

National evaluation of the Troubled Families Programme 2015 - 2020: service transformation – staff survey: part 1

CONDUCTED BY IPSOS MORI ON BEHALF OF DCLG
APRIL 2017



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April 2017



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Background

This report presents findings from research among staff delivering the Troubled Families Programme, including Troubled Families Co-ordinators (TFCs), Keyworkers and Troubled Families Employment Advisors (TFEAs), conducted on behalf of the Department for Communities and Local Government (DCLG).

The Troubled Families Programme was established in 2011 and expanded in 2014 to over half a million families. It is designed to achieve significant and sustained progress with the most ‘troubled’ families in England, i.e. those with severe and persistent problems. Key features include promoting multi-agency working and a whole family approach.

This research is one element of the national evaluation of the expanded programme, alongside a longitudinal quantitative family survey, qualitative case studies and monitoring via data collected as part of the National Impact Study and Family Progress Data. The evaluation aims to explore the level of service transformation driven by the programme as well as the impact of the family intervention approach on outcomes for families themselves.

Methodology

Data presented in this report was gathered via an online survey. DCLG and DWP provided email addresses for all TFCs and TFEAs, who were sent an email with a direct link to the survey. TFCs were also sent a further email and asked to forward it to keyworkers in their local authority directly.

In total, responses were received from 118 TFCs (73% response rate), 1,360 Keyworkers and 194 TFEAs (60% response rate).

Fieldwork was conducted between 26 October and 30 November 2015.

This report presents the findings for each audience separately; with the first section of this report aiming to draw out common themes between these three audiences.

These staff surveys are designed to run annually over the five years of the evaluation; this report is the first in the series.

Troubled Families Programme national evaluation

Troubled families staff survey overview – thematic report

CONDUCTED BY IPSOS MORI ON BEHALF OF DCLG



1

KEY FINDINGS

2

**THE
TROUBLED
FAMILIES
APPROACH**

3

**MULTI-AGENCY
WORKING**

4

**WORKFORCE
DEVELOPMENT**

KEY FINDINGS

TFCs, keyworkers and TFEAs are supportive of the troubled families approach; in each case the majority say it is effective at achieving long-term change in families' circumstances. However, the programme aims to instigate significant changes in the design, management and delivery of local services and, at this relatively early stage, there are inevitably a number of challenges:

Multi-agency working is valued but genuine buy-in needs promoting: almost all TFCs and keyworkers feel multi-agency working **contributes towards the success of the programme in their area.** Putting this into practice, almost all TFCs say the programme in their area **encourages staff across multiple agencies to work together to support families** and almost all keyworkers feel that the programme **encourages effective input from all agencies relevant to each case.** However, keyworkers and TFEAs do have some reservations about their ability to get the **support they need from partner organisations** and 21% of TFCs disagree that **partner agencies provide sufficient resources.**

Embedding systems to facilitate effective whole family working: the tools underpinning the troubled families approach are clearly developing in many local authorities (LAs), but further integration is required. While TFCs are mostly positive, among keyworkers and TFEAs there is evidence that greater integration of systems is required in order to support front-line delivery. For example, **IT systems** in particular feature highly among the **main barriers to partnership working** for both keyworkers and TFEAs along with **data sharing protocols, lack of common assessment tools** across agencies as well as **databases facilitating access to services** for referrals. TFCs also recognise the work there is to do on IT systems, with a majority disagreeing that they currently allow local partners to share information about families effectively.

Improving relationships with health services, particularly mental health: keyworkers and TFEAs would like greater input from mental health services. Keyworkers also identify waiting lists for health teams as one of the main barriers to effective partnership working.

Engaging with employment support: TFEAs perceive that other organisations do not place sufficient priority on employment objectives, identifying this as one of the key barriers to partnership working. This suggests a need for more training or better communication between TFEAs and other organisations to establish when and how employment support can be effective for families on the programme.

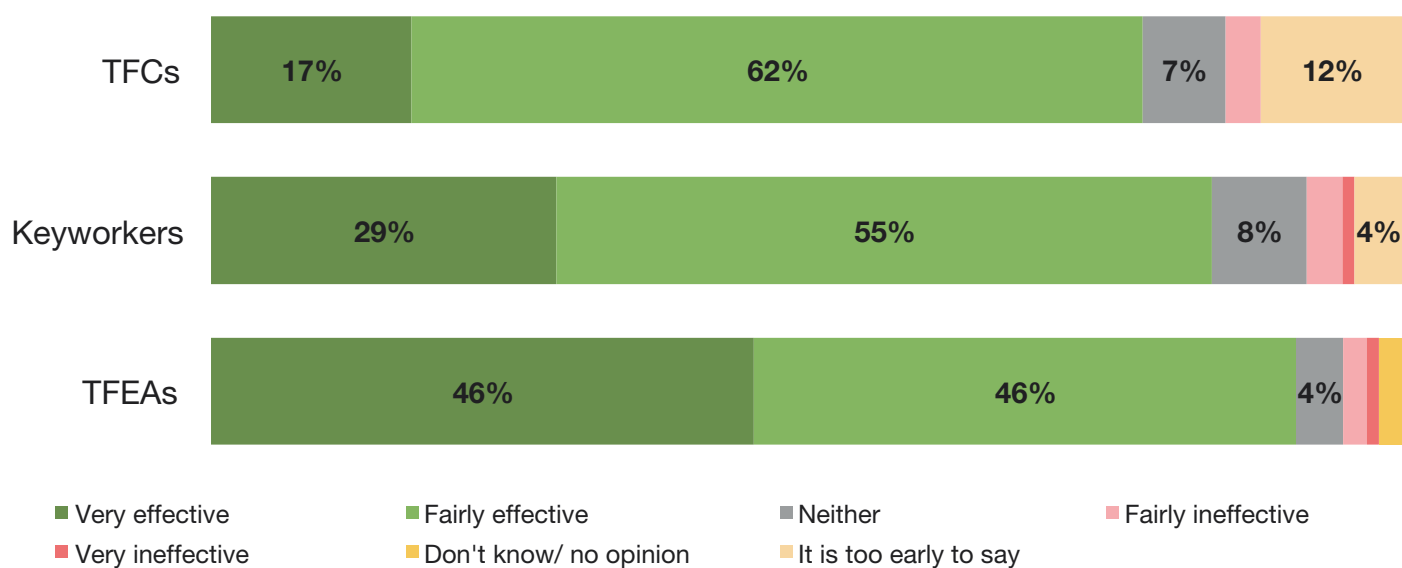
Ensuring the skills of non-specialists are developed alongside dedicated keyworkers: keyworkers and TFEAs are confident in their skills and the support provided as they deliver their role. However, TFCs differentiate between dedicated staff and those working as lead professionals or with other agencies, suggesting there is room for improvement in the latter.

Encouraging more informal knowledge sharing between agencies: both TFEAs and keyworkers are less positive that they are able to share what they have learnt though delivering the programme than they are about formal training. There may be scope to supplement formal learning with informal knowledge-sharing sessions, enabling knowledge to be shared across agencies and disciplines to facilitate key working (e.g. through better understanding of other agency roles, skills and approaches etc.).

THE TROUBLED FAMILIES APPROACH

Effectiveness of the Troubled Families Programme at achieving long-term positive change

The majority of each audience say the programme is effective at achieving long-term positive change in families' circumstances. TFEAs are most positive overall (92%), and particularly more likely to say the programme is very effective than either keyworkers or TFCs. This view is less strongly held among TFCs, and a small proportion are more circumspect, indicating that it is too soon to say (12%).



Base: All TFCs (118), All keyworkers (1,360), All TFEAs (194); Fieldwork dates 26 Oct – 30 Nov 2015

Source: Ipsos MORI

Improving the programme

TFCs

Challenges to delivery

TFCs identify cuts to core services and capacity problems in these services as the key challenge facing delivery of the programme in their LA.

Other, lesser challenges, include the focus on data, bureaucracy and a lack of shared funding streams as well as funding in general.

Keyworkers

Making the programme more effective

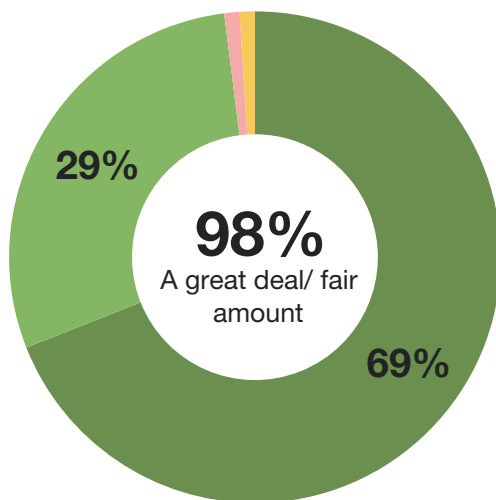
Resources and funding also feature among the main improvements identified by keyworkers in order to make the programme more effective. However, these sit alongside a wide range of other elements related to service delivery. For example, keyworkers also identify multi-agency working, particularly with health services, earlier and longer interventions, lower caseloads and more training, shared IT systems, more sanctions and less paperwork.

MULTI-AGENCY WORKING

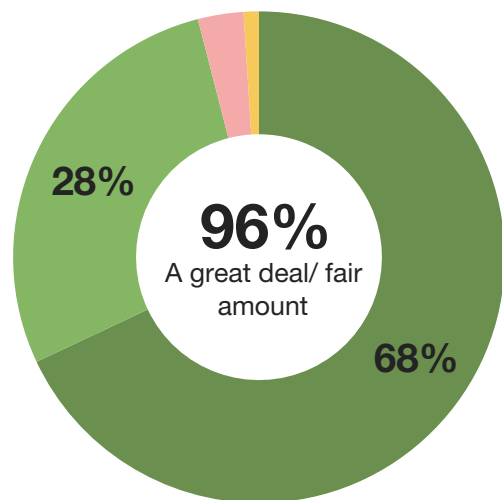
Overall success of multi-agency working

TFCs and keyworkers are extremely positive about the contribution of multi-agency working to the success of the programme in their local authority area; in both cases around seven in ten say it contributes a great deal.

Extent to which multi-agency working contributes towards the success of the programme in local authority area



TFCs



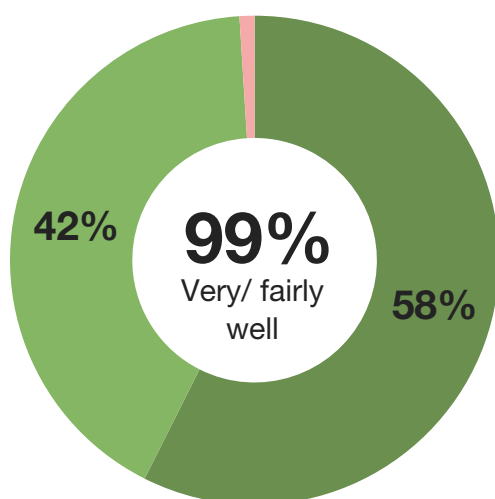
Keyworkers

■ A great deal ■ A fair amount ■ Not very much ■ Not at all ■ Don't know/ no opinion

Encouraging multi-agency working

Similarly, almost all TFCs say the local programme in their area does well at encouraging staff across multiple agencies to work together to support families, including 58% who say it does very well at this. Furthermore, the majority of keyworkers feel local programmes are doing a great deal or a fair amount to encourage effective input from all agencies relevant to each case, with 56% saying a great deal.

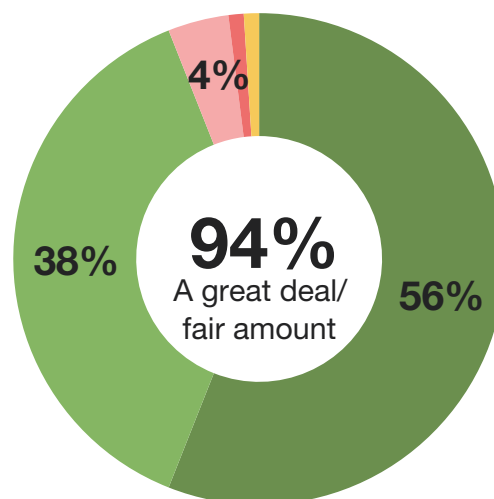
Encourages staff across multiple agencies to work together to support families



TFCs

■ Very well ■ Fairly well ■ Not very well

Encourages effective input from all agencies relevant to each case



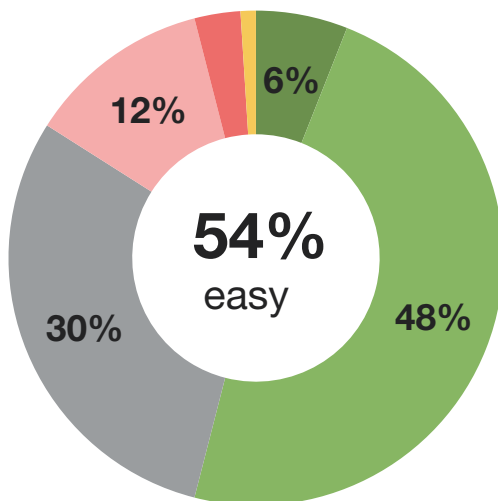
Keyworkers

■ A great deal ■ A fair amount
■ Not very much ■ Not at all
■ Don't know/ no opinion

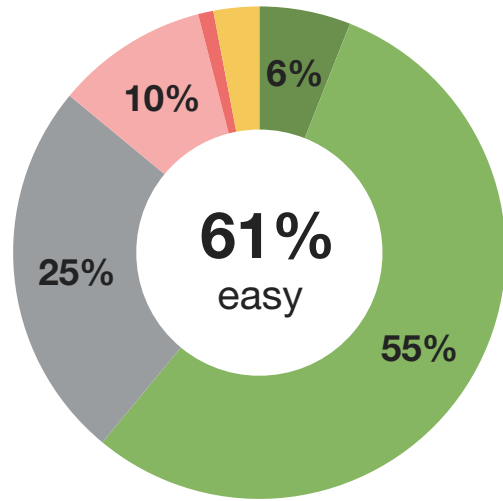
Support from partner organisations

While the value of multi-agency working is widely recognised, staff have some reservations about their ability to get the support they need from partner organisations. Overall views are positive but this view is not strongly held by either keyworkers or TFEAs. In both cases, just 6% say it is very easy to get the support they need and a quarter or more feel unable to express a view either way.

Ease of getting support needed from partner organisations to deliver solutions for families



Keyworkers



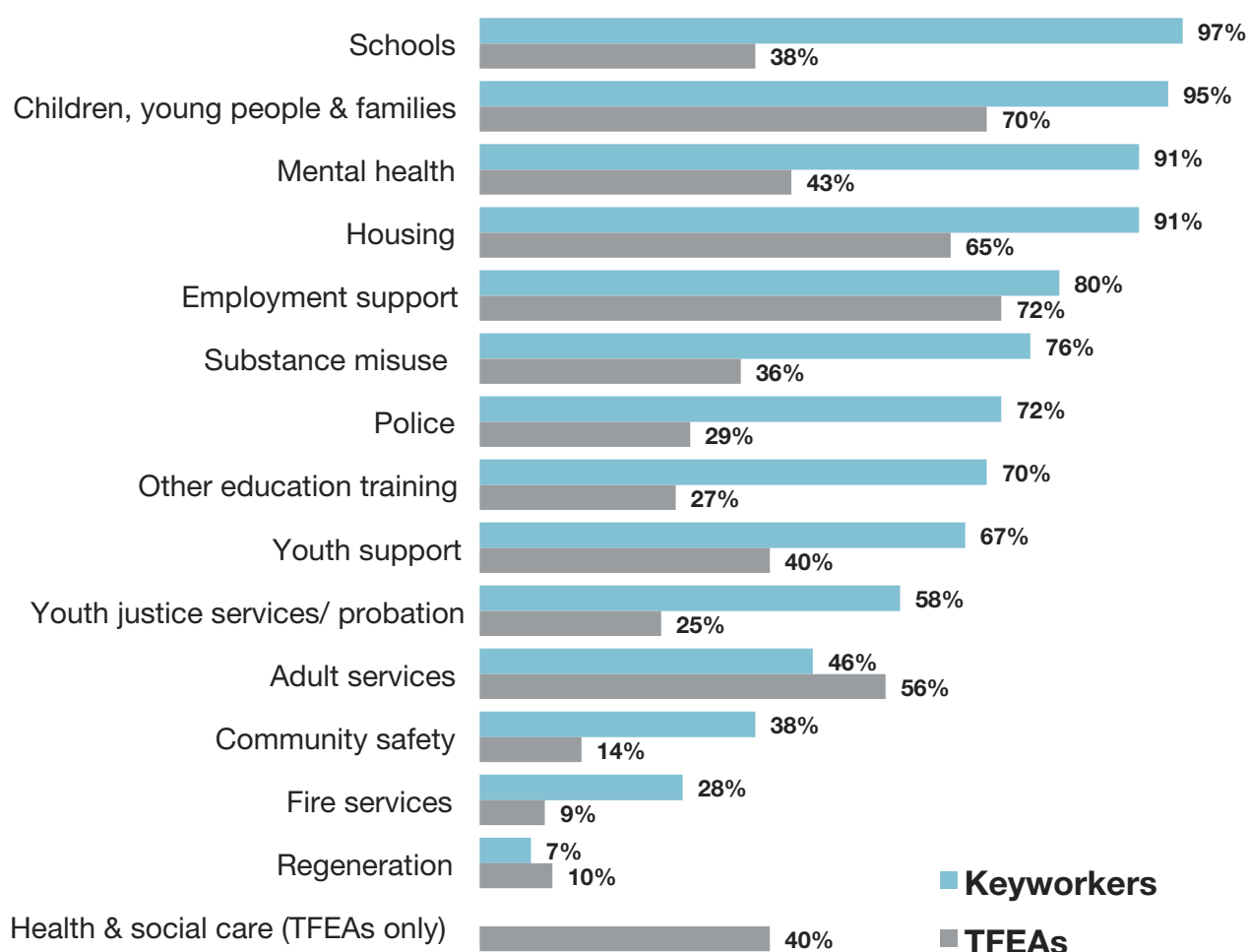
TFEAs

■ Very easy ■ Fairly easy ■ Neither ■ Fairly difficult ■ Very difficult ■ Don't know

Working with partner services

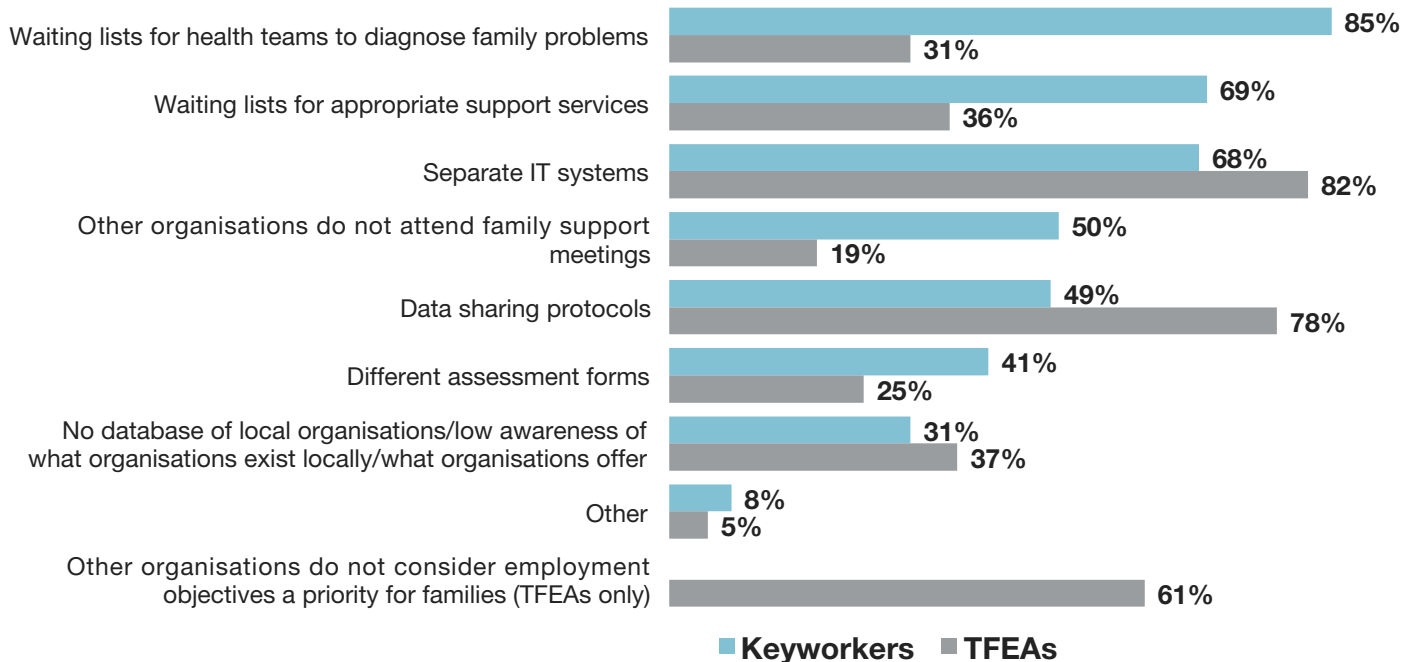
As shown in the chart below, keyworkers and TFEAs regularly work with a wide range of local services, though it seems that keyworkers are more likely to use almost all, with the exception of adult services. However, the most frequently used services are similar for both audiences, including schools and those offering services to children, young people and families as well as mental health and housing services.

As a follow-up keyworkers and TFEAs were asked to identify which services they would like more input from. Both point to mental health services in particular, as well as housing, adult services and schools.



Barriers to effective partnership working

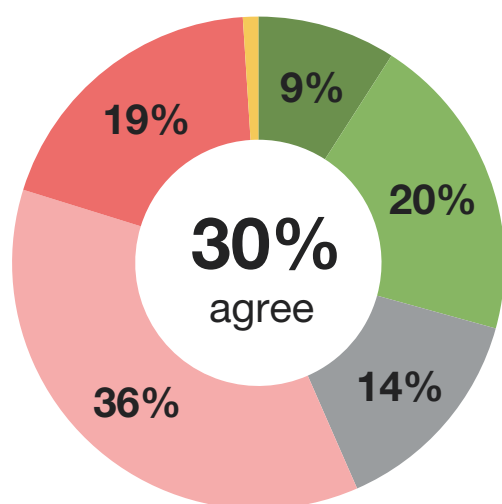
Keyworkers and TFEAs face different barriers to effective partnership working enabling them to deliver solutions for families, though IT systems feature highly for both. Waiting lists top the barriers for keyworkers. For TFEAs separate IT systems are most prominent and data sharing protocols feature more highly, along with employment objectives not being identified as a priority by others.



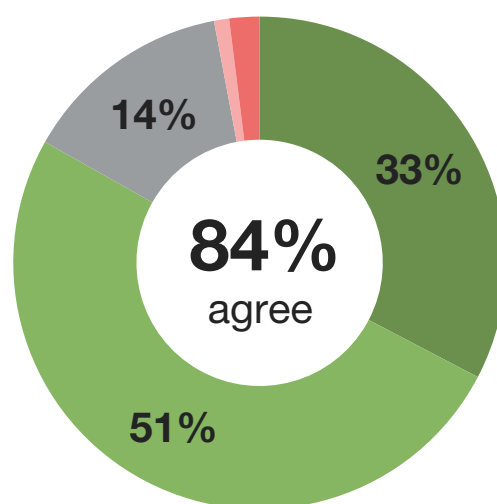
Data sharing protocols and IT systems

IT systems are also identified by TFCs as an area for improvement. In fact, this stands out as an area where opinion is mostly negative, with more saying they disagree (55%) that shared IT systems are in place that the local agencies working with troubled families can access. However, TFCs do not share TFEAs' and keyworkers' views that data sharing protocols are a barrier to effective partnership working; most (84%) agree there are effective protocols in place for sharing information on individual families.

Shared IT systems are in place that the local agencies working with troubled families can access



Effective protocols for sharing information on individual families are in place



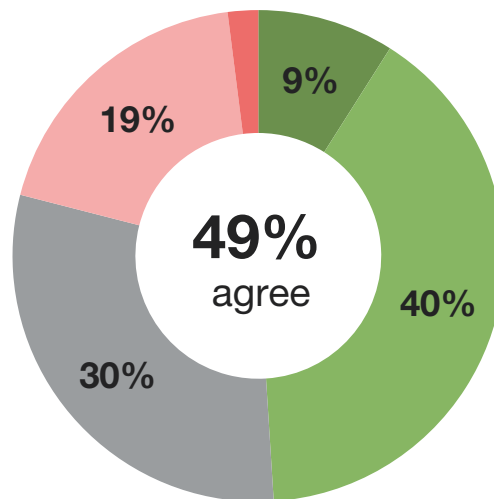
TFCs

■ Strongly agree ■ Tend to agree ■ Neither ■ Tend to disagree ■ Strongly disagree ■ Don't know/ no opinion

Resources available from partner organisations

TFCs perceive that partners could do more to share resources in order to effectively deliver the programme. Half (49%) agree but 21% disagree that they contribute sufficient resources.

Local agencies contribute sufficient resources to help deliver troubled families



TFCs

■ Strongly agree ■ Tend to agree ■ Neither ■ Tend to disagree ■ Strongly disagree

WORKFORCE DEVELOPMENT

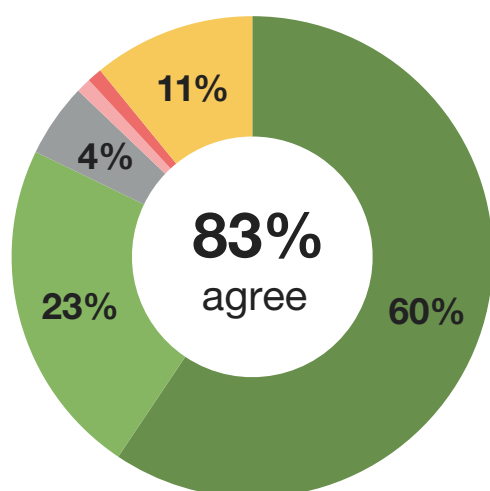
Workforce – current skill levels

TFCs are very positive about the skills of dedicated intervention workers – almost all agree they currently have the skills to deliver effective services to families. TFCs working in LAs where they have commissioned other agencies to manage some elements of the programme are more likely to agree (92%) than those working in LAs where they deliver the programme entirely within the LA (69%).

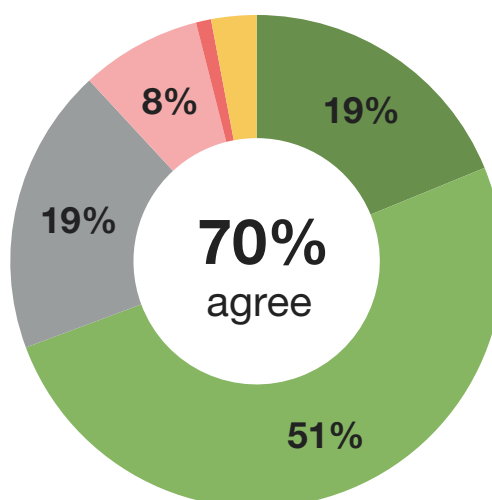
While overall TFCs are also positive about the skills of other professionals delivering family interventions, this view is less strongly held (70% agree, including 51% who tend to agree).

Have the skills which allow them to deliver effective services to families

Dedicated troubled families intervention workers



Other professionals delivering family interventions



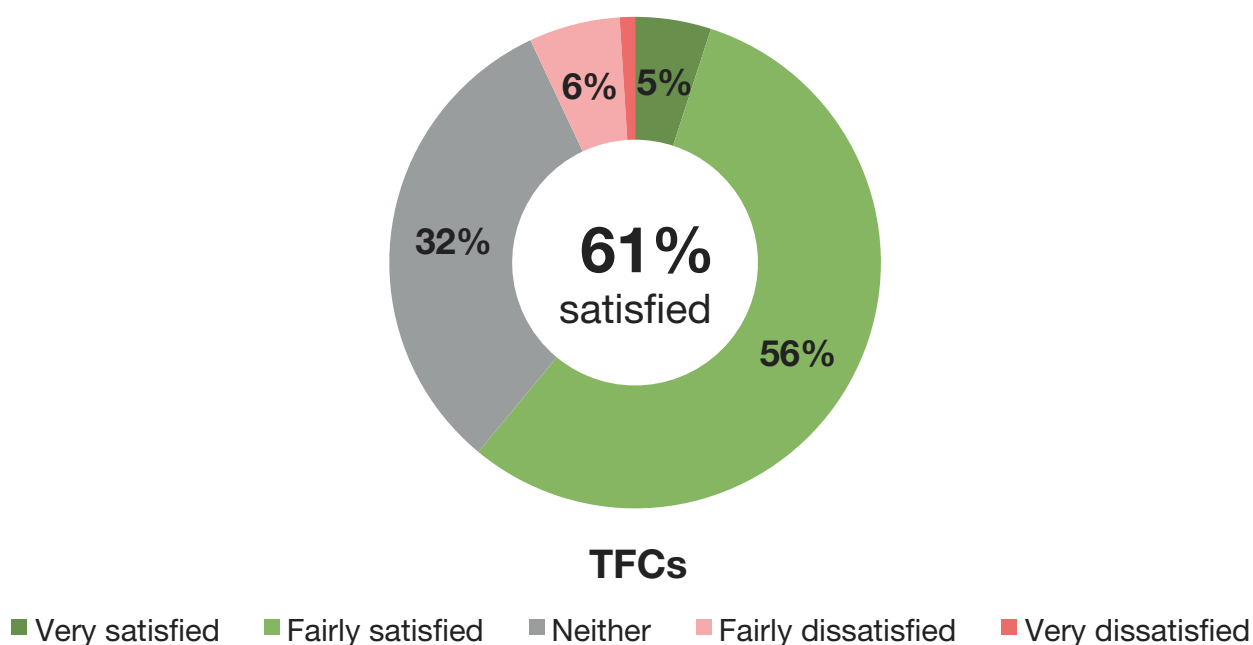
TFCs

■ Strongly agree ■ Tend to agree ■ Neither ■ Tend to disagree ■ Strongly disagree ■ Don't know

Skills and capacity within other local agencies

Moving further beyond staff directly involved in delivering family interventions, TFCs were asked to consider the skills of local agencies who are likely to come into contact with families needing support, such as schools, housing agencies, the police, GPs and so on. TFCs are satisfied that these agencies have the skills to deliver their intended role, but just 5% are very satisfied.

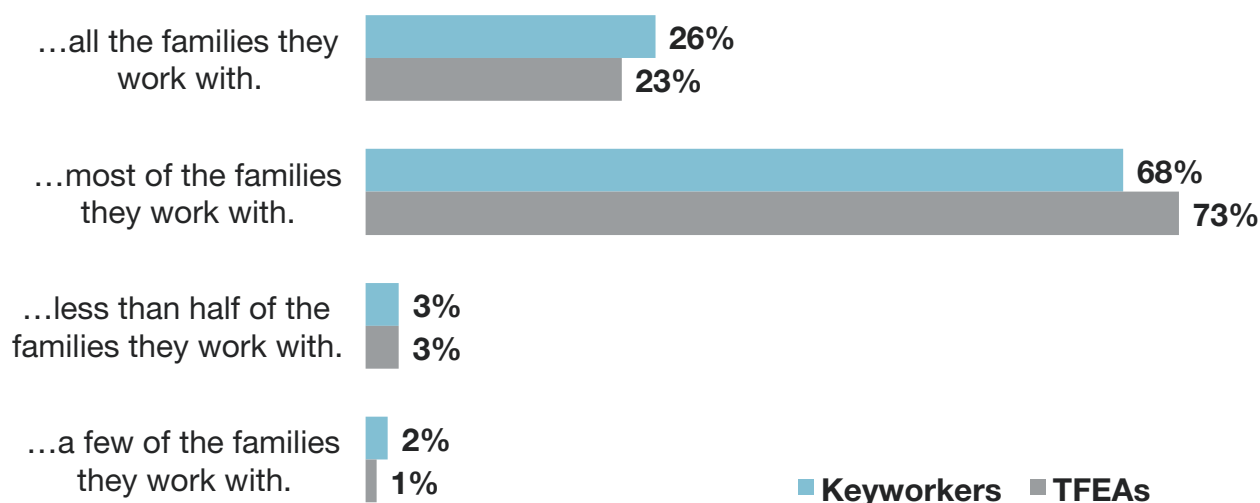
Local agencies have the necessary skills to deliver their intended role in troubled families



Confidence in current skills

Troubled families involves different ways of working for staff across public services. With this in mind, keyworkers and TFEAs are mostly confident that they currently have the right skills to deliver the Troubled Families Programme effectively; the majority say they have skills appropriate to most of the families they work with. However, in both cases around a quarter feel equipped to help all the families they work with.

Keyworkers feel they currently have the right skills to allow them to deliver effective services to...

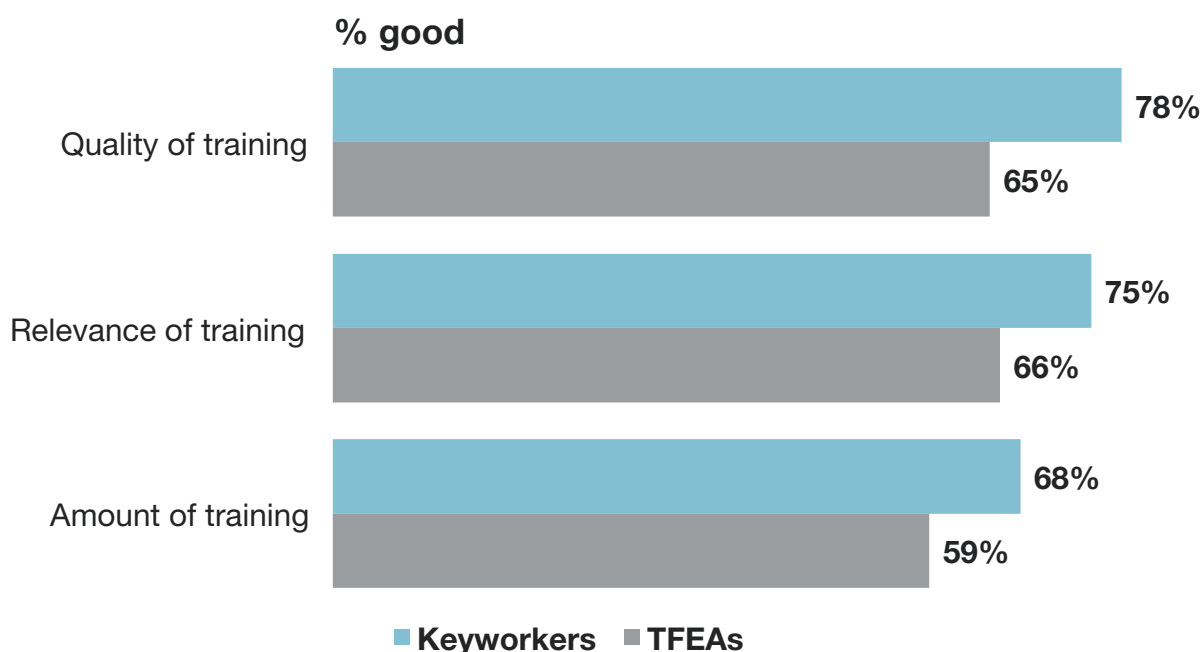


Base: All keyworkers (1,360); All TFEAs (194); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

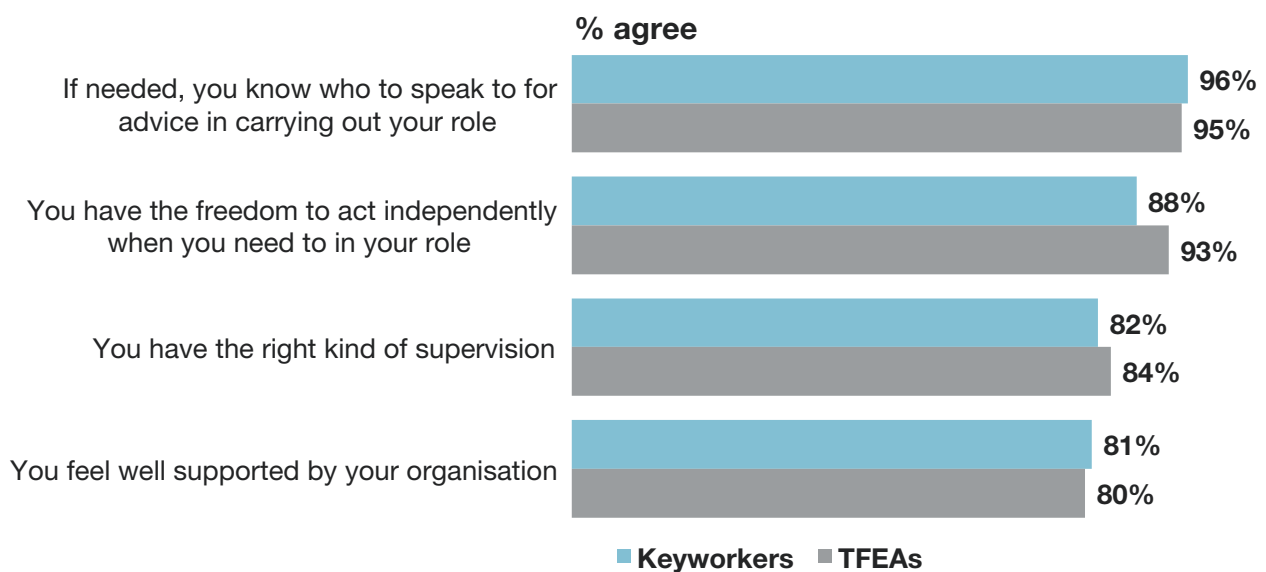
Training in relation to role

Views on training are very positive, particularly among keyworkers who are more likely to view the quality, relevance and amount of training they receive as good than TFEAs. Among both audiences, slightly fewer rate the amount of training they receive as good.



Support and supervision

Views on support and supervision are also very positive, with at least four in five keyworkers and TFEAs agreeing they know where to go for advice, have good supervision and feel supported while also having the freedom to act independently.



Base: All keyworkers (1,360); All TFEAs (194); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

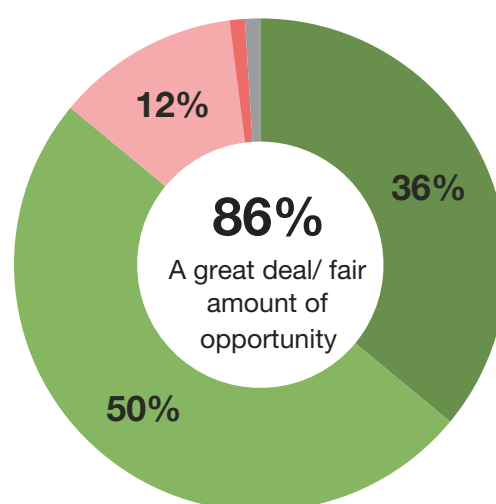
Sharing good practice with partner agencies

The majority of both keyworkers and TFEAs say that they have a great deal or a fair amount of opportunity to share good practice and learn from partner agencies within their local authority. However, TFEAs are more positive overall and among keyworkers there is evidence of room for improvement with the other three in ten (29%) feeling they don't have much or any opportunity to share good practice.

Opportunity to share and learn from good practice locally within your Jobcentre Plus/local authority area



Keyworkers



TFEAs

■ A great deal of opportunity ■ A fair amount of opportunity ■ Not much opportunity ■ No opportunity at all ■ Don't know

Troubled Families Programme national evaluation

Research among Troubled Families Co-ordinators

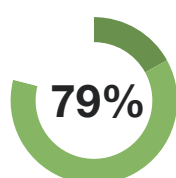


1 KEY FINDINGS	2 MANAGEMENT OF THE TROUBLED FAMILIES PROGRAMME	3 OVERALL VIEWS OF THE PROGRAMME
4 WORKFORCE AND WORKFORCE DEVELOPMENT	5 MULTI-AGENCY WORKING	6 NEEDS-BASED COMMISSIONING
7 BRINGING FAMILIES ONTO THE PROGRAMME	8 THE NATIONAL PROGRAMME	9 CONCLUSIONS

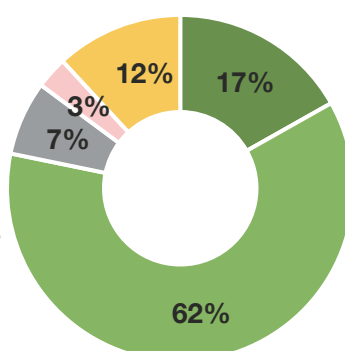
KEY FINDINGS

Troubled Families Co-ordinators: headline findings

**Troubled Families Programme is
viewed as effective at achieving
long term positive change**



Very/fairly effective



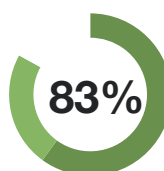
- Very effective
- Fairly effective
- Neither
- Fairly ineffective
- Too early to say

**Over half are satisfied that
partners deliver intended role but
with some room for improvement**



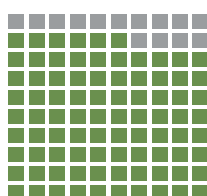
Very/fairly satisfied

**Most agree that troubled families
intervention workers currently
have the skills to deliver effective
services**

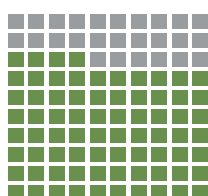


Strongly/tend to agree

Role of the national Troubled Families Team is valued by TFCs



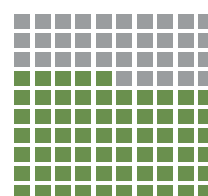
Offer clear
vision and
leadership



Provide clarity
of roles and
responsibilities

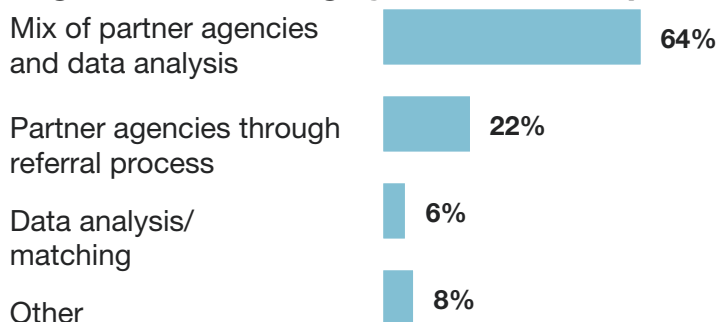


Provide support
to those
delivering the
programme

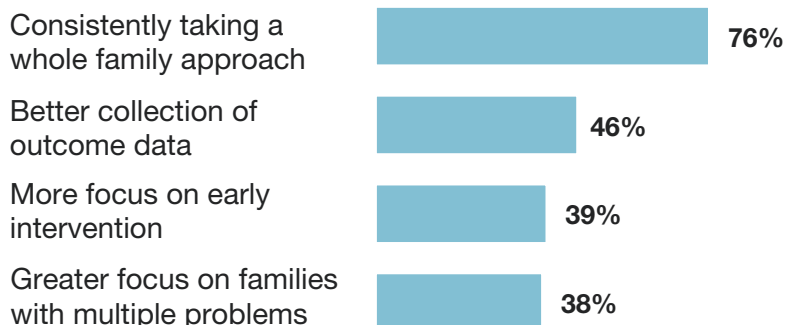


Provide clear
policy
guidance

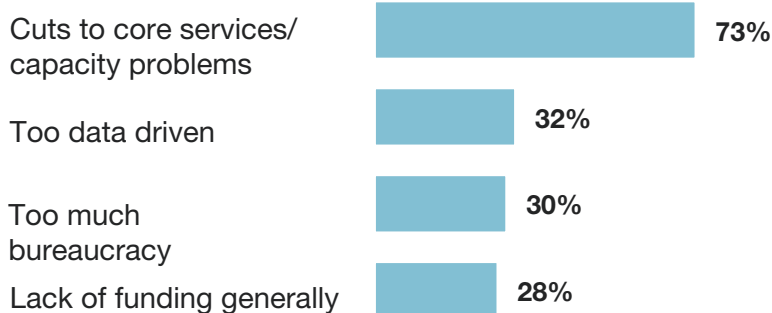
Eligible families largely identified via partners & data



Whole family approach is biggest change in service delivery*



Cuts and capacity are main challenges to local delivery*



MANAGEMENT OF THE TROUBLED FAMILIES PROGRAMME

Troubled Families Co-ordinators tend to be...

...well qualified

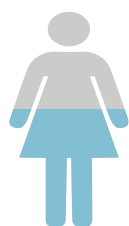


NVQ4+: 82%

...more commonly female

68%

28%

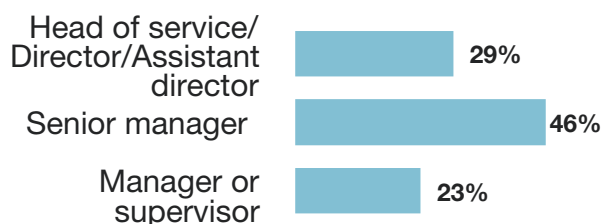


Female



Male

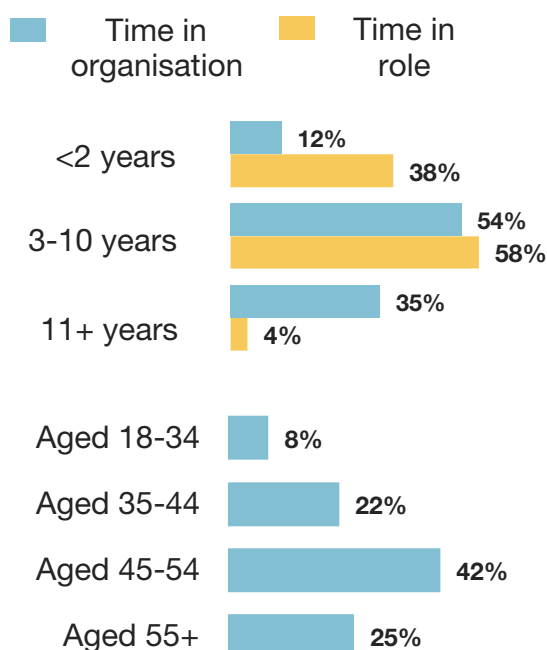
...in senior roles



...employed by a LA

98% are employed by a local authority

...experienced



73% are responsible for other programmes, projects or service areas in addition to troubled families

44% represent a Children, young people and families team

40% represent a specific Troubled Families team within the LA

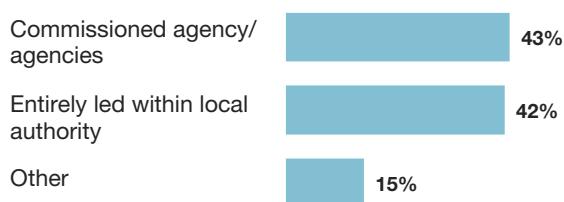
6% are based in another LA department

Management of the Troubled Families Programme

Almost all Troubled Families Programmes are led by children's services departments, with the majority based in a Children, young people and families department (75%) and small proportions led by Combined children and adult services or Combined adult, children and health services (6% and 3% respectively).

Commissioning

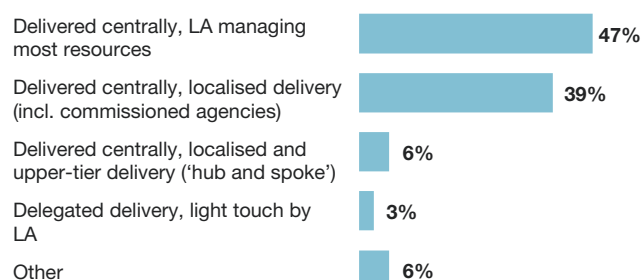
There is an even split between LAs who lead the programme themselves and those who commission other agencies to manage some elements of the programme.



- Primarily led by LA with some aspects commissioned.
- Equal partnership between local bodies e.g. LA, police, community housing, schools etc.

Delivery model

The majority of LAs (92%) take a centralised approach to programme delivery, with almost half (47%) managing most resources themselves. A minority (3%) delegate programme delivery.



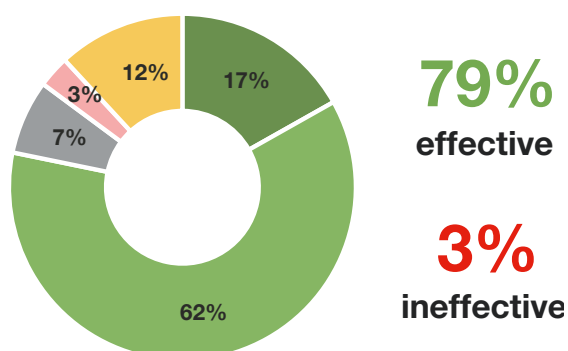
- Cooperative.
- In the process of transformation between models.

OVERALL VIEWS OF THE PROGRAMME

TFCs are positive about the effectiveness of the programme but cuts are challenging

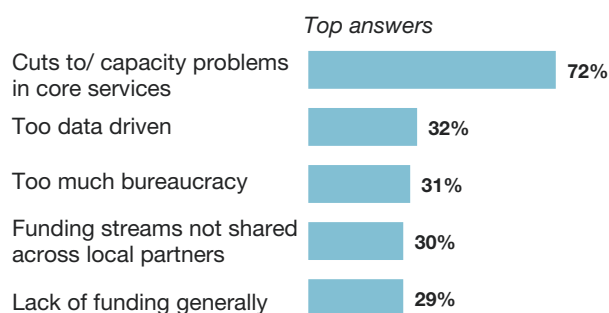
The majority say that the programme is **EFFECTIVE** at achieving long term positive change in families' circumstances

- Very effective
- Fairly effective
- Neither
- Fairly ineffective
- Too early to say



Challenges to delivery

TFCs identify cuts to core services and capacity problems in these services as the key challenge facing delivery of the programme in their LA (73%). A range of other challenges are selected by around three in ten, including the focus on data, bureaucracy, lack of shared funding streams and lack of funding in general.



WORKFORCE AND WORKFORCE DEVELOPMENT

Workforce composition

Mean number (FTE) of troubled families staff per local authority (LA)

Management and
support staff in the
troubled families
team (excluding
data analysts)

5



Data analysts

2

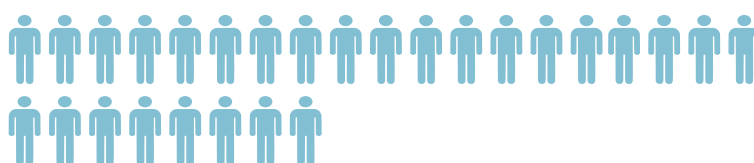


**3% of LAs do not employ
analysts**

**36% employ between 0 and 1
(i.e. one part-time member
of staff)**

Dedicated troubled
families intervention
workers

27



Other lead
professionals

77

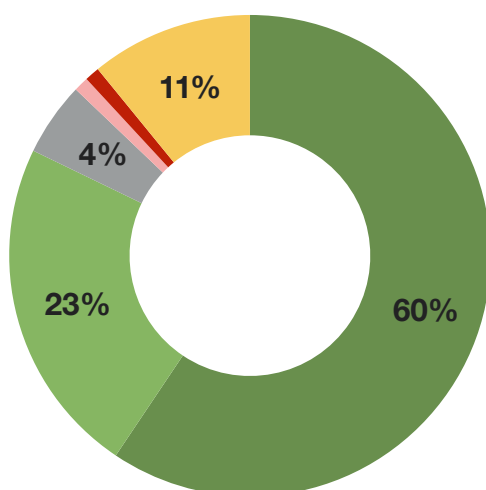


Workforce – current skill levels

TFCs are very positive about the skills of dedicated intervention workers – almost all agree they currently have the skills to deliver effective services to families. TFCs working in LAs where they have commissioned other agencies to manage some elements of the programme are more likely to agree (92%) than those working in LAs where they deliver the programme entirely within the LA (69%).

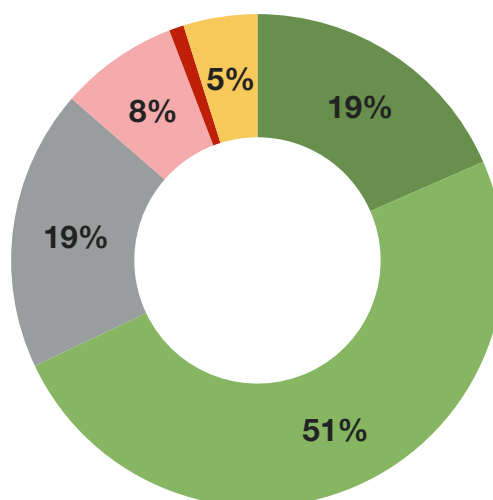
While overall TFCs are also positive about other professionals' skills, this view is less strongly held (70% agree, including 51% who tend to agree).

Dedicated troubled families
intervention workers



83% agree

Other professionals delivering family
interventions



70% agree

Strongly agree Tend to agree Neither Tend to disagree Strongly disagree Don't know

Troubled Families Outcome Plan (TFOP)

TFCs are mostly satisfied with the development of their local Troubled Families Outcome Plan (TFOP). Almost all are satisfied that the alignment of troubled families objectives with other services has been considered and that a range of stakeholders have been engaged. However, views are less positive about the definition of clear roles for the various agencies involved in delivery, and a almost a third feel unable to give a view on this either way.

■ Very satisfied ■ Fairly satisfied ■ Neither/nor ■ Fairly dissatisfied ■ Very dissatisfied ■ Don't know/no opinion

93% are satisfied that development of their TFOP considered the alignment of troubled families objectives with other services/projects.



91% are satisfied that a range of stakeholders across local agencies (e.g. police, schools, GPs etc.) were engaged in the development of their TFOP.



58% are satisfied that they agreed clearly defined roles and responsibilities for the different agencies involved in delivering the programme (e.g. police, schools, GPs etc.).



Base: All TFCs (118); Fieldwork dates 26 October – 30 November 2015

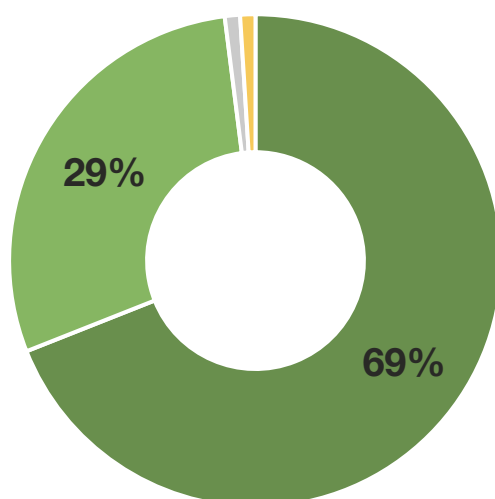
Source: Ipsos MORI

MULTI-AGENCY WORKING

Overall success of multi-agency working

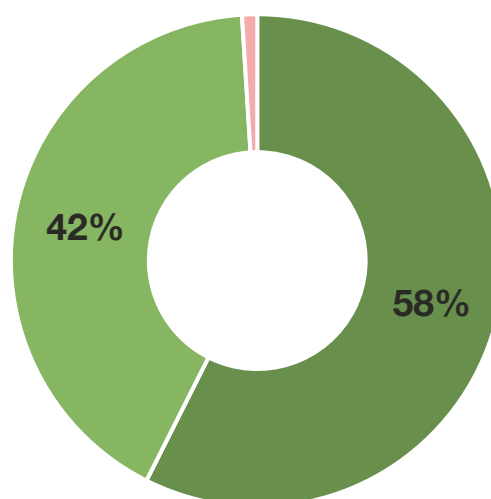
TFCs are very positive about the contribution of multi-agency working to the success of the local programme and almost all say that staff across agencies are encouraged to work together to support families in their area either a great deal or fair amount.

Almost seven in ten (69%) TFCs say that multi-agency working contributes a great deal to the success of the programme locally



■ A great deal ■ A fair amount
■ Not very much ■ Don't know/ no opinion

Over half of TFCs (58%) say the programme in their area does very well at encouraging staff across multiple agencies to work together to support families.



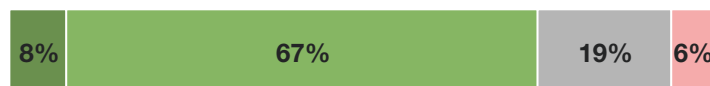
■ Very well ■ Fairly well ■ Not very well

Skills and capacity within other local agencies

Delivery of the Troubled Families Programme involves a wide range of local agencies who are likely to come into contact with families needing support, such as schools, housing agencies, the police, GPs and so on. In general, TFCs are satisfied that these agencies understand and deliver their intended role and have the skills to do so. However, this view is not strongly held, with the majority fairly as opposed to very satisfied.

■ Very satisfied ■ Fairly satisfied ■ Neither/nor ■ Fairly dissatisfied ■ Very dissatisfied

75% of TFCs are satisfied local agencies understand the role they need to play in delivering troubled families, but just 8% are very satisfied.



61% of TFCs are satisfied that local agencies have the skills to deliver their intended role, but just 5% are very satisfied.



55% of TFCs are satisfied that local agencies deliver their intended role, but just 3% are very satisfied.



Attitudes towards multi-agency working

TFCs mostly agree with a range of statements about multi-agency working. However, of note, views are mostly negative about the existence of shared IT systems (55% disagree). Attitudes are also more mixed about the resources contributed by local agencies towards the delivery of troubled families, with 21% disagreeing and 30% having no view either way.

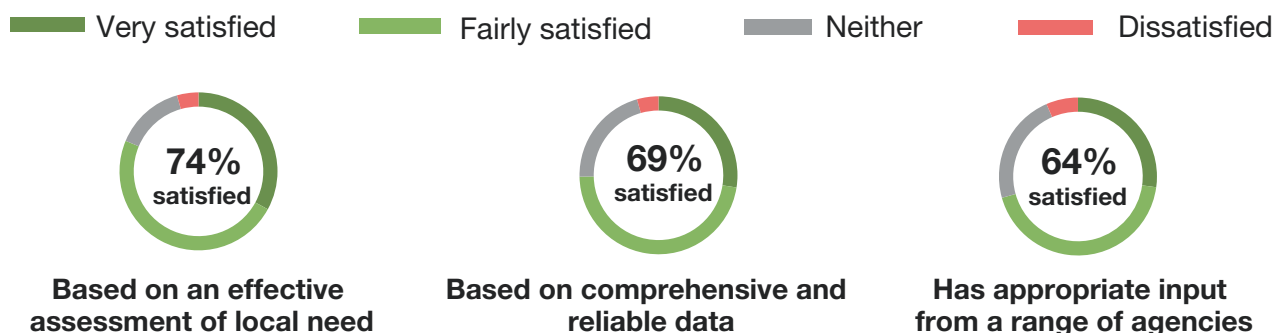


NEEDS-BASED COMMISSIONING

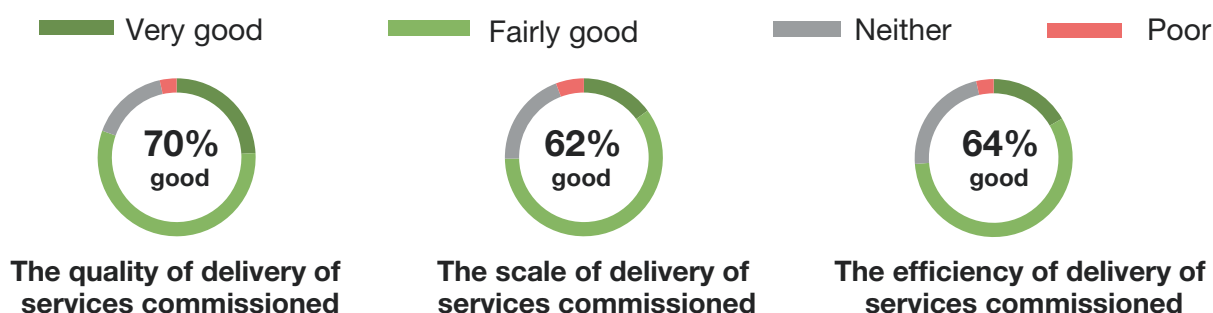
Attitudes towards commissioning of services

TFCs are positive about the process of commissioning local services funded by the programme, with around two thirds or more satisfied that it is based on local need, reliable data and with appropriate input from other agencies. They also highly rate the systems for monitoring those services commissioned. However, in each case these views are not strongly held with more saying fairly satisfied/good than very satisfied/good.

Satisfaction with the process of commissioning local services funded by the Troubled Families Programme



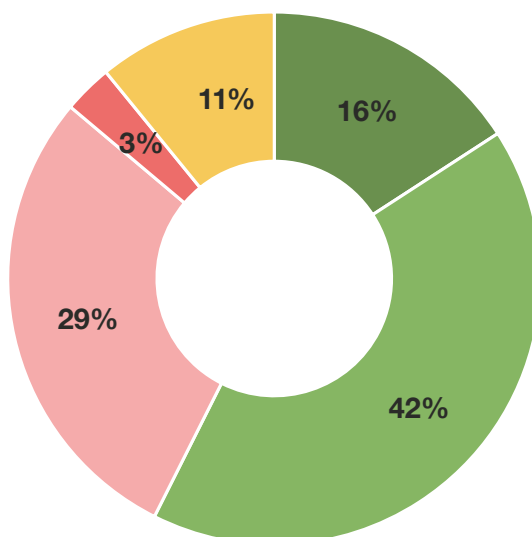
Rating of the systems for monitoring commissioned services



Wider influence of troubled families on approach to commissioning

Three fifths (58%) say that the Troubled Families Programme has influenced their local authorities' approach to the commissioning of services beyond troubled families, including 16% who say it has had a great deal of influence. One third (32%) say it has not had much if any influence.

■ A great deal ■ A fair amount ■ Not very much ■ Not at all ■ Don't know/no opinion



58%
A great deal/fair
amount

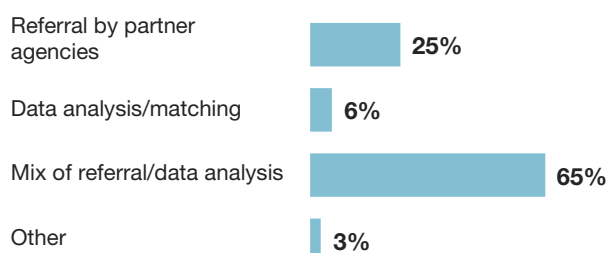
32%
Not very
much/at all

BRINGING FAMILIES ONTO THE PROGRAMME

Bringing families onto the programme

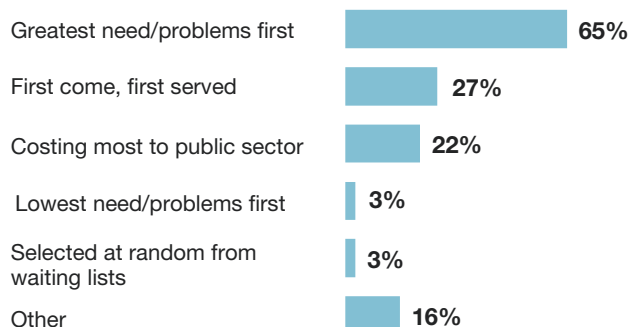
Approach to identifying eligible families

Most local authorities (65%) use a mix of referral by partner agencies and data analysis in order to identify eligible families to bring onto the programme (i.e. those who have two or more of the six headline problems). A quarter (25%) identify families via partner agency referral and just 6% identify them through data analysis only.



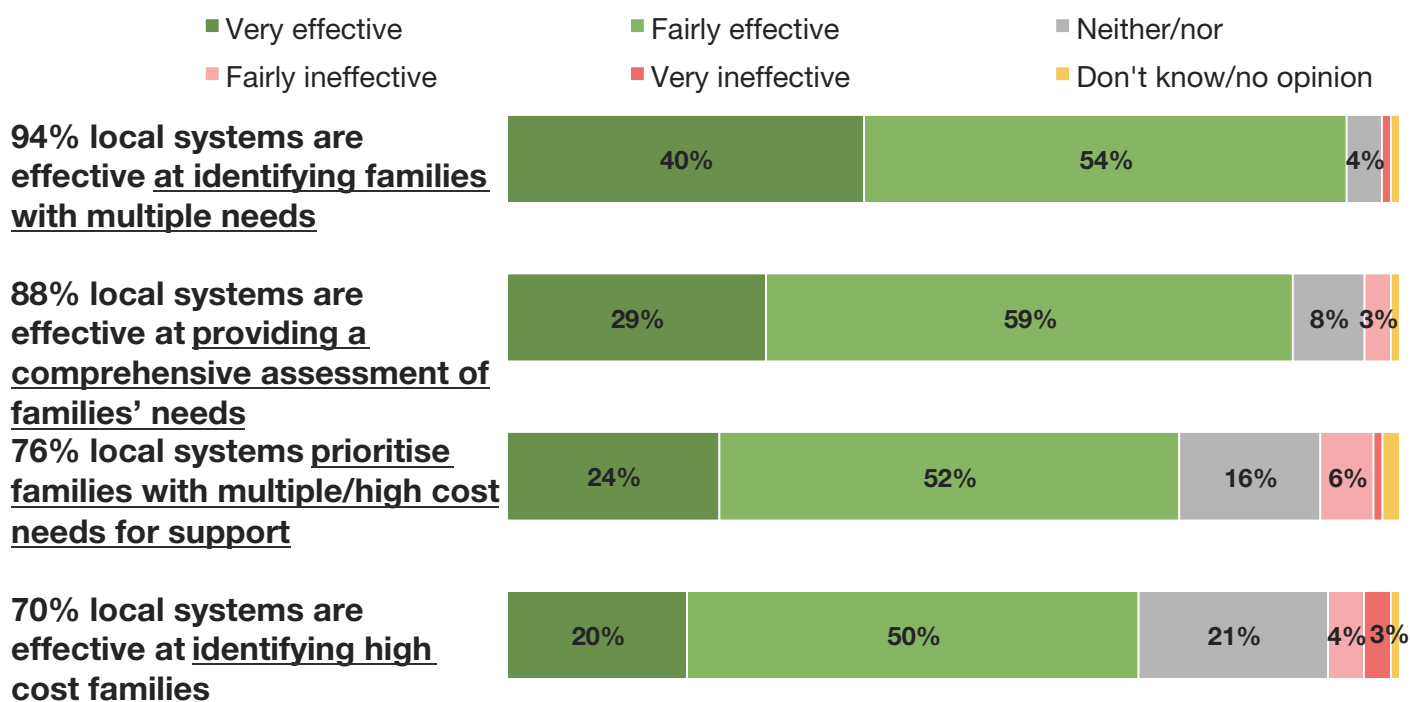
Approach to prioritising eligible families

Once a family has been identified as eligible, most local authorities prioritise them on the basis of greatest need or extent of problems (65%). Three in ten (27%) take a first come, first served approach, working with families as and when they are identified or referred. Another 22% say they prioritise on the basis of greatest cost to the public sector. (Note that some take a combination of these approaches).



Effectiveness of local systems at identifying and prioritising families

TFCs are positive about the ability of local systems to identify and prioritise families but this view is not strongly held with more in each case saying these systems are fairly effective rather than very effective.

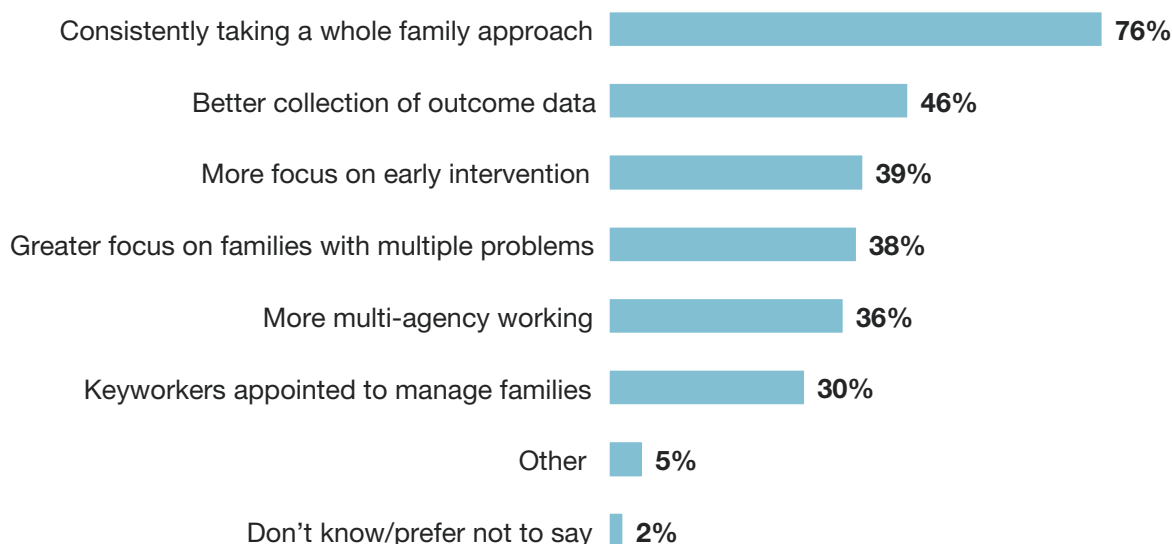


Base: All TFCs (118); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

Biggest changes in delivery of services to families on the programme

The biggest change in the way TFCs deliver services to families on the programme is consistently taking a whole family approach (76%). Just under half (46%) say they have seen better collection of outcome data, and around two in five say there has been more focus on early intervention (39%), greater focus on families with multiple problems (38%) and more multi-agency working (36%). Three in ten (30%) identify the biggest change as the appointment of keyworkers to manage families.



Families on the programme with particular issues

As data on a number of key issues is not available from national data sources, TFCs were asked to estimate what proportion of the families on the programme that they are currently involved with have issues related to obesity (18%), child sexual exploitation (10%), gangs (9%) and serious organised crime or extremism (3%).

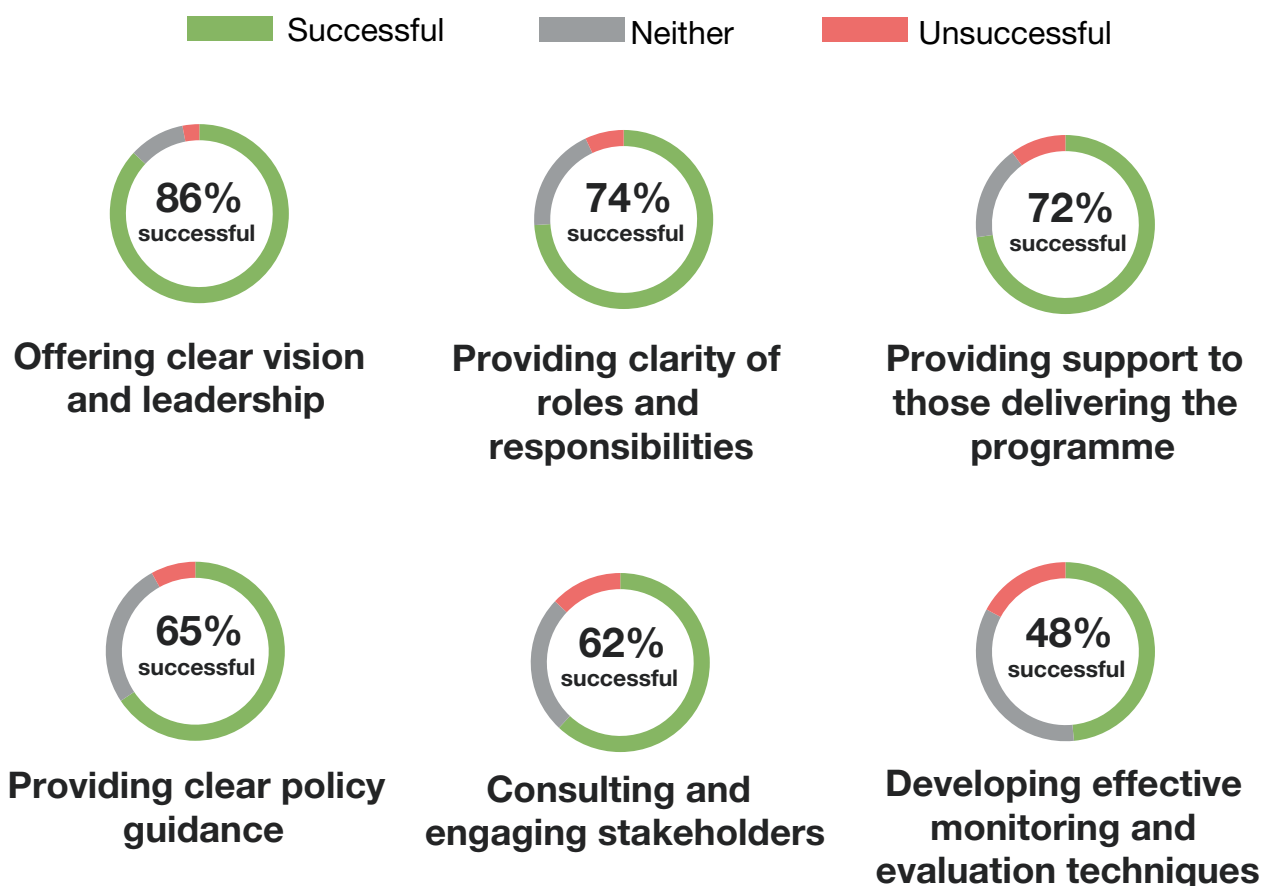
Mean % of families with each issue per LA



THE NATIONAL PROGRAMME

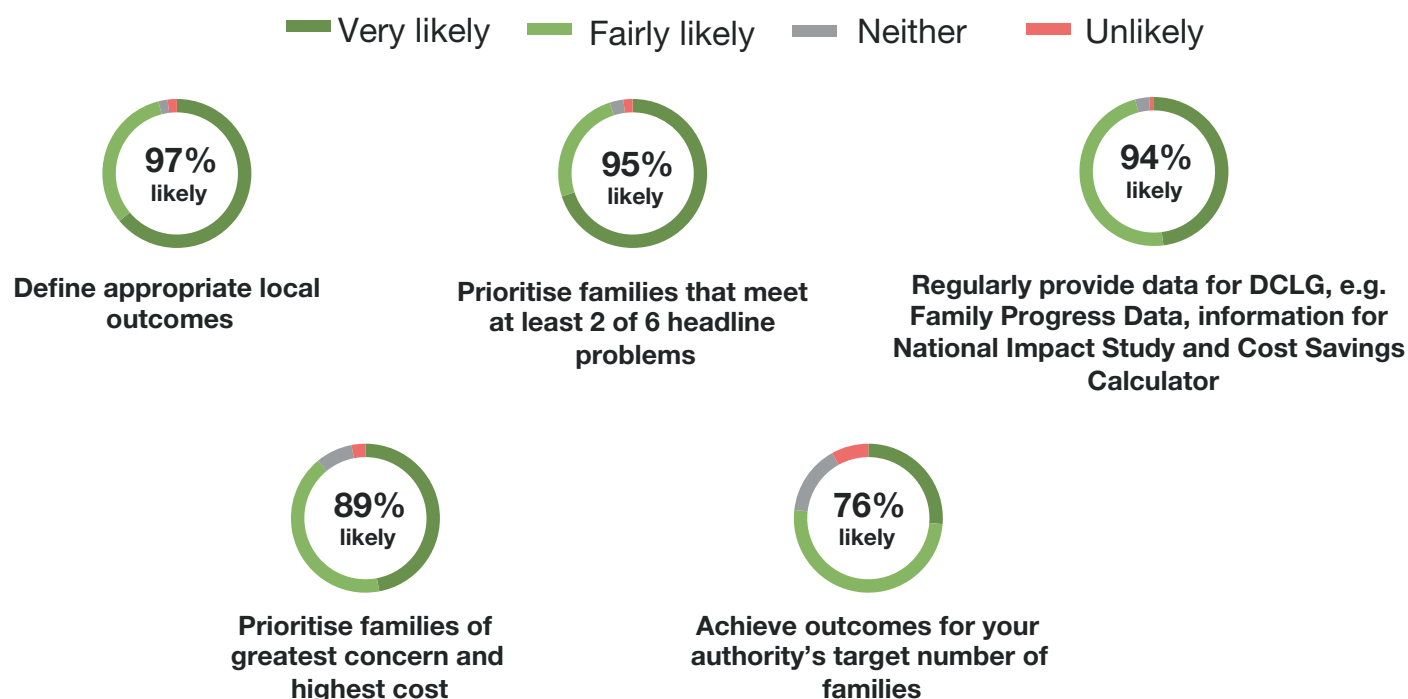
The national Troubled Families Team (DCLG)

Views of the leadership and support provided by the national Troubled Families Team are positive, with a majority finding them successful in a range of roles. However, in each case a notable proportion feel unable to express a view either way, particularly in terms of their success in developing effective monitoring and evaluation techniques.



Ability to achieve progress areas for the expanded programme

TFCs are very positive that their local authority will be able to achieve progress areas for the expanded programme, and these views are mostly strongly held. Seven in ten (70%) say it is very likely they will be able to prioritise families that meet at least 2 of the 6 headline problems, 64% say that it is very likely they will be able to define appropriate local outcomes and fewer say it is very likely they will regularly provide data for DCLG and prioritise families of greatest concern (47% each). TFCs are less confident they will be able to achieve outcomes for their target number of families, with a quarter (26%) saying it is very likely.



CONCLUSIONS

Management of troubled families

Most TFCs are based either in a Children, young people and families team (44%) or a designated troubled families team (40%) within their authority.

The majority of TFCs occupy senior positions in their authority, with remits encompassing other programmes in addition to troubled families. This may help to facilitate engagement with partner agencies and multi-agency working across local teams.

Equal proportions of LAs manage troubled families centrally (42%) as commission at least some elements of the programme to external partners (43%). Those in the latter group are more likely to agree (92%) that dedicated intervention workers currently have the skills to deliver effective services to families than those who manage the programme centrally (69%).

Implementation of the Troubled Families Programme

TFCs support the troubled families approach and its key elements: 79% say it's effective at achieving long-term positive changes in families' circumstances, and 69% endorse the contribution of multi-agency working in the programme's effectiveness. **TFCs note a number of impacts of troubled families on the way services are delivered to families in their area,** with 76% citing 'taking a whole family approach' as the most significant change.

TFCs are confident in achieving most of the programme's goals, although a significant minority express concerns about achieving progress with their target number of families.

TFCs are generally confident in local processes for engaging partners, assessing local needs, and commissioning appropriate services. Furthermore, these processes are having an impact beyond the programme: 58% say the troubled families approach to commissioning has stimulated changes in their LA's approach to commissioning beyond troubled families.

Areas for development

The programme aims to instigate significant changes in the design, management and delivery of local services. At this relatively early stage of the programme, there are inevitably many challenges to face in realising these changes. Key areas for future development include:

Addressing skills gaps among non-specialists delivering the programme: across the programme, there are around 2-3 times the number of lead professionals as dedicated key workers involved in the delivery of interventions to families. However, only 19% of TFCs strongly agree that non-specialists currently have the right skills to work with families compared with 60% who strongly agree dedicated key workers have the right skills.

Promoting genuine buy-in to troubled families across local agencies: TFCs perceive that partners could do more to share resources and funding with troubled families. For example, 21% of TFCs disagree that partner agencies provide sufficient resources for the programme.

Embedding systems to facilitate effective multi-agency working: the tools and systems underpinning multi-agency working are in place in many LAs – including information-sharing protocols and common assessment tools – but these are not yet used in all LAs, and 55% of TFCs disagree that current IT systems allow local partners to share information about families effectively.

Improving the quality, efficiency and scale of commissioning: TFCs typically consider the quality, efficiency and scale of commissioned services ‘fairly’ rather than ‘very’ good at present.

Improving methods for identifying eligible families: while methods for identifying families for the programme are viewed as broadly effective, TFCs are notably less likely to say their systems are effective in identifying high-cost problems – one of the key programme goals – than achieving other aims, and only 22% of TFCs say cost is the basis for prioritising troubled families services in their LA.

Troubled Families Programme national evaluation

Research among troubled families keyworkers

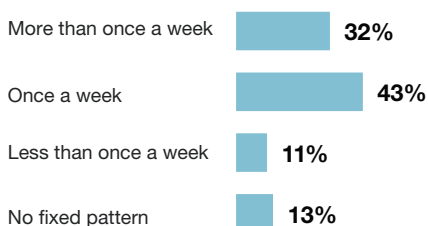


1**KEY FINDINGS****2****THE
TROUBLED
FAMILIES
APPROACH****3****THE
KEYWORKER
ROLE****4****MULTI-AGENCY
WORKING****5****WORKFORCE
DEVELOPMENT****6****CONCLUSIONS**

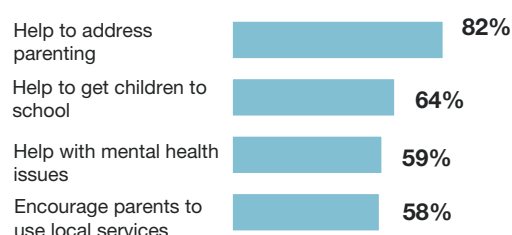
KEY FINDINGS

Keyworker headline findings

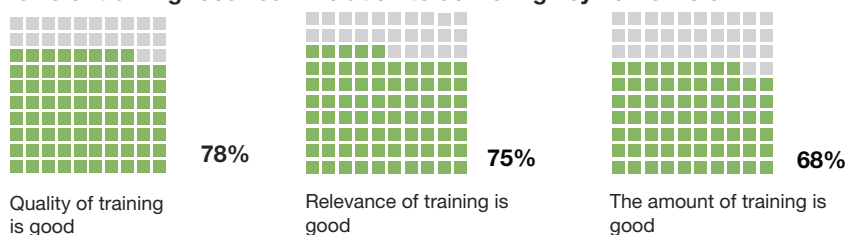
Most visit families once a week or more often



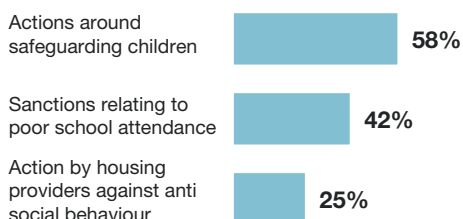
Parenting support most commonly provided (at least once a week)*



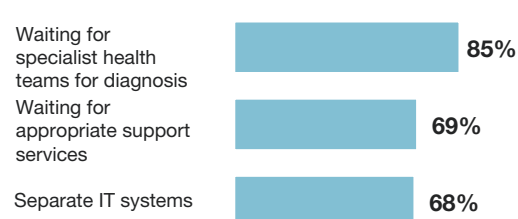
Positive views of training received in relation to delivering keyworker role



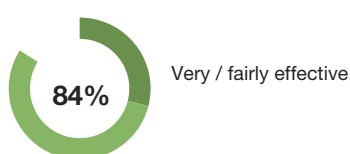
Range of sanctions used*



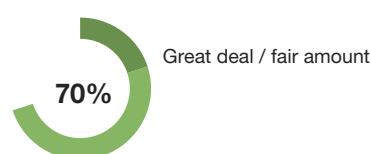
Health tops barriers to partnership working*



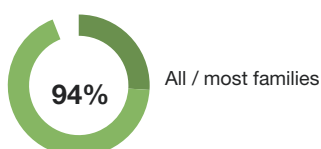
Troubled Families Programme viewed as effective at achieving long term change



Most say they have at least a fair amount of opportunity to share and learn from others



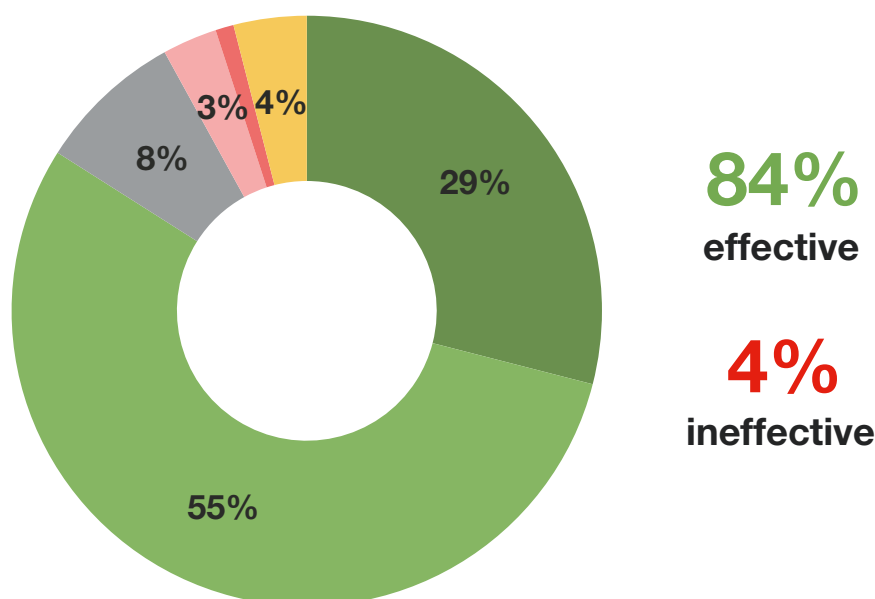
Keyworkers feel they have right skills to deliver effective services to most families



THE TROUBLED FAMILIES APPROACH

Effectiveness of the Troubled Families Programme at achieving long term positive change

The majority (84%) say that the Troubled Families Programme is **EFFECTIVE** at achieving long term positive change in families' circumstances. Of note, while still overall very positive, those who have been in their role for a year or more are less positive than those who are newer to the role (83% compared with 89% respectively).



■ Very effective ■ Fairly effective ■ Neither ■ Fairly ineffective ■ Very ineffective ■ Too early to say

Making the Troubled Families Programme more effective

Keyworkers were asked to consider what would make the programme more effective for families. Responses were varied focusing on multi-agency working particularly access to health services, resources and funding, longer interventions, earlier intervention, lower caseloads, more training, shared IT systems, more sanctions/incentives for behaviour change and less paperwork.

“Less paperwork for staff and more direct contact with families”

“More money to undertake family activities to build stronger relationships”

“More effective joint working with statutory services - CAMHS*, social services and housing departments”

“I would like to be trained in using specific tools for teens and parents”

“Smaller case load so that more time can be spent on the right interventions”

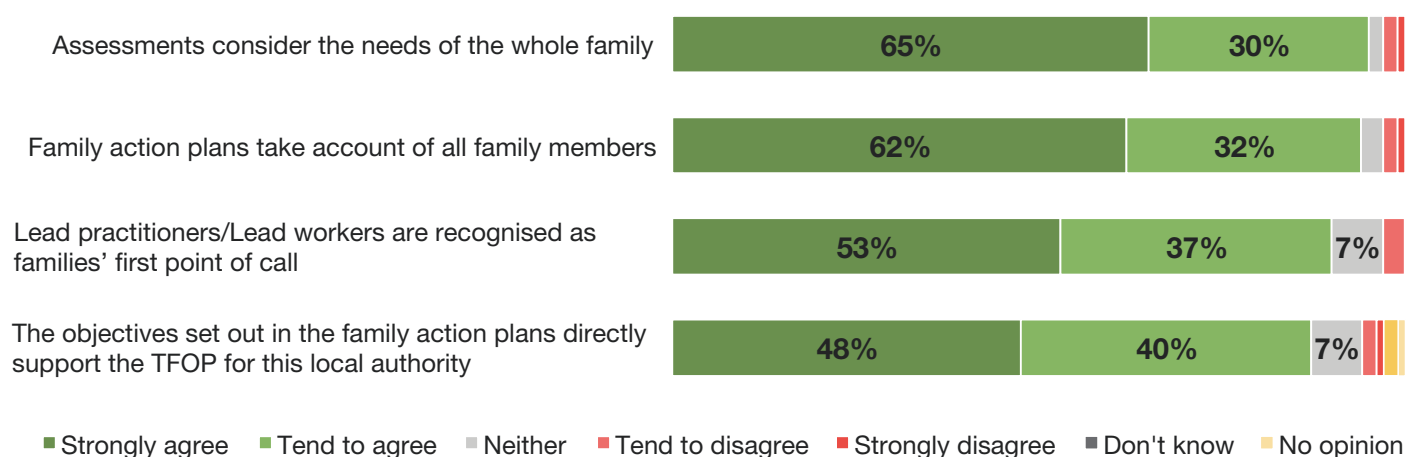
“A database system that works and stops duplication. Saves time and money and makes us more efficient as workers”

Base: All keyworkers (1,360); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

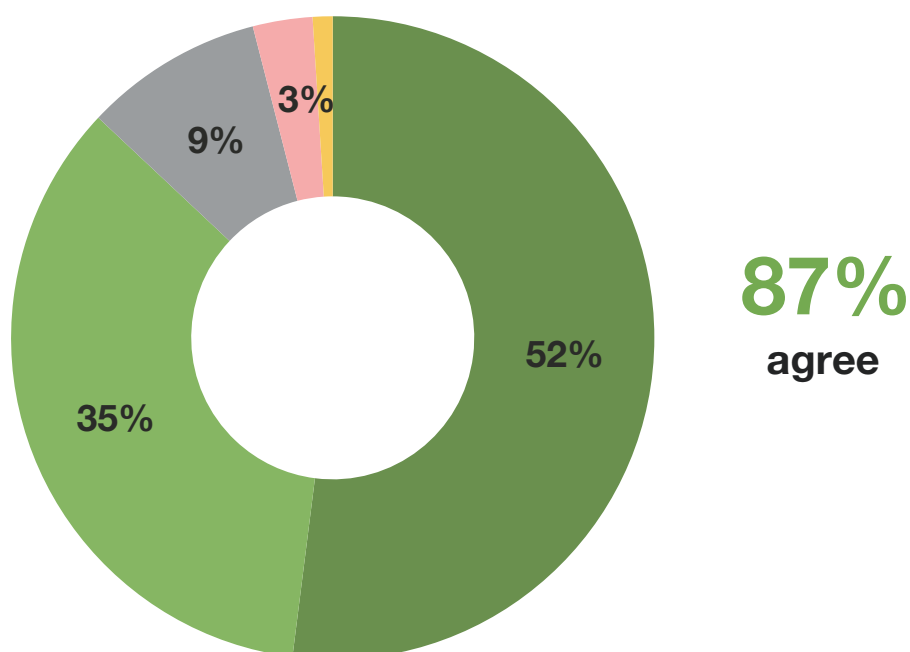
Embedding the troubled families approach

Keyworkers are mostly positive about how the programme in their area engages with families, with 88% or more agreeing with a range of statements about embedding the approach. In particular, two thirds (65%) strongly agree that assessments consider the needs of the whole family and three in five (62%) that family action plans take account of all family members. Half (53%) strongly agree that lead practitioners are recognised as families' first point of call and slightly fewer (48%) that the objectives in family action plans directly support the TFOP for their local authority.



Focus on early intervention

While some keyworkers identify earlier intervention as an area for improvement, most do agree that the programme is focused on achieving early intervention with families; 87% agree including over half (52%) who strongly agree.



■ A great deal

■ A fair amount

■ Not very much

■ Not at all

■ Don't know

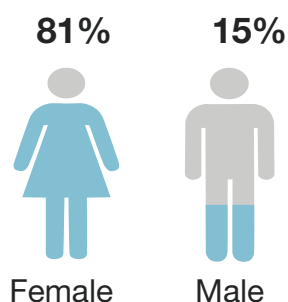
Base: All keyworkers (1,360); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

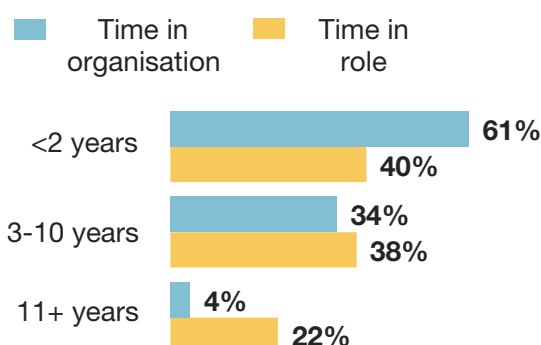
THE KEYWORKER ROLE

Troubled families keyworkers tend to be...

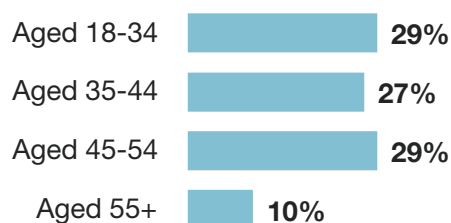
...mostly female



...experienced in role but new to organisation



...varied in age



...well qualified



NVQ1-3: 23%
NVQ4+: 65%

...mostly employed by a local authority

82% are employed by a local authority

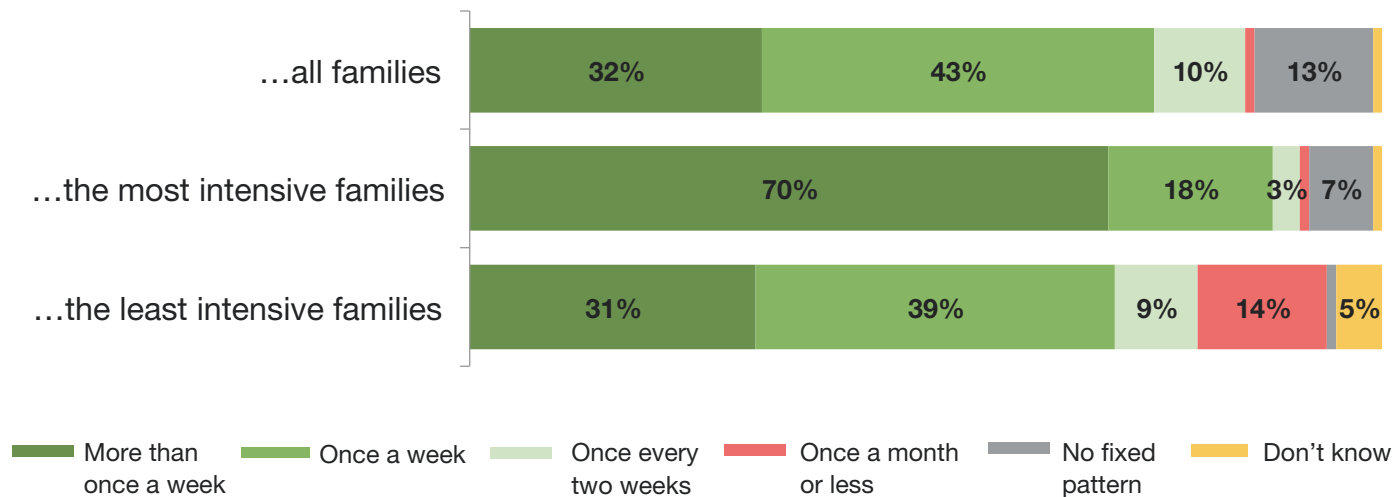
9% are employed by a third sector agency

- Of these, **44%** work for specific troubled families team within LA and **43%** work in a children, young people

Frequency of keyworker visits to families

Three quarters of keyworkers (75%) say that, on average, they visit all types of families they work with at least once a week. This rises to 88% for families they work with most intensively, with 70% being visited more frequently than this. There is more likely to be no regular visiting pattern for families they work with least intensively (14%).

Average frequency of keyworker visits to...



Base: All keyworkers (1,360); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

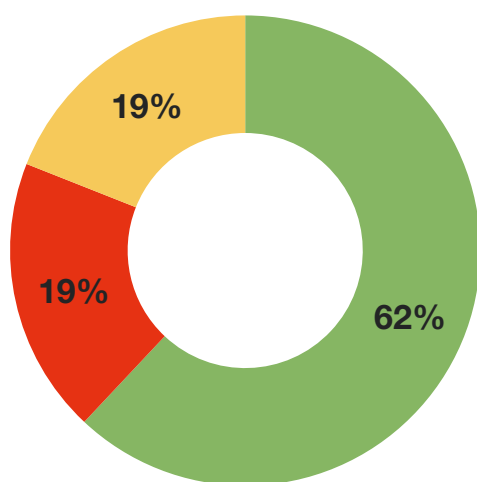
Keyworker activities focused on working directly with families

As part of their role in delivering the Troubled Families Programme, the majority of keyworkers carry out a range of activities directly with families themselves. Most commonly this includes developing action plans and making referrals (both 92%), delivering direct support (90%), co-ordinating and delivering action plans (88%), and undertaking whole family assessments (86%).



Use of accredited programmes

Three in five (62%) keyworkers say they use accredited programmes as part of their support package, including the DWP Work Programme, DWP's European Social Fund (ESF) Provision for Families with Multiple Problems, Multi-Systemic Therapy, Family Nurse Partnerships and the Big Lottery Fund's Improving Futures. However, those who have been in their role for less than a year are significantly less likely to use these programmes (53%) than those who have been in their role for longer (65%).

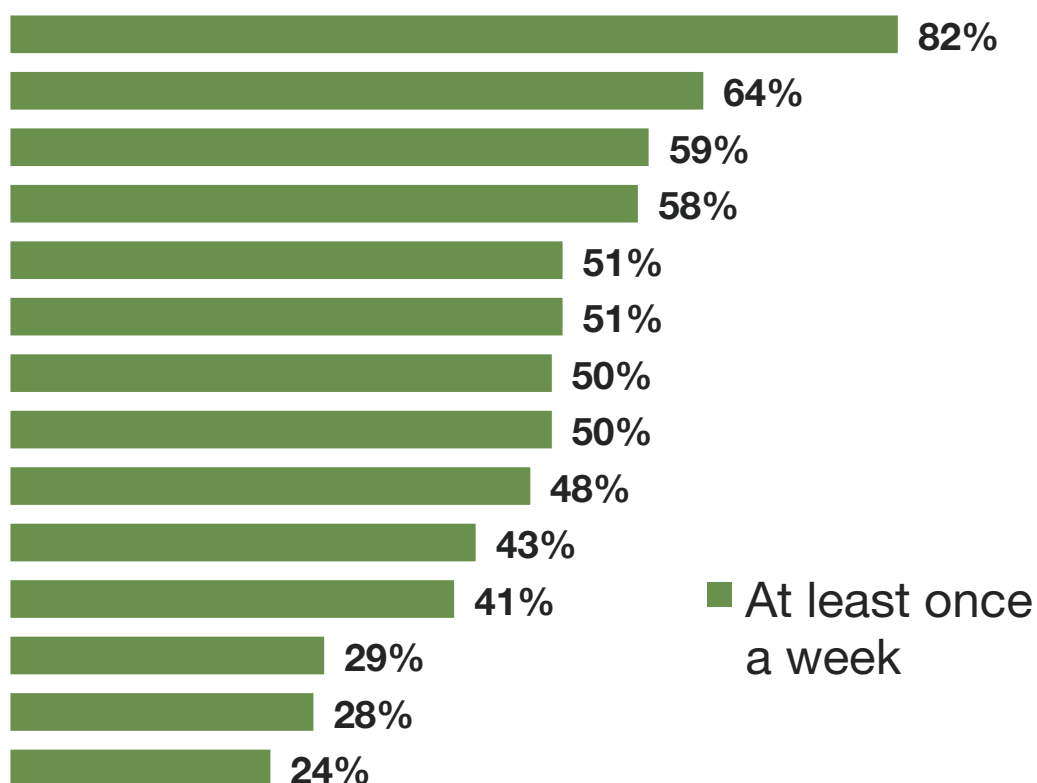


On average, accredited programmes are used for around half (49%) of each keyworker's caseload, rising to 60% among those working in London.

■ Use accredited programmes ■ Do not use accredited programmes ■ Don't know

Types of support provided most frequently

Keyworkers most commonly provide families with help with parenting and getting children to school (82% and 64% respectively, at least once a week), with 58% also encouraging parents to use local facilities. A similar proportion (59%) also regularly help families deal with mental health issues, and half provide support with money management, stopping crime and anti-social behaviour (both 51%) or help with housing (50%). Help with alcohol and drugs is provided less frequently (28% and 24% respectively).



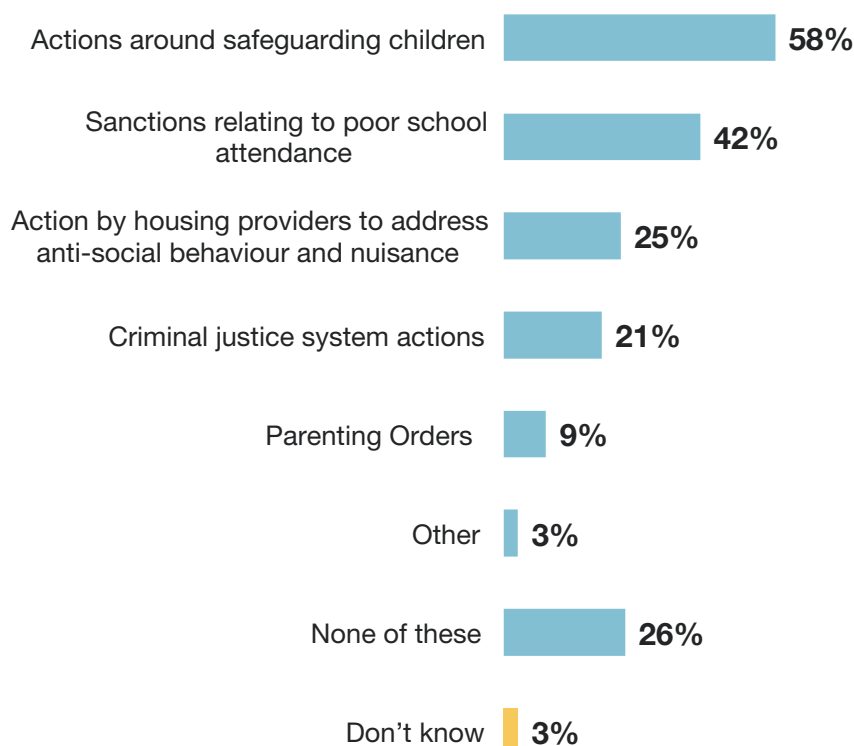
Encouraging behaviour change

Similarly, patterns in the use of sanctions again demonstrate that the focus of keyworkers primarily relates to children and parenting; 58% have taken action to safeguard children and 42% have used sanctions relating to poor school attendance. However, formal parenting orders are less commonly used (9%).

A quarter (25%) have taken action to address anti-social behaviour and one in five (21%) have used criminal justice actions.

A further quarter (26%) have not used any sanctions in the last 6 months; more common (32%) among those in role for less than one year.

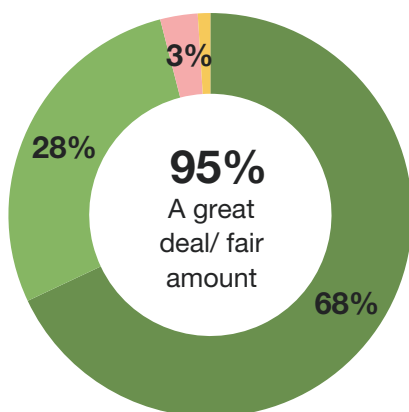
Sanctions used in last six months



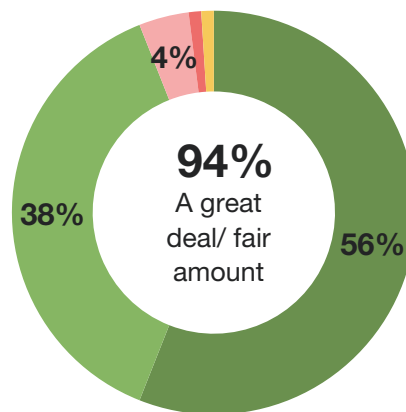
MULTI-AGENCY WORKING

Value of multi-agency working

Keyworkers are very positive about the role of multi-agency working. Almost all recognise that it contributes to the success of the programme in their local area, including 68% who say a great deal. Similarly, almost all feel local programmes are encouraging effective input from all agencies relevant to each case, with 56% saying a great deal.



Extent to which multi-agency working contributes towards the success of Troubled Families Programme in the local authority

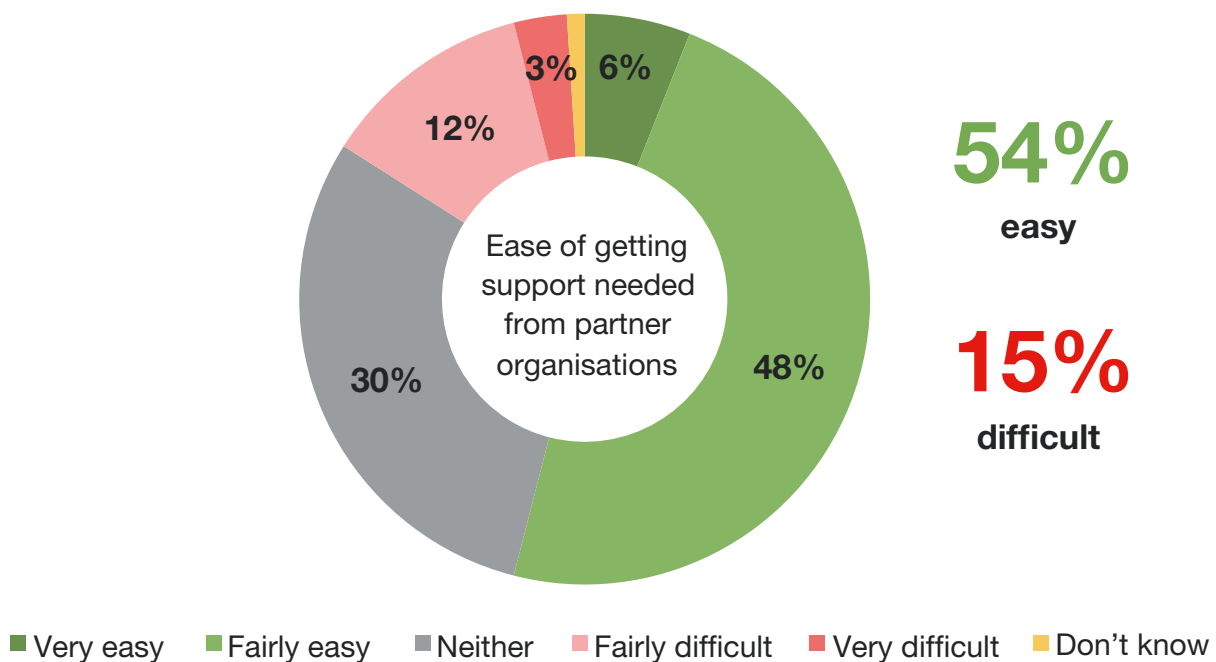


Encourages effective input from all agencies relevant to each case

■ A great deal ■ A fair amount ■ Not very much ■ Not at all ■ Don't know

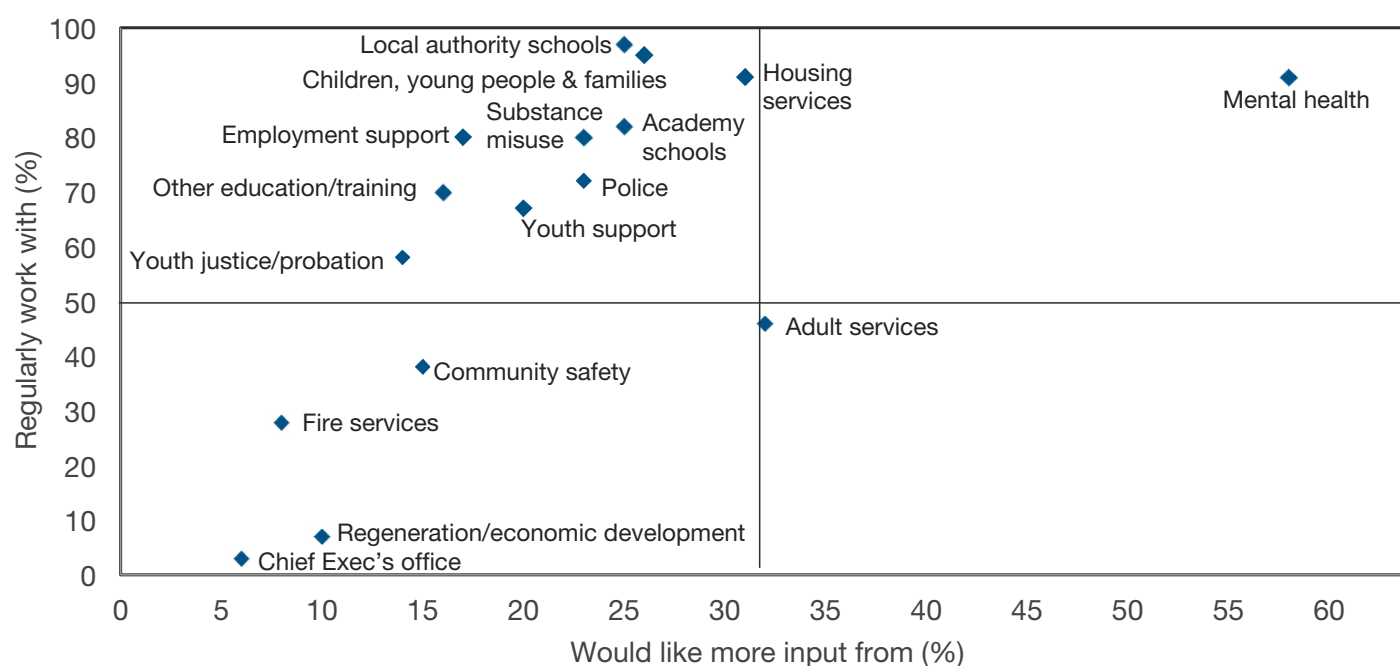
Support from partner organisations

While the value of multi-agency working is widely recognised, keyworkers are less positive about their ability to get the support they need from partner organisations. Overall, just over half (54%) say it is easy to get support, 15% admit to finding it difficult and nearly a third (30%) do not feel able to express a view one way or another. There is no difference on this measure by length of time in role.



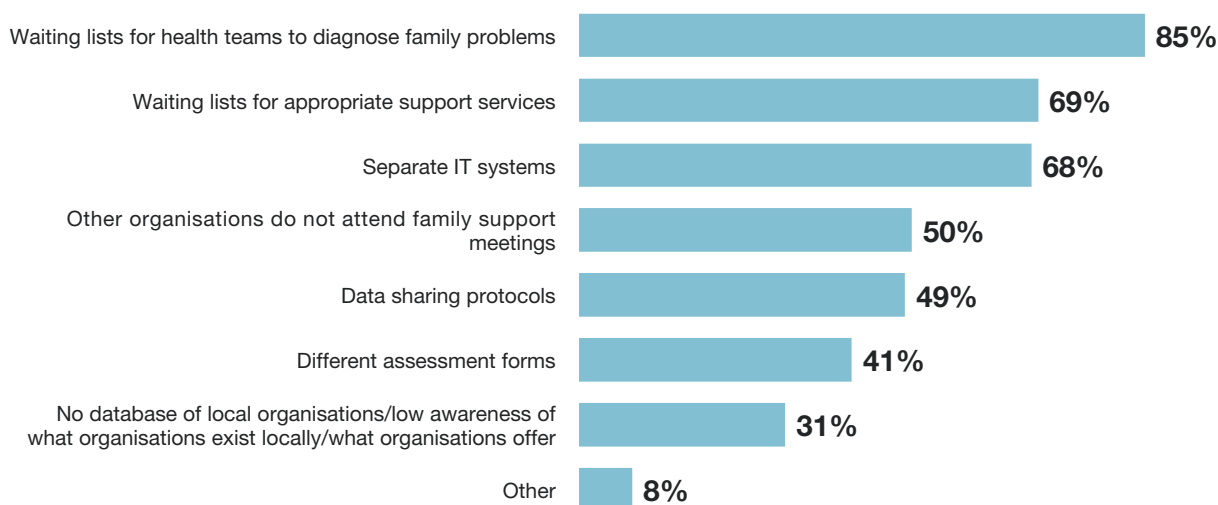
Working with partner services

Keyworkers regularly work with a wide range of local services, but most commonly schools and those offering services to children, young people and families as well as mental health and housing services. The chart shows that keyworkers are mostly happy with the level of input received but clearly would like more input from mental health services as well as adult services and housing, albeit to a lesser extent.



Barriers to effective partnership working

Waiting lists, specifically those for specialist health teams to diagnose family problems (e.g. CAMHS) as well as for other support services are singled out as the main barriers to effective partnership working enabling keyworkers to deliver solutions for families (85% and 69% respectively). Problems created by separate systems are also identified, including IT (68%), data sharing protocols (49%) and different assessment forms (41%).



Base: All keyworkers (1,360): Fieldwork dates 26 October – 30 November 2015

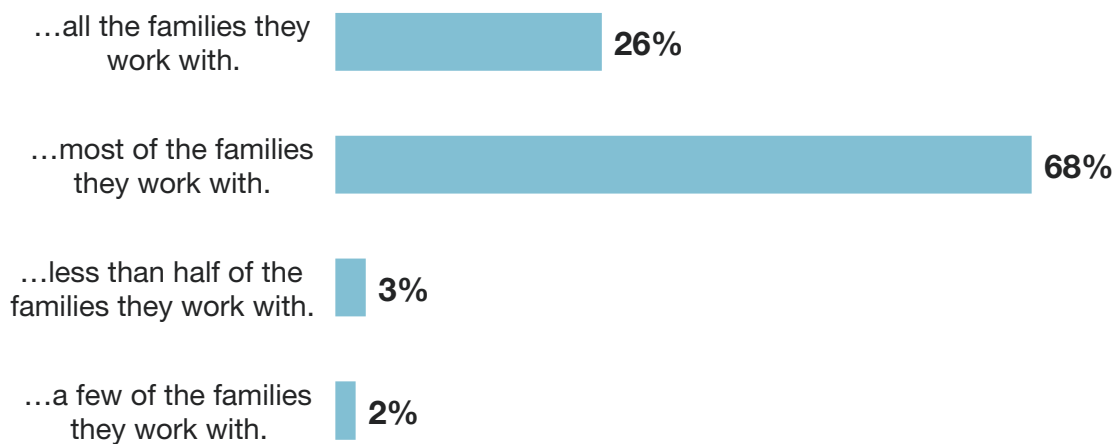
Source: Ipsos MORI

WORKFORCE DEVELOPMENT

Confidence in current keyworker skills

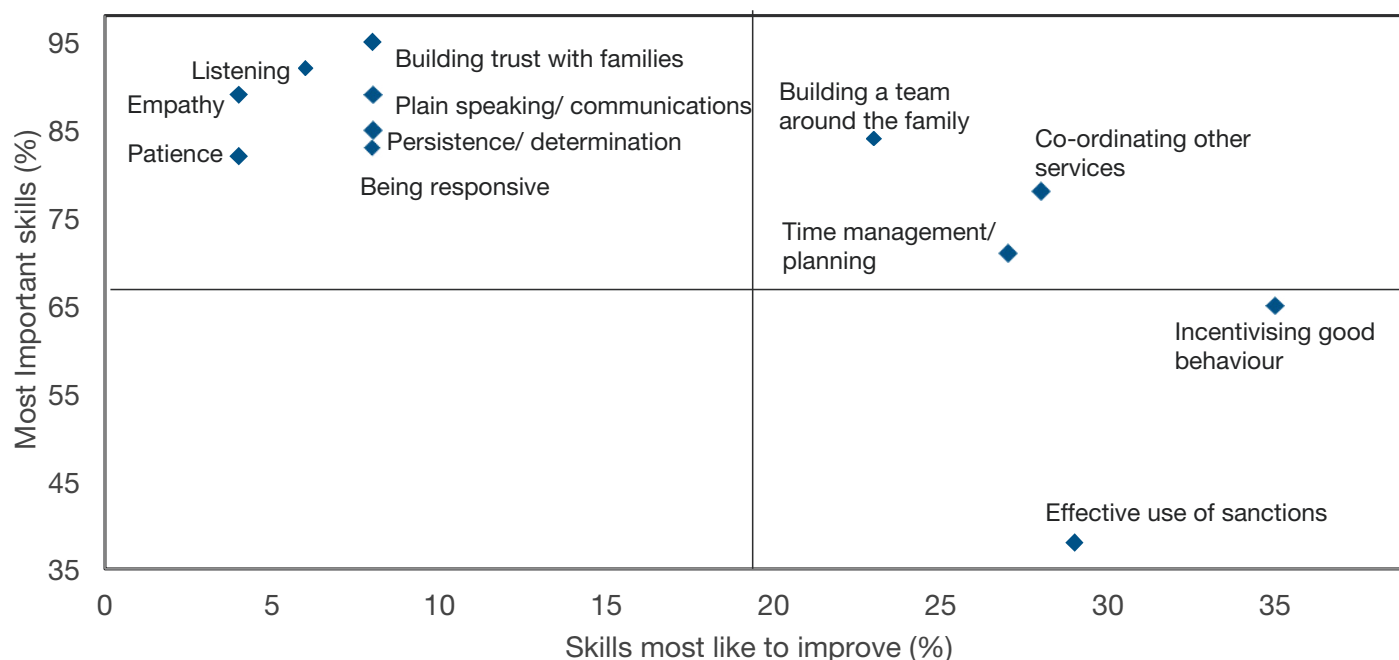
Keyworkers are mostly confident that they currently have the right skills to deliver the Troubled Families Programme effectively; 68% say they have skills appropriate to most of the families they work with. However, a just a quarter (26%) feel equipped to help all the families they work with.

Keyworkers feel they currently have the right skills to allow them to deliver effective services to...



Developing keyworkers skills

Keyworkers identify ‘soft’ communication and relationship building skills as most important to delivering their role. However, they are mostly confident in these skills, which are not a focus for improvement. Instead they would like to develop their management techniques, including time management, co-ordinating services and building a team around the family, as well as incentivising good behaviour, albeit to a lesser extent. Of these skills which keyworkers would most like to improve, there is the greatest gap with importance in terms of building a team around the family.



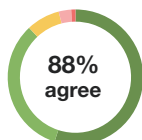
Training, support and supervision

Views on support and supervision are very positive, with at least four in five keyworkers agreeing they know where to go for advice, have good supervision and feel supported while also having the freedom to act independently. Although sentiment about training is also positive, there may be some room for improving the amount of training provided (68% good).

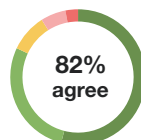
Strongly agree Tend to agree Neither Tend to disagree Strongly disagree



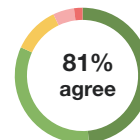
If needed, you know who to speak to for advice in carrying out your role



You have the freedom to act independently when you need to in your role

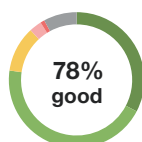


You have the right kind of supervision

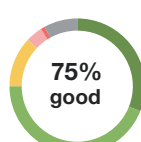


You feel well supported by your organisation

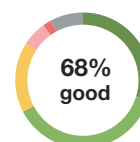
Very good Fairly good Neither Fairly poor Very poor Don't know/not stated



Quality of training



Relevance of the training

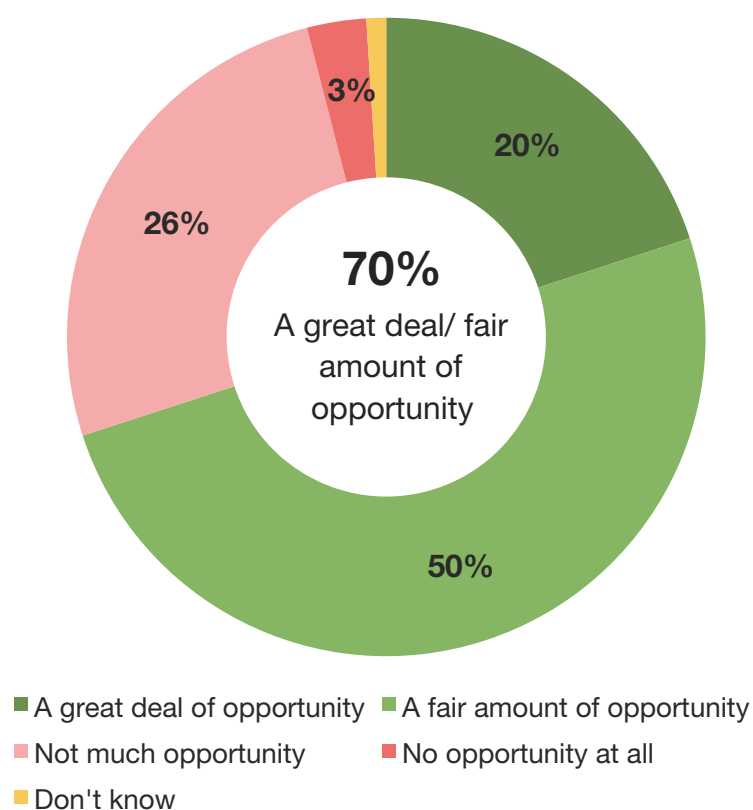


Amount of training

Sharing good practice with partner agencies

Seven in ten (70%) keyworkers say that they have a great deal or a fair amount of opportunity to share good practice and learn from partner agencies within their local authority.

However, there is room for improvement with the other three in ten (29%) feeling they don't have much opportunity or no opportunity at all to share good practice.



CONCLUSIONS

Delivering the Troubled Families Programme

Most keyworkers are **based in a designated troubled families team (44%) or a children, young people and families team (43%)** within their local authority.

Keyworkers tend to be **well qualified** (65% hold an NVQ4+) and **mostly female** (81%). They are also **experienced**, having worked in similar roles previously, but they tend to be relatively new to their organisation.

Keyworkers spend most of their time working with families who need intensive help, visiting 70% of these families more than once a week compared with 31% for those receiving less intensive levels of support.

Keyworker activities largely involve **working directly with families**, this includes developing and delivering action plans with the families as well as delivering interventions and undertaking whole family assessments. Making referrals to other local services is also a key part of the role.

Much of the keyworker role is focused on parenting interventions, though a wide range of other types of support are also provided including mental health, money management, crime and anti-social behaviour and housing. **The focus on parenting is reflected in the types of sanctions and incentives used**, with those around safeguarding children and poor school attendance topping the list.

Keyworkers are positive about the troubled families approach

Keyworkers are supportive of the troubled families approach; 84% say it is effective at achieving long-term change in families' circumstances and 88% agree that it is focused on early intervention.

Keyworkers are also positive about how the programme engages with families in their area: assessments and family action plans are largely thought to take account of the whole family and keyworkers feel they are identified as a first point of call.

They also feel that **multi-agency working contributes towards this success**, suggesting the programme is embedding well: 95% endorse the contribution of multi-agency working towards the programme's effectiveness and 94% say it encourages effective input from all agencies relevant to each case.

Keyworkers are confident that they are **well supported in their role and are happy about the level of supervision** provided, while feeling they also **have the freedom to act independently**. They are also mostly confident that they have the right skills to allow them to deliver effective services to most of the families they work with.

Areas for development

The programme aims to instigate significant changes in the design, management and delivery of local services. Keyworkers are mostly positive about these changes but, at this relatively early stage, there are inevitably a number of challenges:

Promoting genuine partnership working:

while keyworkers are positive about multi-agency approach there is evidence that they feel partners could do more to ease the process; for example, 15% say it is difficult to get support from partners and 30% feel unable to express an opinion either way. Further, 29% say they do not have much opportunity to share good practice with partner agencies.

Embedding systems to facilitate effective whole family working:

the tools underpinning the troubled families approach appear well developed in many LAs – including whole family assessments, family action plans that take account of the needs of all family members and keyworkers also mostly feel they are recognised as families' first point of call. However, there is evidence that greater integration of systems is required, with separate IT systems, data sharing protocols and different assessment forms identified as barriers to effective partnership working.

Improving relationships with health services, particularly mental health:

keyworkers would like greater input from mental health services and also identify waiting lists for health teams as one of the main barriers to effective partnership working.

Improving keyworker skills: while keyworkers are mostly confident in the 'softer' skills required for their role, they are keen to develop a range of management techniques, such as time management/planning, the ability to co-ordinate other services and building a team around the family. They are also keen to develop their ability to use sanctions/incentives.

Troubled Families Programme national evaluation

Research among Troubled Families Employment Advisors



1

KEY FINDINGS

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**THE ROLE OF
TFEAS**

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**OVERALL
VIEWS OF THE
PROGRAMME**

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**PROVISION FOR
TROUBLED
FAMILIES
CLAIMANTS**

5

**WORKFORCE
DEVELOPMENT**

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**MULTI-AGENCY
WORKING**

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CONCLUSIONS

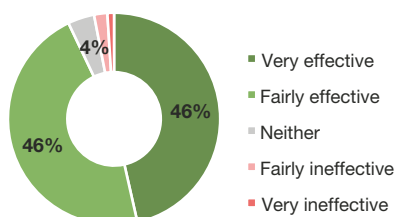
KEY FINDINGS

Troubled Families Employment Advisors: headline findings

**Troubled Families Programme
is viewed as effective at achieving
long term positive change**



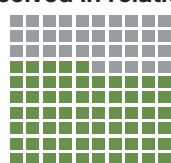
Very/fairly effective



Positive views of training received in relation to delivering TFEA role



The relevance of
training is good



Quality of training is
good



The amount of
training is good

**Discretionary funding and childcare
top additional resources needed***

Access to
discretionary funding



Childcare provision



Mentoring



**IT and data sharing are main barriers
to effective working with other
organisations***

Separate IT
systems
Data sharing
protocols



Other organisations
don't consider
employment objectives
a priority



**Range of types of support identified to
ensure positive outcomes for claimants***

Whole family support



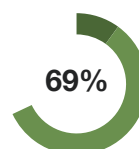
In-work support



Face-to-face meetings
with claimants



**Positive views of training available for
troubled families claimants in JCP area**



Very/fairly good

**Work experience identified as most
successful type of training for troubled
families claimants***

Work experience



Sector based work
academies



Work together
(volunteering)



THE ROLE OF TROUBLED FAMILIES EMPLOYMENT ADVISORS

Troubled Family Employment Advisors tend to be...

...more commonly female

77%

19%

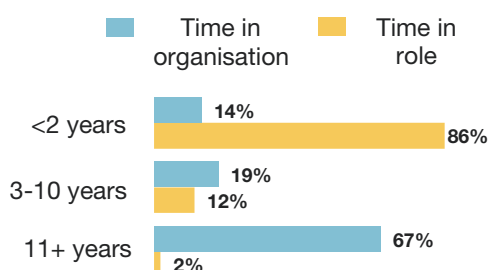


Female

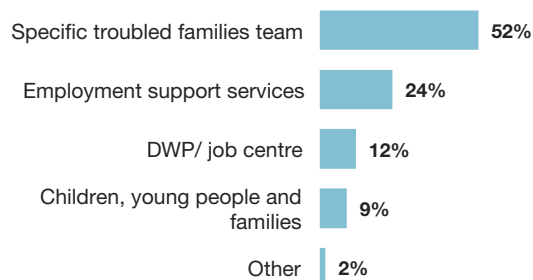


Male

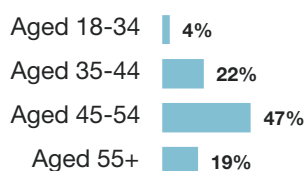
...experienced, but new to their current role



...working in a specific troubled families team



...aged 45+



...qualified to different levels



NVQ1-3: 43%
NVQ4+: 34%

...employed by a public sector agency (45%), the DWP/ job centre (35%) or a local authority (18%).

45% were employed in a specialist position prior to working for DWP, most commonly, as a disability employment advisor (15%) or a social justice work coach (7%).

Base: All TFEAs (194). Where figures do not sum to 100%, the % missing denotes those who chose not to answer the question. Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

Working with troubled families claimants

On average TFEAs are actively working with around 19 adult troubled families claimants and 4 NEET* claimants

Adult claimants (those aged 25+)

19



NEET claimants (those aged 16-24)

4



Barriers most commonly faced by troubled families claimants

Health issues are the most common barriers to work or training faced by troubled families claimants; half (50%) are experiencing mental health barriers and a third (35%) have other health problems or a disability. Childcare or other caring responsibilities are also faced by a third (33%). Slightly fewer lack work experience or qualifications (30% and 27% respectively) and similar proportions face confidence or motivational barriers (31% and 29%).



Base: All TFEAs (194): Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

* Not in education, employment or training

TFEA role

Almost all TFEAs (93%) spend at least a fair amount of their time on face-to-face work with families, including 63% who spend a great deal of time doing this. Four in five (81%) say their work involves at least a fair amount of strategic work developing links with other programmes or helping claimants move closer to employment. Two in five (40%) spend time training staff delivering family interventions.

Extent that work involves...

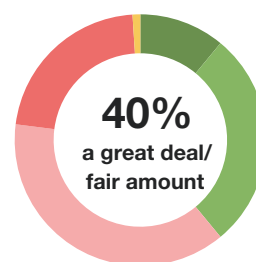
Face-to-face work with families



Strategic work (e.g. links to other programmes, helping claimants to move closer to or into employment)



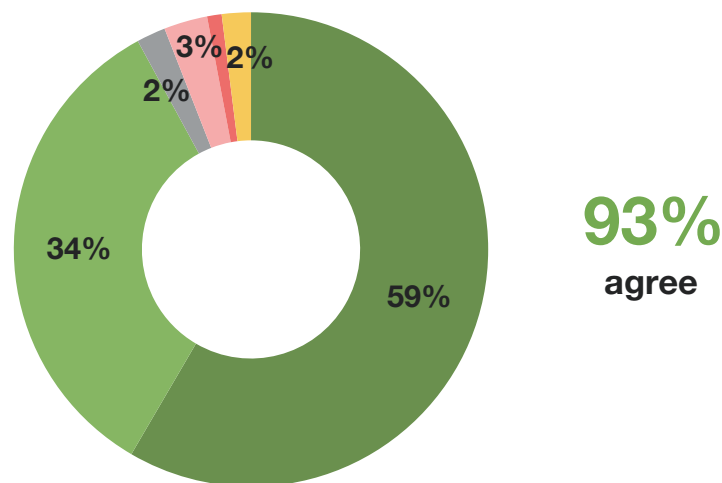
Training staff delivering family interventions



■ A great deal ■ A fair amount ■ Not very much ■ Not at all ■ Don't know/ no opinion

TFEAs have sufficient time to work with claimants

Almost all TFEAs (93%) agree that generally the amount of time they have to work with troubled families claimants allows them to make progress towards sustained employment outcomes. This includes three in five (59%) who strongly agree.

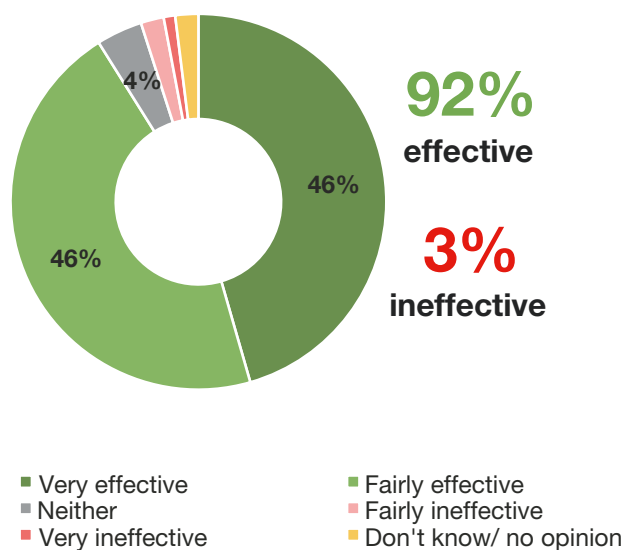


■ Strongly agree ■ Tend to agree ■ Neither ■ Tend to disagree ■ Strongly disagree ■ Don't know/ no opinion

OVERALL VIEWS OF THE PROGRAMME

TFEAs are positive about programme effectiveness and ability to improve family outcomes

The majority of TFEAs say that the programme is **EFFECTIVE** at achieving long term positive change in families' circumstances.

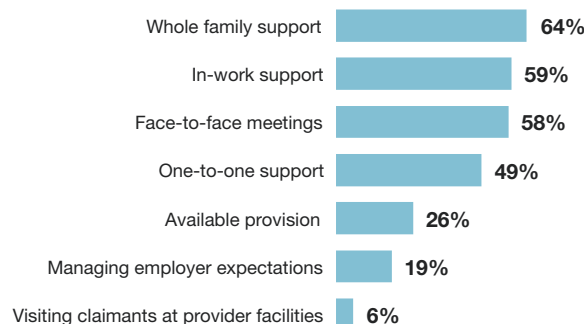


Nearly all TFEAs (96%) agree that among the troubled families claimants they work with, employment advice significantly improves outcomes for the family as a whole, including 73% who strongly agree.

Strongly/ tend to agree

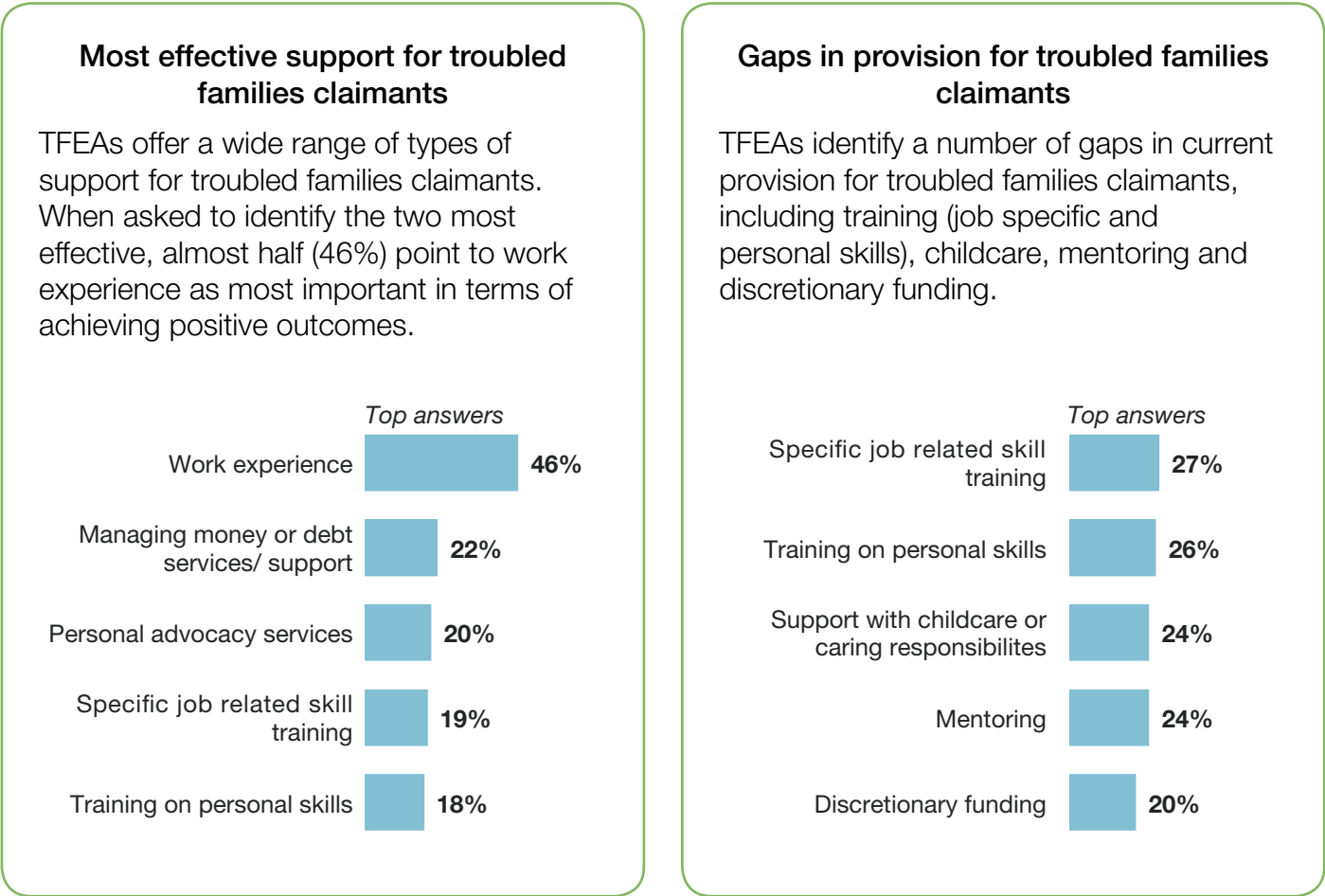


A range of support is considered important to ensure that positive outcomes for troubled families claimants are sustainable. Most notably whole family, in-work, face-to-face and one-to-one support.



PROVISION FOR TROUBLED FAMILIES CLAIMANTS

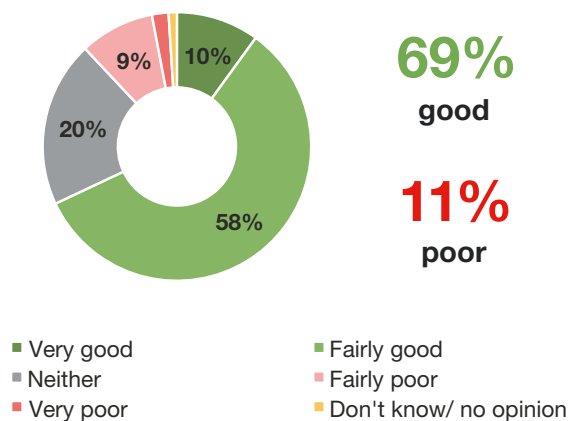
Support for troubled families claimants



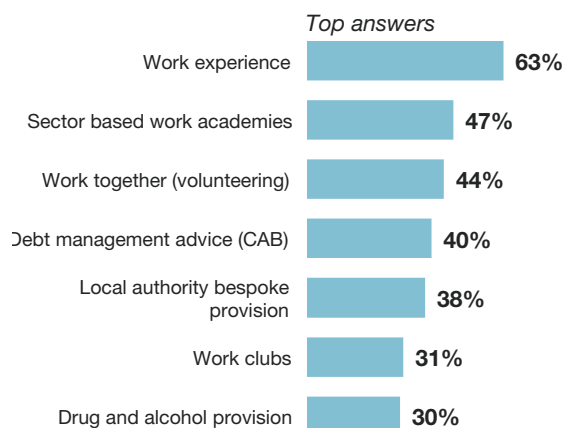
Training opportunities for troubled families claimants

TFEAs are mostly positive about the education and training opportunities available for TF claimants in their Jobcentre Plus area; 69% rate them as good, but of note 20% are unsure. Reflecting the fact that work experience is seen as the most important type of support that TFEAs can offer, they also identify this as the most successful education or training opportunity.

Overall rating of training opportunities

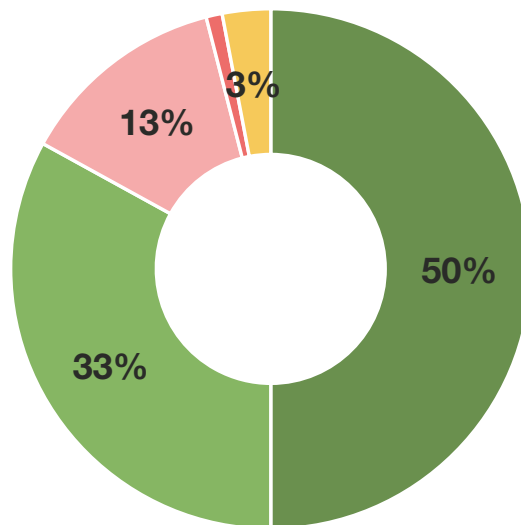


Most successful types of education or training opportunities



Discretionary funding

The ability to access discretionary funding, including money to cover travel, equipment or clothes for work or training, is viewed as very important by TFEAs; 83% say it has at least a fair amount of impact on their ability to provide support for troubled families claimants, including half (50%) who say it has a great deal of impact.



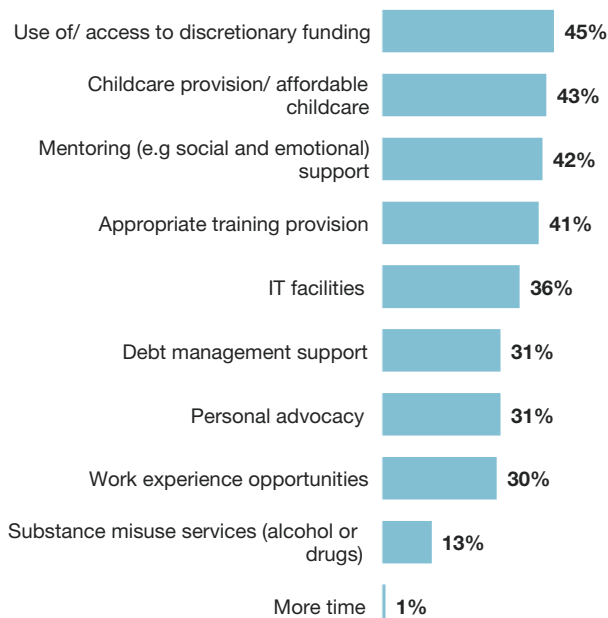
83%
a great deal/ fair
amount

■ A great deal ■ A fair amount ■ Not very much ■ Not at all ■ Don't know/ no opinion

Additional resources required to address most common problems

TFEAs identify a range of additional resources or provision to address the most common problems faced by troubled families claimants in their Jobcentre Plus area. Reflecting the value placed on discretionary funding, 45% would like more of this. Similar proportions also mention childcare, mentoring and appropriate training provision.

Just over a third mention IT facilities and three in ten point to debt management, personal advocacy and work experience opportunities

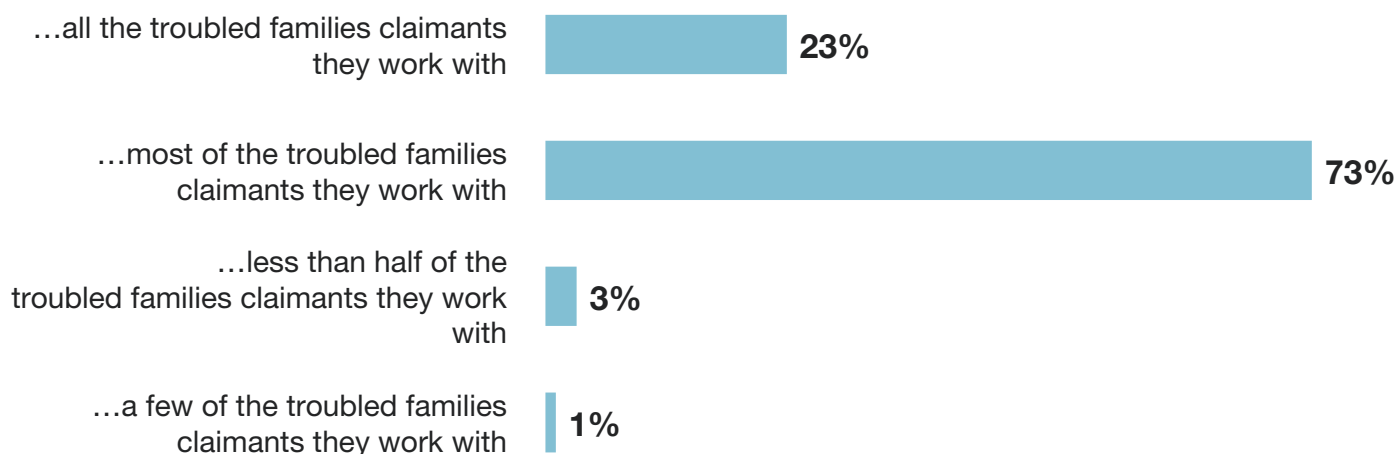


WORKFORCE DEVELOPMENT

Confidence in current TFEA skills

The Troubled Families Programme involves different ways of working for staff across public services. With this in mind, TFEAs are mostly confident that they currently have the right skills to allow them to deliver the Troubled Families Programme effectively; almost three quarters (73%) say they have skills appropriate to most of the troubled families claimants they work with. However, just a quarter (23%) feel equipped to help all troubled families claimants they work with.

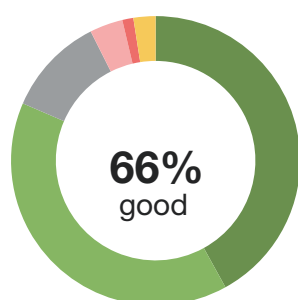
TFEAs feel they currently have the right skills to allow them to deliver effective services to...



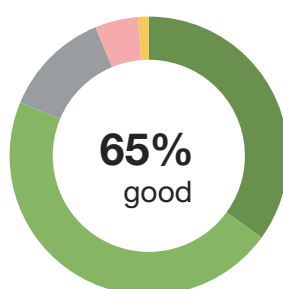
Training in relation to troubled families role

Rating of the training provided is positive, with around two thirds saying the relevance and quality of training provided for TFEAs is good (66% and 65% respectively). Slightly fewer rate the amount of training provided as good (59%).

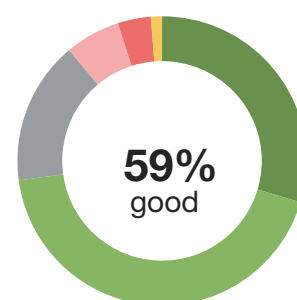
The relevance of training



The quality of training



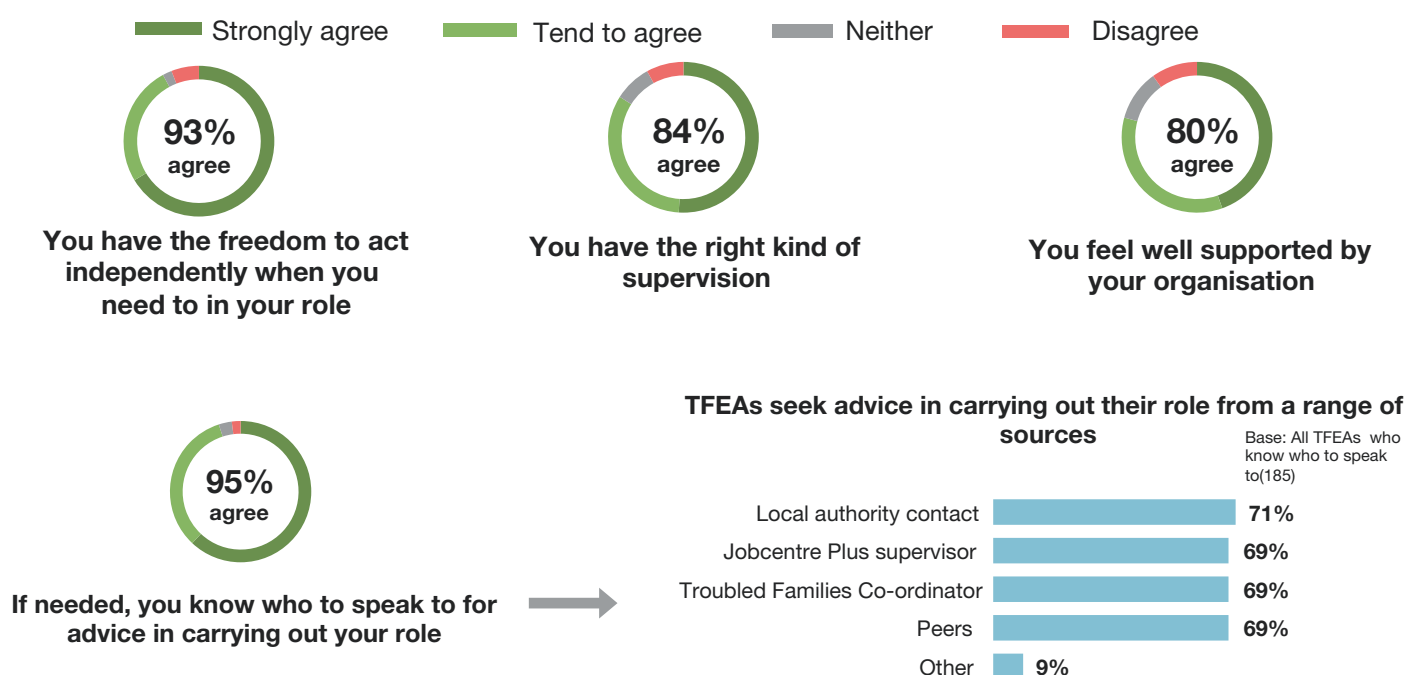
The amount of training



■ Very good ■ Fairly good ■ Neither ■ Fairly poor ■ Very poor ■ Don't know/ no opinion

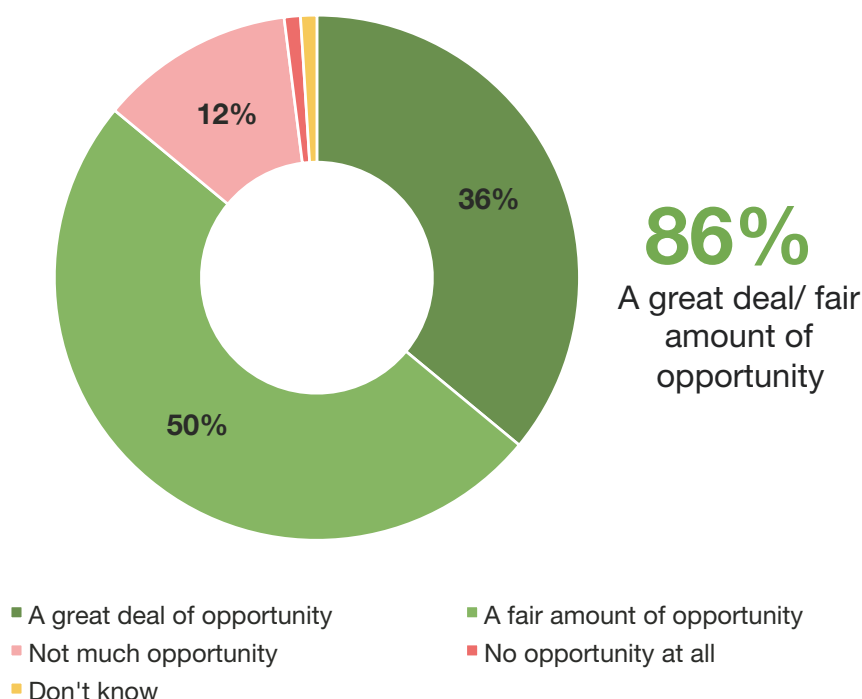
Support and supervision

Views on support and supervision are very positive, with almost all TFEAs (95%) agreeing that they know where to go for advice, feel supported and well supervised while also having the freedom to act independently. Those who seek advice do not look to a single source, but would speak to their supervisors and peers as well as TFCs and others within the local authority.



Sharing good practice locally

The majority of TFEAs (86%) say that they have a great deal or fair amount of opportunity to share and learn from good practice within their Jobcentre Plus/ local authority area. One in ten (12%) feel they don't have much opportunity for such sharing.



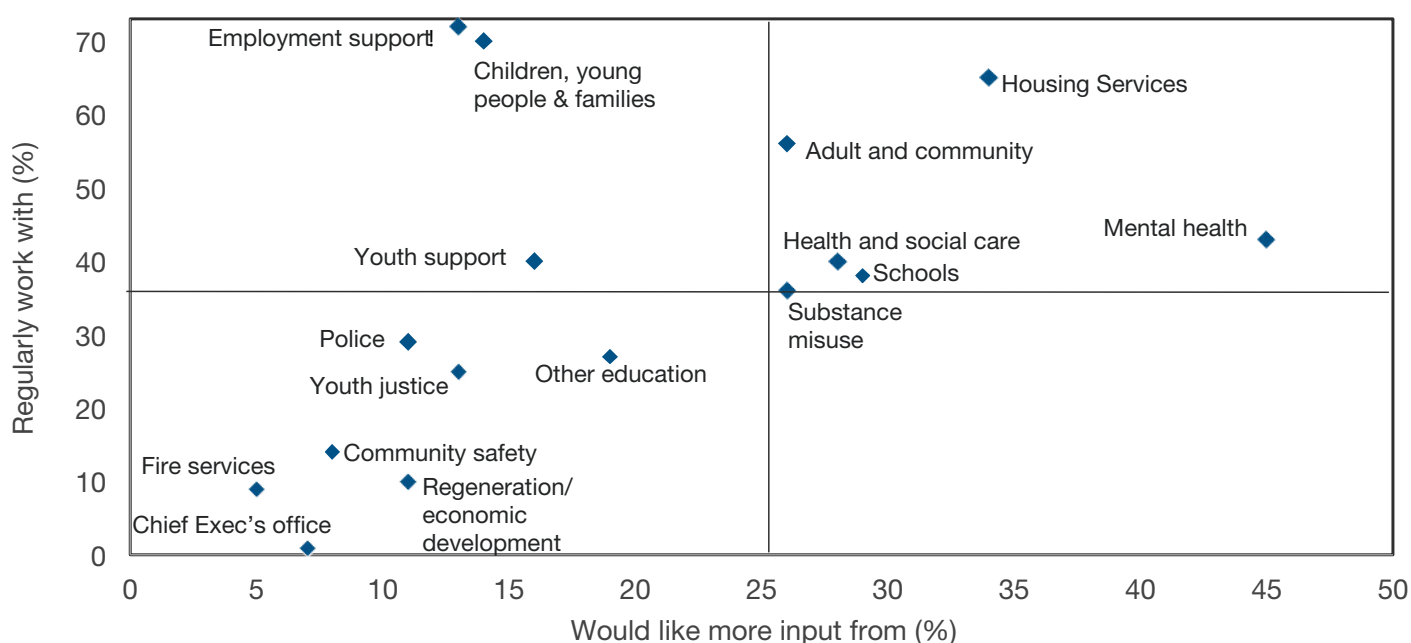
Base: All TFEAs (194); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

MULTI-AGENCY WORKING

Working with partner services

TFEAs regularly work with a wide range of local services, but most commonly employment support services and those offering services to children, young people and families. This chart highlights that TFEAs would like greater input from a number of partner services they regularly work with, especially mental health as well as housing, schools, health and social care, adult and community and substance misuse services.

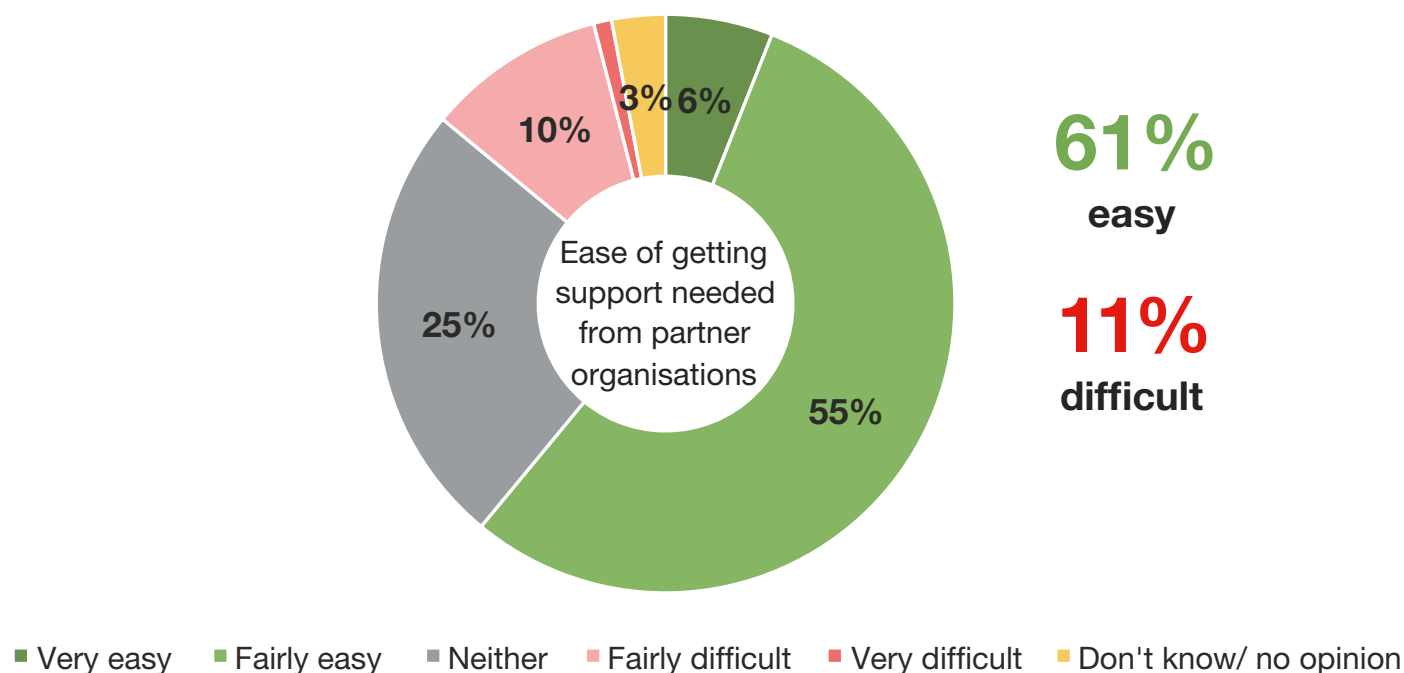


Base: All TFEAs (194); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

Support from partner organisations

While TFEAs are mostly positive about support from partner organisations there is evidence of some room for improvement. Three in five (61%) find it easy to get the support they need to deliver solutions for families but this view is not strongly held; just 6% say it is very easy and a quarter (25%) feel unable to express a view either way.



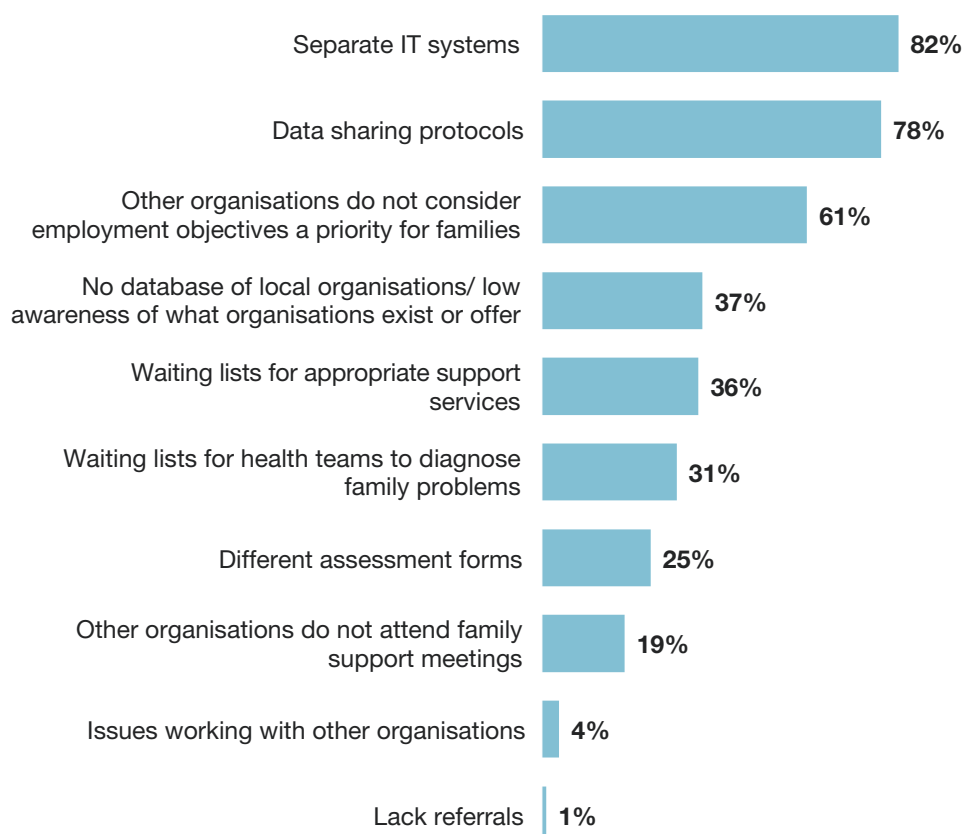
Base: All TFEAs (194); Fieldwork dates 26 October – 30 November 2015

Source: Ipsos MORI

Barriers to effective partnership working

Overwhelmingly TFEAs identify separate IT systems and data sharing protocols as the main barriers to effective partnership working enabling them to deliver solutions for families (82% and 78% respectively).

Six in ten (61%) also suggest that other organisations do not consider employment objectives a priority for families.



CONCLUSIONS

Delivering troubled families

Half (52%) of TFEAs are **based in a designated troubled families team** within their local authority; 24% are based in employment support services and 12% a Jobcentre.

TFEAs tend to be experienced, and while most are new to their role almost half **previously worked in a specialist position**, for example, as a disability employment advisor or social justice work coach.

Almost all TFEAs (93%) spend at least a fair amount of their time on **face-to-face work with families**, with an **average case load of 23 claimants**, including 19 adults (aged 25+) and 4 NEETs (16-24 years).

These claimants most commonly face **employment barriers relating to health**, specifically mental health or another health problem or disability.

TFEAs are positive about the troubled families approach

TFEAs are highly supportive of the troubled families approach and its key elements: 92% say it is **effective at achieving long-term positive change in families' circumstances**, and 96% agree that among the families they work with, **employment advice significantly improves outcomes for the family as a whole**.

While 64% feel **whole family support is important to ensure positive outcomes for troubled families claimants are sustainable**, they also value **in-work and one-to-one support** (59% and 49% respectively).

TFEAs feel supported in their role, and are **content with the level of support and supervision** provided while also feeling that they have the **freedom to act independently**.

Almost all TFEAs (93%) also agree that generally **the amount of time they have to work with troubled families claimants allows claimants to make progress towards sustained employment outcomes**.

Areas for development

The Troubled Families Programme aims to instigate significant changes in the design, management and delivery of local services. TFEAs are mostly positive about these changes and the benefits to claimants but, at this relatively early stage, there are inevitably a number of challenges:

Promoting genuine partnership working: while most agree that partner organisations provide the support they need to deliver solutions for families, this view is not strongly held. Similarly, there is also evidence that more could be done to promote sharing of good practice.

Recognising employment objectives as a priority for families: 61% of TFEAs suggest that other organisations do not consider employment objectives as a priority in tackling a families' problems, a perception that needs addressing.

Improving systems to facilitate effective partnership working: the tools and systems underpinning multi-agency working are developing in most areas but more work is to be done. Separate IT systems and data sharing protocols identified as the main barriers to more effective partnership working by TFEAs.

Most effective interventions for troubled families claimants: work experience is viewed as the most effective type of support that can be offered, suggesting that more opportunities in this area would be most helpful in terms of improving claimant outcomes. However, this needs to be balanced with other requirements; when asked specifically about additional resources to address the most common problems, access to discretionary funding, childcare and mentoring top the list.

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