

20 March 2013		ITEM: 5
Children's Services Overview and Scrutiny Committee		
Troubled Families and Early Offer of Help		
Report of: Sue Green, Strategic Leader Early Years, Families and Communities; Teresa Goulding, Troubled Families Coordinator		
Wards and communities affected: All	Key Decision: No	
Accountable Head of Service: Carmel Littleton - Head of Learning and Universal Outcomes; Barbara Foster – Head of Care and Targeted Outcomes		
Accountable Director: Jo Olsson – Corporate Director of People Services		
This report is Public		
Purpose of Report: To update Members on the Early Offer of Help Strategy including the integration of the Troubled Families Programme		

EXECUTIVE SUMMARY

The Early Offer of Help Strategy Implementation is underway with phase one of the work completed including the commissioning of services, service design and implementation of the Troubled Families programme.

Partnership working has secured an increased resource for services and will support integrated multi agency delivery from strategic level through to front line delivery. This approach enables us to develop a comprehensive locality offer of services to support those families most in need of support whilst enabling a 'supported step up or step down' process to statutory intervention if needs increase or universal services when needs are met.

Phase two of work will complete the final transition to full implementation and initial work to develop this is already underway.

1. RECOMMENDATIONS:

1.1 That progress is noted

2. INTRODUCTION AND BACKGROUND:

2.1 The Early Offer of Help Strategy was approved by Cabinet in June 2012. The Early Offer of Help and the accompanying service design aims to provide support, challenge and change in parenting when needed, at appropriate

levels depending on the identified needs. Clear links through from universal to targeted and if needed statutory intervention will focus on three key areas:

- The provision of a single point of entry to multi agency services where there is concern of a risk of harm.
- A single point of access to locality services to provide a multi agency - response where needed.
- Improved support for universal services to enable them to continue to support families.

2.2 The principles that underpin the service design are:

- To identify needs earlier, especially for those at the edge of statutory intervention
- Support a coordinated package of support for children and their families
- To reduce the number of cases that escalate to require statutory intervention
- To support the de escalation of cases so that families only stay within statutory intervention for the time they need to but feel supported as needs de escalate and cases are closed to Social Care with a transition plan.

2.3 There is a commitment to reduce the risk of harm to children by:

- Reducing overlaps and gaps between professional services and agencies
- Preventing multiple interventions in families and multiple exchanges
- Reducing complicated and extended information exchange chains

3. ISSUES, OPTIONS AND ANALYSIS OF OPTIONS:

3.1 Members will be aware that the implementation of the strategy involves significant change and officers have approached this in two phases to ensure service delivery is maintained throughout the implementation.

Phase one has included the following:

- Commissioning of services to be delivered as a part of the offer
- Working to develop a multi agency approach to locality service delivery design
- Moving existing services to a more targeted approach
- Implementation of the Troubled Families initiative
- Ensuring that the model of delivery can be supported in the current budgetary climate and securing funding from partners in Health.
- Provision of training for lead professionals

3.2 We have now secured a comprehensive range of services through the procurement exercise that recently concluded and details of this are included in appendix one.

3.3 A combination of the commissioned offer and service delivery by social care, education and health colleagues will ensure that the locality offer targeted to those most in need of support will include:

- Parenting support and challenge
- Family Nurse Partnerships
- Maternal and Sustained Child Health Visiting Support Programme

- Targeted Parenting Programmes
 - Support for victims of domestic violence and sexual abuse
 - Intervention programme for perpetrators of domestic violence
 - Support for parents who misuse substances
 - Family Intervention Project (linked to Troubled Families Team)
 - Full Children's Centre Offer across nine Children's Centres
 - Targeted parent outreach support for parents with children aged 0-5 years.
 - Support for lead professionals from Senior Social Work Practitioners
 - Education Welfare Service
 - Youth provision
 - Access to entry to adult learning support
 - Information, guidance and sign posting to other services.
- 3.4 Partnership working has secured investment from the local Clinical Commissioning Group and also investment from the local provider of health services for 0-5s enabling us to commission a wide range of service as well as developing an integrated management structure bring together in for the first time Social Work, Education and Health into one management structure to deliver services locally.
- 3.5 An overview of the structure showing the process for referral and joint working is included in appendix two; this is being further developed into information for partners as a part of the next phase of development.
- 3.6 The majority of services have already moved to a more targeted approach in line with the Early Offer of Help and national policy drivers such as the changes in children's centres and a focus on targeted work as a part of the inspection arrangements. Approximately 50% of the locality based Parent Outreach Workers cases are now families that are Child Protection or Child in Need cases. In addition targeted NEET reduction programmes and youth activities are offered locally with referrals from universal services.
- 3.7 The key purpose of the Locality Teams will be to identify needs earlier, particularly for vulnerable groups and coordinate support where needs can no longer be fully met by the universal service. Support is always provided to build on what is already in place rather than replace it and with the aim of reducing any additional support once needs have been met.
- 3.8 For some families where there are multiple, complex and often entrenched needs a more intensive approach is needed, the Troubled Families Programme provides this approach and is underpinned by the range of services available in localities and through the commissioned offer. Services will be integrated through the team around the family approach which will include universal services and locality services such as Education Welfare Officer support and access to targeted parenting programmes. This integration is crucial to ensure that a consistent offer of support is made and to ensure that there is reduced duplication, it also supports the 'step down' approach as families move to needing less support.

- 3.9 The development of one referral mechanism and the use of the Common Assessment Framework as an assessment tool to identify all additional support, along with an integrated offer that ranges from universal to targeted support through partnership working and the nomination of one lead professional brings consistency for families and for other professionals.
- 3.10 Close links are being developed with the Community Hub Project to both support and integrate access to services for families. This is seen as an important aspect in building resourceful and resilient communities.
- 3.11 The project now moves into phase two with the final transition to full implementation
Phase two will include:
- Transition to commissioned offer
 - Introduction of the MASH
 - Introduction of new locality team model including integrated multi agency management.
 - New ICT software
 - Communication to partners on referral mechanisms, services available and support available.

It should be noted that many aspects are linked and therefore work to ensure that the strategy is developed as a whole approach helps to continually refine plans and ensure that work is integrated.

4. REASONS FOR RECOMMENDATION:

- 4.1 This report is for information only

5. CONSULTATION (including Overview and Scrutiny, if applicable)

- 5.1 This report is for information only

6. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT

- 6.1 Delivering proportionate levels of support for families most in need of help supports the following corporate priorities:
- Improving health and wellbeing
 - Build pride, responsibility and respect to create safer communities
 - Encouraging and promoting job creation and economic prosperity

7. IMPLICATIONS

7.1 Financial

Implications verified by: **Michael Jones**
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There are no financial implications for the strategy implementation as these have been mitigated through financial planning within the Council and the provision of additional funding from Health partners. The report to Cabinet highlighted that ‘these developments are crucial to the refocusing of existing resources to better meet identified need, to reduce duplication and achieve improved value for money. There is no new funding for this work and the resources will come from improved use of existing budgets’.

7.2 **Legal**

Implications verified by: **Wade Turner**
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Wade.turner@bdtlegal.org.uk

There are no legal implications arising from this report as full consideration was included in the original strategy development. All legal requirements with regard to procurement have been met and any staffing changes shall be in line with legislative requirements.

7.3 **Diversity and Equality**

Implications verified by: **Samson DeAlyn**
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An equality impact assessment was completed when developing the original Strategy and supports the refocusing of resources on those most in need of support. The needs analysis also completed when developing the Strategy highlighted the factors that mean families that are at a greater risk of inequalities have been identified and services are focussed on this group. The decentralisation of services and an outreach offer will ensure services are accessible.

BACKGROUND PAPERS USED IN PREPARING THIS REPORT (include their location and identify whether any are exempt or protected by copyright):

- None

APPENDICES TO THIS REPORT:

- Appendix one – Commissioning Summary
- Appendix two – Outline of management structure

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Appendix One

Contract Lot	Successful provider, subject to approval
Lot 1.1 – Domestic Abuse Perpetrators Programme	DVIP
Lot 1.2 – Domestic Abuse support	Open Door Consortium
Lot 1.3 – Sexual Violence support	SERICC
Lot 2 – Substance/Alcohol misuse	Open Door Consortium
Lot 3 - Parenting	Coram Family
Lot 4 – Family Intervention Project	Catch 22
Lot 5.1 – East Tilbury Children’s Centre	4 Children
Lot 5.2 – Chadwell Children’s Centre	4 Children
Lot 5.3 – Beacon (Chafford Hundred) Children’s Centre	4 Children
Lot 5.4 – West Thurrock Children’s Centre	4 Children

