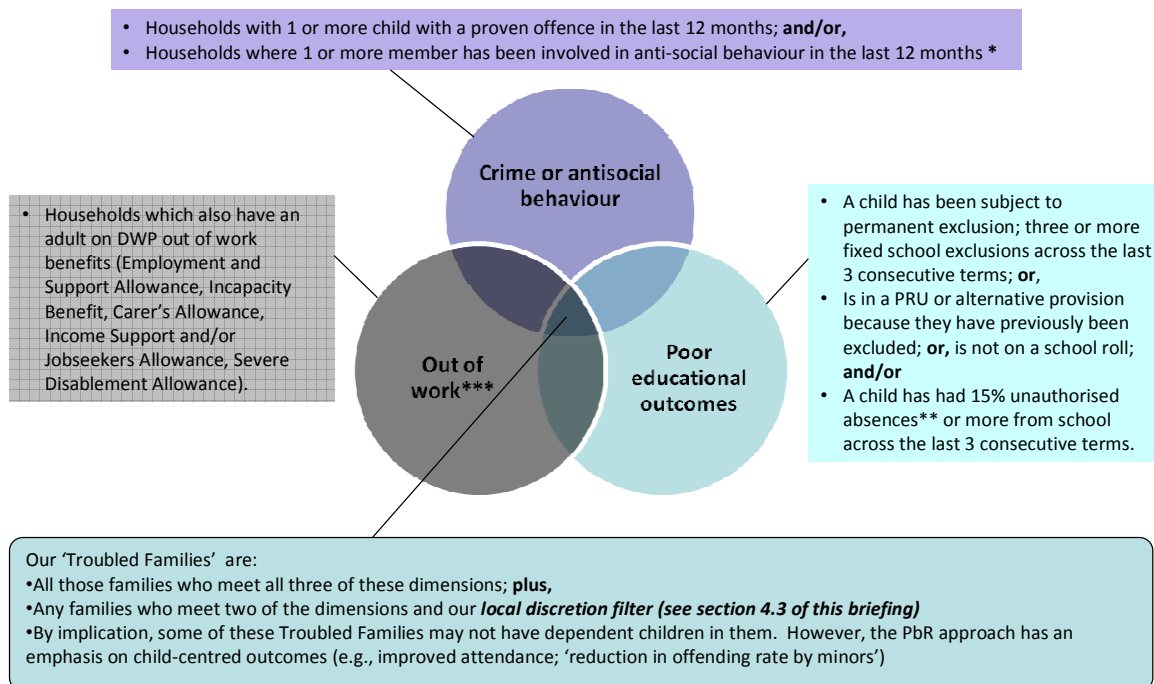


Building Successful Families Programme: Update report for Children Young People and Family Support Scrutiny Committee – July 2014

1 Aims of the Programme

- 1.1 The Building Successful Families (BSF) programme was established as Sheffield’s response to the governments national ‘Trouble Families’ programme, led by the Department for Communities and Local Government (DCLG)
- 1.2 DCLG estimated that we have 1680 families in Sheffield that meet the criteria for the programme. Figure 1 summarises the Government’s proposal for how we should identify our ‘Troubled Families’– it is important and helpful to note the use of a ‘local discretion factor’ to identify families/households in need of extra help and support.

Figure 2: Government criteria for identifying ‘Troubled Families’



* A range of measures are suggested, but local discretion is advised

** We intend to use 15% absence to measure this

*** This dimension should be considered after the other two have been considered, and for those household who meet one or two of the other dimensions, for data sharing reasons

Source: CLG

Our ‘local discretion factors’ are:

- Substance misuse

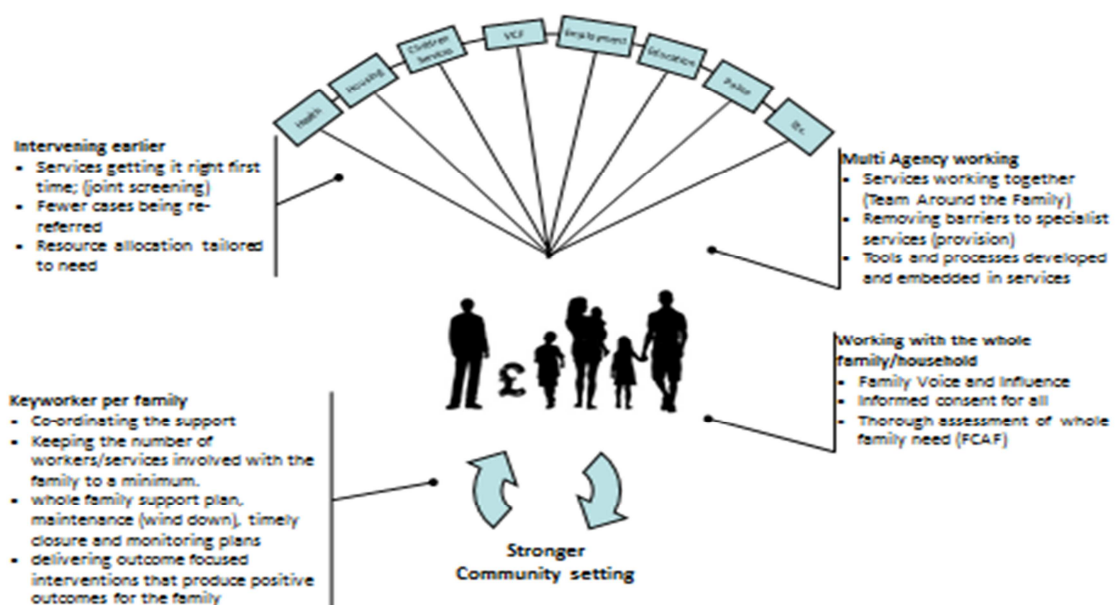
- Domestic violence
- Known to children’s social care
- Adult mental health problems
- Multiple school moves
- Homelessness/threatened with homelessness
- Poverty
- Multiple risk factors (in recognition of the fact that multiplicity is a problem in itself regardless of the specific factors involved)
- Adult Offending and Families with parents in prison
- Families with Young Carers
- Sexual Exploitation

1.3 The intention of ‘Troubled Families’ programme is reduce unemployment and ASB and to improve school attendance in order to ‘Turn Around’ the lives of those families who meet the criteria. The funding for the programme has an element of up-front funding (80% of the 1680 in Y1, 60% in Y2) the remainder is paid as ‘payment by result’ when the family has been ‘Turned Around’

1.4 In Sheffield we decided to use the funding opportunity to fundamentally influence the way services collaborate to achieve positive outcomes for the ‘whole family’ using the principles of ‘One Family, One Worker, One Plan’ established in the Corporate Plan and the City Strategy and starting to be implemented in services supporting Children and Families

1.5 In partnership, we established the ‘Distinct Way of Working’ (DWO); a set of principles that would support families to succeed.

Distinct Ways of Working



2 BSF Delivery model

- 2.1 It was intended that we use the BSF funding to create a sustainable model that would lead to the embedding of the principles of the DWOW across all services supporting families. With this in mind we decided to invest in existing services, rather than creating a standalone team that would close when the funding ceased.
- 2.2 The principle of allocating one (key) worker as case coordinator required careful considerations. These workers need to be highly skilled in building relationships with the family, be able to address the holistic needs of the whole families whilst also working within the principles of the DWOW. Some 'Specialist' staff have been employed to work closely with key-workers to ensure cases are managed effectively and processes and systems are developed and embedded to support this work. These specialists are skilled in; whole family working, social care, school attendance, domestic abuse, adult mental health, employment and debt advice.
- 2.3 To date the investment has meant that we have resourced the above specialists and placed additional staff (keyworkers) into the following Local Authority Services: Multi-Agency Support Teams (MAST), Sheffield High Support Service (SHSS) and the Multi-Systemic Therapy Team (MST). Investment has also gone into some voluntary sector services; Families Together, Southey Owlerton Area Regeneration, Manor Castle Development Trust and Family Action. We have received in-kind support from the provision of Anti-Social Behaviour data from the Police
- 2.4 It has been necessary to have a small core team of project leaders and data analyst to develop new systems and processes to take forward the work and report on progress
- 2.4.1 These include:
- Data systems to identify the families
 - Whole Family Recording Systems
 - Whole Family Action plan tool
 - Screening tool
 - Family Common Assessment Framework
 - Team Around the Family Procedure
 - Consultation guidance and framework for case management
 - Quality Standards framework
 - Status report tool
 - Information Sharing and Data Flow through the Multi Agency Group for Information Sharing (MAGIS)
 - Family monitoring data for the National Evaluation
 - Payment by Results processes
 - Cost Saving Calculator

3 Referral Routes

- 3.1 There is no specific referral route for the BSF families. We are keen that services learn how to access services for all families who are vulnerable, not just families who meet the BSF criteria. However there has been considerable development in a single point of access and screening between Social Care and MAST to support the identification of families who meet the criteria. When a family is identified through screening a worker (in social care, MAST, Community Youth Teams or the Voluntary sector) is allocated to the case. The services working whole family will then produce a whole family action plan to determine the level of need and support required, this information will then be submitted to take a baseline snapshot of need and enable the case to be monitored. The screening process is continually being developed and will become more of an integrated front door; further work with health and youth colleagues is ongoing.

4 Progress

- 4.1 The statistics are as follows

4.1.1 We have currently identified 1844 families in Sheffield who meet the Troubled Families criteria.

4.1.2 At the end of June 2014 we had worked with 1680 families which was a requirement of DCLG

4.1.3 The last Payment by Results claim was in May 2014. So far;

(i) 889 (53%) families have been 'Turned Around' (860 due to improved ASB and School Attendance)

(ii) 38 families have achieved 26 weeks employment

(iii) Progress to work has been achieved for 58 families who have been referred for employment related support to Sheffield's ESF provision

5 Impact

- 5.1 We know that a significant number of families have improved enough to be classed as 'turned around'. We are at a point where we have achieved sufficient numbers of families going through the programme to start to do further analysis using the data from the Action Plans to looking at the impact on school achievement (or other needs) and/or whether the change has been sustained post exit this analysis. A 'Cost Saving Calculator' (CSC) is in the process of being launched by DCLG, this will further enrich the analysis. Over the coming few months we will be applying the CSC to the 10% of families for whom we provide DCLG with Family Monitoring Data (FMD) as part of the National Evaluation of the programme.

- 5.2 We have commissioned a local evaluation, an 'early findings' report will be provided during July. This report will focus on how the programme was implemented. The evaluation will

run to May 2015 and report on the effectiveness of the programme on both addressing the needs of families and the implementation of the DWOW to affect whole system and culture change

6 Innovation

- 6.1 With the BSF programme we wanted to do things differently. Many local authorities across the country have used their Troubled Families Funding to set up services to work with the families. In Sheffield we took a decision to use the funding to create a more sustainable, longer term model, using the opportunity of the funding to drive forward the principles around whole family working, with one (key) worker and one whole family plan, rather than creating an additional service that would close when the funding ended. Taking this approach has had its challenges; it has required a huge cultural shift from services focusing on the needs of a single child to a focus on the whole family (because we know the needs of each impact significantly on the others. Additionally we had to address unemployment as part of the whole family approach, it was no longer acceptable to focus on benefit maximisation, to achieve long term success with families we need to focus on education, skills and employment as part of the response to whole family need. Whole family working for some families means that addressing a plethora of needs. Introducing the Specialist (see 2.3) to model good practice and support the keyworker provided an innovative approach to meeting whole family need and keeping the number of services they are involved with to a minimum.
- 6.2 The process to identify the families required an innovative approach. We have established reporting from the police on families who are involved with crime and Anti-social behaviour. Nationally the Department for Works and Pensions (DWP) agreed data sharing processes and seconded their JCP staff into the local authority so that benefits data could be used and employment monitored.
- 6.3 We have worked with the Health and Social Care Trust to second Adult Mental Health Workers into the authority to support keyworker with parents who have poor mental health which is having an adverse effect on their children. The AMHW started in April 2014; we will be monitoring the effectiveness of this investment.
- 6.4 Integrated working and information sharing across agencies brings its challenges! We have establish whole family case management and quality standards as well as have systems and processes in place to process the innovative way of funding the programme through 'Payment by Results'.
- 6.5 Workforce development has been a major part of the programme, using the skills of the specialist workers to coach and develop the key workers has been well received. Additionally, we have established a 'Keyworker Network' which is open to all services supporting families, keyworkers and their managers. Each month we cover a specific topic to ensure front line staff is able to identify need and know what to do and where to go,

recent topics include Employment, Housing, Benefits and Debt, Mental Ill Health, Domestic Abuse, Substance Misuse. There is good take up for these events

- 6.6 We are entering into the next phase of the 'Trouble Families' programme. DCLG are interested in our model which absolutely fits with their thoughts around Phase 2 of the programme. Additionally, the BSF programme is one of 3 programmes driving the 'Better Connected strand' of the Public Service Transformation Network. We will use this opportunity to seek further commitment from external partners and to continue to influence internal and voluntary sector partners to embrace the 'Distinct Way of Working' principles.

7 Case Study

The Jones family is Stephanie (mum) 26, with twins aged 5, and siblings ages 3 and 2

They were referred to MAST by the school for support due to poor school attendance of the twins.

Screening identified that the referral met the criteria for BSF due to meeting the government criteria of poor school attendance and unemployment and the local criteria of substance misuse

The case was allocated to a keyworker who uncovered other issues during the home visits. The keyworker completed a FCAF; the children had unkempt presentation, there was domestic violence, mum was drinking (this was a long standing issues but had increased), there was debt issues due to being behind on the rent, not able to manage money, using taxis to travel and get children to school and hiring washing machines and tumble dryers etc. There was little money for food and nappies. Importantly this resulted in Safeguarding issues around neglect and lack of supervision of children, mum inviting in appropriate people back to the house and having parties etc. being identified.

The Keyworker did intense work around alcohol use and supervision of children, parenting, routines and school attendance. She developed a Team around the Family and met with them regularly;

- Home Start
- Social care
- MAST; practical support around building confidence and going out in public, budgeting
- Nursery; 2 year FEL place for 2 and 3 year old
- Furniture gained from St Vincent de Paul
- Schools
- CAB

There has been improvement within the family;

- Domestic Violence has stopped – ex-partner went to prison and mum broke off the relationship
- Mums drinking has reduced
- Mums confidence has increased and she has gained more control of the home situation
- The twins attendance at school has increased to 95%
- Twins have regular contact with their father
- No debt
- Paid for a holiday for the family