR to enable partnerships and services to focus on service transformation. To be considered for earned autonomy there must be a clear vision about long term change and sustainability linked to the learning of the Troubled Families Programme, which continues after the programme has ended. The DCLG require clear evidence that the partnership collectively drive change and a clear plan as to how more upfront investment will help achieve the vision more quickly. The plan links with the self-assessment against the Maturity Model.

Recommendations for the Board

10. To note the progress of the work around partnership working within the Supporting Leicestershire Families Programme in Leicestershire.

Officer to Contact

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