

Appendix 2 Priority Families - Additional Programme Information

Changes to governance

In Jan 2015 Nottingham City Council commissioned a review by the Chief Social Worker about the necessary focus and design of Phase 2. This concluded in May 2015. The review made recommendations in respect of governance for the programme and appropriate structures to deliver Phase 2.

The expanded programme is hugely complex and is now a major public sector transformation programme closely linked to the devolution agenda and supporting workforce reform. The review found that the Priority Families (PF) Programme needed to be embedded across all layers of Children's Services if it were to be successful in the delivery of Phase 2 targets.

Internal restructuring took place in respect of the staffing of the programme with some changes and additions to internal leadership to create an integrated management team supporting the programme. The changed structure was enacted 1st November 2015.

The Programme Board has recently reviewed its membership to cover expanded criteria. The Board is proactively engaging in time limited working groups to move the programme forwards and championing the programme and unblocking barriers to delivery. The Priority Families Leadership Group has reviewed overarching governance and expanded partner membership of the Leadership Group to better support widened thematic criteria and targets.

The current proposal is to move strategic governance of the Programme from the Health and Wellbeing Board to the Crime and Drugs Partnership (CDP). These changes would support a better alignment of the Programme against key priority areas and city-wide strategies like the Crime and Drugs Partnership Plan. The established remit of the CDP currently covers 2 of the 6 themes (Parents and children involved in crime or anti-social behaviour and Families affected by domestic violence and abuse) within the PF Outcomes Plan. The CDP directly commissions Domestic Violence (DV) services so a more direct link will support more effective mainstreaming of PF requirements into service provision. The CDP also plays a direct role in commissioning drug and alcohol treatment services for children and adults and this contributes to the theme around parents and children with a range of health problems.

A number of other potential opportunities to drive more effective programme delivery exist through the CDP as forums and projects like the Young People's Panels, Ending Gang and Youth Violence and Vanguard+ report through to the CDP and are led by senior partners who are represented in CDP governance. There are also clear links through to the Youth Offending Team. There is CDP Board membership on the YOT Partnership Board and a current proposal is for this YOT Board to have governance of youth crime prevention and Young People's Panels, which provide additional strategic linkage.

The CDP Board are willing to support this move in principle and it is recommended that the HWBB approve this change of governance arrangements.

Consideration would need to be given to financial decision exceptions although these could still be reported to and approved by the Commissioning Sub Group if required.

Phase 2 Delivery and Targets

Phase 2 commenced 1st January 2015 and runs to 31st March 2020. There are 6 overarching criteria:

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
4. Adults out of work or at risk of financial exclusion and young people at risk of worklessness
5. Families affected by domestic violence and abuse
6. Parents and children with a range of health problems

Under these criteria are 39 national indicators used to identify eligible families. Families must achieve significant and sustainable outcomes against all indicators present/baselined in the family on entry, without regression, to be deemed to have improved outcomes and to be eligible for a payment by results claim. Measures to evidence success have been developed by the partnership and are to be found in the Nottingham Troubled Families Outcomes Plan. An operational version of the Outcomes Plan is in development to aid practitioners and information colleagues in evidencing outcomes.

Nottingham City's target number of families is 3,870 over 5 years. The target number of families to be identified and worked with for 2015/16 is 852 or 22% of 3,870.

In July 2015 Government announced 5 Key Essentials:

- 1) prioritised the families with multiple problems who are of most concern and highest reactive costs
- 2) appointed a keyworker/lead worker for each family who manages the family and their problems.
- 3) worked towards agreed goals for every family for each of headline problems which are shared and jointly owned across local partners
- 4) been transparent about outcomes, benefits and costs
- 5) engaged in ongoing service reform according to evidence of effectiveness and savings

And 4 Principles:

- 1) There will have been an assessment that takes into account the needs of the whole family;
- 2) There is an action plan that takes account of all (relevant) family members;
- 3) There is a lead worker for the family that is recognised by the family and other professionals involved with the family; and
- 4) The objectives in the family action plan are aligned to those in the area's Troubled Families Outcomes plan.

Both Key Essentials and Principles have to be evidenced alongside outcomes before a results claim can be made and examination of evidence for these will form part of government spot check audits.

What are we worried about?

- All local authorities have made very low claims to date with many areas yet to make a claim. Nottingham has not yet made a PBR claim but in September 2015 we tested the claims process and identified a number of systems improvements. It was agreed that the first claim would be January 2016 to enable systems changes to be concluded.
- Families worked with and successfully achieving improved outcomes are subject to an agreed 'wait' period to test sustainability and impact. 'Wait' periods are six months to a year for some statutory metrics e.g. school attendance at 90% must be maintained for three consecutive school terms to be considered a sustained outcome. Any regression during the 'wait' period disqualifies the whole family from a results claim. To mitigate regression it is aimed to work with a third more families than target numbers. Recent learning from peer authorities would suggest that the success rate is much lower following the addition of Key Essentials and Principles so consideration will need to be given to increasing the additional number worked to 40-50% extra.
- Government is currently reviewing target numbers against refreshed deprivation data. Areas that have become more deprived (Nottingham) are likely to see an increase in target numbers. Significant partner engagement will be needed to support increased numbers. The benefit of this will be increased funding potential.
- There are still issues with some data acquisition needed to identify eligible families and to evidence outcomes. Via the programme Board the partnership is working to provide clarity around data sources for evidencing including soft outcome measurement and to mitigate capacity issues regarding data processing.