



Briefing for:	Community Safety Partnership Board: 26 June 2012
Title:	'Troubled Families' Initiative (TFI) Update
Lead Officer:	Libby Blake, Director of Children and Young People's Service
Date:	June 26 2012

Describe the issue under consideration

1. This report provides an update on how Haringey is responding to the government's aim of turning around the lives of troubled families. In particular it outlines plans for the creation of a core TFI team in Haringey to deliver and coordinate family interventions across key partner agencies and sets out the resource implications.

2. Background information

3. To drive the implementation of the TFI Central Government has created the Troubled Families Unit (TFU) within the Department for Communities and Local Government (DCLG) and announced a £450m Troubled Families Programme to "turn around" the lives of the country's most troubled families by the end of this Parliament by:

- Getting parents into work
- Children attending school
- Reducing crime and anti-social behaviour
- Cutting costs for the State

At the end of March the DCLG issued guidance to local authorities on the Financial Framework for the Troubled Families programme which clarified arrangements for up front funding and Payment by Results (PBR). The "up-front" allocation for 2012/13 of 768k has now been received by the Local Authority.



4 .Current Haringey position:

4.1The Haringey Cohort of Troubled Families

A cohort comprising 886 families has been submitted to the Department for Work and Pensions (DWP) for matching against their database. The TFU is allowing local authorities to apply local criteria as they think fit so that the focus will be on the most challenging families in each locality. Spreadsheets have just been returned to us from the DWP and we are in the process of analysing these so that we can finalise the local cohort.

4.2 Financial Framework

On April 30 2012 Haringey wrote to the DCLG Troubled Families Unit committing itself to the programme and indicating that it would work with 33% of the benchmark cohort of 850 families in each of the 3 years of the programme. The TFU has

devised a formula whereby local authorities will be allocated five-sixths of the total cohort funding allocation on the assumption that one-sixth of families will be receiving support from services funding by other funding streams On the basis of this submission funding will be allocated to LBH as follows :

Year	Cohort			Fees		
	Percentage	Total	Five-Sixth	Attachment Fee (£)	PbR (£)	Sub Total (£)
2012/13	34%	288	240	768,000	192,000	960,000
2013/14	33%	281	234	561,600	374,400	936,000
2014/15	33%	281	234	374,400	561,600	936,000
Grand Total 2012-2015	100%	850	708	1,704,000	1,128,000	2,832,000

Additional funding is available of £100k pa for three years which we intend to use in 2012/13 to

- Offset a proportion of DCS costs
- part fund a TFI Manager/coordinator who will “grip” the local programme and manage the core TFI team
- engage an external facilitator to support the process of cultural and practice change across key practitioners and managers



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- commission Triangle Consulting , a consultancy specialising in measuring social care outcomes , to support the implementation of the Family Outcomes Star , a practice and outcomes tool

Attachment Fee funding will be used to fund the Core Team and support effective service delivery

Discussions about the most effective use of PBR income will need to be held in due course.

4.3 Service Design

Haringey's strategy is to use an approach that builds on current successful practice and services to address the local need of our troubled families whilst ensuring that we are able to take full advantage of the payment by results funding available under the Troubled Families Programme.

A core TFI Team of 4 Intensive Intervention/Support Workers will be established managed by a TFI Coordinator/Manager and supported by a senior data analyst. In opting for a Core Team approach the Steering Group was informed by evidence of what works with families with complex needs from elsewhere, in particular, by the success achieved by the Westminster Recovery Project ,

The core team will work to an agreed set of practice principles and protocols which are also based on evidence of good practice and successful outcomes elsewhere. The team will implement a Team Around the Family Approach with an identified Lead Professional responsible for implementing the agreed Family Plan.

The posts for the new service have been through the evaluation process and will be advertised shortly.

Accommodation for the new service has been identified at the Neighbourhood Resource Centre, Park Lane N17. This is located in the heart of the highest concentration of TFI cohort families and has co-located key partners e.g. Job Centre Plus, on site.

In developing Intervention Plans, and coordinating their implementation, the core team will draw on a comprehensive menu of services. Key partner agencies have signed up to support the TFI and have a named TFI worker to coordinate their service/agency activity.

To support the core team in evidencing the change they make to families, a practice based outcomes measurement tool - the Family Outcomes Star - will be implemented in the core team.

To support the practice and cultural shift necessary to effect real change for the most challenging families, key practitioners and managers will be supported by an externally accredited change process



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Reducing anti-social behaviour and youth crime will require coordinated response from key partner agencies including the police, probation .YOS, ASBAT and the Community Safety Team. All these partners are represented at an appropriate level at the Steering and Operational Group levels

4.4 Governance

A time-bound multi-agency strategic steering group, chaired by the DCS continues to meet. The group has broad representation from across the Council as well as from NHS Haringey, Met Police, Job Centre Plus, CONAL, Probation, and Reed in Partnership. It currently reports to the Joint Leadership Group.

Howard Jones, the Interim Troubled Families Coordinator, has consulted key partner agencies and established an Operational Group to drive implementation of the TFI programme. Key partners are represented at an appropriate level on the group. The group has focused on developing service design, the core principles of service delivery and developing the service menu. Three Sub groups have been established to clarify processes for meeting the key PBR criteria

5 .Next steps

Activity	Milestone	When
Baseline cohort verified by matching with DWP data	Cohort verified and signed off by Steering Group	End of June 2012
Recruit TFI Coordinator	Coordinator appointed	End of August 2012
Recruit TFI Core Te	Team established	End of August 201
Develop PBR and outcomes based performance measures and tools	Methodologies agreed and in place	End of July 201
Develop an outcomes measurement, evaluation and reporting framework (key for demonstrating results)	Evaluation framework in place	End of July 2012
Agree process for supporting cultural and practice change	Change process in place and participants agreed	End of July 2012



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6. Role of the Community Safety Partnership Board

It is essential that TFI is owned at a strategic level across the Council so that front line operational services are supported to become fully engaged with the programme. Both in terms of PBR and contributing to creating safer communities, there are tangible benefits for agencies in such an engagement. To assist the CSPB in thinking through how key services, including the police, probation, YOS, the Community Safety Team and the ASBAT, can make a full contribution to the development of the TFI, it may be helpful for the Board to receive quarterly reports on the progress of the TFI and the outcomes as they relate to the reduction of youth crime and anti-social behaviour.

The TFU have allowed local authorities to show a considerable degree of flexibility in determining the families they work with as part of the TFI by adopting a range of local outcomes. The CSPB may wish to consider any other local outcomes, over and above those set by the TFU as part of the PBR financial framework.