

TOGETHER WITH FAMILIES PROGRAMME UPDATE REPORT: PROGRESS UPDATE JULY 2016 – OCTOBER 2016

This report provides an update to the Overview and Scrutiny committee on the progress implementation of the Together with Families programme in Harrow since full endorsement of the programme from Cabinet in July 2016.

Since Cabinet approved the programme in July 2016, the following progress has been made:

1.1 The Troubled Families Programme is locally known in Harrow as Together with Families

1.2 A strong governance infrastructure has been put in place to ensure effective strategic management of the Together with Families programme. A range of senior management representatives from Health, Social Care, Adult Services, CAMHS (Child Adolescence Mental Health Service), VCS (Voluntary Community Sector), Economic Development, Probation, Police, Housing attend the bi-monthly strategic board. The strategic board continues to operate robust oversight and management of the programme and is chaired by the Divisional Director for Strategic Commissioning.

1.3 A multiagency operational steering group has been established and meets on a monthly frequency. The steering group is strongly represented across the multiagency partnership including Operational Managers and Heads of Service from Adults, CCG (Clinical Commissioning Group) Public Health, Community Protection Team, Economic Development, Early Support, Children's Social Care, VCS (Voluntary Community Sector), Housing etc. The function of the steering group is to oversee the development and implementation of the programme and to embed it into operational practice across internal and external agencies.

1.4 A partnership launch took place on 29th July to launch the Together with Families programme across internal and external agencies. The partnership launch was a huge success and achieved great partnership coverage and attendance from a wide range of agencies.

1.5 The Together with Families Outcomes Plan captures the indicators and outcomes and in doing so, provides key-stakeholders with a local framework in which information governance is adhered in order to effectively gather the right information on the right families at the right time from programme entry through to exit. The Together with Families outcomes plan was signed off successfully by the Together with families' strategic board in March 2016.

1.6 A decision was made for Young Carers to sit under the umbrella of Together with Families due to its cross over and synergies with the Together with Families principles.

2 Performance: progress in phase 2 deliver of the Together with Families programme

2.1 To date up until October 2016 a total of £712,000 in attachment fees was drawn down from DCLG (Department of Communities and Local Government) following the commitment by Harrow Council to identify 244 families who met the Together with Families criteria and who are being worked with on 31 March 2016. A further 468 families were identified for 16/17 by Harrow who met the Together with Families criteria. In summary, Harrow has identified a total number of 712 families who met the criteria for the programme and has received a total of 712,000 in attachment fees. For every family successfully identified and included onto the programme Harrow receives 1,000-attachment fee. For each family achieving significant and sustained progress – a further 800.00 results claim is awarded.

2.2 On 30th September Harrow submitted its first claim under phase two of the Together with Families programme. A claim was made for 80 families that had been successfully “turned around and achieved positive sustained outcomes according to Together with Families outcomes plan.” Internal Audit verified the results before the claim was made.

2.3 Harrow has committed to working with a total of 1330 families over the five years of the programme (2015-2020). This can be broken down as follows:

	Total number of families
Year 1 (15/16) number of Together with families identified	244 families
Year 2 16/17 number of Together with Families identified	468 families

3 Service Transformation:

3.1 The transformational ambition of the programme is to:

3.1.1 Mainstream the Troubled Families approach/principles and to put in place whole systems change for a broader cohort to ensure that all families in Harrow receive the ‘right support, from the right agencies at the right time’

3.1.2 Embed a partnership approach to tackling the intergenerational cycle of family dysfunction by sharing (and maximizing) expertise and resources and shift the culture of professionals towards being more family and outcomes focused.

3.2 Together with Families partnership model

3.3 A transformation programme is currently underway with the objective of mainstreaming the Together with families programme across the multiagency partnership. This is being established through development of a Together with Families partnership model, which will be underpinned, by development of a Multiagency Together with Families leads programme. This programme will develop Together with Families single point of contacts for families in key partner agencies to operate a small caseload in coordinating whole family support for families.

3.4 The second element of the Transformation programme is to develop a sustainable network of Together with Families champions from internal and external agencies. Together with Families champions are a key development in embedding the principles of the Together with Families programme into service areas as well as aiding the facilitation of practice and development training. Both programmes will be a key part of the sustainability plan to embed the programme across internal and external agencies.

3.5 Workforce Development:

3.6 The Together with families education and training programme is planned for commissioning and roll out across the workforce in order to drive the ethos and culture of integrated working and 'think family' across the multiagency partnership. This multidisciplinary professional training programme will be delivered across the workforce and will include multiagency workshops for professionals, train the trainer programme skills development, training and practice development on: whole family evidence based approaches, integrated working, information sharing and whole family based assessments and plans.

4 System developments and progress:

4.1 A number of significant system developments have taken place to accommodate full integration of the Together with Families programme into existing workflows, business processes and referral pathways. This includes two key developments:

4.1.1 Development and implementation of a new together with families screening form which operates as a mechanism to determine proactive identification of families eligible for the Together with Families programme

4.1.2 Development and implementation of a new together with families outcomes progress journey tool, to enable proactive tracking and monitoring of outcomes achieved by families included into the programme against the Together with Families outcomes plan

4.2 The first phase of the system development and integration work centred upon statutory social work processes and referral pathways to ensure all families receiving statutory intervention and support are effectively screened and nominated into Together with Families programme.

4.3 Harrow already has a well-established MASH (Multi Agency Safeguarding Hub), which operates as a single point of entry pathway for all families requiring statutory intervention. Family data held within MASH plays an essential role in the identification of families across the breadth of the themed criteria given the level of sensitive information passing through this service area, robust information sharing agreements (ISA) have been drawn.

4.4 To embed and accelerate delivery a decision was made to integrate the Together with Families screening form into MASH screening threshold processes to ensure all families who meet the threshold for social care intervention are screened at entry for the Together with Families programme. Additionally, the Together with Families screening and outcomes journey tool has been integrated into social work family assessment and planning frameworks. This enables social care teams to effectively

provide detailed screening of families eligible for Together with Families programme once an assessment of the whole family has been completed.

4.5 The development and inclusion of the new Together with Families' outcomes journey tool represents a significant cultural shift and direction in social care practice in moving towards an outcomes thinking evidence-based approach. This development substantiates the work of social care in analysing progress trajectories and to track the impact / distance travelled for families.

4.6 Phase two systems development and integration includes: integration of the Together with Families screening form into the newly developed early support service as well into Adult Service's front door referral pathway.

4.7 The new Early Support service will operate a separate front door and gateway for families below the threshold for social care intervention and for families requiring early support intervention. The screening form will be inbuilt into the early support triaging process, which will include a needs analysis to determine the package of support required for families at point of entry. A series of implementation workshops to embed the Together with Families screening, nomination pathways, outcomes tool has been rolled out across the workforce.

4.8 The Together with Families screening criteria will be embedded into the new interagency referral form, which will go live in December 2016. This will support referring agencies at the pre referral stage to determine nomination of families eligible for the Together with Families programme

4.9 In summary two distinctive referral mechanisms will support the nomination of families into the Together with Families programme:

Via MASH (Multiagency Safeguarding Hub): All Together with Families are now screened families directly from the Multi Agency Safeguarding Hub (MASH) before passing to Social Care Teams and or to the Early Support Service, as well as families stepping down from statutory intervention. This went live on 25th July 2016.

Via Early Support Services front door: all families will be screened via the Early Support triage process through a needs analysis to determine eligibility for nomination on to the Together with Families programme and allocation of early support packages of support. This includes families who require escalation – step up to social care intervention.

4.10 Further development work is taking place with Adult services to establish a mechanism for nomination of families via the Adult service front door access point. This will widen the numbers of families nominated onto the Together with Families programme and create a greater synergy between adult and children services in delivering a stronger holistic whole family approach. As well as support children and families to receive the appropriate support and intervention to meet their needs early on.

4.11 A Together with Families panel has been established to act as the centralised point for all nominated families to be verified on to the programme formally. The function of the panel is to carry out detailed family checks, verify nominated families on to the programme, track progress and outcomes of families nominated on to the programme as well as signpost families on to appropriate provision and services.

The plan is to develop this panel into a multiagency panel to operate as a gateway designed to triage families, determine a key worker to work directly with a family and sequence specialist support.

4.12 Together with Families have funded a Performance Analyst and Programmer to assist in the development of a robust Together with Families access database tool. A new together with families access data base tool has been developed. The access database will enable Harrow to create a 'data warehouse' of all families verified on to the programme. The tool will enable robust generation of reporting of all families eligible for the programme and generate reporting on outcomes achieved by all families nominated on to the programme. This is a significant milestone development for the programme.

5 Next steps and future development:

A number of developments are under discussion in regards to utilisation of attachment fees to pilot new services and to explore innovation opportunities and processes to improve outcomes for families and reduce demand and acute costs. Examples:

5.1 Development of a new edge of service and provision, with a dual approach which involves commissioning intensive family support alongside an existing lead professional –for families at risk of family breakdown and crisis with the objective of diverting families from the care system. As well as supporting the reunification of children and young people back into their families where it is safe to do so. The aim is to reduce the numbers of families requiring social care involvement by working with the family before issues become acute and entrenched. Over time this should decrease the significant flow of families into social care and reduce costs significantly.

5.2 Investment in the development of an edge of care innovative technological solution to support families as a form of online preventative support in supporting families to become self-sustaining and self-reliant and as a mechanism for diversion from care

5.3 Explore opportunities to develop innovation funds through payments by results designed to secure greater partnership integration in the delivery of the Together with Families outcomes plan

5.4 Invest in a multiagency workforce education programme to improve the quality and effectiveness of integrated working partnership working and whole family practice approaches and to ensure there is a sustainable legacy to the Together with Families programme. This includes investment in a lead professional training programme to aid in the development of a wider scope of professionals across the partnership acting as designated leads in coordinating family support.
