



Youth and Family Support Service

Change and Challenge Unit

Troubled Families Update Brief

1. Background/Information

Phase 2 of the Troubled Families programme was launched nationally in April 2015 with the aim of earlier Intervention for:

- Families with multiple problems;
- Families that are high cost to the taxpayer;
- Significant and sustained progress.

There are 6 Headline Phase 2 Criteria with 39 eligibility indicators within them.

1. Parents and children involved in crime or anti-social behaviour;
2. Children who have not been attending school regularly;
3. Children who need help: children of all ages who need help are identified as in need or subject to a Child Protection Plan;
4. Adults out of work or at risk of financial exclusion, or young people at risk of worklessness;
5. Families affected by domestic violence and abuse;
6. Parents and children with a range of health problems.

We are now coming to the end of the second year of phase 2 of the programme. The outcome plan has been updated to reflect the local agenda and messages from data. Additionally the Department of Communities and Local Government (DCLG) have specified that the following also needs to be evidenced in all cases in order for a successful claim to be submitted:

- 1) There must be an assessment that takes into account the needs of the whole family
- 2) An action plan that takes account of all (relevant) family members;
- 3) A lead worker for the family
- 4) The objectives in the family action plan must be aligned to those in the local Troubled Families outcomes plan.

2. Service Transformation

As part of the Troubled Families programme (locally known as Change & Challenge) the Department of Communities and Local Government (DCLG) expect service transformation and improved partnership working of local services.

A work shop was held in August and DCLG attended to observe practice in Enfield. The DCLG have developed a practical assessment and benchmarking tool called a Service Transformation Mature Model tool. This is to assist us in engaging partner agencies and to further develop action planning for ongoing service transformation.

The meeting was well attended by partner agencies. A comprehensive discussion was held in regards to services, their responsibilities and what needs to be done to ensure that the troubled families programme is successfully delivered in Enfield.

The change and challenge programme delivery is the responsibility of all partners and the workshop was a good opportunity to self assess and identify areas for further development.

Services have had the opportunity to influence transformation moving forward and an implementation action plan has been developed for the delivery of the troubled families programme and early help offer for Enfield.

Improved partnership working so far:

- All cases that come through the multi-agency meeting at the Single Point of Entry (SPOE) are screened and allocated to the Change & Challenge (C&C) team if they meet 3/4 out of our 6 eligibility criteria. All cases meeting 2/3 of the eligibility criteria are allocated to the most appropriate service to hold a team around the family (TAF) and the C&C data team are tracking and evidencing outcomes.
- A triage officer post has been created to support the SPOE multi-agency meetings and also capture outcomes following a team around the family intervention.
- Train the trainer courses in the TAF process will begin in February 2017. This is to further strengthen Enfield's early help offer and will incorporate the signs of safety model.
- Clear guidance is operating regarding step up and step down arrangements which includes close liaison between Change and Challenge and Social Care and the FASH.
- An Independent Domestic Violence Advisor (IDVA) has been commissioned from Solace and based in the Change and Challenge team since August 2015. The IDVA is also supporting YFSS clients.

3. Change and Challenge Programme Phase 2 Update

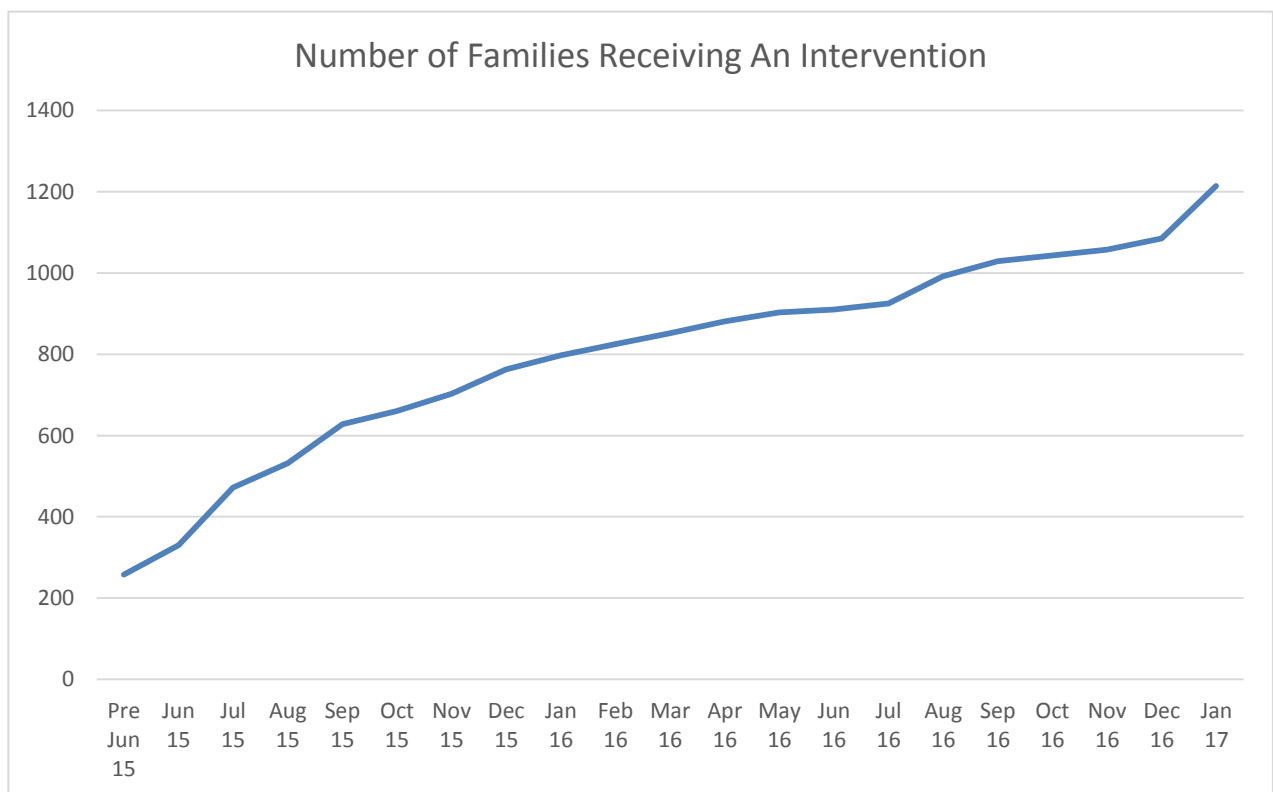
- For Phase 2 we need to identify and 'turn around' 2970 families by 2020.
- DCLG has informed Enfield that we need to attached a minimum 859 new families onto the programme and 369 families need to achieve continuous employment or significant and sustained progress in 2016/17.
- National Impact Study (NIS) - all Phase 2 families that have been identified and are to be included in the February 2017 NIS submission. All additional families identified have now been put onto the system bringing the total to 1,214 families that have received an intervention under the programme so far.
- Change and Challenge caseworkers are now co-located with all Children Centre's and 10 Schools in Enfield.
- Employment workshops are offered at Ponders End and at Clavering's in Edmonton. We have successfully engaged with 80 clients.

- Serco successfully won the European Social Fund (return to work) contract for Troubled Families. This is to be known as Inspiring Families. They have commissioned Metropolitan Housing, Catch 22 and Renaisi to deliver the work programme in Enfield and will be co-located within the Change and Challenge team.
- The Change and Challenge strategy has been incorporated into the new Family Resilience strategy for Enfield's early help offer. The strategy outlines the importance of the whole family working approach in line with the programme service transformation key principles.
- Change & Challenge Head of service Kate Kelly continues to champion the Troubled Families agenda as part of the National Troubled Families Board.
- We are currently working with procurement to identifying a new family intelligence system to further develop the Troubled Families programme for Enfield.

4. Data Report

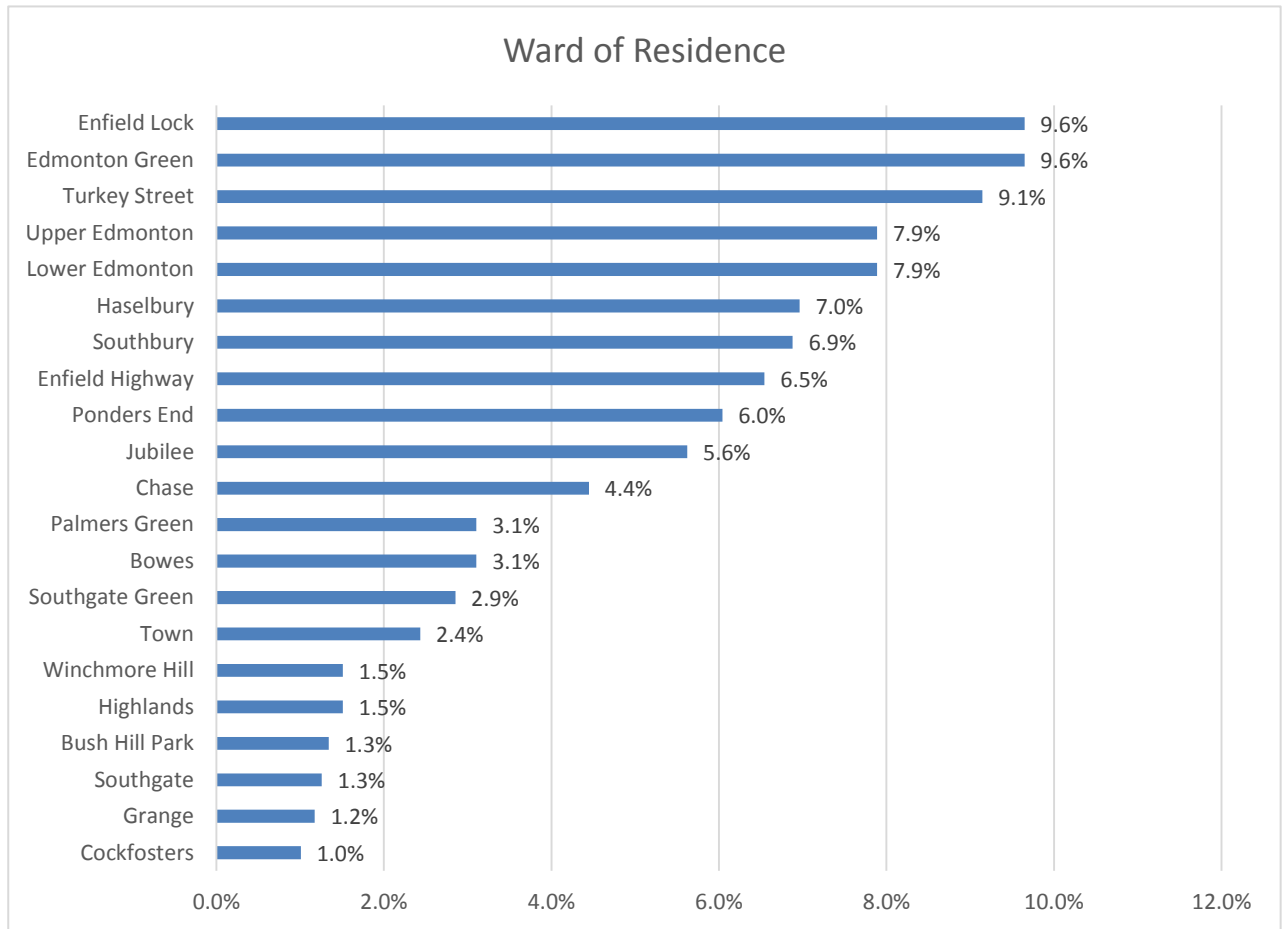
Families that have received an Intervention countable under the programme

The February 2017 NIS submission will indicate that there have been 1,214 families that have received an intervention that can be counted under the programme. The graph below shows when these families were identified on the case management system.



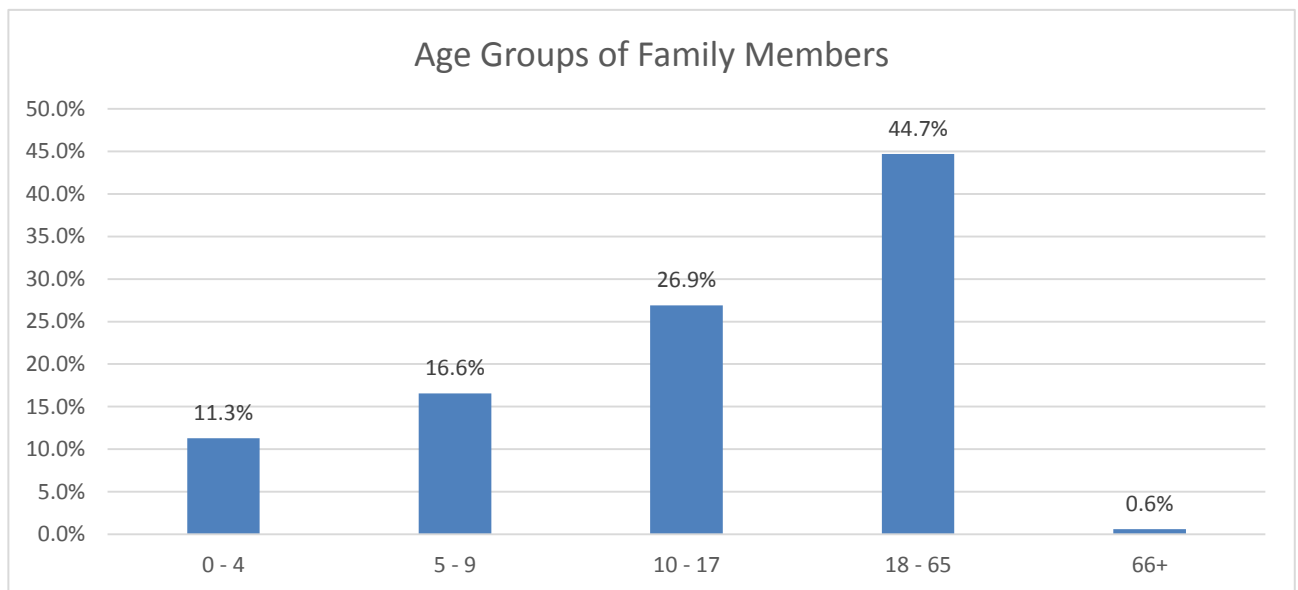
Wards of Residence

The graph and map below shows the wards of residence of the families that have received an intervention under the programme



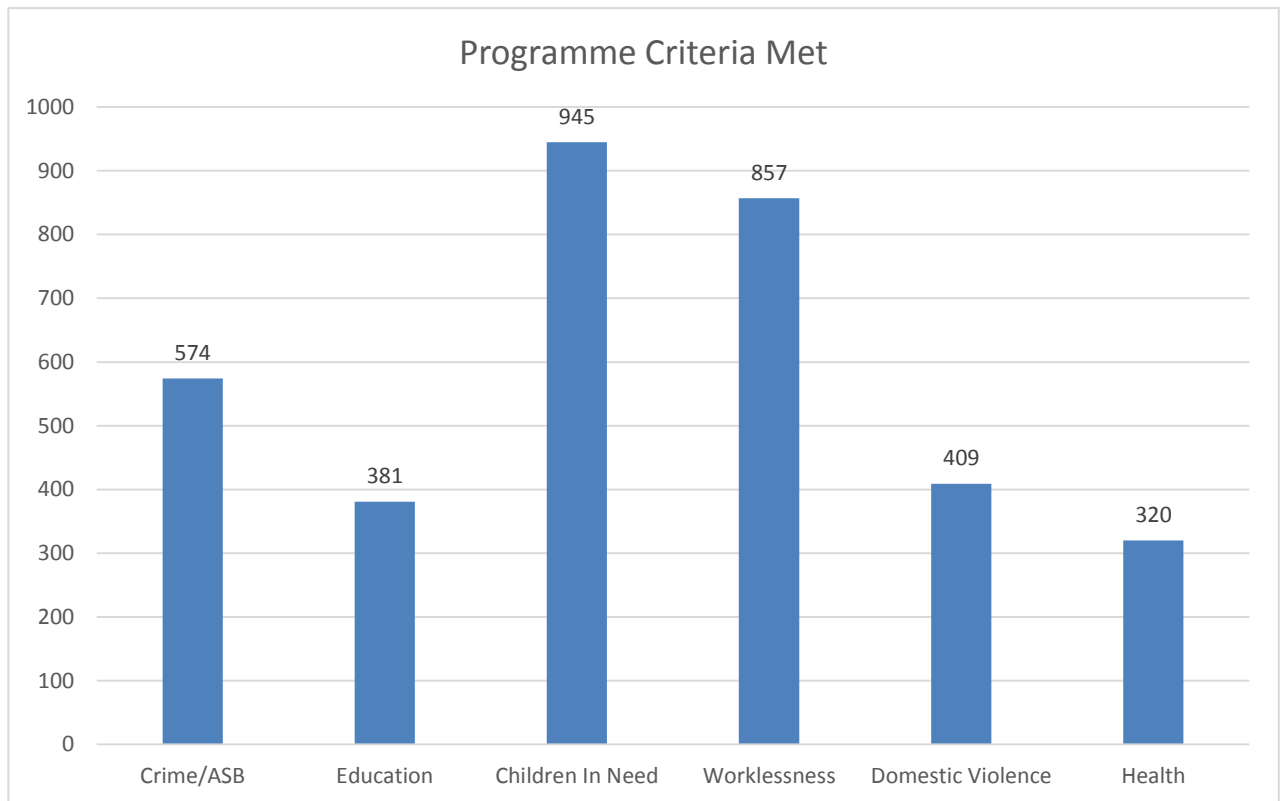
Age Groups of Family Composition

Just under half of the family members (44.7%) of families who have had an intervention under the programme are aged 18-65, whilst just over a quarter (26.9%) are aged 10-17.

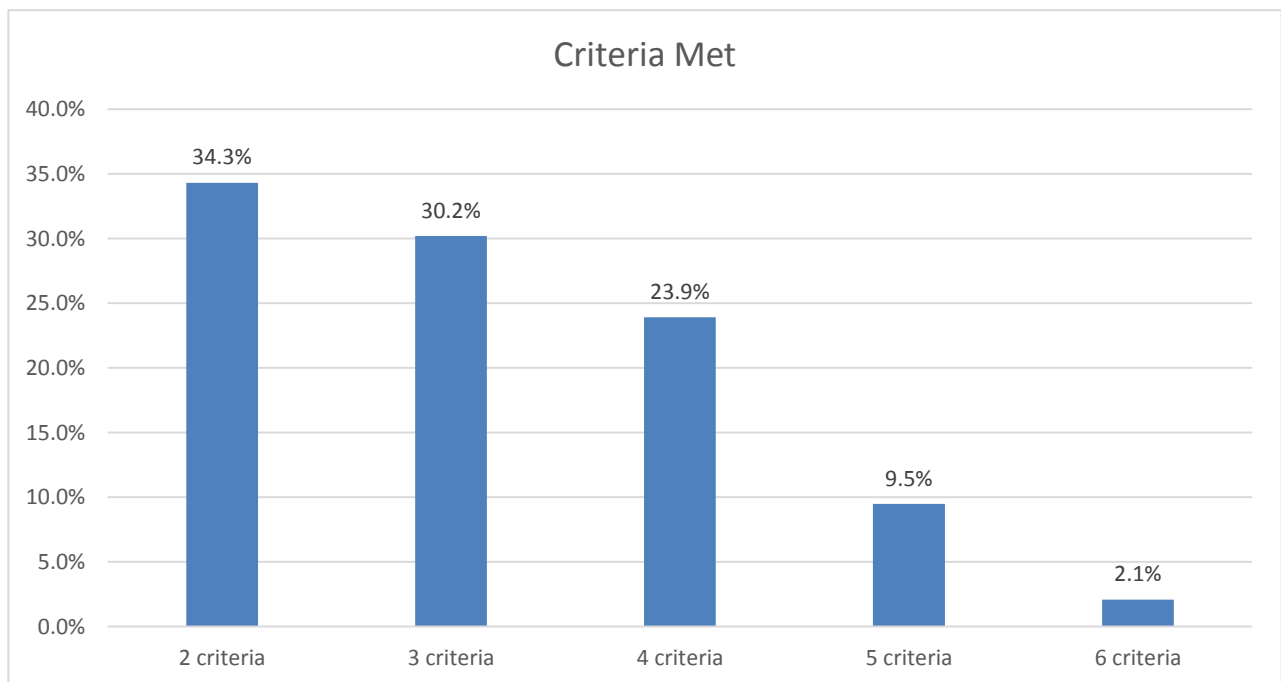


Programme Criteria

The graph below shows the criteria of the programme, and how many of the criteria have been met by the 1,214 families who have received an intervention countable under the programme. A family must meet at least two of the criteria to be eligible for the programme.

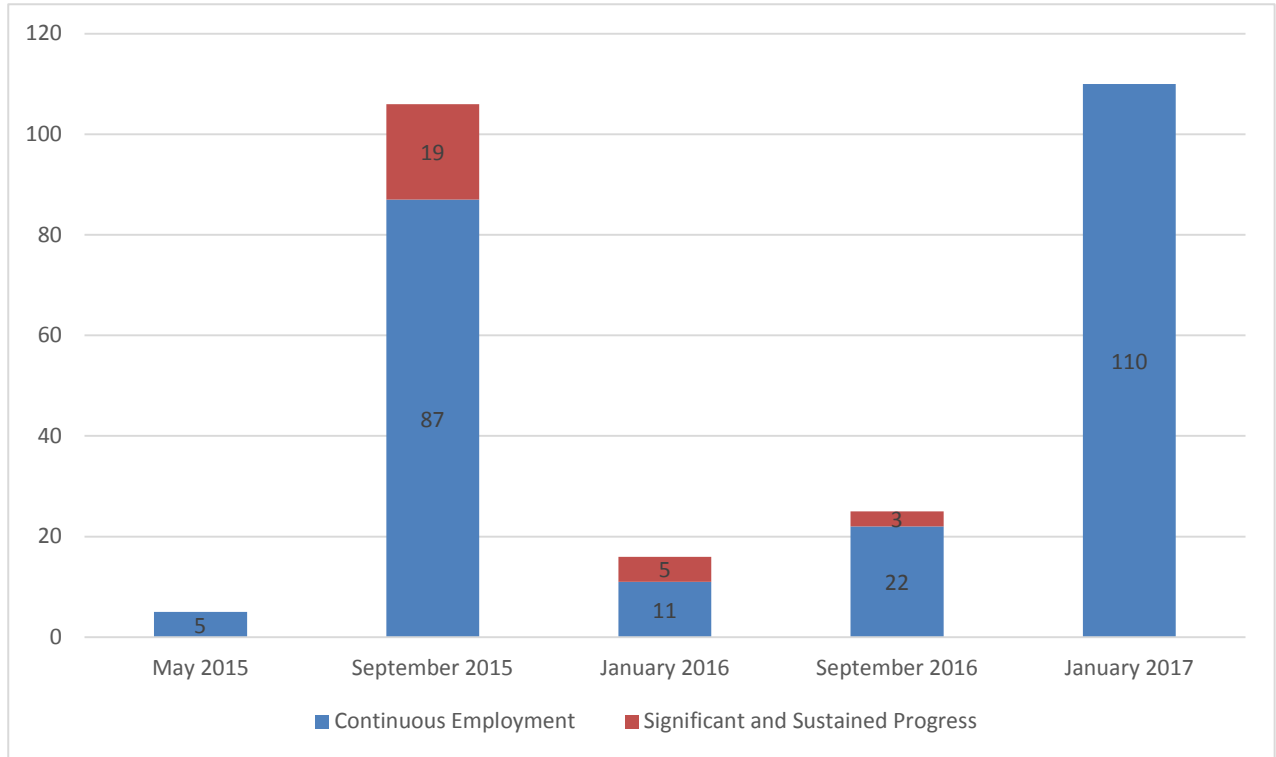


The graph below shows the number of families who have met the different number of criteria.



Payment by Results

By January 2017, we have claimed for 262 families under Phase 2 of the project. 90 percent of these claims were for continuous employment, whilst the other 10 percent is for significant and sustained progress.



5. Challenges Ahead:

- Continually changing/expanding demands from DCLG
- Identifying a new family intelligence system [IT] to further develop the Troubled Families programme for Enfield
- Services in Enfield understanding and taking responsibility for their part in the delivery of the TF programme in Enfield
- Consent continually acting as a barrier to sharing information, primarily with health partners
- Developing the mature model in Enfield
- Streamlining our intervention to evidence long term significant sustainability

6. Purpose of the Briefing

- To raise awareness of the Troubled Families programme.
 - To encourage service transformation for Enfield
 - Lead person within each of our partner services identified to take Enfield's service transformation plan forward.
 - Partner's adopting the DCLG's 4 key principles – Whole family assessments/action plans/ lead agency/ Intervention / Outcomes
- Provide an update on how we are progressing with phase two of the programme.

7. Recommendations

This report requests that the scrutiny panel:

- Support the need for service transformation in Enfield and for services to adopt the DCLG's 4 key principles.
 1. There must be an assessment that takes into account the needs of the whole family;
 2. An action plan that takes account of all (relevant) family members;
 3. A lead worker for the family;
 4. The objectives in the family action plan are aligned to those in the local Troubled Families Outcome plan.
- Nationally it is recognised that the data sharing with health partners needs further development to ensure that the identification of families with complex needs is strengthened.
- Encourage partnership work with the Change & Challenge Troubled Families programme across all children and families services and complete whole family assessments.

Author: Kate Kelly

Change & Challenge Lead

Email: kate.kelly@enfield.gov.uk Tel: 0208 379 1267