

**Decision Maker:** Care Services  
Policy Development and Scrutiny Committee

**Date:** OCTOBER 2013

**Decision Type:** Non-Urgent Non-Executive Non-Key

**Title:** TACKLING TROUBLED FAMILIES – Grant Drawdown

**Contact Officer:** Kay Weiss, Assistant Director (Safeguarding and Social Care)  
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**Chief Officer:** Terry Parkin, Executive Director

**Ward:** Boroughwide

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1. Reason for report

- 1.1 This report sets out expenditure on the Tackling Troubled Families Programme being delivered in Bromley and requests agreement to drawdown additional grant funding from central contingency.
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2. RECOMMENDATION(S)

- 2.1 The Care Services Policy Development and Scrutiny Committee is asked to consider and comment on the content of the report.
- 2.2 The Care Services Portfolio Holder is asked to agree the drawdown of the remaining carry forward from contingency of £218,193.

### Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Children and Young People
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### Financial

1. Cost of proposal: Within existing resources
  2. Ongoing costs: To be determined
  3. Budget head/performance centre: Not Applicable
  4. Total current budget for this head: Not Applicable
  5. Source of funding: Funding over 3 years from the Department of Communities and Local Government (DCLG) on a payment by results basis.
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### Staff

1. Number of staff (current and additional): 11 FTE
  2. If from existing staff resources, number of staff hours: Contribution for the hours spent by the Assistant Director for Children's Safeguarding & Social Care, the Head of Service for Referral & Assessment and Early Intervention, the Manager of the Bromley Children Project and the Bromley Children Project Early Intervention Assurance Officer.
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### Legal

1. Legal Requirement: None
  2. Call-in: Not Applicable
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 490 families over 3 years
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### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

### 3. COMMENTARY

#### Tackling Troubled Families Programme

3.1 This is a payment by results initiative focusing on local authorities supporting households who:

- **Are involved in crime and anti social behaviour (ASB)** - Household where a young person has a proven offence in the last 12 months and / or where one or more family member has been subject to ASB intervention in the last 12 months.
- **Have children not in school, training or employment** - Household affected by truancy or exclusion from school where a young person has a history of school exclusions, is in a pupil referral unit or has 15 % unauthorised absences in the last 3 terms.
- **Have an adult on out of work benefits** - Once the above criteria have been identified, those who are out of work and claiming benefits.
- **Cause high cost to the public purse** - Local discretion to add families meeting any 2 of the above criteria and where there is a cause for concern. These may include families subject to child protection plans where there is a risk a child may be accommodated, families subject to frequent police call outs, families where there are health problems such as emotional and mental health problems, drug and alcohol misuse and health problems caused by domestic abuse.

#### 3.2 The Bromley Approach to Tackling Troubled Families

3.2.1 The Tackling Troubled Families programme is coordinated through the Bromley Children Project and delivered through a number of work streams. These are cross cutting across council departments and agencies and require an integrated approach to working with partners. These include the Anti-social Behaviour Unit, Youth Offending Team, education support to children not attending school through the Education Welfare Service and services that support families not in work. This aims to ensure a multi-agency approach to families with multi faceted problems, build on systems and structures already in place and further develop innovative interventions with troubled families.

#### 3.3 Grant Funding

3.3.1 Bromley received the ring fenced grant allocation for Bromley for 2012/13 which totalled £535,200. The total grant allocation of £535,200 for 2012/13 was held in the central contingency. In September 2012, a report went to Executive to draw down £270,120 leaving £265,080 still unallocated. Inevitably there was a time delay in spending the funding in 2012/13 because of the need to identify specific families locally and recruit staff into the programme.

There is £522,727 remaining unspent from the TTF Year 1 grant allocation. On the 12<sup>th</sup> June 2013 the Executive agreed that the grant could be carried forward into 2013/14 and held in contingency pending approval of its release by the PDS. £258k

of this was released by the PDS in September 2013 as part of the budget monitoring report. It is recommended that £218k of the remaining 2012/13 funding be approved by the PDS to be drawn down to cover expenditure.

- 3.3.2 Bromley submitted a bid to Department for Communities and Local Government (DCLG) for the grant payment for 2013/14. DCLG have encouraged local authorities to be ambitious when setting their targets for Year 2; Bromley has increased the number of families it intends to target in Year 2 from 163 to 245 in order to optimise the Attachment Funding available as this reduces year by year.
- 3.3.3 The attachment funding for Year 2 totals £489,600. The central funding to cover the cost of the Coordinator, Data and Administration Posts as well as a contribution towards senior management time remains fixed at £100,000 and is in addition to the attachment funding. Consequently, for 2013/14, Bromley submitted a bid of £589,600 to DCLG.
- 3.3.4 DCLG have approved the 2013/14 bid. This will be paid in two stages by the end of July and end of September 2014.
- 3.3.5 Since the conception of the TTF programme in Bromley the staff team now includes the Coordinator and four Family Support and Parenting Practitioners. There is now a need to increase the size of the FSPP team by a further four staff and the need for a data analyst post. The proposed budget for 2013/14, allowing for staffing and expenditure will require funding of £475,840 as detailed below, leaving a balance of £47k of the 2012/13 grant and £590k of the 2013/14 grant unspent and held in central contingency (£636,487 in total).

	FTE	2013/14 BUDGET	2013/14 + 4 FSPP
<b>EXPENDITURE</b>			
<b>Staffing</b>			
Contribution to management and support costs		64,400	
Co-ordinator	1	45,150	
Family support and Parenting Practitioners	4	168,000	
+4 Family support and Parenting Practitioners <i>assuming appointed WEF 11/2013</i>	4		70,000
Administrator <i>assuming appointed WEF 10/2013</i>	1	13,000	
Data Analyst <i>assuming appointed WEF 11/2013</i>	1	15,290	
		<u>305,840</u>	<u>375,840</u>
Running costs inc commissioning		100,000	
<b>Total Expenditure</b>		<u>405,840</u>	<u>475,840</u>

- 3.3.6 In the previous reports to PDS it was advised that Bromley will work with 163 families each year, and the proposed budget was tabled. This has now been revised in order to maximise the grant available; 163 families in Year 1 totals £535,200, 245 families in Year 2 totals £589,600, and 82 families in Year 3 totals £208,800. Due to the nature of the Payment by Results and the necessity to

evidence outcomes for individual families, the final income total for each year is not guaranteed. The figures quoted are based on the maximum attachment fee.

### **3.4 Progress**

- 3.4.1 The strategic steering group has developed into a Project Board. The membership has been rationalised. It meets quarterly and remains chaired by the Assistant Director for Safeguarding & Social Care.
- 3.4.2 The operational steering group which includes the leads for the key work streams as described in Briefing CS12008, 2.6.2., and is chaired by the Head of Service for Referral, Assessment and Early Intervention continues to meet monthly and reports up to the Project Board.
- 3.4.3 The identification of families continues. Work to bring on board the Probation Service, Police, Job Centre Plus (DWP), Bromley Women's Aid, and the Tryangle Programme has been successful. Work continues to encourage local Academies to sign up and we have had positive responses from several and data sharing agreements have been exchanged. Solid progress has been made in the identification of families. Table A below shows Bromley attached all 163 families of the Year 1 cohort by the deadline of 30 June 2013. Already, as at 31 September 2013, Bromley has attached 151 of the Year 2 cohort of 245 families.
- 3.4.4 The add-on to the Synergy database has been purchased and installed and work is underway to create the reporting suite required for the returns for DCLG.
- 3.4.5 The Project Board recognised the need for and approved the creation of a Data Analyst post. The Job Description and Person Specification for a Data Analyst to undertake the complex data management and reporting to support the Payment by Rewards element of the programme as been developed and is with Human Resources for evaluation (anticipated grade BR10). It is proposed that the post be filled as soon as possible and offered on a fixed term appointment to 31 July 2015 to enable reward payments returns to be completed. Internal Audit have been integrated into the TTF programme in Bromley from the outset. Consequently, an internal audit of the project was underway during July, and that report has since been published by Internal Audit. The audit report concluded that;

*“The conclusion is that overall satisfactory progress has been made in identifying the initial 163 troubled families required in the first year. Substantial assurance can be placed that those identified meet the criteria based on the sample checking undertaken. Additionally assurance can be placed that the one\* successful ‘turned around’ family has also indeed met the criteria to be classed as successful.”*

### **3.5 Risk Management**

- 3.5.1 A number of risks were discussed in previous reports and these remain relevant.
- 3.5.2 The TTF coordinator continues to work with colleagues both internal and external, to identify families in order to ensure delivery targets are achieved and the maximum payments by results payments are secured, and reports to Government are submitted accurate and in line with fixed timeframes.

3.5.3 The recruitment of the TTF Data Analyst is urgently required in order to ensure that families are correctly identified, interventions with these families are recorded and the complex cross-referencing undertaken for both identification as well as measuring outcomes and positive change is made to maximise payment by results.

#### **4. POLICY IMPLICATIONS**

4.1 The development of the tackling troubled families programme contributes to Building a Better Bromley priorities.

#### **5. FINANCIAL IMPLICATIONS**

5.1 In 2012/13 the local authority received the initial year 1 ring-fenced grant of £535,000, which was used in part to set up the data interrogation, fund the coordination of the programme and the attachment fee for families to be supported. At the 31 March 2013 a sum of £522,727 remained unspent against this grant allocation. It was agreed that this could be carried forward and with the agreement of the PDS be spent on relevant activities.

5.2 Expenditure for the 2013/14 year is estimated to be £475,840. This is in part covered by £257,647 of TTF funding which was agreed by the Care Services PDS on the 3<sup>rd</sup> September 2013 as part of the carry forward of funding into 2013/14. The balance of £218,193 is being requested to be drawn down from the remaining carry forward of £265,080 that is currently in the central contingency. If this is agreed by Members then the balance remaining of the 2012/13 TTF grant will be £46,887.

5.3 Based on the revised target of 245 families for Year 2 and 82 for Year 3, the attachment funding available for year 2 (2013/14) is £589,600 and for Year 3 (2014/15) is £208,800

5.4 Government have announced the continuation of the TTF funding for 2015/16 but the financial details and attachment criteria have not yet been published.

5.5 In order to attract the Payment by Results funding each year it is essential that the local authority is able to clearly demonstrate which families it has supported, how they met the criteria, the outcomes achieved and the impact on those families.

5.6 Bromley's bid for Year 2 has been approved and payment confirmed of £589,600. This is to be paid in two instalments of £344,800 and £244,800 and has been paid to the Local Authority and held in central contingency. Any draw down from year 2 funding will require agreement from Executive.

#### **6 PERSONNEL IMPLICATIONS**

6.1 The Data Analyst post and four Family Support and Parenting Practitioner posts will be offered as fixed term contracts for one year with the option to extend pending approval for drawdown of the grant for future years.

6.2 All posts will initially be offered to staff in the redeployment pool, before being advertised internally to all staff. If we are unable to recruit staff who are sufficiently skilled to undertake these roles, the posts will be advertised externally via the Bromley website.

<b>Non-Applicable Sections:</b>	Policy, Financial, Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	CYP PDS 20 <sup>th</sup> March 2012. Department for Communities and Local Government Initiative – Tackling Troubled Families CYP PDS 12 <sup>th</sup> June 2012. Review of the Tackling Troubled Families Initiative for Bromley. Care Services PDS 18 <sup>th</sup> June 2013. Tackling Troubled Families Update.