

18th January 2021**Agenda Item: 12****REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND SOCIAL
WORK****TROUBLED FAMILIES UPDATE AND CHANGES TO THE FAMILY SERVICE
STAFFING ESTABLISHMENT****Purpose of the Report**

1. To provide the Committee with an update on the Troubled Families Programme in Nottinghamshire and seek approval to bring a further report in six months.
2. To seek approval to disestablish 1.5 FTE Early Help Case Manager (Band A) posts and establish 1 FTE Advanced Practitioner for Practice Development (subject to job evaluation) post in The Family Service from 1st March 2021.

Information

3. Nottinghamshire's Early Help services, including The Family Service and Children's Centres, have been delivering the government's' Troubled Families Programme since 2011. The programme incentivises engagement of families facing multiple presenting issues including unemployment, poor physical or mental health, involvement in children's social care, challenges with education and attendance, domestic violence or family members involved with the criminal justice system. The programme requires that services take a whole family approach to assessing and meeting the needs of each family member, with a focus on monitoring positive outcomes to ensure sustainability.
4. Phase two of the Extended Troubled Families Programme was expected to conclude in March 2020. At this point Nottinghamshire had met its target of engaging with 5,190 families through the programme, and made payment by results claims for positive and sustained outcomes for 73% of these.
5. In the September 2019 spending review the programme was extended by a year, with a new target set to engage with a further 517 families, and make claims for successful outcomes for 1,189 families who had been attached to the programme in recent years. This target was reduced to 866 families in April 2020, when the impact of the COVID 19 pandemic began to be understood. Nottinghamshire was awarded an up front grant to make up the shortfall in income expected from payment by results. At the end of Quarter 2 Nottinghamshire had met its attachment target and submitted claims for successful outcomes for 421 families, 48% of the years target.

6. In the November 2020 Spending Review the government confirmed a further one year extension to the programme, with the same investment nationally as in 2020/21. Nottinghamshire colleagues are engaging in focus groups lead by the Ministry of Housing and Local Government (MHCLG) about the shape of the 2021/22 programme, and expect to receive confirmation of the local grant determination in the new year.
7. The Troubled Families Programme also seeks to influence service transformation across Early Help partnerships through MHCLG's Early Help System Guide (see link published documents) and annual self-assessment against this framework is a condition of the Troubled Families grant. The guide promotes whole family working through a key worker approach, integration of services for families and utilising partnership data to better understand need, and monitor impact. In the last year to 18 months the focus has shifted towards improved localised services, and the importance of coproduction and building community resilience.

Changes to staffing establishment in The Family Service

8. Through a combination of a Transformation Grant, Attachment Fees, Payment by Results and Troubled Families reserve, Troubled Families funding provides £1.9m of the Family Service's £5.5m budget.
9. In 2020/21 the service has held a number of vacancies in order to reduce the requirement for compulsory redundancy in the event that the programme funding was reduced or ceased in 2021/22. In light of the positive news of an extension to the programme, it has been possible to recruit to those roles which are essential to service delivery, and savings identified against the remaining vacancies.
10. As the Children and Families department has developed its approach to service improvement and in particular the introduction of the strengths-based practice model, it has become apparent that The Family Service is less able to engage with the activity because it does not have the dedicated resource which exists within Children's Social Care and the Youth Justice Service. It is proposed that 1 FTE Advanced Practitioner for Practice Development (subject to job evaluation) post is established within the Troubled Families Project Team to bridge this gap. This will be funded by disestablishment of 1.5 FTE Early Help Case Manager (Band A) posts which are currently vacant.
11. The Advanced Practitioner for Practice Development holder will work in partnership with The Family Service management team and the department's Service Improvement Group to ensure that learning from inspection activity, the audit cycle and national best practice is embedded in the service and that The Family Service establishes a culture of continuous learning and improvement.

Other Options Considered

12. No other options have been considered.

Reason/s for Recommendation/s

13. To keep Committee informed of the current performance of the Troubled Families Programme.
14. To inform the Committee of the recent announcement from the Treasury and MHCLG regarding the future of the Troubled Families Programme.
15. To seek committee approval for changing to staffing establishment which will support The Family Service to engage with departmental service improvement activity.

Statutory and Policy Implications

16. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

17. Through a combination of the Transformation Grant, Attachment Fees, Payment by Results and Troubled Families reserve, Troubled Families funding provides £1.9m of the Family Service's £5.5m gross budget. In the November 2020 Spending Round the Treasury announced that Troubled Families would be funded for 2021/22 and nationally the same investment as previous years has been agreed and so Nottinghamshire is expecting a continued level of funding.
18. The deletion of 1.5 FTE Early Help Case Manager (Band A) posts will release budget of £59,045 towards the cost of the new 1 FTE Advanced Practitioner for Practice Development post. Although the new post is still subject to job evaluation it is anticipated that the budget released will be sufficient to fund it.

Human Resources Implications

19. Following Job Evaluation, a recruitment exercise would be undertaken to fill the post of Advanced Practitioner for Practice Development.

RECOMMENDATION/S

That Committee:

- 1) agrees to receive a follow up report in the next six months and that this be included in the work programme.
- 2) agrees to the following changes in the staffing establishment of The Family Service from 1st March 2021:

- disestablishment of 1.5 FTE Early Help Case Manager (Band A) posts
- establishment of 1 FTE Advanced Practitioner for Practice Development (Subject to job evaluation) post.

Steve Edwards
Service Director, Youth, Families & Social Work

For any enquiries about this report please contact:

Rachel Miller
 Group Manager, Early Help Services
 T: 0115 993 4371
 E: Rachel.miller@nottsc.gov.uk

Constitutional Comments (EP 17/12/20)

20. The recommendations fall within the remit of the Children and Young People's Committee by virtue of its terms of reference.

Financial Comments (SAS 21/12/20)

21. Through a combination of the Transformation Grant, Attachment Fees, Payment by Results and Troubled Families reserve, Troubled Families funding provides £1.9m of the Family Service's £5.5m gross budget. In the November 2020 Spending Round the Treasury announced that Troubled Families would be funded for 2021/22 and nationally the same investment as previous years has been agreed and so Nottinghamshire is expecting a continued level of funding.
22. The deletion of 1.5 FTE Early Help Case Manager (Band A) posts will release budget of £59,045 towards the cost of the new 1 FTE Advanced Practitioner for Practice Development post. Although the new post is still subject to job evaluation it is anticipated that the budget released will be sufficient to fund it.

HR Comments (BC 14/12/20)

23. The staffing implications are contained within the body of the report. The Advanced Practitioner role is currently subject to the agreed job evaluation process and will then be recruited to in line with the vacancy control and recruitment procedures.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

[Troubled Families update and changes to The Family Service – report to Children and Young People's Committee on 13th January 2020](#)

[MHCLG Early Help System Guide](#)

Electoral Division(s) and Member(s) Affected

All.

C1424