

Key Decision Required:	No	In the Forward Plan:	No
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CABINET

28 FEBRUARY 2014

REPORT OF THE WELL-BEING AND PARTNERSHIPS PORTFOLIO HOLDER

A.8 - ESSEXFAMILY TENDRING – A REVIEW OF THE PILOT

(Report prepared By Jon Barber)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide Members with the detailed outcomes of the EssexFamily Tendring pilot.

EXECUTIVE SUMMARY

As part of a Whole Essex Community Budget pilot, Tendring District Council (TDC) received funding from both Essex County Council and what was formally the PCT, to undertake an innovative project to redesign the way services are delivered to families with complex needs in the district.

It was estimated that the 320 families in Tendring cost public services, on average, £139,000 per family, per year. This included costs to the District Council although the majority of costs rest with partners, including social care.

The project developed a new way of working to bring both statutory and non-statutory partners together to deliver the action required to address family need. This innovative way of working has demonstrated not only sustainable family outcomes but also significant efficiency savings across key service providers.

The project ran from September 2012 to September 2013 (2 x 6 month programmes). Over the course of the year, 17 families completed the pilot through a flexible contract with Barnardo's.

Due to the success of the EssexFamily pilot, the Chief Executive and the former Leader, along with other Members from ECC, presented their findings to a Parliamentary Select Committee in June 2013.

As well as receiving much interest from other local authorities, the Tendring pilot was cited as an example of good practice for its work with families with complex needs, in a Local Government Association Study. The Council has also been invited to speak at a number of national conferences as the approach has been adopted more widely.

Much of the learning from the pilot has helped to shape the Family Solutions teams - Essex's response to the Government's Troubled Families programme.

RECOMMENDATION(S)

That Cabinet:

- (a) Notes the progress made by the EssexFamily Tendring pilot;
- (b) Supports the continued partnership working with the Tendring Family Solutions team; and
- (c) Approves the extension of the Tendring Family Support Worker post for a further year from October 2014 using the grant funding previously allocated by ECC and North East Essex PCT (NEEPCT).

PART 2 – IMPLICATIONS OF THE DECISION**DELIVERING PRIORITIES**

EssexFamily Tendring contributes towards delivering the 'Our People' priority, as detailed in the Council's Corporate Plan, aiming to reduce health inequalities and disadvantage throughout the district by working with some of the most vulnerable and disadvantaged families. It specifically contributes to the 'Address Deprivation' Corporate Goal.

FINANCE, OTHER RESOURCES AND RISK**Finance and Other Resources**

The service has been funded through successful grant funding from both Essex County Council and the 2% Transformation Fund (QIPP) from the previous North East Essex PCT. The grant funding included costs incurred through the delivery of the work; including payment for a substantial part of the Business Manager salary and the extended support from the Business Support Manager.

The continuation of the Family Support Worker post for a further year from October 2014 will be from remaining grant funding and therefore at no cost to the Council.

Risk

There is minimal risk to Tendring District Council in delivering this service.

LEGAL

There are no legal implications.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

Wards affected:

- Pilot: Rush Green and Harwich East
- Ongoing: Potentially any ward within the Tendring district.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

It is estimated that there are 320 families in Tendring which have complex needs. An estimate of the cost of responding (90% of total spend has, to date, been reactive) to these needs is £139,000 per family, per year. This means that public service providers are spending approximately £45 million in the Tendring district alone.

At a previous meeting of the Cabinet, Members were informed that TDC was making a significant contribution to the Whole Essex Community Budget programme – a key work stream was that covering families with complex needs (FCN). Outcomes from the EssexFamily Tendring pilot shaped the rollout of the Family Solutions teams across Essex.

The objective for the EssexFamily Tendring pilot was to develop a new approach to secure better outcomes for families with complex needs whilst demonstrating efficiency savings.

The Tendring pilot specifically tested the following:

- Joint working to secure better outcomes for families with a range of complex needs, promoting independence, health and well-being and to do so in a way which delivers significant financial savings to the public purse.
- An integrated, multi-agency information sharing system (this is the first time such an approach has been tried in the public sector).
- Ways to engage with families with complex needs and supporting them through a multidisciplinary “team around the family” approach.
- Ability to harness family and community support.
- Resilience of families and sustainability of progress.

CURRENT POSITION

The EssexFamily Tending pilot has demonstrated considerable success, and overcome significant system change barriers particularly information sharing amongst partners. An information sharing agreement was drafted and signed by all key partners and a shared ICT system trialled by practitioners. The 'informed consent' process, which was relied on to obtain family consent to enable partners to share information about the family, has been incorporated in the pan-Essex Family Solutions teams working practice.

Family interventions were mapped both retrospectively and following the Family Support Workers involvement. The Government's Troubled Families cost database has allowed the costing of each intervention and a total cost profile for each family to be achieved.

The EssexFamily cost profile demonstrates a shift from reactive (which has been largely unsustainable resulting in 'revolving door' family contact), to proactive service provision. Proactive costs have included providing support from voluntary sector organisations and providing diversionary activities (a form of reward mechanism) as well as general support to enable a less chaotic lifestyle to be followed, such as assistance with travel to school costs.

The EssexFamily pilot has shown that proactive costs fall considerably as stability returns. Costly responsive (reactive services such as police call-outs) fall even more markedly.

The intensive support mechanism provided by the Barnardo's Family Support Worker has demonstrated improved family circumstances following six months' support.

Independent evaluation undertaken by Anglia Ruskin University details the following 'Key Findings':

- The families considered their family support worker (FSW) as somebody they could call on who would listen to them and provide support when they needed it.
- Families reported the relief they felt when they were signposted to specific agencies or helped to access support.
- The fluidity of the practical support tailored for each family appealed to the families.
- The Team Around the Family (TAF) meetings were instrumental in promoting information sharing among professionals and is a clear success of the EssexFamily Tending project.
- The EssexFamily Tending project identified unmet need for two families, which resulted in the families being referred to the appropriate agency.
- Family functioning is strengthened during the intervention.

These findings were also reiterated by families at the Family Workshops held at the end of each cohort.

As the Family Support Worker prepared to disengage, a robust exit plan was developed with each family to empower them to integrate into local support systems. This ensured that, as they make positive progress, they can move from intensive support provided by statutory and third sector to community based support. This was intended to enable families to maintain and build on the progress they had achieved and reduce the possibility of needing to access further intensive support.

Due to the success of the pilot, it was agreed that TDC would appoint their own Family Support Worker within the Tendring Family Solutions team. This individual continues to work with lower need families, reducing the likelihood of more expensive interventions becoming necessary.

The Family Support Worker post also contributes to the Community Builder pilot (another pilot initiative for which Tendring has been awarded funding). This ensures we build sustainable exit routes for families, increasing resilience and reducing the potential for 'revolving door' service requirements.

TDC continues its work to support families with complex needs by working in partnership where appropriate. The Community Safety Partnership is running an "Empower" Firebreak for those students that have issues with either alcohol or drugs or both. Six candidates for the Firebreak project have been referred from the Tendring Family Solutions team.

As a result of the success of this pilot Tendring is now leading a substantive project with a wide range of partners to develop new ways to share intelligence to enable improved targeting of statutory services and avoiding unnecessary / duplicative work, and the cost implications this has.

BACKGROUND PAPERS FOR THE DECISION

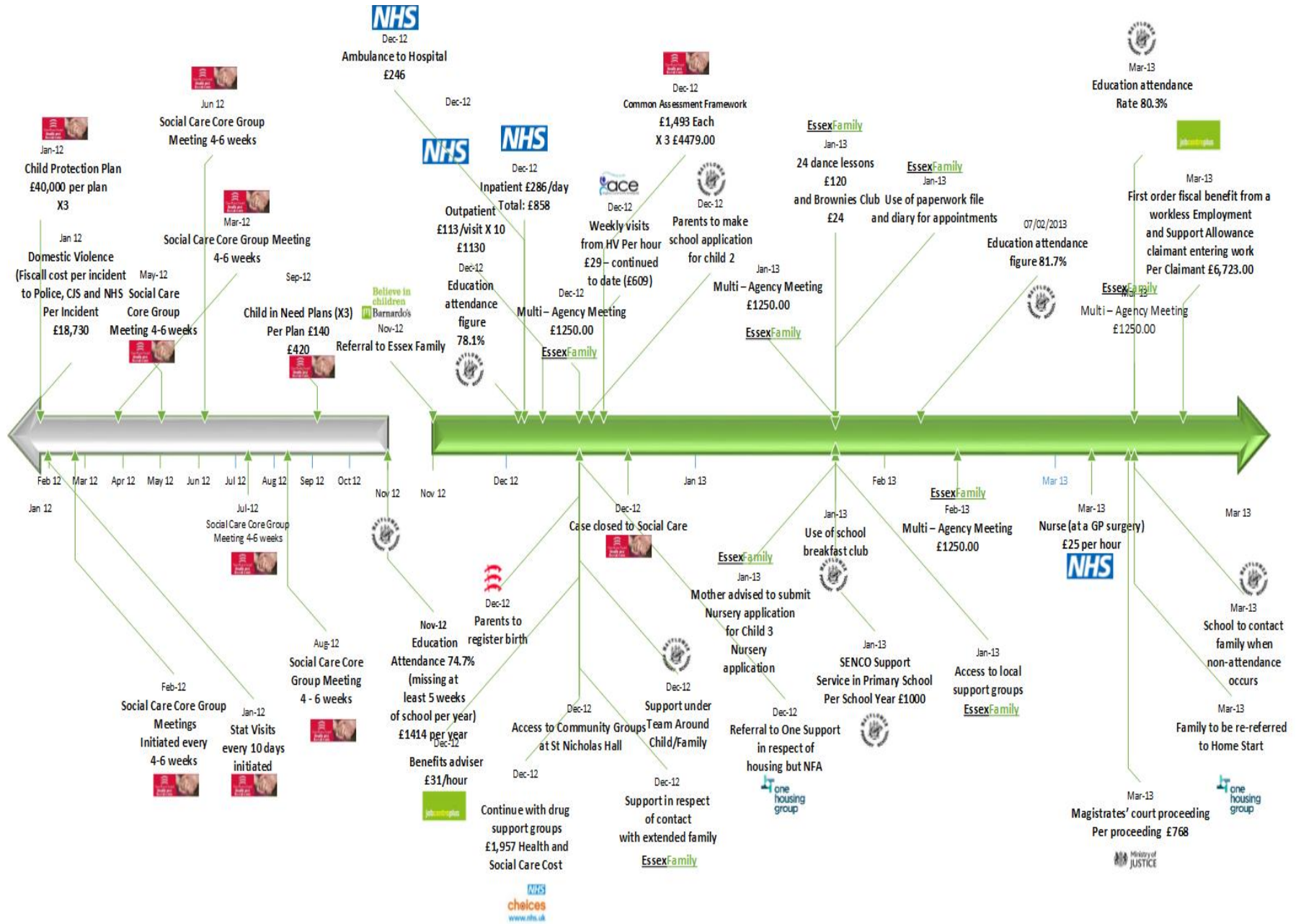
None.

APPENDICES

A.1 Appendix A – EssexFamily Intervention Timeline and Cost Profile Family A

A.2 Appendix B – EssexFamily Intervention Timeline and Cost Profile Family B

EssexFamily Intervention Timeline 2012/13 Family A



*For a detailed cost profile, please see table below.

EssexFamily Cost Profile Family A

*Cost of unresolved issues in the 11 months prior to the new approach:-

Total Proactive / Reactive Costs Pre Involvement with EssexFamily	
Social Care (ECC)	£120,420.00
Essex Police	£18,730.00
NHS	£25.00
Primary School (ECC)	£1,414.00
Total Reactive Costs Pre Involvement with EssexFamily	£140,144.00
Total Proactive Costs Pre involvement with EssexFamily	£445.00
Total Cost Pre Involvement with EssexFamily	£140,589.00

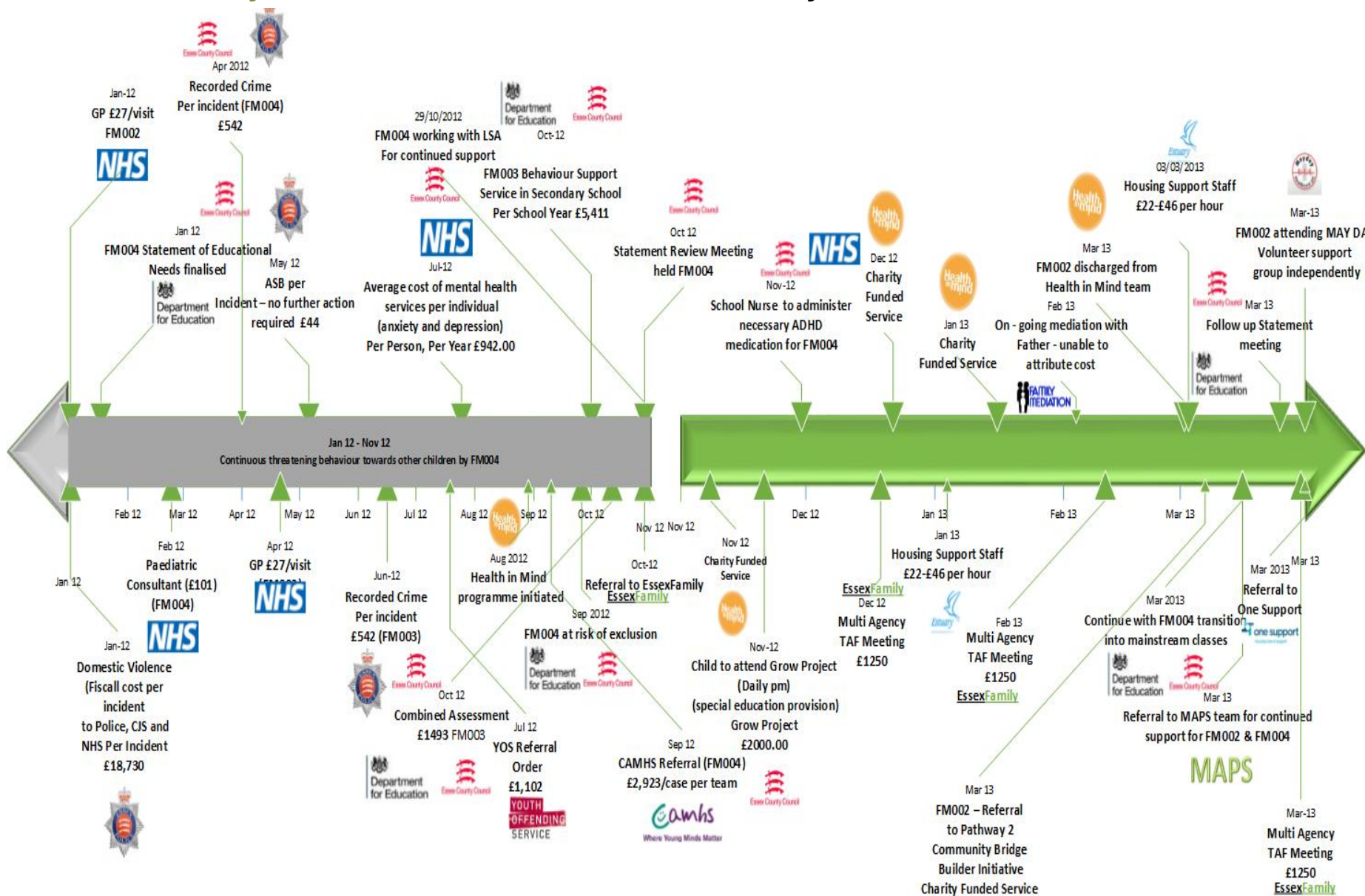
*Costs incurred working with the family for a period of 5-6 months:-

Total Cost Proactive / Reactive Costs Post Involvement with EssexFamily	
Social Care (ECC)	£4479.00
Multi Agency Meeting (TAF)	£5000.00
NHS	£4800.00
Ministry of Justice	£768.00
Primary School / ECC	£1000.00
DWP	£6,754.00
Barnardos	£144.00
Total Reactive Costs Pre Involvement with EssexFamily	£2,234.00
Total Proactive Costs Pre involvement with EssexFamily	£13,988.00
Total Cost Post Involvement with EssexFamily	£16,222.00

Total Cost of Family Support

£156,811.00

EssexFamily Intervention Timeline 2012/13 Family B



*For a detailed cost profile, please see table below.

EssexFamily Cost Profile Family B

*Cost of unresolved issues in the 10 months prior to the new approach:-

Total Proactive / Reactive Costs <u>Pre</u> Involvement with EssexFamily	
Essex Police	£19,858.00
National Health Service	£1,097.00
Youth Offending Service	£1,102.00
CAMHS	£2,923.00
School (ECC)	£6,904.00
Total Reactive Costs Pre Involvement with EssexFamily	£31,884.00
Total Proactive Costs Pre involvement with EssexFamily	0.00
Total Cost Pre Involvement with EssexFamily	£31,884.00

*Costs incurred working with the family for a period of 6 months:-

Total Cost Proactive / Reactive Costs <u>Post</u> Involvement with EssexFamily	
Housing Association	£92.00
Multi Agency Meeting (TAF)	£3750.00
Primary School / ECC	£2000.00
Total Reactive Costs Post Involvement with EssexFamily	£0.00
Total Proactive Costs Post involvement with EssexFamily	£5842.00
Total Cost Post Involvement with EssexFamily	£5842.00

Total Cost of Family Support

£37,726.00