



ISLINGTON

# **Community Budget a whole system approach**

8 December 2011

## Islington – The context

- 185,000 population
- 41,000 children
- 34% Lone parent families
- 70% Black and Ethnic Minority
- 45% English as an additional language
- 40% Degree level qualifications - concentration of high earners
- 1 in 6 households earn in excess of £60k p.a
- 49% receive Free School Meals (under £16k)
- 2<sup>nd</sup> highest rate of child poverty in country



## Changing role of local authority

- **Champion** for children  
Addressing inequality, promoting fairness and ensuring best possible life experiences and outcomes
- **Catalyst**  
Bringing stakeholders together through shared vision and building effective partnerships to best meet need
- **Commissioner**  
Making best use of resources available through joint planning and commissioning ensuring cost effective delivery either in-house or through external providers



## Islington – The challenge

- 2007 – 2011
- Maintain improvement in quality of services – 93% schools good/outstanding
- Outcomes improving in all areas – ambition to exceed national levels
- Successful in attracting additional funding - Pilots and Pathfinders
- 2009 – financial strategy for 2011-2015 budget
- Anticipation of significant budget reductions.....35% over 4 years
- Partnership priorities - Child Poverty - Early Intervention and Prevention
- ‘Top 100 families’ or whole system reform of Family Support?



# Financial Strategy – principles

- **Quality of Universal Services** – ensuring a continued focus on quality of universal services in order that outcomes for Islington children are as good as or better than national performance
  - **Early Intervention and Prevention** – investing to meet need earlier and more cost effectively, focusing on enskilling universal services and ensuring a sharp focus of activity involving targeted and specialist services when necessary
  - **Reducing Inequalities** – addressing child poverty, narrowing gap in outcomes between groups in Islington and between Islington and those nationally, whilst ensuring that principles of fairness and social justice inform priorities and actions
  - **Think Family** – ensuring that lessons learnt from the ‘think family’ and other family and parenting programmes are integrated into mainstream thinking and action both within children’s services and between children’s and adults’ services
  - **Integrated Working** – ensuring integrated working between partners and using the tools of integrated working (CAF and Lead Professional) to ensure that services are provided efficiently and cost-effectively
- 

## **Shape of services towards 2015**

### **- Key Themes for Children and Families Board**

- **Improving key outcomes by 19 and narrowing the gap through outstanding health services, schools and children's centres**
- **Ensuring play, youth and leisure opportunities for children and young people**
- **Transforming early intervention and prevention support for vulnerable children and families**
- **Ensuring children are safe at home, at school and in the community**



## **Shape of services towards 2015**

### **- Key Theme for Children's Board**

#### **Transforming early intervention and prevention support for vulnerable children and families**

- Supporting and enabling children to thrive in mainstream settings
- Intervening early with whole-family support to increase engagement and self-reliance
- Containing/reducing demand on high cost interventions/placements
- Supporting clusters of schools, key neighbourhoods
- Providing a continuum of services – Team around the School; Team around the Child; Team around the Family
- Developing a Community Budget for families with multiple needs



# Why a Community Budget?

Opportunity for:

- a 'whole area' approach
- bringing resources together into a single focus
- mainstreaming successful pilots and pathfinders
- greater challenge and bolder system change
- developing "whole system" solutions to complex problems
- exploiting freedoms and flexibilities
- a 'four year manifesto'
- medium and long term strategic planning

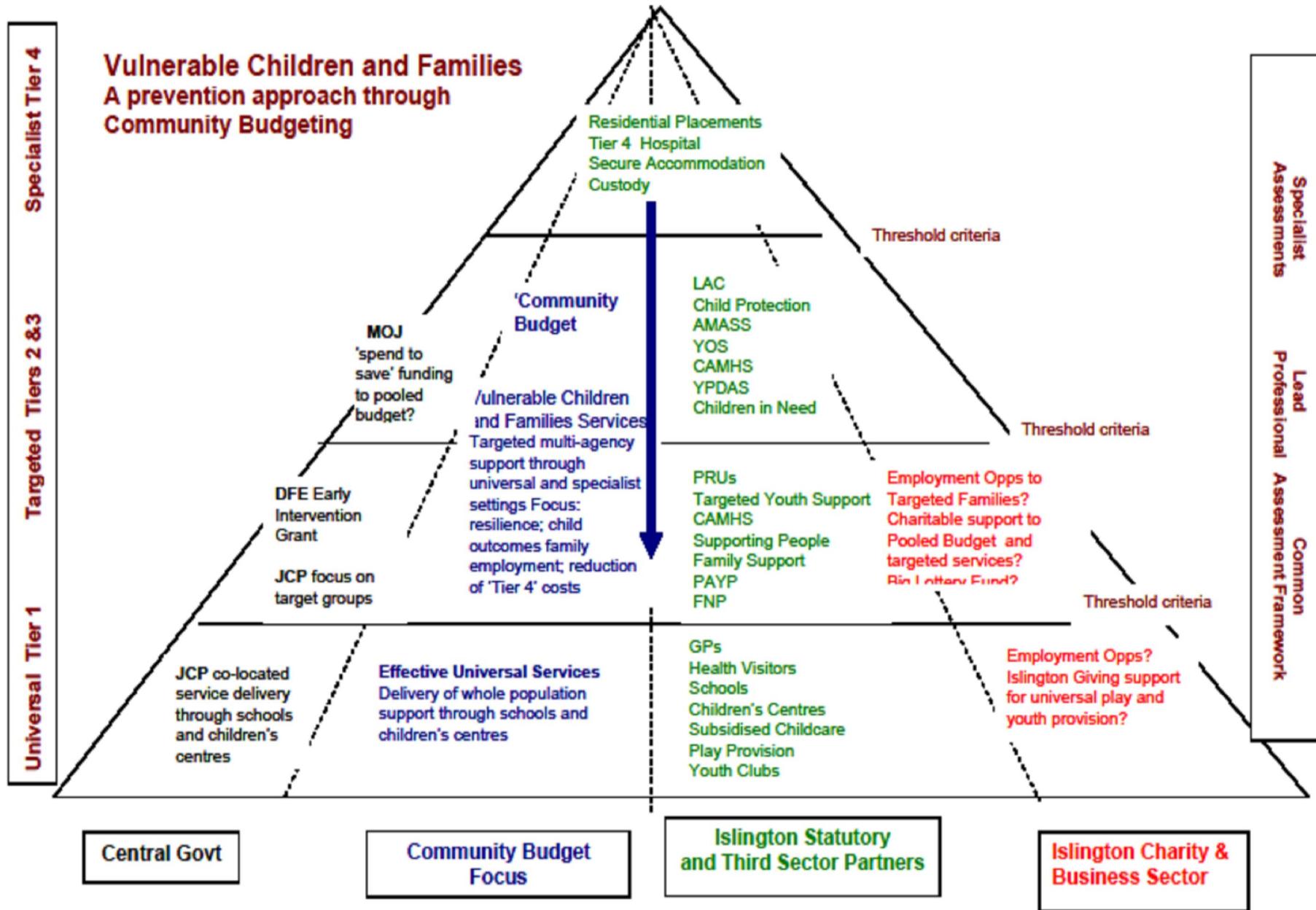


## What is Islington's focus?

- Building on Child Poverty Work and Family Support Strategy
- Building on strengths of partnerships in children's services
- Targeting support for families with multiple risk factors
- Whole system approach – Universal/Targeted/Specialist services
- Co-ordinating use of multi-agency resources
- Re-designing services to deliver joined-up support for families
- Building on evidence based services
- Developing locality-based approach linking with clusters of schools and children's centres



# Vulnerable Children and Families A prevention approach through Community Budgeting



# What resources are being 'pooled'?

- **Local and national partners**
  - Islington Council (e.g. Children's Services; Housing and Adult Social Services; Regeneration; Community Safety)
  - Schools Services
  - NHS Islington (e.g. Health Visiting; Child and Adolescent Mental Health; Adult Mental Health inc. IAPT)
  - Job Centre Plus
  - Probation
  - Police
  - Housing Partners
  - Third Sector (e.g. specialist agencies; volunteering; charitable sources)
  - Central Government funding? – Payment by results?



## Support for Families through Universal Services

### Focus:

- All families receive support at this level e.g. through GPs, Schools, Children's Centres, Job Centre Plus; Third Sector etc
- Range of evidence based parenting groups provided in universal settings

### Parent Employment Project

- 9,000 workless parents targeted for support by Islington Working for Parents and Job Centre Plus (JCP) in universal settings
- Main aim of the partnership will be to help all clients into work. Those further away from the labour market will be given personalised support to improve their employability and support them in the transition to work
- Delivering more services together - co-location between Job Centre Plus and Council services



# Support for Families through Targeted Services

## Focus

### Family Outreach Support Service (FOSS)

- Targeting 1,000 families with multiple problems
- 3 multi-disciplinary, multi-agency area teams in accessible community base(s) plus outreach capacity (delivered by LA and 3<sup>rd</sup> Sector)
- Practical family and parenting support inc. housing support
- Lead professional and family Common Assessment (CAF)
- Open access to support for families but targeting those experiencing many disadvantages or persistent difficulties
- Families with complex needs to get non-stigmatising support from the FOSS including appropriate support with skills and employment from Job Centre Plus (JCP) as part of the Team Around the Family
- Specialist services available through voluntary sector



## Support for Families through Specialist Services Focus

### **‘The Top 80’ – Family Intervention Specialist Service (FISS)**

- Families with multiple and complex problems resulting in serious concerns about child welfare including extreme antisocial behaviour, offending, threshold of care – statutory services e.g. children’s social care and or youth offending may be involved in supervision
- Opportunity for research into what works
- Uses evidence based approaches of Family Intervention Project (FIP) and Adolescent Multi Agency Support Service (AMASS) as ‘controls’
- Design and implement new approach which will be more cost effective
- 36 families to receive service from FIP
- 24 families to receive service from AMASS
- 20 families to receive service from new ‘third way’ project
- Moving to an integrated FISS model



## What outcomes are we aiming for?

- Increasing family resilience and stability
- Reducing poverty through increasing employment, education and training: More parents leaving Jobseeker's Allowance for work; More parents leaving income support for work; Entry into sustained employment (52 weeks)
- Reducing debt, evictions and rent arrears
- Improving school attendance and attainment and reducing exclusions
- Reducing anti social behaviour, offending and repeat offending (in young people and parents)
- Reducing the numbers of children who experience harm through neglect or who need to be in local authority care.



## Challenges for Community Budget?

- Comprehensive Spending Reviews 2011-2015-2019
- Financial (In)Stability – Impact of cuts on outcomes.....
- Service and staffing stability – continuity for most vulnerable
- Government push to 'pool' cash budgets
- Data and information sharing protocols
- Measuring impact – Evaluation model – Local/National
- Measuring population outcomes - timescales - mobility
- Local/national evidence base to commission services
- Payment by results – intended and unintended consequences
- Cashable savings in recession?
- Levering in external finance –assessment of risks
- Joint commissioning – LA/Clinicians/Schools/Other Partners/Other LAs
- ...and despite all challenges – retaining ambition and focus to deliver outstanding services & improve outcomes for children and families and using Community Budget as a catalyst

