

**Harrow**

**Together With**

**Families**

**Outcomes Plan**

## Introduction

Introduction and context of the Outcomes Plan.....	3
Troubled Families Phase 2.....	4
Eligibility.....	4
Strategic vision for Harrow.....	5
Governance arrangements.....	6

## Outcomes Plan

Purpose of the Outcomes Plan.....	7
Criteria 1.....	8-9
Criteria 2.....	10-11
Criteria 3.....	12-13
Criteria 4.....	14-15
Criteria 5.....	16-17
Criteria 6.....	18-19

## Delivery and implementation

A whole system approach.....	20
Key priorities.....	21
Delivery plan.....	22-31
Next steps.....	32

## **Harrow Together With Families Outcome Plan**

### **Introduction**

**Services that work with families are under increasing demand with reduced resources. The cost of multiple services working with different family members is growing, with sometimes limited results for the whole family. This programme aims to transform the way services are delivered in order to cope with that demand while achieving better outcomes for families.**

**The Together With Families programme aims to be a vehicle for lasting change in the way services are delivered; reducing the need for reactive services and achieving better results for families. The programme's agenda cuts across the wide range of service delivery areas: health, children's social care, adult services, mental health, probation, youth offending, community safety, police, social housing landlords and the voluntary and community sector.**

**Our key aims are to promote a more joined-up approach across service areas, both internal and external, to provide coordinated support to complex and vulnerable families and to create a legacy of stronger families and resilient communities who are less dependent on state intervention.**

**The priorities outlined in this document are the key steps we want to take to transform services locally. In creating a joint vision with diverse stakeholders, we aim to bring together resources and expertise to develop solutions together. It is an ambitious and challenging programme for a challenging financial environment. Harrow is committed to giving families a fighting chance, as well as driving efficiency with joined-up services across the organisation and our partners.**

### **Context for the Plan**

**The Troubled Families Programme was launched by government in 2011 and is led by the Department for Communities and Local Government. Troubled Families are identified as those with complex issues who are more likely to access costly council services.**

## Troubled Families Programme Phase 2

Phase 2 of the Troubled Families programme launched with a renewed drive to encourage local authorities and their partners to develop new ways of working, focusing on lasting changes. The expanded programme has moved its focus away from families in crisis, towards service reform and a robust demonstration of cost savings.

It is not only about change for families but also change in the ways services are delivered to those families. Phase 2 of the programme differs significantly from the first in its principles:

- **Expansion of referral criteria**
- **Stronger emphasis on early intervention and prevention**
- **Local service transformation**
- **'Whole family' working**

The 'whole family' approach to working is a key theme in the programme. It means services will look at helping the whole family rather than responding to each problem separately as individual agencies.

### Eligibility

In Phase 2, Harrow is expected to work with 1,360 families from 2015-2020. Families must have needs in at least two of the criteria shown below. Harrow is expected to work with 230 families as part of the programme in 2015/16. Eligible families will be prioritised based on the number and complexity of issues affecting the household.



\* Rent arrears and debt

## Strategic Vision for Harrow 2015-2020

The Troubled Families Programme for Harrow represents a catalyst for fundamental and lasting change in the way services are delivered locally. It offers an opportunity to bring together key partners to develop system-wide innovation and a change in our approach to working with complex families.

Our ambition is to embed a 'whole family' approach across the organisation that lasts beyond 2020. Demand for services has never been higher but we aim to improve outcomes for families by better coordinating services, with reduced resources. We will achieve this by breaking down barriers between services to establish an integrated working delivery culture.

We will work with our partners across the organisation to develop a phased whole system transformation that will be critical to the programme's delivery and success.

Our vision is to work in partnership with stakeholders to achieve:

- **A culture of transformation which improves outcomes for families** by embedding an integrated 'whole family' approach to delivering services — a **One Family, One Worker One Plan** message across the organisation
- **Ending the cycle of deprivation and disadvantage** across generations by focusing on early intervention, reducing the need for reactive services
- **A collaborative working culture** A strong, skilled workforce with the skills and values to achieve change
- **Service change** By organising our services to deliver early and effective interventions, underpinned by clear pathways to assist multi-agency working
- **Reduced demand on public services**, tackling high-cost dependency while improving outcomes for families.
- **Increased resilience in families** and more families benefiting from economic growth and employment

### Local strategic context:

There are a wide variety of strategic plans and objectives to which Phase 2 of the programme will relate. These include the following:

### Harrow Ambition 2020 – Working together to make a difference for Harrow

Harrow Council's priority between now and 2020 is to:

- Build a Better Harrow
- Be more business-like and business-friendly
- Protect the most vulnerable and support families

## Governance arrangements

The **Troubled Families Strategic Board** is a multi-agency strategic board which comprises high level representation from senior partners and stakeholders from across the organisation such as health and housing. In summary, its function is:

- To provide strategic oversight for the delivery of the Together With Families Programme
- To set the strategic direction for the Together With Families expanded phase (TFEP) and to monitor performance against national data
- To ensure the programme is delivered to a high standard and provides best value, receiving regular quality assurance as agreed
- To consult and agree any proposed significant changes to service provision, ensuring any changes enable statutory duties to be fulfilled
- To ensure adequate resourcing is available to deliver the TFEP programme
- To ensure strategic oversight is at a sufficient level of seniority to enable the direction of resources and services and to ensure effective challenge
- To agree reporting arrangements and effective governance

The **Together With Families Transformation Programme Group** was established to steer the Together With Families Programme by providing operational support, leading to a change in the way services are delivered.

The key functions will be to implement strategic and collaborative leadership. Our approach to implementing the Together With Families programme is based on the premise that we need a new brand of collaborative working with cross-sector partners, communities and families. The board's function is:

- To establish and oversee a clear programme of work to deliver improvements to local services in line with Harrow's Together With Families vision and redesign principles
- To lead implementation of support service planning and delivery
- To identify any implications for commission intentions, contracting and payment arrangement
- To take executive decisions required to move the programme ahead, informed by work stream leads
- To review programme risks ensuring appropriate mitigating actions are in place
- To resolve escalated issues, remove blockages and eliminate barriers to progress
- To monitor and challenge progress through review of delivery plans

## Reviewing arrangements

The plan will be reviewed annually to ensure the outcomes reflect the strategic priorities and

needs of families in Harrow.

## **Purpose of Harrow's Outcomes plan**

### **What is the Outcomes Plan?**

This Outcomes Plan draws together strategic priorities from across a range of local public services and what this authority and its partner agencies aim to achieve with each family.

Harrow's outcomes plan outlines a shared vision across the multi-agency partnership on the outcomes we aim to achieve with families against the six headline referral criteria. The outcomes plan:

- Provides a common set of outcomes for all internal and external partners to work towards with families; reducing risk and increasing protective factors while reducing the need for reactive costly interventions
- Sets out what Harrow and its partners aim to achieve with each family in respect of the six headline referral criteria

It is intended the definition of these outcomes will be inextricably linked to local service transformation goals. The desired family level outcomes should, in aggregate, help achieve Harrow's broader strategic aims, for example sustainable change with families and reduced demand on services.

### **Structure of the Outcomes Plan**

The Outcomes Plan is formatted under six nationally defined criteria. Within each area we have established referral/vulnerability indicators to help identify families eligible for support under the Together With Families programme. Each area includes:

- Outcomes we want to achieve with families
- Evidence of outcomes
- How we are going to deliver these outcomes

<b>Indicator 1: Parents and children involved in crime and anti-social behaviour</b>		
<b>Strategic Goal:</b> Reduce crime and anti – social behaviour		
<b>Referral criteria</b>		
<ul style="list-style-type: none"> <li>a) A young person who is under 18 years who is subject to an out of court disposal;</li> <li>b) An adult member of household who is at risk of involvement in crime and anti – social behaviour</li> <li>c) An adult member of household who has received an ASB intervention in last 12 months</li> <li>d) An Adult member of household subject to licence or supervision in the community</li> <li>e) A young person who is at risk of involvement in crime and anti – social behaviour</li> <li>f) A young person who has received an ASB intervention in last 12 months</li> <li>g) A young person who is subject to a YOT intervention e.g. DTO, YRO or Referral Order</li> <li>h) A young person who is involved with gangs or is at risk of gang involvement</li> <li>i) A young person at risk of radicalisation</li> <li>j) Adults or children identified by professionals because of their potential offending behaviour are of equivalent concern to the indicators above</li> </ul>		
<b>Sustained and significant progress</b>	<b>Links to referral criteria</b>	<b>Evidence source</b>
Offending rate by all adults in the family reduced by at least 33% in six months, in comparison to previous six months	(B), (C), (D)	<b>Probation/ ASB data</b>
Reduction in number of offences committed by young people (under 18 years) in the cohort of reoffenders by 5%	(A), (E), ( F), (G)	<b>Youth Offending System Data</b>
A young person successfully engages and completes Triage intervention programme and does not enter the criminal justice system within 12 months	(A)	<b>Youth Offending System Data</b>
A young person completes a youth conditional intervention and does repeat offend within 12 months	(A)	<b>Youth Offending System Data</b>
A young person completes a DTO, YRO (Youth Referral Order), RO (Referral Order) and does not repeat offend within 12 months	(G)	<b>Youth Offending System Data</b>
A young person completes a YOT intervention and does not repeat offend within 12 months	(G)	<b>Youth Offending System Data</b>
A young person is referred for pre channel intervention or completes a channel intervention	(I)	<b>Framework I data</b>
Successful completion of the Gang prevention programme	(H)	<b>Framework I data</b>
<b>Methods:</b>		



- Comprehensive assessment of areas of high deprivation and the consequences e.g. life expectancy
- Employment workshops for parents and young people affected by crime or at risk of anti-social behaviour – following assessment of skills, literacy and numeracy
- Advice and guidance on labour market, training and job searches
- Support following job appointment: mentoring, skills development
- Development of a cross-agency outcomes tool to monitor outcomes and progress
- Bespoke training for professional leads to improve coordination of services, integration and planning interventions
- Bi-weekly surgeries with youth offending team and probation to raise awareness of programme criteria and help identify eligible families
- Bespoke workshops for services on 'whole family' integrated approach to working
- Cross-agency screening tool to help partners identify eligible families
- Identification of Together With Families Champions in probation, YOT and police, to help implement new approach within their own services
- Clear and robust information-sharing protocols and agreements signed by all partners and agencies and put into practice, to ensure information is shared effectively and to strengthen interagency working across the organisation

\*For the purposes of the programme, a dependent child is a person aged 0-15 in a household or aged 16-18 in full-time education, in training or unemployed and living in a family with his or her parent(s).

<b>Indicator 2: Children who have not been attending school regularly</b>		
<b>Strategic Goal:</b> Children and young people fulfil their potential and improve their life chances. Targeted pupils achieve at least nationally expected standards of attainment and/or progress		
<b>Referral criteria:</b>		
<ul style="list-style-type: none"> <li>a) Primary children who are receiving respite education at the Helix centre</li> <li>b) A child who has been permanently excluded in the last three consecutive terms;</li> <li>c) A child on the missing education tracker for more than one term who presents with other 'at risk' factors</li> <li>d) A child with persistent (authorised and unauthorised) absence of 10% or more over three consecutive terms</li> <li>e) Primary-aged children who have had three fixed-term exclusions in the three consecutive terms</li> <li>f) A child nominated by education professionals as having school attendance problems of equivalent concern to the indicators above because he/she is not receiving a suitable full-time education</li> </ul>		
<b>Sustained and significant progress</b>	<b>Links to referral criteria</b>	<b>Evidence source</b>
Every child in the household has attended school, over three consecutive terms, in excess of 90%	(d),	EMIS Data
Every child in the household has no more than two fixed-term exclusions per person	(e)	EMIS Data
The family is actively engaged with the Attendance Intervention Model (AIM) in supporting a child or young person's attendance in the last 12 months	(d), (f)	EMIS Data / AIM data
A child is on a school roll and is attending school or at an appropriate full-time alternative	(a), (c)	EMIS Data
No child in the household has been permanently excluded over the last three consecutive terms	(b)	EMIS Data
Assessment initiated by professionals where is a cause for concern over school attendance and there are no similar concerns around attendance in the following six-month period	All	EMIS data

Methods:

- Work with partner agencies to provide a holistic model of intervention with individual children and families, with a core purpose of improving attendance
- Deliver family ESOL provision which integrates school activities. At infant and primary levels this can include design and technology and sport/PE
- Support schools' activities in reducing absenteeism, particularly through the support to children and families in the AIM
- Implement statutory interventions to promote good attendance
- Impose fines on parents for non-attendance of children, in accordance with Code of Practice/Conduct
- Provide early intervention for children at risk of permanent exclusion and for primary-aged children with three fixed-term exclusions in any year



<b>Indicator 3: Children who are in need of help, children of all ages who need help, are identified as in need or subject to a Child Protection Plan</b>		
<b>Strategic Goal:</b> To identify children in need of help at the earliest opportunity help children meet their potential.		
<b>Referral criteria:</b>		
<ul style="list-style-type: none"> <li>a) A child who has been identified as needing early help</li> <li>b) Children who have been reported as missing from home and identified as of concern</li> <li>c) A child or young person who has been identified as needing a 'child in need' plan under Section 17 of the Children Act 1989</li> <li>d) A child or young person who has been subject to an enquiry under Section 47, Children Act 1989</li> <li>e) A child or young person subject to a Child Protection Plan</li> <li>f) A child or young person who has been identified as at risk of sexual exploitation or considered at the MASE panel</li> <li>g) A child or young person who is a carer</li> <li>h) A child or young person nominated by professionals as having problems of equivalent concern to the indicators above</li> </ul>		
<b>Sustained and significant progress</b>	<b>Links to referral criteria</b>	<b>Evidence source</b>
Reduction in numbers of young people stepping down from MASE arrangements and no repeat referral in six month period	(f), (d), (h), (a)	MASE data
Child and young people stepping down from child protection plan to children in need plan and no referral within a 6 month period	(e), (h), (a)	Framework I – CP data
Child and young people closing to statutory provision and no re repeat referral to child in need/ child protection within a 6 month period	(b), (c), (d), (e), (h)	Missing children data – Framework I
Child and young stepping down from children in need plan to early support plan / universal services and no re referral within six month period	(c), (h), (a)	Framework I CP/ CIN/ EIS data Case transfer data
No more than 12% of children and young people made subject of CP plan for subsequent period / second time within 12 months of original plan ending	(e), (h), (a)	Early Help Assessment/ CP data – Framework I
No more than 6% of children and young people subject to CP plans for 2 years or more	(e), (h)	CP data- Framework I
Reduction of incidences of children reported as having repeated missing episodes	(b), (h), (a)	Missing children data- Framework I

within a six month period.		
Early Support Family Assessment and Intervention completed, case closed and there are no repeat referrals for support within a six month period	(a), (g), (h)	Early Help Assessment/ CAF data – Framework I
<p><u>Methods:</u></p> <ul style="list-style-type: none"> <li>• Embed pathways from statutory services to early intervention services to universal services</li> <li>• Develop a cross-agency tool to measure outcomes</li> <li>• Inter-agency information sharing protocols</li> <li>• Ensure children in need, child protection and early intervention service plans reflect Together With Families Outcomes Criteria</li> <li>• Workshops for all partner agencies, Early Intervention Service, Youth Development, Children Centres and social care teams to raise awareness of Together With Families programme criteria and outcomes</li> <li>• A referral and screening tool to help front-line workers identify families eligible for the Together With Families programme</li> <li>• Clear referral pathways for Together With Families</li> </ul>		

\*For the purposes of the programme, a dependent child is a person aged 0-15 in a household or aged 16-18 in full-time education, in training or unemployed and living in a family with his or her parent(s).

<b>Indicator 4: Adults out of work or at risk of financial exclusion or young people at risk of worklessness</b>		
<b>Strategic Goal:</b> Financially independent families with whole family in work, education or training		
<b>Referral criteria:</b>		
<ul style="list-style-type: none"> <li>a) Young person who is currently not in education, employment or training (NEET)</li> <li>b) Parent out of work with children under 5 years</li> <li>c) An adult in a household unemployed for the last 12 months</li> <li>d) Parents and families referred by other professionals as being at significant risk of financial exclusion i.e. rent arrears/debt issues</li> </ul>		
<b>Sustained and significant progress</b>	<b>Links to referral criteria</b>	<b>Evidence source</b>
A family member has completed a work or volunteering placement OR has been in work for six months	(b), (c), (d)	DWP Data / JCP data
A family member has completed accredited training or qualification to improve their skill levels OR has attended training for 13 consecutive weeks	(b), (c), (d)	DWP data / JCP data
A family member is attending the Xcite programme	(b), (c), (d)	Xcite Data
A NEET young person has moved into employment, education or training	(a)	Xcite Data
A young person has taken on a regular apprenticeship	(a)	Xcite/ X 16 data
All 16 to 19-year-olds in the family are in education, employment or training	(a)	Xcite/ X 16 data
<b>Methods:</b>		
<ul style="list-style-type: none"> <li>• Initial assessment to determine skills, education and experience</li> <li>• Advice and guidance including labour market information, training and job search</li> <li>• On-going support during job search, for application forms, interview techniques, CVs, work placements and job brokerage</li> </ul>		

- Support after entering work including mentoring and skills development
- Develop a tiered employment programme for parents and young people
- Area-specific surgeries and structured programmes to offer more personalised support to families affected by unemployment
- Bi-weekly drop-in surgeries for health professionals to offer advice and guidance about families that meet the Together With Families programme criteria
- Raise awareness among families of local employment opportunities
- Develop a screening tool to help partners identify families who meet the criteria
- Joint workshops with children's centres, early intervention teams, health, youth offending services and education to improve information-sharing and ensure integrated approach

\*For the purposes of the programme, a dependent child is a person aged 0-15 in a household or aged 16-18 in full-time education, in training or unemployed and living in a family with his or her parent(s).



<b>Indicator 5: Families affected by domestic violence and abuse</b>		
<b>Strategic Goal:</b>		
Reduce the risk of serious harm and provide the right response to safeguard individuals and their families from violence and abuse		
<b>Referral criteria:</b>		
a. An adult or young person in the household who has reported more than one domestic incident in the last 12 months		
b. A member of the household who is known to local services as having perpetrated domestic violence or abuse in the last 12 months		
c. A member of the household who is subject to, or at risk of, forced marriage or FGM		
<b>Sustained and significant progress</b>	<b>Links to referral criteria</b>	<b>Evidence source</b>
No repeat referrals to MARAC in the six months since the intervention began or over the life of the intervention	(a)	Referrals to MASH Referrals to MARAC
Where appropriate, successful completion of the perpetrator or couple's intervention programme	(b)	Completion of couples programme data
25% reduction in the risk score identified by the CAADA DASH risk checklist* over the course of the intervention	(c)	CAADA DASH and Empowerment Outcome Star reports, showing scores at initial assessment and end of intervention
No Merlin reports** relating to domestic abuse concerning the family in question in the six months since the intervention began or over the life of the intervention	(a), (b),(c)	Referrals to MASH Referrals to MARAC Police data
<b>Methods:</b>		
<ul style="list-style-type: none"> <li>• Raise public awareness of domestic abuse in all communities</li> <li>• Support from other council services and agencies to address other issues in the family that contribute to domestic abuse, such as: unemployment,</li> </ul>		

low school attendance, debt, crime or anti-social behaviour, substance misuse and health issues, particularly mental health issues

- Education programmes to help understand cultural impact of domestic abuse in relation to certain migrant communities
- Explore commissioning of wider scope IDVA who can work transculturally across local communities to increase support
- Development and implementation of a cross-agency Outcomes Tool
- Implementation of effective interagency information-sharing protocols to improve system for sharing data and integrated approach to supporting vulnerable families

\* The CAADA DASH form measures risk from 24 factors and is used in the initial assessment of all reported domestic abuse cases. Completed by police, IDVA or social worker and early intervention staff.

\*\* Sent by police to the Multi-Agency Assessment Hub in incidents of domestic abuse where there are children in the household.

\*For the purposes of the programme, a dependent child is a person aged 0-15 in a household or aged 16-18 in full-time education, in training or unemployed and living in a family with his or her parent(s).

<b>Indicator 6: Parents and children with a range of health problems</b>		
<b>Strategic Goal:</b> Increase in mental health, wellbeing and emotional resilience within families		
<b>Referral criteria:</b>		
<ul style="list-style-type: none"> <li>a) An adult/ adult family member known to drug and alcohol services</li> <li>b) A young person known to know to drug and alcohol services</li> <li>c) An adult with mental health issues, particularly those with parenting responsibilities.</li> <li>d) Children/young people with mental health problems</li> <li>e) A child or young person with challenging behaviour.</li> <li>f) Children or young person attending A &amp; E with associated risk factors.</li> <li>g) Child or young person identified by a health or education professional as meeting criteria of Together With Families programme</li> <li>h) Adults with parenting responsibilities or children who are nominated by health professionals as having any mental and physical health problems of equivalent concern to the indicators above. This may include concerns around physical health, wellbeing and development</li> </ul>		
<b>Sustained and significant progress</b>	<b>Links to referral criteria</b>	<b>Evidence source</b>
Family member has engaged successfully with drug/alcohol treatment programme. Drug and alcohol services to assess parent as having better control. No re-referral to	<b>A</b>	COMPASS data

programme within 6 months		
A young person has engaged successfully with drug/alcohol treatment programme. Drug and alcohol services to assess parent as having better control. No re-referral to programme within 6 months	<b>B</b>	COMPASS DATA
Adult or child engaging in appropriate service. Improvement in health, emotional wellbeing as demonstrated by use of routine outcome measure.	<b>C,D</b>	Adult Mental Health Data CAMHS data
Identification of provider, young person accesses and engages with an appropriate provision. 50% Reduction in incidents of challenging behaviour, reduction in school exclusions, increased participation and emotional health improved.	<b>E</b>	School Census Data
Appropriate support identified. Reduction of A & E visits and no repeat attendees.	<b>F</b>	A & E data
Child and family no longer receive a statutory social work service and not re-referred to statutory social work for a 6 month period	Links to all indicators	CP/ CIN DATA
Family improve uptake of health care services, where appropriate	Links to all indicators	TBC
Registered with GP and with dentist. Accessing external support e.g Children Centres. Improvement to physical wellbeing.	<b>H</b>	GP information
<p><u>Methods:</u></p> <ul style="list-style-type: none"> <li>• Further integration with health services with the Together With Families programme</li> <li>• Public health and early intervention services joint working to improve the health and wellbeing of children and families affected</li> <li>• Establishing 'Think Family' Champions in health to support transformation and to form part of a wider network of Champions to drive forward change</li> <li>• Referral to West London Mental Health and Employment Trailblazer where appropriate. The programme provides an individual placement service with the aim of permanent employment</li> </ul>		

- Education programmes for health services (including GPs)
- Engaging with GPs to help them identify families for referral to the programme
- Partnership with health professionals to mainstream adoption of 'whole family' and integrated approach
- Further exploration of joint commissioning arrangements and opportunities, including public health and CCG, where there is a joint benefit from an integrated approach
- Working in partnership with other agencies to improve emotional wellbeing of children and young people

\*For the purposes of the programme, a dependent child is a person aged 0-15 in a household or aged 16-18 in full-time education, in training or unemployed and living in a family with his or her parent(s).

## A whole system model for transformation

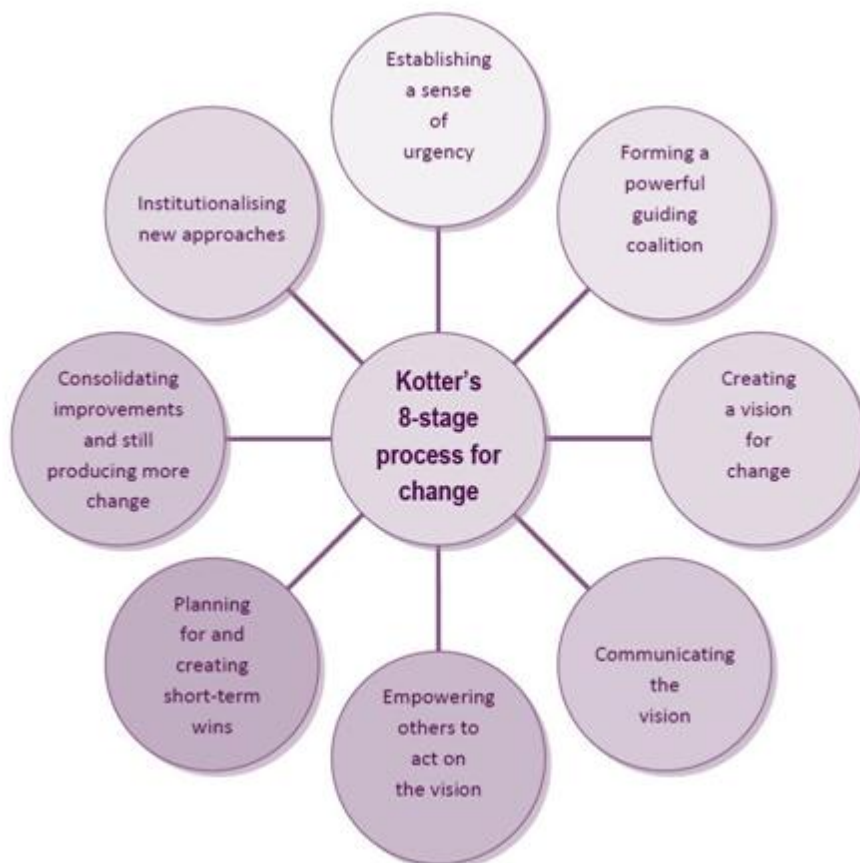
The following delivery plan provides an overview of how we will approach change in Year 1 of the five-year Together With Families programme in Harrow.

Continuing engagement through service design workshops, training and workforce development will inform strategic priorities for transformation in Years 2 and 3.

A key aim of the programme is to change the way public services work with families. The aim is to deliver a lasting, integrated approach across the multi-agency partnership. We will achieve this by using a 'whole systems' approach, working towards a 'whole family' ethos embedded across all services and partner agencies.

We recognise that, for some partners, this approach represents a cultural change and challenge to their existing practice. Developing a workforce model that takes into consideration organisational culture and development is imperative. To support cultural shifts in practice and approaches, we will hold senior management workshops and bespoke service workshops based on 'appreciative inquiry'\*.

It is recognised that the scale of the plan to achieve sustained cultural and whole system change is far reaching and challenging. Therefore the Kotter's 8-stage change process will be adopted to drive change throughout the five-year Together With Families programme.



\* **Appreciative inquiry** is a model for analysis and decision-making to achieve strategic change and transformation by envisioning ideal results.

## Transformation strands

Seven priorities have been identified for delivery across the partnership. The initial focus for Year 1 and 2 is to develop a foundation to achieve change. It is important to recognise the Together With Families programme spans five years and Harrow is introducing change in phases.

Based on the available evidence and the learning from successful approaches elsewhere, we have identified the essential elements that need to be in place for successful service delivery. These will therefore be key features of all the approaches we adopt. These comprise:

- **A multi-agency 'whole family' approach including strengths-based family assessments**
- **Robust family agreements and plans**
- **An intensive, flexible response that allows for support outside traditional working hours**
- **An 'assertive' and 'persistent' family key worker role**
- **A focus on improved parenting (outcomes) and the use of evidence-based interventions**
- **A highly skilled and well supported family key worker team**

The following delivery and implementation plan sets out the priorities and outcomes for Year 1 and 2 of the programme.

The plan follows the format of: developmental priority, key tasks for implementation, and transformation outcomes

For each priority initiative, a detailed plan will be developed.

The intention is to scope these priorities initiatives with our partners and then complete them as systems planning groups.

These priority initiative will be jointly delivered and monitored through a performance management and evaluation framework

## Together with Families Programme Delivery and Implementation at a glance

### Ambition by 2020

Together with Families vision, values and principles embedded in across the organisation and partner agencies

### Achieved with:

- Strong leadership
- Joined-up thinking
- Integrated working
- Partnership engagement
- Transformation into action approach
- Keep children and families at the heart of what we do

## Delivering whole system change

### Strand 1

**Geographical analysis of local population**

### Strand 2

**System wide partnership engagement**

### Strand 3

**Together With Families model design, delivery and service transformation**

### Strand 4

**Co-production and engagement with young people and families**

### Strand 5

**Collaborative commissioning**

### Strand 6

**Integrating Together With Families principles into Workflows, systems, referral pathways redesign and modifications**

### Strand 7

**Development of performance, assurance, outcomes and evaluation framework**

### Strand 8

**Workforce & organisational development**



These priorities are underpinned by our corporate Harrow Ambition to be achieved by 2020:

- Improve the Outcomes Star performance for people who use our domestic and sexual violence services, indicating they feel more safe as a result of our interventions
- To improve the lives of vulnerable families through transformation of local services
- Increase people's ability to look after themselves and reduce long-term dependency on council services
- Invest in early intervention to prevent problems from escalating
- **1,360** families have measurably improved outcomes by 2020

**Cross-cutting all priorities will be:**

- a strong Together with Families multi-agency communication strategy and delivery plan for internal and external stakeholders
- a robust multi-agency performance management and quality assurance framework to ensure comprehensive monitoring of outcomes for families across all agencies
- a robust evaluation framework to assess the progress of service transformation
- Development of ward-based projects in areas with high number of families who are likely to be highly impacted by welfare reforms, to ensure targeted intervention for our most in need families

Our ambition is to use the Together with Families programme approach as a vehicle to transform the way services are delivered to our families in Harrow.

### Priority 1: Geographical analysis of local population

#### Tasks:

- Develop ward-based projects in areas with high number of families likely to be impacted by welfare reforms, homelessness as well as drug and alcohol, domestic abuse and anti-social behaviour.
- To determine understanding of multiple deprivation and need, homelessness, income deprivation, prevalence of domestic abuse etc.
- Understanding of prevalence of anti-social behaviour, homelessness, areas of high deprivation
- Ward-by-ward by analysis project on anti-social behaviour/gang activity to understand comprehensive intelligence expertise about vulnerable families
- Develop a sub-group comprised of police, third sector, YOT and housing services to develop approach to working with families affected by intergenerational anti-social behaviour

#### **Transformation outcomes:**

- Our ward-by-ward project analysis will aid decision-making, setting further priorities and identify opportunities for commissioning. It will provide the context for our planning and evidence base for future Together With Families strategic priority developments - areas for transformation
- Support partner agencies to develop a common understanding of need in each ward
- Effective targeted intervention for vulnerable families
- Improved understanding of the impact of welfare reforms on families
- Targeted intervention supporting parents into work, to mitigate against welfare reforms

## Priority 2: System wide partnership engagement

### Tasks:

- Assessment of cross-agency managers/senior leaders in Harrow to determine current involvement with Together With Families programme/principles
- Survey and assessment of multi-agency front line practitioners working with families to assess current involvement with Together With Families objectives and principles
- Establish a Together With Families Transformation project team with representation from across the partnership
- Service-by-service engagement sessions
- Force-field analysis
- Set up service/agency-specific “Engagement and Transformation” workshops (health, housing, police, probation, schools, VCS, EIS, CC, YOT, Adults substance misuse, COMPASS)

### Engagement and transformation workshops will include:

- How each service will engage with delivery of the Together With Families programme
- Number of potential families to engage with
- Building on existing practice strengths to integrate Together With Families principles into existing service
- Define next steps
- Review and milestones for delivery

AIM: To develop service-specific phased engagement plans

*Each engagement plan will be signed off by the Together With Families board and progress monitored by the board alongside progress and review sessions*

*Progress reports will be requested at the board from partners to assess delivery of the Together With Families programme*

*A named lead will be identified to monitor progress in each service area*

**Transformation Outcomes:**

- Secure greater ownership and commitment from across the wider organisational partnership
- Supporting the organisation to understand how the Together With Families programme can be a catalyst for change
- Empowering services and agencies to integrate Together With Families principles into practice and service delivery
- Develop a shared vision, new approaches and a clear sense of purpose and mutual trust across partners
- Clear lines of accountability and responsibility with robust monitoring of progress and engagement with Together With Families programme
- Multi-agency transformation
- Engagement plans will develop into relevant service-specific transformation plans
- Partners are clear on their responsibilities within the programme
- Building on existing resource to implement long-term sustainable change

### Priority 3: Together With Families model design, delivery and service transformation

#### Tasks:

- Establish a cross-agency design team to develop Together With Families Hub and matrix delivery model, to ensure the programme is delivered across the whole organisational partnership
- Hold design and ideas workshops to define design principles for model
- Establish clear referral pathways into the Together With Families Hub
- Development of a central Together With Families hub comprised of a dedicated Together With Families performance analyst, data assistant, practice engagement workers, project assistant etc
- Develop triage and diagnostic tools to screen families who meet Together With Families programme criteria
- Develop detailed plans for integrated/matrix working; integrated referral pathways; cross-boundary and multi-agency working; workforce mobilisation and development
- *Develop multi-agency panels options panel for Together With Families hub*

#### **Service Transformation**

**Goal:** To integrate Together With Families principles into all relevant service redesigns and existing service delivery

- To continue to support and sustain existing partnerships
- To develop dynamic and effective partnerships with: health providers, clinical commissioning groups, GP practices and community health providers, schools, national probation service and police
- To integrate Together With Families principles into all relevant service redesigns
- Explore opportunities for collaborative commissioning arrangements with health services, to engage health as part of the broader phase of the programme
- Developmental work is being undertaken with children's centres, youth development and early intervention practitioners to build on and embed the Together With Families approach into the redesign of the service.
- Separate developmental work will be undertaken with YOT. Engaging YOT staff in the Together With Families workforce development programme will extend whole family and integrated service approach.

**Transformation outcomes:**

- Establish a clear delivery model for the Together With Families programme expanded phase
- To build capacity and understanding of the Together With Families approach and achieve long-term transformation
- Mainstream Together With Families approach across the organisational partnership and front-line practice
- Build capacity and capability across the organisational system to work with families meeting Together With Families criteria
- Drive forward mainstreaming of 'whole family' approaches into front-line practice

**Partnership development work will be delivered in a phased way throughout the Together With Families programme and will be updated in future delivery and implementation plans. Phased implementation is to ensure meaningful and robust engagement and to ensure changes are sustained beyond the life span of the programme.**

**Priority 4: Co-production and engagement with young people and families****Tasks:**

- Develop a Together With Families consultation group of parents to establish their views on services; what is effective and what has made a difference, to help shape the Together With Families programme
- Hold “your views matter” event for young people to obtain views and feedback
- Form a parent consultation group to work with the Transformation Project group, meeting quarterly to review plans and contribute to design and planning of the programme
- Invite parents to join the Transformation project group, where appropriate
- Establish a small focus group of young people to lead on the naming/branding of programme

**Transformation outcomes:**

- Develop a powerful young person and family voice throughout the lifespan of the programme
- Engaging families and young people in the design and planning of the Together With Families programme

**Priority 5: Collaborative commissioning****Tasks:**

- Map out current available domestic abuse services, to identify gaps in provision
- Analyse demographics to identify trends and “triangulate” in relation to income deprivation and disadvantage
- Establish a small group of existing ‘Together With Families’ to understand their views and experiences
- Develop a small working sub-group of multi-agency presentation, including health, to lead on the development of service specification

**Transformation outcomes:**

- Earlier identification of domestic abuse in families
- Improved resilience in families
- Reduction in referrals to reactive services



## **Priority 6: Integrating Together With Families principles into workflows, systems, referral pathways redesign and modifications**

### Tasks

- Establish a small project team to lead on design and significant modifications of workflow processes and referral routes to align with Together With Families programme
- Map out existing entry points and referral pathways for families across agencies
- Hold a workshop with all agencies to agree a tool for measuring outcomes for families, as well as to establish an arrangement for referral routes and triage
- Develop and implement processes for referring eligible families already in contact with services
- Develop and implement a corroborative outcomes measurement tool for identifying and screening families who meet the referral criteria, to ensure consistency
- Develop and implement information-sharing protocols and agreements between all agencies
- Ensure step-down referral pathways are integrated with the screening and outcomes criteria
- Deliver training and development seminars to all 'front door' services to ensure referral, screening and identification processes are embedded and operational
- Deliver bite-size toolbox training for the wider workforce
- Develop and implement referral and screening guidance for families

### **Transformation outcomes:**

- Integrated approach to monitoring outcomes for families across all agencies and services
- Integrated referral pathway for eligible families
- Joined-up triage arrangements, increasing referrals and earlier intervention
- Integrated screening and identification processes across all services, resulting in earlier intervention
- Fewer barriers to information-sharing
- Clear arrangements for inter-agency information, intelligence and data-sharing
- A joined-up and coordinated outcomes framework embedded across the organisational partnership

**Priority 7: Development of performance, assurance, outcomes and evaluation framework****Tasks:**

- Identify the most effective outcomes measures and indicators across agencies
- Determine the effective options for triangulating and linking data across agencies and organisations to ensure there is comprehensive monitoring of progress of transformation plan and service user outcomes
- Agreeing methodology of reporting cross-agency outcomes and performance
- Agree a monitoring tool for tracking performance across agencies
- Develop a cross-performance management framework
- Develop a quarterly programme to map family journey case studies

**Transformation outcomes:**

- Integrated approach to monitoring outcomes for families across all agencies and services
- Integrated referral pathway for eligible families
- Joined-up triage arrangements, increasing referrals and earlier intervention
- Integrated screening and identification processes across all services, resulting in earlier intervention

**Priority 8: Workforce and organisational development**Tasks:**Phase 1:**

- Establish a transformation sub-group to steer the design and development of the workforce programme. This will be underpinned by a workforce implementation plan
- Baseline assessment across all services and partners to establish current understanding and practice of the 'whole family' approach among staff
- Deliver awareness-raising workshops to individual services about the Together With Families programme and approaches
- Develop a Together With Families network comprised of operational managers and front-line staff to shape and steer the embedding of Together With Families approach

**Transformation outcomes:**

- All services understand the Together With Families criteria and expectations of the programme
- Significant increase in assessments that take into account all family members
- Significant increase in lead professionals across services and partner agencies
- Increased knowledge and adoption of 'whole family' approaches and intervention
- Working towards mainstreaming of the Together With Families approach across all agencies and services

## Next Steps

We recognise that forming a plan to deliver better outcomes and a more sustainable integrated whole family system is a complex process and will continually require review and reassessment over the coming months. We are excited about the opportunity to develop a sustainable plan with partners to change how we deliver services to our most vulnerable families in order to achieve greater outcomes. The plan is an ambitious one, expanding over the next five years. Intensive engagement work with stakeholders, partners and families will be integral to the system transformation work.

We will establish a Together With Families Transformation Programme Group, led by the head of Together With Families and formed of multi-agency partners; to look at how we can transform the way we deliver local services, while ensuring public money is better used.

We will, through this programme, deliver design workshops in each service area so we can ensure services are better coordinated and we achieve better outcomes for Harrow families.

The scale of savings needed in the next three to five years requires a fundamental rethink of the way public services are delivered. It requires reduced demand for those services with proven and effective outcomes for families.