

## Appendix 1: Improvement Board – Performance Dashboard October 2015

### Theme 1 Early Help & Partnership Working

**1.1 Number of CAF's by agency** (Performance Indicator owner - Fran Doyle)

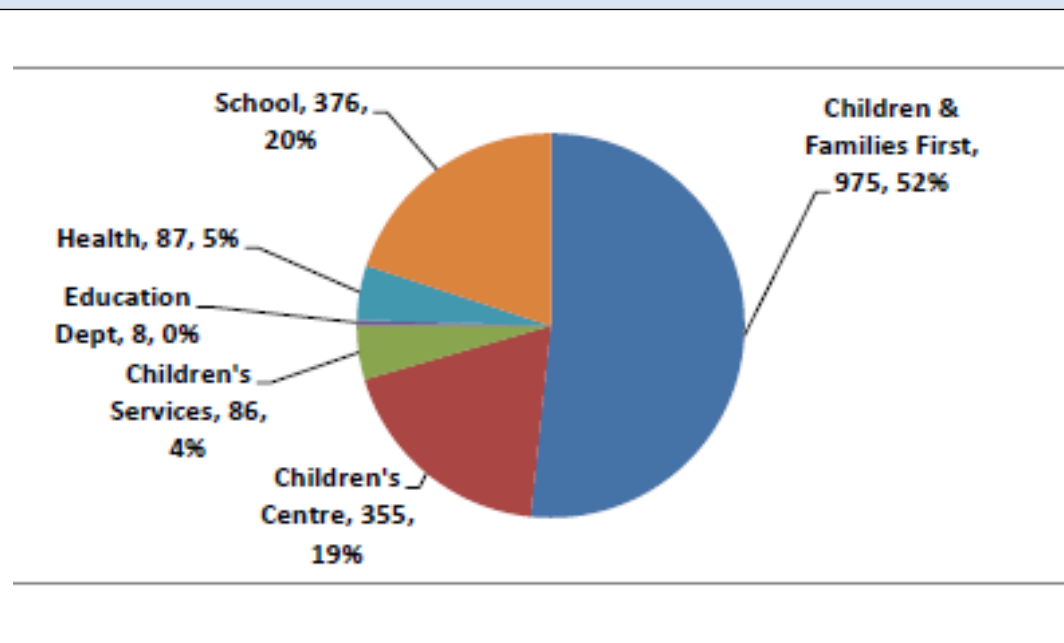
**Current status:**

Amber

**Trend:** up arrow is good



**CAFs open by Lead Agency (Aug-15) [1.3]:**



Lead Agency	Count	%
Children & Families First	975	51.7%
Children's Centre	355	18.8%
Children's Services	86	4.6%
Education	8	0.4%
Health	87	4.7%
School	376	19.9 %
<b>Total</b>	<b>1887</b>	<b>100.0%</b>
<b>Number &amp; % non-LA</b>	<b>471</b>	<b>24.9%</b>

**CAFs Refusals:**

YTD, 261 CAF Episodes have not started due to a parental or child/ young person refusal. (207 to end August 2015)

**Statistical Commentary**

As the above figures indicate, we see that Health now hold a greater proportion of CAFs, but a slight reduction on last month at which point they were holding 6%. However, the overall proportion of CAFs held by the LA remains at around 74%, as it has done for some time.

**Operational commentary:**

A review of the CAF Co ordinator role and function is underway. It is important that external partners receive the right level of support to complete quality assessments. This piece of work will be finalised by the end of December 15, with the emphasis in redesign having the Co ordinators attached to schools to support school staff to hold appropriate risk – and ensure that contacts into social care do not increase unnecessarily before school holidays in particular.

**Actions to improve:**

1. Continue the work with health colleagues in other agencies to increase the proportion of CAF's held by agencies outside the LA.
2. Developing impact tool options for measuring outcomes and impact of CAF interventions

## Theme 1 Early Help & Partnership Working

**1.2 Number of new CAF's and outcomes of closed CAFs** (Performance Indicator owner - Fran Doyle)

**Current status:**

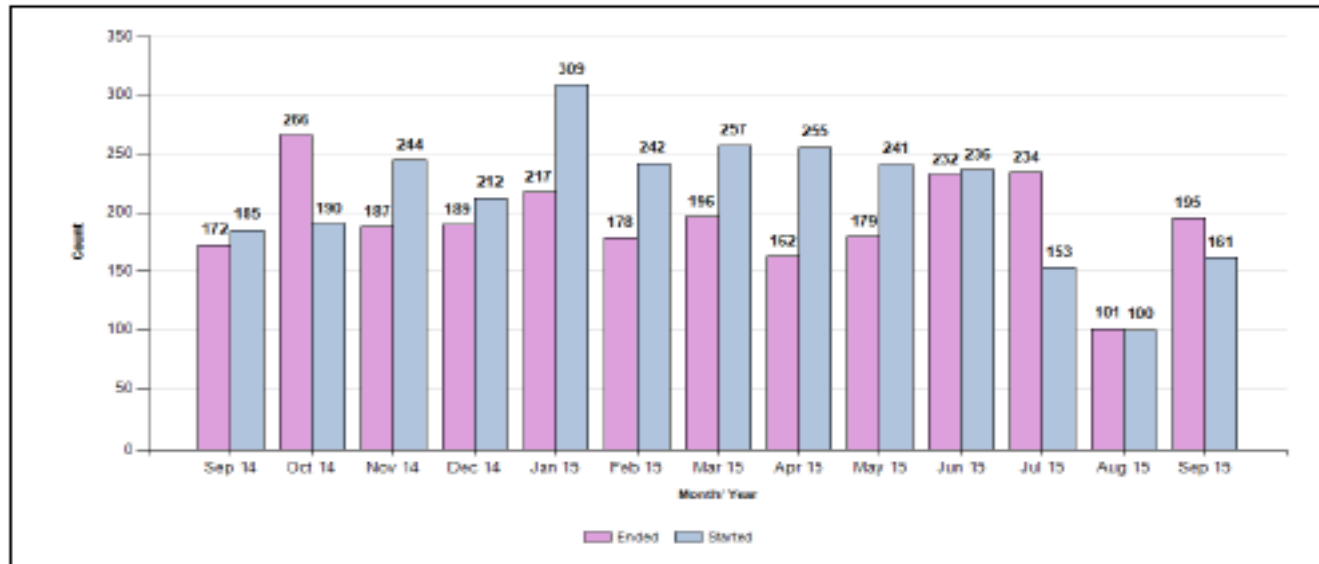
**Amber**

**Trend:** up arrow is good



**CAFs Opened & Closed per month (rolling 13 months):**

**Benchmarking data:**



Benchmark	CAFs Ended
Coventry 14/15	2046
Coventry 15/16	1094
	<b>% Action Plan completed NFA</b>
Coventry 14/15	61.0%
Coventry 15/16	66.5%
	<b>% Referral to Social Care</b>
Coventry 14/15	26.3%
Coventry 15/16	19.2%

### CAF outcomes (rolling 13 months) [YTD from 1<sup>st</sup> April 2015]

CAF Outcomes	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Total (YTD)	% (YTD)
Action Plan completed NFA	102	158	114	122	129	101	110	94	123	139	159	66	147	730	66.5%
Child moved to another LA	3	14	2	5	4	9	2	12	11	8	10	7	3	51	4.7%
Non-engagement	5	22	24	19	15	13	8	19	13	19	5	8	7	71	6.5%
Referral to Social Care	57	57	42	38	58	42	67	30	25	59	51	10	35	210	19.2%
Referral to outside Agency	5	9	3	2	9	13	5	5	1	2	5	3	3	19	1.7%
Service requested unavailable	0	2	2	1	0	0	3	0	4	2	4	5	0	15	1.4%
<b>Total</b>	<b>172</b>	<b>262</b>	<b>187</b>	<b>187</b>	<b>215</b>	<b>178</b>	<b>195</b>	<b>160</b>	<b>177</b>	<b>229</b>	<b>234</b>	<b>99</b>	<b>195</b>	<b>1094</b>	<b>100.0%</b>
% Action Plan complete NFA	59.3%	60.3%	61.0%	65.2%	60.0%	56.7%	56.4%	58.8%	69.5%	60.7%	67.9%	66.7%	75.4%	66.5%	
% Referral to Social Care	33.1%	21.8%	22.5%	20.3%	27.0%	23.6%	34.4%	18.8%	14.1%	25.8%	21.8%	10.1%	17.9%	19.2%	

**Statistical Commentary:** YTD, there has been a proportional increase in the number of CAF closed where the action plan has been completed. The figure is currently around 66.5%, which is an increase on last year's figure and edging closer to the set target of 70%.  
Likewise, the YTD proportion of CAF 's which resulted in a referral to Social Care is lower than the figure recorded for the previous year. This should indicate that work is appropriately held in the Early Help and Prevention arena.

**Operational commentary:**

1. Work is underway to understand the capability of the ECAF Early Help module which links into Social Care Protocol system, to ensure that robust reporting is available for CAF levels 2 and 3, and the Troubled Families programme.
2. A children's centre improvement board has been established and has its first meeting in November 15, with the aim of appropriately challenging and supporting the Children's Centre Management in getting to good in Ofsted, ensuring quality of provision and targeting resources to the most vulnerable families.

**Actions to improve:**

1. Develop early years and CAF reporting to improve management information in this area
2. Continue to implement the recommendations of the report INDIGO in relation to Quality of service of Children Centres and deliver actions required to improve. It has been agreed by Cabinet Member that we have 12 months in order to get prioritised children's centre clusters to good – September 2016

## Appendix 2

### The Strengthening Families programme update – phase 2

#### Background

In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years to reach an additional 400,000 families across England (Coventry – 3,130 families). £200m has already been committed by Whitehall to fund the first year (2015-2016) of this five year programme. Due to the significantly greater scope and scale of the programme, the Government expects the expanded programme to stimulate the transformation of local public services in order to deliver the programme and reduce the costs in the long term.

The expanded programme retains the current programme's focus on families with multiple high cost problems and continues to include families affected by poor school attendance, youth crime, anti-social behaviour, and unemployment. However, the programme will also reach out to families with a broader range of problems, including those affected by domestic violence and abuse, with younger children who need help, where crime and anti-social behaviour problems may become intergenerational and with a range of physical and mental health problems. Under Phase 2 the Government has committed to pay £1,800 per family (45% of phase one funding). To be eligible for the expanded programme, each family must have at least two of the following six issues:

1. Parents and children involved in crime or anti-social behaviour
2. Children who have not been attending school regularly
3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan
4. Adults out of work or at risk of financial exclusions or young people at risk of worklessness
5. Families affected by domestic violence and abuse
6. Parents and children with a range of Physical and mental health problems.

The Expanded Strengthening Families Programme in Coventry needs to be viewed very differently from Phase one. The national Troubled Families programme is about 400,000 families with complex needs and with problems that we all want to address to improve their lives and thereby reduce demand on local services. However the Government are clear that the expanded Programme has an additional expectation; to mainstream the Troubled Families (Family Intervention) approach throughout local authorities and the public sector. This includes all other Public Sector services changing the way they work (Whole family approach) not just the Local Authority; every agency needs to be responsible and accountable for the work that they do with families. We need to be clear about why we and other local services are spending money on a family and what we/they are seeking to achieve with that family in understanding which services are effective and which less so in achieving our agreed outcomes. All of this supports the transformation of our services and begins to join up departments internal and external to the Council.

## Challenges facing the Programme:

The main challenges facing the Expanded Troubled Families programme and the ability to claim payment by result (PBR) are:

- a) The recruitment and retention of staff for the programme has been particularly difficult given the specialist skill sets needed and the temporary nature of the keyworker posts. This will be even more pronounced in the expanded programme given that 3,130 families will need to be identified and worked with over the next 5 years.
- b) The likely number of families to be turned around is highly challenging and the resources available from Central Government to support delivery are less per family than available during phase one.
- c) Once the final details of the expanded programme are fully available from government, there is a clear need for the City Council and its partners to develop an adequate delivery and financial model to support the programme
- d) Collecting baseline data from partners in a timely manner to support PBR process
- e) The Strengthening Families programme continues to build upon the good sign up of partners, and drive the service transformation expected through phase 2. This needs to be fully supported through the Early Help Board, which is where the programme reports to.

## Timetable

- Department of Communities and Local Government announced plans for the Expanded Troubled Families Programme in June 2013. The programme was in place and rolled out nationally in April 2015, with delivery expected to start as soon as possible thereafter (with the exception of early starters). For Coventry, this started on 1st January 2015, four months ahead of the national roll out. In reality this meant that from January to May 2015 we were running both phase 1 and phase 2 parallel to each other with the remaining 30% (274) of families from phase 1 and 5% (156 families) of our families from phase 2 (as requested by The Department of Communities and Local Government). Additionally we will have to work with a further 532 families to bring us up to our target of 688 families claimed for by March 2016.
- Coventry's structure for Early Help is robust and viewed by the Department of Communities and Local Government as a good model with many strengths, because of this we are now in a very strong position starting phase 2 of the programme given that we currently have 490 families open to Children and Families First teams at level 3 CAF who meet the phase 2 criteria, we also have a cushion of 318 closed cases from January 2015 which also fit the criteria. This places us in a really strong position to work with our partners at level 2 e.g. Acting Early- children's Centres, Health, Education, Youth Offending Service and others to capture these families for phase 2 of the programme.
- To support Phase 2 of the programme Coventry is currently finalising the Early Help Strategy which identifies the Troubled Families Outcomes Plan as key to aligning and supporting how services need to work in the future in order to achieve the greatest impact for families across the city. The Troubled Families Board has been involved in developing the draft-outcomes plan. The timetable for the Outcomes Plan is to submit a first draft to the Department of Communities and Local Government by 31<sup>st</sup> July 2015 and after feedback from the Department of Communities and local Government a final draft will be submitted by 30<sup>th</sup> November 2015 . There will be opportunities for partners and internal Audit to contribute to the various sections of the plan prior to final submission. The Outcomes plan will not be written in stone-the Department of Communities and Local Government expect outcomes to evolve as our programme develops and local circumstances and priorities change.

## Financial implications

- The Department of Communities and Local Government grant has been made available for the purposes of achieving the Expanded Troubled Families programme outcomes. The offer of future grant will be subject to agreement between the Troubled Families team and the Chief Executive of each local authority on an annual basis. It is expected that the local authority takes full advantage of all other initiatives, working closely with partners to ensure that the remainder of families are supported.
- The Payment by Results will be based on self-declarations of results by Coventry City Council verified by the Councils Internal Audit Team against the Local Outcomes Plan. The following table includes the forecast income and expenditure for the Troubled Families Programme Phase 2 – this is based on information provided by the Department of Communities and Local Government, and an assumed Payment by Result rate of 70%. This has been updated from the last report provided on 10<sup>th</sup> February to include the final carry forward figure from phase 1 plus an increase in the Service Transformation grant.

It is expected that Coventry works with 3,130 families during phase 2. The target number of families for 2015/16 has been defined by Department of Communities and Local Government and the remaining balance profiled over time in line with expectations.

Additional posts in relation to data management, programme support and social worker support are required to support the delivery of phase 2. This will need to be reviewed throughout the delivery of the programme in light of levels of Payment by Result delivery, any changes to the national programme and levels of funding, and any changes in expenditure levels.