

# CHESHIRE EAST COUNCIL

## Health and Wellbeing Board

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**Date of Meeting:** 27<sup>th</sup> January 2015  
**Report of:** Jonathan Potter, Principal Manager Early Help  
**Subject/Title:** Family Focus Programme

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### 1.0 Report Summary

1.1 This report is presented to the Health and Wellbeing Board to inform the Board about the ending of the current programme and to begin discussion about the expanded programme. The expanded programme will place greater demands on the Local Authority and its partners, specifically Health providers both in operational provision and through data requirements.

1.2 The National Troubled Families Programme has been operating in Cheshire East since early 2011 and during the spring of 2014 it was rebranded as the Cheshire East Family Focus Programme

1.3 The expanded programme will have a national roll out date of April 2015 and will be a 5 year programme – thus ending in 2020.

1.4 Key features of the expanded programme are:

- Increased eligibility criteria
- the development of a local Outcomes Plan to define and measure significant and sustained progress,
- greater understanding of the fiscal benefits achieved through the programme and by stimulating ongoing service transformation, by use of the cost savings calculator,

### 2.0 Recommendation

2.1 That this report is for discussion, but there is a consensus about the need for improved information sharing between partners, and that the mechanisms for that will be defined; additionally that all partners including both Health commissioners and Health providers are sufficiently represented on the Family Focus Executive Board, and the Youth Management Board.

### 3.0 Reasons for Recommendations

3.1 The principles of the expanded programme are defined by the Department for Communities and Local Government (DCLG) as Trust, Transformation and Transparency. It is expected that there will be a focus on service transformation by:

- increased investment in, and increased expectations of, local co-ordination, analysis and oversight across partner agencies,
- which will be demonstrated through family monitoring and costs data for representative sample of all families,
- some of the funding will be dependent upon incrementally increased expectations of quality and comprehensiveness of data and analysis.

#### **4.0 Wards Affected**

4.1 All

#### **5.0 Local Ward Members**

5.1 All

#### **6.0 Policy Implications**

6.1 Information Sharing

#### **7.0 Financial Implications (Authorised by the Director of Finance and Business Services)**

7.1 This is a payment by results programme and successful participation will result in significant income generation.

#### **8.0 Legal Implications (Authorised by the Borough Solicitor)**

8.1 None

#### **9.0 Risk Management**

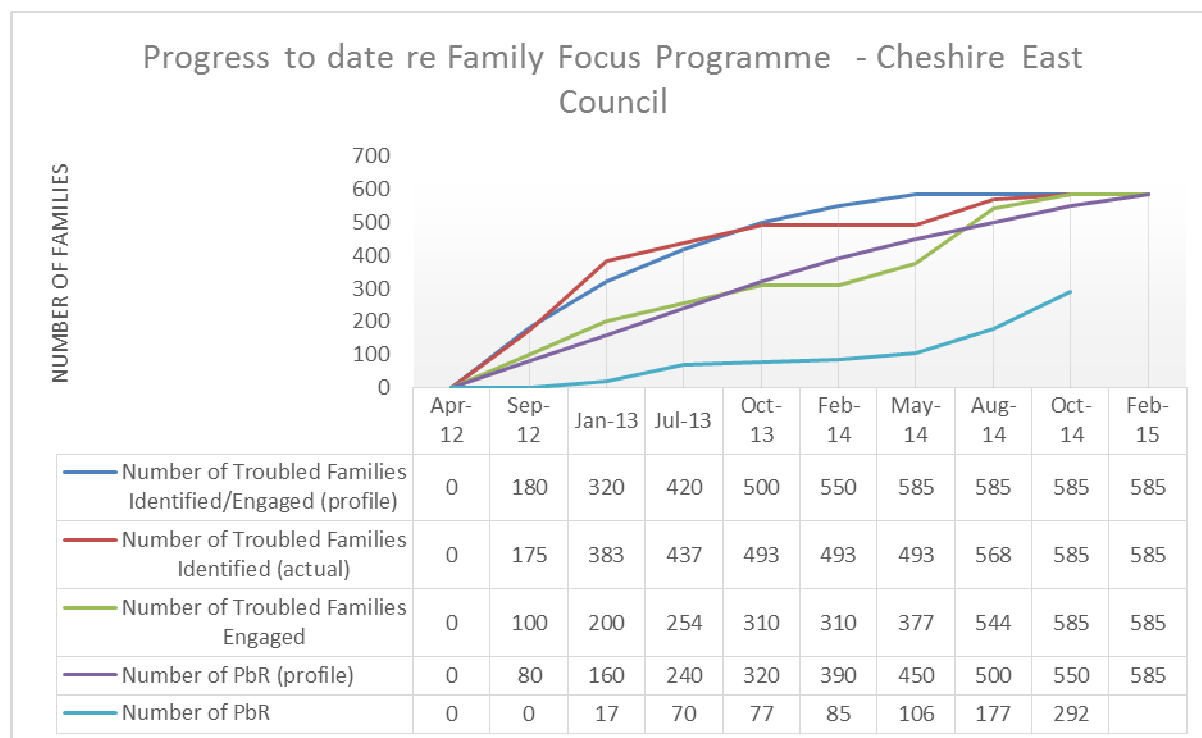
9.1 There are risks that Cheshire East will not be able to feed information into the cost savings calculator and therefore not identify fiscal savings to ourselves and our partners and without that knowledge, will be less likely to achieve service transformation.

9.2 There is a risk to the reputation of the Local Authority if gaps in partnership working are evident to various inspection regimes such as CQC and Ofsted.

#### **10.0 Background and Options**

10.1 The current programme:

10.1.1 The current three year programme will end in May 2015, and it is expected that all Local Authorities will have achieved success with all of its identified numbers of families and, in anticipation of that it is expected that we will have turned around 75% of our cohort numbers by February 2015 in order to progress into the expanded programme. The table below shows the current position i.e. that Cheshire East has currently turned around 49% of its cohort.



10.1.2 To this end we have received and acted upon advice from the DCLG and from other more successful Local Authorities. It has been acknowledged by the DCLG that despite a slow start, progress is now being made, and there is an action plan in place to ensure that we achieve as high a figure as possible in the February claim to ensure our involvement beyond May 2015.

10.1.3 Under the current phase, Cheshire East has supported additional data requirements of the programme such as the Family Monitoring data returns – which give more information about issues other than the main eligibility criteria that affect many of the families worked with. This data from all LAs has influenced the development of the expanded programme as the research has identified that the majority of families worked with under this programme have numerous other issues affecting their lives and these have been brought into the criteria for Phase 2.

10.2.1 The expanded programme:

10.2.2. Phase 2 has now been confirmed by DCLG and 52 Authorities became early starters for Phase 2 in September and another group joined them in January 2015. It is hoped the remainder will join in April 2015 – once the figures described above have been achieved. An Interim Financial Framework issued in September 2014 was updated on 14th November and there will be a further iteration early in 2015. However we do know that cohort numbers will increase by approximately 3.3 times, making the Cheshire East cohort 1931, although this actual figure is yet to be confirmed in writing.

10.2.3 The expanded eligibility programme will cover six 'headline' eligibility criteria, of which families will have to meet 2 in order to move into the programme. The headlines are shown below.

Headline Criteria	Comment
Parents and children involved in crime or anti-social behaviour.	Now includes adult crime
Children who have not been attending school regularly.	As before
Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.	This was previously included within locally defined criteria.
Adults out of work or at risk of financial exclusion or young people at risk of worklessness.	Now includes NEET and at risk of financial exclusion (debt)
Families affected by domestic violence and abuse.	New criteria
Parents and children with a range of health problems.	New criteria

10.2.4 The financial structure will change; the money paid as results payments will reduce from £4,000 per family to £1,800 per family. However the monies for coordination costs will double and this reflects the increased emphasis on the data collection and analysis to evidence success and financial savings.

10.2.5 Based on the cohort numbers being 1931, the potential value in terms of payment by results is £3,475,800 over the five years of the programme and coordination grant will be doubled to £200,000 per year. This is equivalent to £895,160 per year.

10.2.6 It is expected that there will be a focus on service transformation by:

- increased investment in, and increased expectations of, local co-ordination, analysis and oversight across partner agencies,
- which will be demonstrated through family monitoring and costs data for representative sample of all families,
- some of the funding will be dependent upon incrementally increased expectations of quality and comprehensiveness of data and analysis.

10.2.7 The broader eligibility criteria will make identification of families' in Cheshire East easier as only 2 of the 6 criteria will have to be met (rather than 3 of 4), but ways of monitoring success will change considerably.

10.3.1 Fiscal benefits:

10.3.2 There will be a much better understanding of the fiscal benefits achieved through the programme and by stimulating ongoing service transformation through transparent local accountability for these benefits. Details of the fiscal benefits being looked at have been agreed between the DCLG and the Treasury and a cost savings calculator (CSC) has been developed. Completing this will be a significant development in terms of data collection as the relevant data will need to be gathered in respect of each

person within each family. Relevant costs built in to the calculator are based on economic research undertaken by New Economy Manchester.

10.3.3 Costs during the 12 months prior to the programme will need to be included so figures can be compared to costs within the programme – and savings calculated.

10.3.4 The Family Monitoring Data (FMD) will become Family Progress data and how this is gathered and used is under consideration by DCLG at the moment in light of discussions in regional meetings with coordinators, but it is likely that these will on the whole correlate with the CSC.

10.3.5 A review of information sharing agreements with partners will be required in order to access all the required data.

10.4.1 Information/Data sharing:

10.4.2 During November a Health Leadership Statement was issued by the Dept. of Health, the Local Government Association, NHS England and Public Health England, along with data sharing guidance and a training and skills document were issued to facilitate the level of engagement required to meet the expectations of the programme.

10.4.3 Discussions have begun with current partners about the expanded programme through the Family Focus Executive Board and the Youth Management Board. They also need to begin with new potential partners such as Health providers, the Probation service, Cheshire without abuse to prepare for information and data sharing as well as service delivery and associated pathways and processes.

10.5.1 Outcomes Plan:

10.5.2 Each LA will create a Troubled Families Outcomes Plan - guidance on this is currently being developed by DCLG and examples will be issued based on examples from the early starter LAs. This will describe the outcomes that are expected and will form the basis of measuring success. There will be merit in having some outcomes agreed with LAs who share the same partnerships across the region.

10.5.3 The outcomes plan will reflect strategic plans such as the Children and Young Peoples Plan and the Health and Wellbeing plan and draw on national frameworks.

10.5.4 The plan will define how success is measured. The financial framework states that Payment by Results may be claimed when there is 'significant and sustained progress' in areas that have been identified as relevant to each family and/or a move into continuous employment.

10.5.5 A draft Outcomes Plan is attached for consideration. It should be noted that this is a first draft and is a work in progress. This has been prepared in consultation with the Family Focus Executive Board. Further development is needed alongside regional Local Authorities namely Halton, Cheshire West and Cheshire and Warrington with whom we share partner services. DCLG anticipate sharing some outcomes plans

developed and agreed with Early Starter Authorities to assist development. The final version will need to be approved by DCLG.

## Next steps

- 11.1 Continue preparation for entry into the expanded programme by finalising the outcomes plan and information sharing strategies so that all partners aware of and committed to the requirements of the financial framework.

## 11.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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