

troubled families

Reading Troubled Families Programme Outcome Plan

Helping to Narrow the Gaps in Reading

It's about transforming services and transforming outcomes for families



Reading
Borough Council
Working better with you

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Helping to Narrow the Gaps in Reading

Reading is a thriving and diverse town with a significant economic presence. Reading's population and economy continues to grow and the needs of our residents and businesses are changing, which impacts on the services we provide.

Not everyone in Reading can access all the opportunities that are available though. Some people are being left behind and we want to stop this happening.

The Reading Troubled Families Programme will support Reading Borough Council and its partners to further transform the way we narrow the gap for our vulnerable troubled families, and ensure we create the best start for children.

In 2020, the Reading Troubled Families programme will have improved outcomes for a further 1220 families who are being left behind. In order to deliver this we intend to ensure the Troubled Families Programme provides a framework for delivery for Reading Borough Council and its partners, that raises our aspirations and in turn the aspirations of families.

Each one of these families will have had a plan which focussed on priorities as described in this outcomes plan, to improve their lives and receive the right support to achieve lasting change. In order to achieve this, it will require increased collaboration and a cohesive partnership between Reading Borough Council, its partners and the Voluntary and Community Sector.

The Reading Troubled Families programme will be a catalyst for change and will enable us to think and do differently. We will create an integrated delivery model that will maximise resources across the partnership that meets the needs of families in need of early help, in need of protection and build more capable communities whilst achieving savings to the public purse.

Our approach to the Troubled Families Programme is not about a single team, it's a whole service delivery model whereby we can measure outcomes for the families that we work with, which will narrow the gap and give children the best start in life.

It's about transforming services and transforming outcomes for families.

The Purpose of the Reading Troubled Families Outcomes Plan

The Reading Troubled Families Outcome Plan has been created to help identify, prioritise and address the needs of those families who have many multiple and complex needs.

The target number of families Reading will have supported by 2020 is 1220, with an initial target to successfully support at least 207 families in 2015/16.

The Reading Troubled Families Outcome Plan sets out that for a family to be eligible for the expanded programme they must meet at least two of the six Government criteria that are listed below.

Family Problem Headline Referral Criteria:

1. Families involved in Anti-Social Behaviour and Crime
2. Children Who Have Not Been Attending School Regularly
3. Children Who Need Help
4. Adults out of Work or at Risk of Financial Exclusion and Young People at High Risk of Worklessness;
5. Families Affected by Domestic Violence and Abuse
6. Parents and Children with a Range of Health Problems

The Outcomes Plan also includes information on what a significantly improved outcome is for all of the six headline family problems covered by the programme, what will be measured to establish that this outcome has been achieved and the timeframes against which the sustainability of these outcomes will be measured.

The plan is a dynamic tool and can be refreshed during the life of the programme. The initial plan is based on priorities and indicators where there is confidence that they can be measured in the early stages of the programme.

It is anticipated that as the programme develops there will be emerging themes that could be developed locally and methods of measurement agreed.

This first version of the Outcomes Plan is designed to be a simple yet consistent way of tracking outcomes for families throughout their involvement with the programme.

It aims to recognise the differing circumstances and needs of families, whilst giving tangible outcomes against which progress can be measured and payment claimed.

Upon acceptance on to the programme, each family that is worked with will have a specific family outcomes plan tailored to that family, that will outline the issues for each family, the support they will receive and the change that is required.

Therefore every family that is being worked with as part of the Reading Troubled Families Programme will know what is expected of them and what needs to change.

Supporting Strategic Priorities

Reading Borough Council's aspiration is to narrow the gaps in Reading to ensure that everyone can benefit from its success. The Reading Troubled Families programme provides a framework for collaboration with partners to work together to achieve this vision.

Every family that is identified and supported to deliver significantly improved outcomes through the Troubled Families Programme will directly support the delivery of the **Reading Borough Council 2015 - 2018 Corporate Plan** priorities:

- Priority 1 - Safeguarding and protecting those that are most vulnerable
- Priority 2 - Providing the best life through education, early help and healthy living
- Priority 4 - Keeping the town clean, safe, green and active
- Priority 6 - Remaining financially sustainable to deliver these service priorities

In addition to supporting the delivery of the Reading Borough Council Corporate Plan, the Reading Troubled Families Programme also supports the delivery of a number of partner agency strategic plans and priorities. The following provides a summary of the key multi- agency strategic boards and strategies that the Reading Troubled Families Programme also supports.

Reading Local Safeguarding Children Board priorities:

Priority 1 - Domestic Abuse

Priority 2- Strengthening the Child's Journey and Voice

Priority 3 - Child Sexual Exploitation and other Particularly Vulnerable Groups

Priority 4 - Neglect

Reading Children Trust and Child and Young People's Plan priorities:

Priority 1 - Keeping Children Safe

Priority 2 - Intervening Early

Priority 3 - Learning and Ambition

Reading Local Strategic Partnership - Reading 2020 priorities:

Priority 1 - Skills for All

Priority 2 - Breaking the Cycle of Poverty

Priority 3 - Capable Communities

Financial Framework

The Reading Troubled Families Programme has the potential to generate £2.9million income for Reading. This includes £976,000 which is the maximum that can be achieved by performance by results (PBR) during this period.

The £976,000 equates to £800 PBR for the target 1220 families where Reading can demonstrate that the families have either demonstrated significant and sustained progress against their outcome plan or continuous employment.

The funding available also includes a Transformation Grant of £150,000 per year and £1,000 per family that is worked with.

The Creation of the Reading Troubled Families Outcomes Plan

The development of the Reading Troubled families Outcomes Plan was completed in collaboration with a wide range of stakeholders and partners across Reading.

A number of consultation events were held with a cross-section of public and voluntary and community sector organisations that commission and/or deliver services for families across the six headline family outcome areas as listed above.

In addition to this, a number of meetings were held with Senior Officers from partner organisations to understand their strategic objectives to ensure that this outcomes plan will target the right families and deliver against relevant priorities. Over 100 different people were spoken to during this process.

The draft outcomes plan was also discussed and debated with the Troubled Families Management Board whose membership includes senior officers with specialisms from each of the headline family outcome areas.

Further to this, a Troubled Families stakeholder event was held in May 2015 where over 120 people attended from across Reading. Agencies represented included:

- Berkshire Healthcare NHS Foundation Trust
- Berkshire West Clinical Commissioning Group
- Department of Work and Pensions
- Employment Support Organisations

- Reading Borough Council
- Reading Public Health Team
- Registered Social Landlords
- Royal Berkshire Fire and Rescue
- Schools and Academies
- Thames Valley Community Rehabilitation Company
- Thames Valley Police
- Voluntary and Community Sector

Feedback from delegates was very positive and when asked what they thought some of the key opportunities were with regards to the Reading Troubled Families Programme the key themes that emerged were:

The Troubled Families Programme could -

- Be a framework to transform services;
- Provide clarity of how systems and processes work in Reading with a single referral pathway;
- Facilitate multi-agency working, training and sharing of resources;
- Support the development and understanding of the key Worker role - taking a persistent and resilient approach to working with families
- Support improved communication and information sharing across the partner organisations including the voluntary and community sector.

Delivering the Reading Troubled Families Programme and Outcomes Plan

The ethos of the Reading Troubled Families Programme is to create an integrated delivery model that will maximise resources across the partnership that meets the needs of families in need of early help, in need of protection and build more capable communities whilst achieving savings to the public purse.

Our focus is to help children, young people and adults earlier so they can seize the opportunities on offer within Reading. All families eligible for the Troubled Families Programme will be referred to the Early Help Hub.

The Early Help Hub will bring together representatives from all relevant agencies who can support families from across Reading. It will become the key mechanism to drive change, it will encourage people to think and act differently, to work together to deliver significant and sustained change for Reading's most vulnerable Troubled Families.

Our approach is not about a single team, it's a whole service delivery model whereby we can measure outcomes for the families that we work with, which will narrow the gap and give children the best start in life.

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Family Problem: Anti-Social Behaviour and Crime

Referral Indicators:

- a) A child or adult who has committed an offence in the previous 6 months.
- b) An adult or child who has committed an Anti-Social Behaviour (ASB) incident in the last 6 months.
- c) Adults or children referred by a professional because their potential crime problem or offending behaviour is of equivalent concern to indicators above.

Outcome Measure	Source of Information
<p>1. Nobody in the family becomes a first time entrant in to the Criminal Justice System for a sustained period of six months.</p> <p>Linked to Indicators: a & c</p>	<p>Thames Valley Police (Adults)</p> <p>Youth Offending Service (Young People)</p>
<p>2. Overall level of proven offending across the family has reduced by at least 33% in the last six months, compared to the overall level of proven offending in the previous six months.</p> <p>Linked to Indicators: a & c</p>	<p>Thames Valley Police (Adults)</p> <p>Youth Offending Service (Young People)</p>
<p>3. 60% reduction in recorded incidents of ASB at the family household over a sustained six month period.</p> <p>Linked to Indicators: b & c</p>	<p>Reading Borough Council ASB Team and Housing Providers</p>

Family Problem: Children Who Have Not Been Attending School Regularly

Referral Indicators:

- a) A child who is persistently absent from school for an average across at least the last three consecutive terms (10% or more sessions missed).
- b) A child who has received at least three fixed term exclusions in the last three consecutive terms.
- c) A child who has been permanently excluded from school in last three consecutive terms.
- d) A child referred by an educational professional as having school attendance problems of equivalent concerns to the indicators above because he / she is not receiving a suitable full time education.

Outcome Measure	Source of Information
<p>Each child in the family has had less than 10% school absences in the last three consecutive terms.</p> <p>Linked to Indicators: a & d</p>	<p>School Census</p>
<p>Each child in the family has had fewer than three fixed term exclusions in the last three school terms.</p> <p>Linked to Indicators: b & d</p>	<p>Reading Borough Council</p>
<p>Each child in the family has not been permanently excluded from school in the last three schools terms.</p> <p>Linked to Indicators: c & d</p>	<p>Reading Borough Council</p>

Family Problem: Children Who Need Help

Referral Indicators

- a) Families in need of help and referred to the Early Help Hub
- b) A child in need under Section 17 of the Children Act 1989
- c) A child who has been subject to an enquiry under Section 47, The Children Act 1989 or subject to a child protection plan.
- d) Families where a child has been listed as missing.
- e) Families where a child has been identified as being at risk of sexual exploitation.

Outcome Measure	Source
<p>Early Help referred case is closed and there are no repeat referrals in the following six month period.</p> <p>Linked to Indicator: a</p>	<p>Early Help Hub</p>
<p>Improved Family Star by a total of 10 points at point of case closure.</p> <p>Linked to Indicator: a</p>	<p>Outcomes Star</p>
<p>No further requirement to have a Children in Need plan or Child Protection plan and the case is closed or stepped down to Early Help and no repeat referral for social care in a six month period.</p> <p>Linked to Indicators: b & c</p>	<p>Reading Borough Council - Frameworki</p>
<p>Young people reported as missing are identified and supported to stay safe and incidents of going missing is reduced by 50% as compared with previous six month period.</p> <p>Linked to Indicator: d</p>	<p>Thames Valley Police</p>
<p>A child referred as at risk of child sexual exploitation has reduced risk for six months.</p> <p>Linked to Indicator: e</p>	<p>Completion of Risk Assessment.</p>

Family Problem: Adults Out of Work or at Risk of Financial Exclusion, and Young People at High Risk of Worklessness

Referral Indicators:

- a) An adult in the family claiming an out-of-work benefit.
- b) A child who is about to leave school, has no / few qualifications and no planned education, training or employment.
- c) A young person who is not in education, employment or training (NEET).

Outcome Measure	Source of Information
13 weeks consecutive employment (or 26 out of last 30 weeks for JSA). Linked to Indicator: a	Department of Work and Pensions
Any adult or person aged 16 - 18 who is not in education, employment or training is engaged in training, work or work related activity* for a sustained period of 13 weeks. * Apprenticeships, work experience, volunteering, permitted work, work choice, non-mandatory training courses. Linked to Indicator: a, b & c	Lead Professional Adviza

Family Problem: Families Affected by Domestic Violence and Abuse

Referral Indicators

- a) Domestic Violence / Abuse report with a child present in the last six months.
- b) Young person or adult known to local services has experienced, is currently experiencing or is at risk of experiencing Domestic Violence / Abuse.

Outcome Measure	Source of Information
DASH score (15 or above - high) has fallen to 14 or below at point of case closure. Linked to Indicator: a & b	Completion of DASH Risk Assessment
DASH score (below 15) reduced by 25% or below at point of case closure. Linked to Indicator: a & b	Completion of DASH Risk Assessment
No referrals to Multi Agency Safeguarding Hub for Domestic Violence / Abuse for six months. Linked to Indicator: a & b	Reading Borough Council - Frameworki

Family Problem: Parents and Children with a Range of Health Problems

Referral Indicators:

- a) Any member of the family with a drug or alcohol problem.
- b) Adults with parenting responsibilities or children who are nominated by health professionals as having any mental and physical health problems that may include unhealthy behaviours, resulting in problems such as poor dental hygiene and obesity.

Outcome Measure	Source
<p>Family member reduces intake and harm in use of drugs or alcohol over six months and/or successful completion of treatment programme.</p> <p>Linked to Indicator: a</p>	<p>Adults: Drug Alcohol Action Team</p> <p>Young Person: Source Young Peoples Substance Misuse Team</p>
<p>Parent takes responsibility for managing their family's health demonstrated by using all or some of the following measures when applicable at point of case closure:</p> <ul style="list-style-type: none"> • A care plan or self-care strategy in place where there wasn't one before, at the end of intervention. • All children in the household have received age appropriate vaccinations, by the end of intervention. • Take up of dentist services (registration with a dentist, with a check-up for each child or adult in the) by end of intervention. <p>Linked to Indicator: b</p>	<p>Lead Professional</p>



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