Department for
Communities and
Local Government

EARLY HELP SERVICE TRANSFORMATION MATURITY MODEL

A PRACTICAL GUIDE AND TOOLKIT FOR LOCAL AUTHORITIES AND THEIR PARTNERS DELIVERING THE TROUBLED FAMILIES PROGRAMME

This document was first published in November 2016. It has been reviewed and refreshed to reflect the latest policy and practice of the Troubled Families Programme.

However, it is a living document and will be updated regularly to reflect feedback from local authorities as they use the Early Help Service Transformation and Data Maturity Models to transform their services.

December 2017
Department for Communities and Local Government

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Introduction

The importance of service reform

The Troubled Families Programme's ambition is to achieve significant and sustained progress with up to 400,000 families with multiple, high-cost problems by 2020. Reaching this goal requires a fundamental shift in public service delivery to ensure the provision of more effective early help and support for the most complex families through joined up local services.

This programme encourages and incentivises services to work in a new way for families with multiple problems, taking an integrated, 'whole family' approach that recognises and deals with their overlapping and interconnected problems and histories.

Transforming services means there should no longer be a host of unconnected services and professionals circling a family with their own assessments, thresholds, appointments and measures. The knock-on effect of this should be a reduction in the demand placed on costly reactive services to pick up the pieces when a family's problems aren't gripped and addressed head on. Local authorities and their partners delivering the Troubled Families Programme have been given funding and support to embed this new way of working by the time the programme comes to an end in 2020, including a dedicated Service Transformation Grant.

The impact of this service transformation is being reflected in the data collected by the programme's national evaluation[1]. It is also evident in the steep increase in the numbers of families across the country receiving a 'whole family approach' and achieving significant and sustained progress against the problems they face. By the end of September 2017 a total of 272,100[2] eligible families for whom local authorities had received funding had been, or were being, worked with in a whole family way. By the end of October 2017, 75,430 families had achieved significant and sustained progress against their problems and in the case of 12,198 of these families one or more adult had succeeded in moving into continuous employment.

The positive impact of the troubled families approach is being picked up in other countries too. The Harvard Kennedy School of Government[3] in the United States recently researched delivery of the Troubled Families Programme in England and their subsequent report focused largely on the positive lessons including the strengths of whole family working, strong partnerships, payment by results and improved data sharing; it was suggested these practices should be tested further and offered as potential solutions to social problems in the US. You can read more about this on the Troubled Families [blog](#).

Using the maturity model: national expectations

Service transformation is such a vital part of the Troubled Families Programme that every local authority and its partners should use this document as a route map to help them meet their commitments and

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[1] https://www.gov.uk/government/publications/national-evaluation-of-the-troubled-families-programme-2015-to-2020-emerging-findings

[2] Many local authorities work with more families than they receive funding for, and this trend is set to increase as whole family interventions are embedded in wider services and reach more families.

[3] https://www.hks.harvard.edu/

achieve their transformation ambitions, make robust assessments of current progress and determine next steps needed to drive that progress forward.

By November 2017 nearly every local authority, working with their partners, had undertaken their first service transformation self-assessment using this toolkit. It has frequently been used to help authorities reinforce (and in some cases establish) relationships with local partners to reach an honest, shared view on progress to date and collectively agree next steps. It has also become the basis for conversations between the Troubled Families national team and local authorities delivering the programme and provides a lens through which visits and spot checks are viewed.

All local authorities participating in the programme, including any that are granted 'Earned Autonomy'[4], will be expected to review their service transformation progress at least annually using this model and toolkit, so this means at least two more reviews (in 2018-19 and 2019-20).

Developing the maturity model

This Early Help Service Transformation Maturity Model and toolkit answers a need identified by local authorities: to clearly explain what we mean by service transformation, with measurable indicators of progress that can be easily monitored. The model and accompanying toolkit were originally launched in November 2016 and capture the principles that underpin meaningful system and cultural change in clear and accessible language.

It was initially developed in partnership with local authorities and other key organisations such as the National Police Chiefs' Council and draws upon a number of existing models including the Early Intervention Foundation's early intervention maturity matrix.

Of course, local authorities and their partners, prevalence of family problems, governance and leadership, systems and geographical characteristics are inherently different from place to place. The model and toolkit have been designed so that they can be adapted to meet local circumstances.

Now that almost every local authority has used the model and toolkit to produce a first self-assessment we have been able to revise and update the documents incorporating the learning from that process as well as aligning it with the programme's revised Financial Framework[5]. Key additions to the model and toolkit include further information on the peer review process and a new data maturity model which outlines the data and analytical capability necessary to support successful service transformation.

Working across Whitehall

We have shared this model with the Cabinet Office, HM Treasury, Home Office, Department for Education, Department for Health, Ministry of Justice and the Department for Work and Pensions and across other teams in the Department for Communities and Local Government. Their engagement and feedback will help us develop a shared language to discuss public service transformation and an agreed set of principles across government.

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[4] To find out more about the concept of earned autonomy refer to the Financial Framework – see link below.
[5] https://www.gov.uk/government/publications/financial-framework-for-the-troubled-families-programme-january-2018-onwards

Assessing maturity: A practical guide for local areas

The Troubled Families Programme seeks to drive a transformation in the way that public services are delivered to support families with multiple and complex problems. The Early Help Service Transformation Maturity Model is designed to help local authorities and their partners to make a robust assessment of how they are performing in transforming their services and to drive further action. It is a practical tool to help local authorities and their partners evidence and assess their performance against six strands:

- The family experience of transformed services

- Leadership

- Strategy

- Culture

- Workforce development

- Delivery structures and processes

Given the scope of this ambitious reform programme, it is vital that a self-assessment is completed in conjunction with local partners, bringing together evidence sources and talking to frontline staff and families as well as with senior strategic partners, service providers and elected members. There is an expectation that all partners will co-complete and jointly own the assessment; will engage in a peer review of their assessment and action plan; and will review and refresh this at least once every year before the Troubled Families programme ends in 2020.

The Early Help Maturity Model was launched in November 2016. By November 2017, nearly every local authority working with their partners had undertaken their initial service transformation self-assessment and so it is appropriate to refresh this toolkit to reflect their feedback on this experience. Additional materials developed by local authorities to support their self-assessment process are available on the Knowledge Hub and can be adapted to reflect local circumstances. However, the toolkit is intended to be a living document. It will continue to be revised and updated as new lessons are learnt about the key features of service transformation.

Making a robust assessment

An important part of completing an assessment using the model should be a deeper shared understanding across partners of the principles that underpin integrated family working and integrated local service delivery and transformation more broadly. For this reason, the model is designed to be completed in conjunction with local partners – particularly the police, schools, housing and health service – bringing together evidence sources and talking to frontline staff and families as well as with senior strategic partners, service providers and elected members.

The National Police Chiefs' Council has pioneered endorsement of the model among partners and continues to promote the use of the model to assess neighbourhood policing approaches to early intervention.

It makes sense for a local authority's approach to self-assessment to be locally designed so that it reflects their service transformation journey, the challenges which they need to address and the next steps which they need to take. However, feedback from local authorities suggests there are some features which are common to all self-assessments, with different combinations / sequences of the following steps being taken:

- **Desk based review:** Core Troubled Families team, including Troubled Families Coordinator and data lead
- **Review with workforce:** Local authority key workers, Troubled Families Employment Advisors, Child and Adolescent Mental Health Services, Health Visitors, Independent Domestic Violence Advisors, etc.
- **Families' experience:** Families, front-line workers
- **Strategic leads:** DWP partnership and district manager, voluntary and community sector, relevant local authority Directors / Heads of Service, Health (e.g. Clinical Commissioning Group), Police (Police and Crime Commissioner and Chief Constable / Borough Commander), schools, housing providers, Community Rehabilitation Companies, probation, District Councils (where relevant), the Mayor (if applicable) etc.

This flow chart shows at what point key stakeholders are being involved in a typical self-assessment process, based on feedback from local authorities.
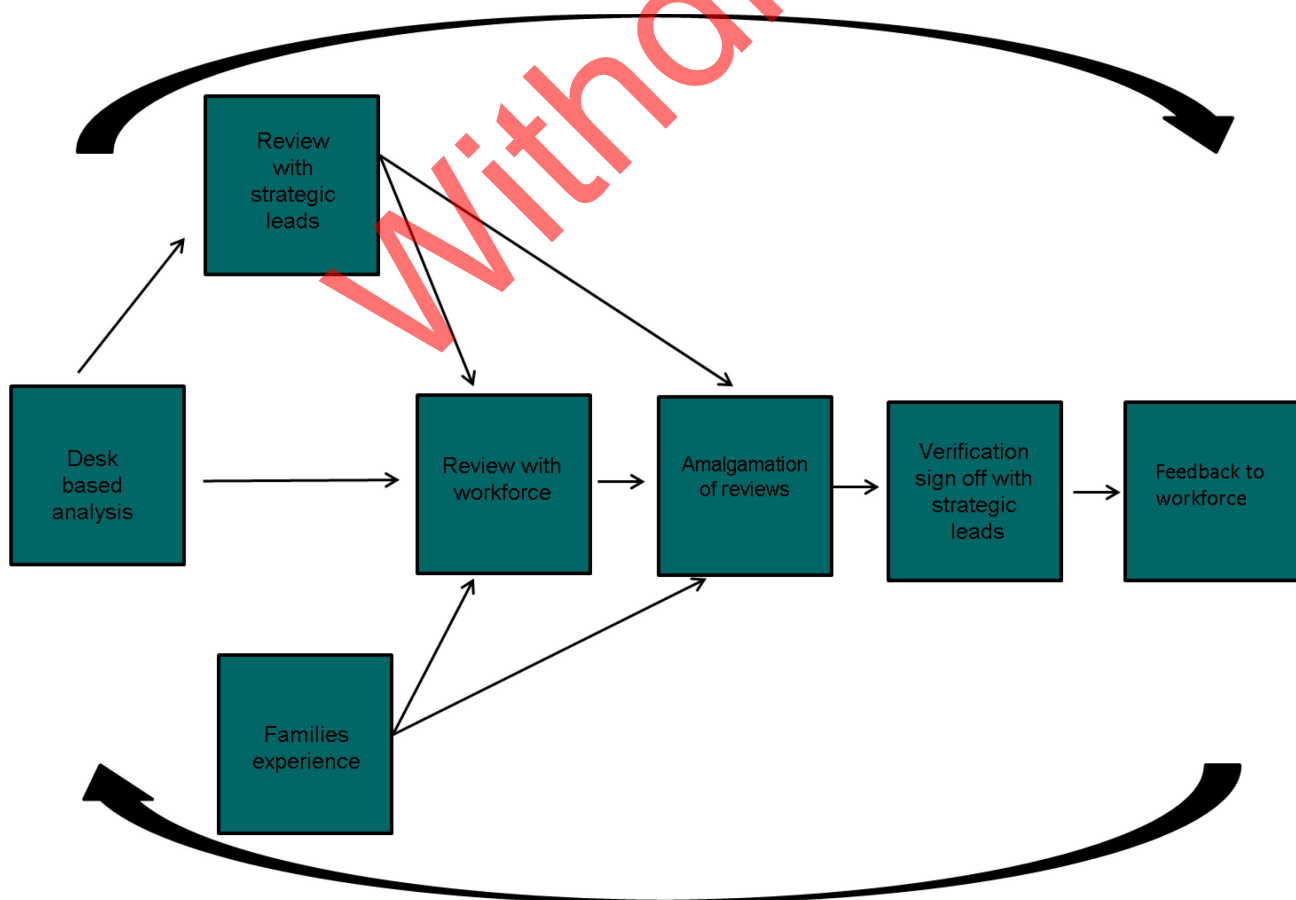
Some local authorities have volunteered to share the tools which they developed to help them undertake their service transformation self-assessments with other areas. These can be found on the [Knowledge Hub](#) and may be adapted to support local activities.

Top Tips from Cheshire West and Chester Council

Working together with local partners, the Troubled Families Coordinator completed a detailed assessment of evidence available locally to support their completion of the model. Based on this experience, they have compiled the following list of top tips which other areas may find helpful.

1. **Be honest with yourself** – when completing your assessment ask yourself: 'do I have the evidence to back this up?'

2. **Be clear about your range of evidence** – make sure you have a range of quantitative and qualitative evidence sources to back-up your assessment.

3. **Have a local champion** – make sure someone is driving this forward locally.

4. **Get the right people engaged and participating** – make sure you have the right partners to support your assessment process and be flexible in pursuing different ways to get a wide range of people participating at all grades.

5. **Challenge yourself** – you and your partners should be free to challenge each other to make sure the assessment is honest and robust.

6. **Let the model drive your ambition** – use your honest assessment to drive forward the commitment of partners to further work.

7. **Seize the opportunities** – do not be afraid of using the tool to put the spotlight on problems and weaknesses as it will enable the partnership to take action where it is needed

8. **Utilise your national Troubled Families network** – work with the national team, other local areas at regional meetings and with your Troubled Families network to learn from their experiences and source examples of good practice; don't reinvent the wheel.

Scoring and evidence

The Service Transformation Maturity Model provides a basis for local areas to rate or 'score' their journey to maturity. The intention is that these scores help local areas to measure their progress and benchmark themselves with other local areas.

This toolkit sets out a number of features under each strand of the model that an area should be able to evidence in order to be assessed as 'early', 'developing', 'maturing' or 'mature'. An area should be able to evidence all of the features under each strand in order to assess themselves as being at that stage.

We recognise that many areas will consider themselves at either the 'early' or 'developing' stage. This is not in itself an issue for concern. The point of the model is to get an honest and shared understanding of a starting point so that significant and measurable progress can be made over the course of the programme.

The toolkit provides examples of a range of potential local evidence sources or measures that areas can draw from for each strand of the model, as well as national evidence sources that can be used (see Annex 2 for details of national sources). Where possible, we have linked examples of different evidence sources to the specific elements within each strand of the model. The examples given are not meant to be prescriptive or exhaustive, but we do expect local areas to consider the range and quality of the evidence they use for their initial assessment and peer review, including a mixture of qualitative and quantitative data where possible. It is important that areas assess themselves against each strand.

Peer review

Once local partners have completed their self-assessment and action plan, it is expected that they will subject these to a peer review.

Peer review is recognised as a valuable tool for driving improvement and it is used in many sectors, particularly local government. It involves representatives from one area and / or field of expertise spending time in another area as a 'peer' to provide support and challenge, and share good practice to help improve local services. Peer review reflects the Troubled Families programme approach to working with families: it is collaborative; it aims to identify what is going well; and it aims to build upon these strengths to make further changes and improvements.

The national Troubled Families team believes that peer review should be a fundamental element of a local authority's Early Help Service Transformation Maturity Model assessment. We expect that this is a step that all areas would want to take voluntarily, however for areas with performance issues, we may mandate the use of peer review to help them to identify and address issues.

Feedback from Troubled Families Coordinators who piloted peer review in their local area during summer 2017 was that they found it a hugely beneficial experience, as it gave them the opportunity to:

- receive support from those who know what it is really like to deliver the Troubled Families programme, and understand the day-to-day challenges they are facing;
- get a fresh perspective from individuals outside their usual regional network on the tricky issues in their area;
- have the opportunity to present an external view of performance to senior leaders to gain their support to deliver the required next stesp to aid service reform;
- compare and contrast evidence sources and data systems;

- learn about different approaches which have worked well in other areas;
- showcase their own achievements and best practice;
- tailor the experience to meet their specific learning needs, in a way that is not possible with other support tools such as regional meetings and visits; and
- talk openly and honestly in a supportive environment. Peer review is not an inspection.

Peer reviews are already well established and utilised in local government, and are helping drive transformation and inform service improvement. We would not want to interfere with, or duplicate, these arrangements where they are working well. However, for those who would find it helpful, we have worked with a number of pilot authorities and drawn on the experience of the LGA to develop some outline guidance on our expectations in relation to peer-led review of troubled families programmes/approaches, both for those being reviewed and for those carrying out the review. This guidance will be made available on the Knowledge Hub shortly, along with a selection of the tools that were developed by local authorities to support their own peer reviews which could be adapted for use elsewhere. However, local authorities who are keen to proceed with peer review in advance of these tools becoming available should contact the national Troubled Families team who will be able to provide support. In recognition that this is a living toolkit, we will continue to create new tools which reflect emerging good practice available throughout the lifetime of the programme.

Case example: Liverpool and Staffordshire peer review pilot

As part of a peer review pilot over Summer 2017, Liverpool and Staffordshire agreed to work together as peer review partners. This was not an obvious match; the areas have very different structures (shire county vs city council) and very different demographics. However, when the teams began talking to one another they realised they were tackling very similar challenges and had highly relevant learning to share with one another.

They found preparation in advance of the visit was all-important to understand different context, politics and legacy so that the visit could be used to best effect. They undertook reciprocal visits which brought a fresh perspective to each area's unique approach to service transformation. The findings provided reassurance that they were largely on the right track but also enabled them to spot new opportunities and re-prioritise and re-shape activity in other areas of challenge. They decided to provide written feedback on their findings that could be shared with senior management and the wider strategic partnership. These fresh insights from a credible peer encouraged the partnership to reflect, celebrate their achievements and focus more sharply on things they could do better. Over the course of the pilot the teams established a strong, mutually supportive relationship that has continued long after the end of the peer review. This has provided another useful source and sounding board for new ideas and shared learning, which involved further visits to look in greater depth at specific areas of practice.

Expectations of areas

It is now a fundamental expectation that all local authorities participating in the Troubled Families programme will regularly review their service transformation progress using this model and toolkit.

Every local authority receives a dedicated Service Transformation Grant from DCLG to drive service transformation, and is responsible for ensuring that the assessment is rigorous and that the national

Troubled Families Team is kept updated on its progress and completion. Regular conversations will help the national team understand where local authorities assess themselves to be, track progress and identify the strengths of a local programme as well as areas that may need improvement and further support.

The national team expect each local authority to:

- Complete an initial self-assessment and action plan by the end of December 2017, and revisit these at least twice more (in 2018-19 and in 2019-20);
- For each self-assessment, agree overall scoring with all local partners (ie whether the area is early, developing, maturing or mature for each of the six strands of the model);
- Confirm the initial assessment using appropriate local governance arrangements. This is important because self-assessments should involve, and have the backing of, key partners and senior management;
- Subject each assessment and action plan to a peer review. The national team can help to broker a peer review partner if required; and
- Provide the national team with a copy of each completed assessment and action plan. This will help to identify good practice that can be shared nationally, as well as to increase understanding of common challenges, barriers and opportunities that are of national significance, and so direct the team's programme of work within government.

Data Maturity Model

To complement the existing service transformation maturity model, we have developed a Data Maturity Model with the help of colleagues in local authorities and would like to thank them for their extensive feedback. The addition of the Data Maturity Model is an acknowledgement of the vital importance of data and analysis in creating the evidence and understanding needed to drive successful service transformation. The model will help local authorities to assess the effectiveness of their data systems; to plan their next steps; benchmark their progress against other local authorities; and to advance the way data is managed and used by the local authority and their partners.

The Data Maturity Model is an appendix to the Early Help Service Transformation Maturity Model and should be used in a similar way to assess a local authority's current position, to test this assessment and to agree an action plan with all partners.

Using the maturity model strand-by-strand

The model can be used flexibly to fit local circumstances but the following provides more detail about each strand of the model and how it can be measured and evidenced. We have also provided good practice examples from the local areas who volunteered to test the model.

1. The family experience of transformed services

The family strand of the model looks at the real change for families that can be achieved through transformed services. It describes the experience of a family at different stages of a local area's journey towards integrated, family-focussed, outcome-based working.

To assess the maturity of the impact of services for a family, we recommend local areas use evidence sources that capture the following:

- The extent to which services are integrated around families – and having one person focusing on the family rather than several (one worker).

- A recognition from services that individuals are operating in the context of a family and so need to be dealt with as such (one family).

- Clarity of focus across all relevant services on what the family needs to change and a common endeavour around families (one plan).

To do this, local areas should consider looking at information which gives a picture of:

- The number of interactions a family experiences and the different agencies involved during an intervention.

- The approach of the family keyworker or lead worker – ie whether or not the family benefitted from the 'family intervention' approach.

- The number and quality of different assessments a family has to go through and whether these assessments took a whole family approach.

- What access the family has to evidence-based specialist interventions, and how these are sequenced to provide the right support at the right time.

- The extent to which there is a clear focus on outcomes for the family.

- The resilience of the family post-intervention.

Case example: Leicestershire

Leicestershire wanted to test the family experience of transformed services. They were keen to find out how local families from across the county felt about the service they had received just after their keyworker or lead worker had stopped working with them. Leicestershire's local authority team devised a simple questionnaire to get the views of families who had experienced support from a keyworker as well as those families that received less intensive support from a lead worker at a local children's centre.

Leicestershire Families Day questions:
- Was it clear to you from the beginning who your main worker was?
- Was your support plan easy for you to understand?
- Were you involved in the plan and did you set any goals?
- What other services are you using now to support you and your family?
- Did your plan involve getting back to work?
- Have you started working with any other people/services since your case was closed and how did you find them?
- Do you feel confident that you can maintain the positive changes you made with your support worker?
- How are you feeling about your/ your families' future?

Leicestershire were keen to get the views of a range of families, not just the 'usual suspects' who might regularly contribute to feedback. They hosted a family 'pop up fun day' at a local adventure park. They arranged transport for families, enlisted the support of a local supermarket to provide a free lunch, and put on a range of activities and information sessions during the day. Families were then encouraged to complete questionnaires.

Leicestershire have used the information gathered from this questionnaire as part of their evidence bundle to assess the family experience strand of the model.

"I had a support worker and together we made a plan on what we were going to do, I started to attend groups and met new people, my support worker helped me to think about going back to work and the courses I could do to help me do that. I now feel much more confident and have made friends I don't feel like I am on my own anymore."

– Leicestershire family

Local evidence used for the families experience strand could include:
- Plans for families including actions that have been signed-off and agreed by the family
- Focus groups, surveys and interviews with families
- Case audits, casework reviews and dip sampling of case records
- Case closure feedback from families
- Feedback and measures of impact from keyworker attendees on training programmes
- Partner and Troubled Families Employment Adviser feedback
- Evidence of significant and sustained progress for payment by results claims
- Families' involvement in service reviews
- Local family evaluations commissioned by the local authority or partners, this could include use of a specific 'Families Perception Tool' or similar

Evidence of family working practice that has a focus on the 'family intervention factors':
- A dedicated worker for each family
- A focus on what is happening for the family as a whole
- Provision of practical, hands-on support
- An assertive and challenging approach
- An agreed family plan and common purpose among partners

2. Leadership

The leadership strand of the model looks at evidence of a common purpose across senior leaders to lead, design and deliver services that best meet local needs for families with complex problems.

Leadership is about 'who' is leading transformation locally – a visible commitment to a shared cross-service vision to achieve sustainable outcomes for families, to transform services, to understand and manage future demand and meet the particular needs found in specific localities.

To assess the maturity of the leadership strand, we recommend that local areas provide evidence of:

- a clear focus on services that best meet local need
- a visible commitment from leaders across partners to outcome-focussed, whole family working, which may include collaborative commissioning processes and shared or pooled budget arrangements
- an understanding of demand management, using evidence and analysis to anticipate and manage future demand locally
- an appreciation of links to wider local and national transformation programmes, including adult social care and health integration and reform of children's services

Case example: Bath and North East Somerset

Bath and North East Somerset decided to test the leadership strand of the model. They brought together senior partners from the local authority, Avon and Somerset police, Children's Health, Sirona Health Care, CAMHS, Curo and Knightstone Social Housing providers in the area, Department for Work and Pensions and voluntary sector representatives for an initial scoping meeting to think through examples of evidence to demonstrate a common purpose and a shared focus on services to meet local need as a starting point for this discussion.

They talked through examples of where committed local leadership has led to innovative change to practice. For example, Curo Housing have trained all of their repair operatives visiting families in their home to identify and report situations of concern via a 'concern card' reporting system directly in to their early help service; problems that might not have otherwise been picked up.

They identified a strong commitment to common purpose, with the active support of the local authority chief executive (requesting regular reports on the progress of the Troubled Families Programme locally), an active and well-supported programme board, a clear publicised vision statement with values adopted by all partners, an early help divisional plan and process map, and developing shared commissioning specifications among children, young people and family services amongst their evidence.

They recognised they still have some way to go to implement a shared commissioning framework for families, and identified a need to improve the focus on outcomes for families across early help services that are consistent and can be evidenced. However, they are making good progress.

Local evidence used for the leadership strand could include:

- Events with partner agencies (senior leaders) targeted at driving the Troubled Families approach within their service
- A key strategic group acting as governance board for Troubled Families, all partners are engaging and actively contributing (with clear decisions and actions from meetings, joint projects, multi-agency action plans being monitored)
- Named specified roles and responsibilities for different parts of the Troubled Families strategy across local services
- Leaders articulating the same Troubled Families vision and their organisation's role in delivering it (demonstrated in meetings, events, surveys, interviews)
- Customer journey-mapping, process-mapping, output and outcome improvements which show that structures are delivering effectively and are continuously reviewed and improved
- Research into the impact of local collaborative projects
- Delivery of a range of services that are jointly commissioned, with a clear and well-publicised joint commissioning strategy
- Services that have been co-commissioned with service users
- Local and/or regional strategic governance that brings together wider transformation programmes

3. Strategy

The strategy strand measures progress on the journey to transformation in early intervention and support for complex families by looking at a local area's broader strategic priorities and, within that, where the commitment to transform support for complex families is positioned.

To assess the maturity of the strategy strand we recommend that there is evidence of clear strategic commitment by all local partners to:

- deliver integrated family-focussed, outcome-based services;
- commission services based on sound evidence of what works, working collaboratively with partners and service users on service design and delivery;
- prioritise and commission services that manage future demand using data to measure and forecast demand on services; and
- use cost-benefit analysis to understand the effectiveness of local services and act on the results.

Case example: Hampshire

Hampshire embarked on testing the strategy strand of the model. It is a large county with a broad geographical spread, so bringing partners together from distant locations was a challenge and it was important to ensure district representatives could be involved.

Hampshire decided to start their testing by undertaking a desktop assessment, then presented their summary of evidence sources across their partnerships. The evidence sources used to assess where they placed themselves in the strategy strand included: the stated commitment to family working in their strategic plans, alignment of Troubled Families-focussed work with both their early years and early help

service at county level, and consideration of how much commitment there is to whole family working across partners in the districts.

Hampshire Troubled Families Team decided to present a summary of their initial assessment in a 'one page' executive summary format, together with an initial RAG (red, amber, green) rating of their maturity, plus a next steps plan to be agreed with partners. In an interactive event with partners, Hampshire removed their own RAG assessment and asked the representatives to rate each of the strands of the model using an electronic voting system. This meant that instant scores could be shared with the audience; interestingly the ratings largely mirrored Hampshire Troubled Families Team's own desktop assessment carried out prior to the event (see Annex 3 for more information).

> **Local evidence used for the strategy strand could include:**
>
> - Strategies and plans that robustly set out the Troubled Families and early intervention approach across all local agencies with clear links to demand management
> - Early intervention referenced in multiple strategies across partnership, with actions that can be cross-referenced across all action plans
> - Services commissioned specifically to meet needs identified through strategic assessments – demonstrated in contract specifications and criteria
> - Joint commissioning posts and funding streams
> - Inspection regimes highlight commissioning practice as a key area of strength
> - Strong culture of integrated commissioning across local partnership (local authorities, health partners, CCGs, voluntary and community sector) underpinned by strong evidence base and cost benefit analysis
> - Strong and coherent links across local, regional and national transformation programmes

4. Culture

The culture strand looks at how local areas are developing a shared vision for early intervention and support for families with complex needs. It looks at how a shared vision can be evidenced through all tiers of staff, by elected members and across partners, and how this shared vision is communicated to the community.

To assess the maturity of the culture strand local areas should look for evidence that:

- the principles that underpin meaningful system and cultural change are communicated clearly across partners and to the community in a way that is accessible and meaningful
- staff are taking personal responsibility and ownership to ensure they work across boundaries to support families effectively

Case example: Norfolk

Several areas have started to think about how they can engage their partners in making an assessment of transformation maturity, to identify strengths in the delivery of their programme but also the shared culture that underpins their work.

Norfolk held a service transformation workshop with staff from children's services, adult services, the police, probation, youth offending, local housing partners, District Council community teams, health visiting teams, representatives from the Voluntary and Community Sector and their Troubled Families Employment Adviser to talk through the culture and workforce development strands of the model.

In 2015, Norfolk redesigned their services to offer a comprehensive early help approach to deliver services to vulnerable families. The session on the culture strand of the service transformation maturity model was therefore a great opportunity to understand how those changes felt from a partner perspective and also what those changes meant for their collective vision of their local Troubled Families Programme and what further work is needed to embed this across Norfolk. The initial reaction from attendees was that it was hard to pin down which category the area fell into, pointing out that activities were taking place that came under the developing, maturing and mature stages. However, following a more detailed review of the evidence, it became clearer.

With their assessments made, attendees moved on to agreeing the actions they thought needed to undertake individually, collectively or through their relative organisations to move them to the next stage.

Local evidence used for the culture strand could include:

- A clearly communicated shared vision, evidenced by clear and accessible communications with families and the local community

- Shared values and vision driven by senior leaders – for example at multi-agency governance boards – who sign up to the principle of working differently with families with complex needs

- Staff across all agencies championing whole family working (eg through events, workshops, partner meetings, 'temperature checks' with staff across grades)

- Evidence of cultural change with partners demonstrated by a commitment to integrate services and tested through families' experiences of the service they receive.

5. Workforce development

The workforce development strand focusses on the skills and capability of the workforce to deliver transformed services, and how they are incentivised to do so.

To assess the maturity of the workforce development strand areas should look for evidence that frontline staff have:

- a clear understanding of the principles of family working (family intervention factors) – a focus on a whole family assessment and family plan and an understanding of the impact of their work
- access to the right training at the right time
- the ability to use sound evidence-based, outcome-focussed practice and learning from their own experience as well as from peers

Areas should also look for evidence of:

- staff being supported by appropriate organisational structures with sound governance arrangements alongside supervision arrangements, performance monitoring and promotion opportunities
- cross-partner workforce training plans and commitment to shared resources, while at the same time having a clear recognition of different cultures across partners

Case example: The Core Cities management skills framework and whole family worker programme

The Core Cities[6] Group of Troubled Families Co-ordinators started discussing their respective workforce development requirements in early 2015. It was clear that, whilst a good deal of training was taking place across the country, there was a need for a consistent approach to training and developing family key work managers across agencies. As family working spread across partners and as services transformed, this gap was becoming more apparent.

A Workforce Development Group was established with leads from each core city. The group designed, developed and delivered a workforce development programme, piloted in Newcastle and Sheffield in Spring 2016, which centred on the relationship between managers and whole family workers, specifically:

- creating the right conditions, conversations, and behaviours for working with families, in teams and with partners
- providing creative solutions to learning and development, including providing training, consultancy, and enabling the workforce to take ownership of their development
- identifying and influencing the workforce behaviour change needed across partners in order to transform services
- developing self-awareness, resilience and knowledge of interventions and practices that work for families

The evaluation from these pilots has been positive, finding that managers felt empowered with skills and knowledge that's having a direct impact on their work with their teams and the families their teams are supporting.

The core cities workforce development group is now seeking to make this training available to all areas within their regional groups. For more information please contact families.team@communities.gsi.gov.uk

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[6] Core Cities is a single local authority voice to promote the role of major cities in driving economic growth and the case for city devolution. They represent the councils of England's eight largest city economies outside London along with Glasgow and Cardiff

Local evidence used for the workforce development strand could include:
- Local staff survey evidence
- Performance appraisals
- Recruitment and retention standards set (including attrition rates)
- Training needs assessments and skills audits
- Practitioners describing how coordinated working happens in practice (eg in surveys, face-to-face discussions)
- Shared recruitment and opportunities across partners

Training and development specific evidence sources:
- Multi-agency training offered to practitioners in different services
- Use of evidence-based or accredited training programmes with robust workforce development plans in place which include partners and managers
- Feedback and measures of impact from attendees on training programmes
- Pooled budgets for training and development across services

Keyworker/frontline view of services:
- Evidence of robust induction, regular supervision and appraisal
- Mandatory training for each job grade (ie a family case worker mandatory requirement list)
- Monthly performance management information on caseloads and outcome measures
- Individual training needs analysis completed and linked to appraisal and monitored through supervision

6. Delivery structures and processes

The delivery structures and processes strand looks at evidence of the integration of teams across disciplines and organisations, delivering consistent evidence-based interventions and using shared information, assessment, prioritisation, and case management systems.

To assess the maturity of the delivery structures and processes strand, areas should look for evidence of:

- a clear commitment by partners to deliver integrated working structures with sound evidence-based practice in place
- shared ambitions for outcomes for families, using the local Troubled Families Outcome Plan
- delivery structures that enable staff from different disciplines to work together to shared priorities and outcomes
- high-quality whole family assessments in a shared format across partners
- agreed data sharing protocols supported at strategic and operational level
- shared data systems enabling identification and prioritisation of families needing help, monitoring of family progress and outcomes and cost benefit analysis of interventions

Case example: West Yorkshire Police and Leeds City Council

West Yorkshire Police has seconded a Police Inspector and researcher to the Troubled Families programme in Leeds, known locally as Families First Leeds. The programme involves a range of partners, including Leeds City Council, West Yorkshire Police, Leeds Community Healthcare NHS Trust and JobcentrePlus.

When a family is referred to Families First Leeds, information is collected about their employment status and requirements, physical and mental health needs, school attendance, social care interventions and support needs plus family involvement with crime or anti-social behaviour. Leeds City Council keeps this information on a secure database.

The database can be accessed by managers across the partnership who are leading on the work with families, but the information is not available to frontline police officers and staff. To address this, West Yorkshire Police place a 'flag' on every family attached to the Families First Leeds programme on NICHE, a police records management system. The flag means that when police officers have any contact with a family attached to the programme, an immediate notification is made to an electronic NICHE Families First Leeds mailbox. The police researcher can then share this information with partner organisations working with the family and, if relevant, add it to the Families First Leeds database. This approach is a key part of transforming delivery processes in Leeds. It means key workers have better information about the families they are working with, and so can support them more effectively. It also means West Yorkshire Police can better support the programme by targeting their resources, in particular their neighbourhood policing teams, to where they are most needed.

Examples of local evidence used for the delivery structures and processes strand could include:

- Information sharing agreements, protocols and action plans in place with sign-up from partners – both at strategic level and for operational practice
- Linked datasets, single databases accessible tomultiple teams and across partners – allowing identification and prioritisation of families who most need support
- Integrated case management systems
- Customer journey mapping demonstrating improved, efficient and positive outcomes, supported by initial data and information sharing
- Common/single assessment templates or tools and multi-agency guidance for implementation of this
- Case file audits that demonstrate partnership responses that have delivered positive outcomes, supported by data and information sharing
- Monitoring data which can be used to feed into local evaluations, demonstrating positive change (eg families being identified and engaged with in a timely manner)
- A Troubled Families Outcome Plan that demonstrates a clear focus on ambitious outcomes across partners, underpinned by an outcome guide and linking directly to individual family plans

Evidence of integrated working:

- Single 'front door' to services – integrated team of professionals including partners such as police, health, housing, adult services, domestic abuse and community and voluntary sector presence
- Family profiling in place creating a '360 degree profile' of families across partners informing case management processes and working practice
- Pooled budgets in place for front door and operational practice, based on cost benefit analysis of fiscal benefits for different services
- Common language across partners and workforces

Annex 1: Service transformation maturity model

Six transformation strands:

1. The family experience

2. Leadership

3. Strategy

4. Culture

5. Workforce development

6. Delivery structures and processes

The family experience of transformed services strand

Early

- Family experiences many and repeated interactions with different staff from different services, many by letter only, often delivering conflicting messages/ having different priorities, and with some only focussed on a specific member of the family only.

- Family has to go through multiple assessments with little or no feedback about what's happening next, and in doing so, having to repeat their "story" many times - they often don't know the name of their worker, or when they will see them next.

- Workers know nothing or very little about other services that might be available, they are often critical of other agencies/ their own organisation to the family/ they appear over stretched and don't have time to listen to the family or consider their needs or what's important to them- they have no credibility with the family and are often judgemental without offering any practical support.

- The family doesn't get access to evidence based services, they don't get any information on how they can access local and community services themselves.

Developing

- Family experiences less "touch points" – fewer agencies involved with them- those that are involved seem to know who else is involved with the family.

- Key agencies like health and probation still work separately with the family and are focussed on the child/children/one person only.

- The family are still asked to undertake a number of different assessments, and data sharing between agencies seems limited (different agencies still know about different people in the family).

- The family knows who their keyworker is, and there is some sense of knowledge of "what will happen next".

- The family has little knowledge of what community and voluntary services can help them and there is little access to/limited capacity to access evidence based services (e.g. long waiting lists for parenting programmes).

Maturing

- Family has a clear sense of who their keyworker is. Their family keyworker is clear about what behaviours need to change for the family and also takes their ambitions into account. The family keyworker has a persistent and assertive approach and is able to work with the family to make practical changes to their circumstances.

- There is a clear family plan that the family has developed with the keyworker. The family plan includes goals and milestones - including getting back into work.

- Where other agencies are involved they are, in the main, specialist services (e.g. Health visitors/CAMHS service).

- The families keyworker has regular access to information on the family and the family no longer has to "tell their story" several times.

- The family are aware of what community and voluntary sector support they can access in the community, and they are able to access evidence based programmes when they need them.

Mature

- Family trust their keyworker and feel "plugged in" to a range of support through them. They are confident to access services independently when their keyworker no longer works with them, and they have been supported to access a range of community and voluntary based services that meet their medium/long term need.

- Family keyworker is clearly able to work across services to deliver support that's needed for the family - the service the family get is no longer dependent on which agency provides it.

- The families needs and circumstances are captured in one assessment and one family plan, with the family keyworker having access to all of the information that's relevant to provide support to the family.

- The family are able to "own their own road to change" and are positive about the future.

Leadership strand

	EARLY	DEVELOPING	MATURING	MATURE
Leadership Partnership working and governance "Who" is leading transformation	**Local determination:** There is little evidence of a shared understanding of what services best support families, and little shared understanding of what need is in terms of family services. **Partners committed:** Key local partners are not fully engaged in collaborative working with families. There is little or no shared governance or shared objectives. There is little evidence of commitment to working to a common purpose and little or no commitment to develop joint outcome based commissioning. **Evidence of demand management:** Governance arrangements for the TF programme are weak with little strategic support for key staff. There is little understanding of how the programme will impact on wider services to families. **Links to wider transformation programmes:** There is no clear accountability for service transformation or incentives for local leaders to drive reform in partnership.	**Local determination:** Key senior partners are developing an understanding of services that meet local need, but culture is still predominantly to a 'silo-ed' approach with agency led priorities. **Partners committed:** Most key local partners are engaged at all levels and there is a commitment to develop an outcome based commissioning framework, which is in the development phase There is still some work to do to include the community and voluntary sector. **Evidence of demand management:** Supporting governance arrangements are in place and becoming established with partners committed to develop work to better understand demand for services and cost savings. **Links to wider transformation programmes:** Key leaders are developing an understanding of shared purpose and are proactively working towards an understanding of how whole family working can achieve wider transformational goals. There is still some way to go to develop a focus on family outcomes.	**Local determination:** Key senior partners have a focus on services that meet local need, whilst being at different stages of commitment to shared outcomes. **Partners committed:** There is a common purpose across key partners and a commitment to commission outcome based services, whilst still developing in practice (including a developing sense withinthe community and voluntary sector). **Evidence of demand management:** Governance arrangements are now established to underpin common purpose, and shared understanding ofdemand reduction and cost savings, as opposed to cost avoidance, is maturing. **Links to wider transformation programmes -** leaders demonstrate a developing sense of shared purpose to deliver locally determined outcomes based services to families and at the same time are developing their resonance with wider local and national priorities.	**Local determination:** All senior leaders in core partners have a demonstrable focus on services that best meet local need for families **All partners committed:** There is a common purpose across all partners in the statutory, community and voluntary sector to commission outcome based services that have whole family working at their core. **Clear evidence of demand management:** Strong governance arrangements underpin common purpose with clear plans in place to manage future demand, deliver value for money and achieve cost saving. Clear approach to using evidence and analysisto understand demand and inform commissioning of services. **Clarity of links to wider transformation programmes:** Leaders demonstrate a shared purpose to deliver services for families that are locally determined but at the same time have clear links to wider local and national priorities.
	MEASURES: Governance arrangements and activity of partners to support strategic commitment throughout organisations, including structure of local commissioning			

Strategy strand

	EARLY	DEVELOPING	MATURING	MATURE
Strategy Alignment with local area's broader strategic priorities **Commitment to WHAT will happen:** **IMPORTANT**	TF runs as a stand alone programme with little evidence of a whole family approach in strategic pland or commissioned services.	Whole family approach evident in area's early help offer and the commissioning of some services provided by local partners. **Recognition of outcome focussed approach to family working evident.**	Key partners have a commitment to integrated, whole family working. **Developing commissioning practices** Integrated commissioning of services is developing, based on emerging evidence and needs analysis, as are links to wider transformation programmes. These are underpinned by local strategic plans, an understanding of needs in individual localities and neighbourhoods, and there is a growing evidence base to inform financial planning.	**Shared purpose:** There is a clear commitment to integrated family focussed, outcome based services are embedded in strategic plans for all partners. Sustainability of services after 2020 is part of the area's strategic ambition. **Mature commissioning:** Strategic commitment informs integrated commissioning of services which is based on evidence of what works and on the needs of the local population. **Local determination and national links:** Strategic plans reflect the local landscape, adapted as necessarto the needs of localities and neighbourhoods, whilst demonstrating clear links to wider transformation programmes. **Focus on family outcomes:** Strategic plans clearly set out ambition for families including for financial stability and resilience.
	MEASURES: Evidence of the WHAT is happening: Strategic plans for local authority and partners			

Withdrawn

Culture strand

	EARLY	DEVELOPING	MATURING	MATURE
Culture Shared vision and ambition and openness to challenge and change	Competing vision and ambition between local services; limited opportunity for innovation and collaboration. Resistant to further change or challenge. Wholly reliant on additional resources for reform.	Some shared vision and ambition between services but little communication to staff and little evidence of the vision and ambition driving practice; innovation and collaboration accommodated but not yet welcomed. Some resistance to further change and challenge. Reliant on additional resources to reform.	Shared vision and ambition communicated to staff across local organisations who understand and work in line with this vision. Innovation and collaboration encouraged with growing resilience to change. Emerging evidence of sustainable behaviour change and less reliance on additional resource to drive continued system reform.	**Clear shared vision and ambition:** There is a clear shared vision and ambition across all partners which is effectively communicated to and embraced by staff. **Commitment to transformation** The vision and ambition are clearly informed by: • An understanding of demand and commitment to transform the way public services work with families with multiple problems • An understanding of why integrated whole family working and shared priority delivers sustained outcomes for families across the 6 key problem headings of the programme, **The vision and ambition can be evidenced** This vision and ambition is evidenced through all tiers of staff and elected members, across all partners, and they are communicated to the community. Staff take personal responsibility and ownership to work across boundaries to support families with complex needs.
	MEASURES: Evidence of new, evidence-based local practice; internal communications to staff across local services and communications to the wider community			

Workforce development strand

	EARLY	DEVELOPING	MATURING	MATURE
Workforce development Skills, capabilities and performance objectives **Now including a keyworker experience element**	**Training and development:** Insufficient focus and/or investment in training and workforce development. Silo-ed training; competing performance objectives for staff. No links with the voluntary sector or wider community groups. Training opportunities are not informed by evidence based practice **Performance objectives:** Competing performance objectives for staff. No sense of shared core principles across agencies and little understanding of whole family working. **Shared opportunities across the workforce:** No or little shared opportunities – training opportunities are piecemeal. Promotion opportunities are few and - recruitment lacks transparency. Few or no links with the CVS Keyworker frontline worker view of services. Frontline staff have a limited understanding of the impact of their work. Training opportunities are limited and staff have no access to evidence based programmes. Staff don't feel supported, any good practice is because frontline staff "make a way" in spite of structures and not because of them. Staff have little understanding of why family working is important and know little of what others in different agencies do - there is little interaction.	**Training and development:** Some focus on improving skills. Few links with the voluntary sector or wider community groups. Evidence based practice is emerging. Little evidence of measuring impact of any training and development. **Performance objectives:** Some evidence of growing understanding of local partners' performance incentives and objectives. Understanding of whole family working is developing. **Shared opportunities across the workforce:** Integrated co-located working of equal value in agency progression. Evidence of clear commitment to continue to develop shared opportunities but more work needs to be done to ensure equality of opportunity for staff across agencies. **Keyworker/frontline worker view of services:** Staff have some understanding of the impact of their work, and some understanding of what some key partners do, but working practice with partners is piecemeal and training opportunities aren't shared. There is some developing opportunity for joint training but no real measure of its impact.	**Training and development:** Some shared training between professions and linked performance incentives and objectives between professions. Clear links with the voluntary sector to support complex families in the community. **Performance objectives:** • Shared performance objectives now developing across key partners and integrated working valued in performance measures. • Core principles of family working are understood across all partners and are developing across most. **Shared opportunities across the workforce:** Partners are committed to shared opportunities and developing systems to enable this to happen in practice, including with the CVS. Promotion opportunities are advertised across agencies and experience of working in an integrated way is valued in progression. **Keyworker/Frontline worker view of services:** Training opportunities for staff are developing and governance arrangements and direction from managers support this. Workers from different agencies now have access to evidence based programmes and shared training opportunities. Key workers feel that family working practice is now valued family assessments and plans are being rolled out and work is underway to progress pooled budgets to support this.	**Training and development:** Workforce development is embedded in practice across all agencies depth and breadth of opportunities. There is clear consistency of opportunity for training and development, with recognition of different agency cultural starting points. Training is provided both for the core family team and to lead workers across partners. Development is informed by evidence based practice. Impact of workforce development is evaluated and impact informs future workforce development plans. **Performance objectives:** There are shared performance objectives and training opportunities across professions. Core principles and behaviours of family working are shared and understood across agencies. **Shared opportunities across the workforce:** Promotion routes are linked to integrated working and not contained within agency. Promotion opportunities are visible and recruitment is transparent with cross organisational equal opportunity values embedded in recruitment policy and practice. Strong links exist with the voluntary and community sector to support complex families in the community. **Keyworker/Frontline worker view of services:** Frontline staff have a clear understanding of the impact of their work. They have access to the right training at the right time – including evidence based programmes and training from a range of partners. Frontline staff are support to common purpose by structures, governance and clear direction from managers and have access to promotion and development opportunities that are clearly communicated to them. Workers from different agencies have shared priorities and access to pooled budgets for families. Frontline staff have a clear understanding of the principles of family working (Fl factors) and a clear sense of a focus on a family assessment, plan and outcomes for families. Frontline staff are supported by regular development reviews. Peer support opportunities and opportunities for reflective practice.
MEASURES: Workforce training programmes; performance management and promotion processes				

Delivery structures and delivery processes strands

	EARLY	DEVELOPING	MATURING	MATURE
Delivery structures Integration of teams across disciplines and organisations	No integration in the delivery of services for complex families across organisations; significant data sharing barriers preventing close working.	**Services are separate** but professionals from different disciplines/organisations work together to achieve specific goals for complex families. Focus and funding remain single agency. There is developing work to deliver services through **shared data** and case management systems from lead core partners.	**Multi-agency structures** are in place to co-ordinate separate approaches. Structures may include specific co-ordinator roles, some pooled budgets and evidence of effective data sharing between professionals. Effective data systems are operational and can be accessed by more than one agency. **There is evidence of shared commitment to analyse need/deliver an integrated response and measure impact and early work to develop systems to support this.**	**Effective and appropriate integrated working:** Organisational structures enable professionals from different disciplines work together to shared priorities. High quality whole family assessments take an agreed single form and understanding of whole family assessments is embedded across partners. **Shared information:** Partners have shared integrated data systems underpinned by robust data sharing agreements. Core partners can access one single data system to access case management information. Data systems are picking up early indications of need and moving towards use of predictive analytics. **Structures enable identification of demand** There is a clear commitment by all partners to shared analysis of what works and how to meet future demand for services for families.
	MEASURES: Data systems and data sharing agreements and practices; cost/benefit analysis of services; data on demand for services			
Delivery Processes Tools and approaches to identify and work with complex families	Professionals using a range of approaches, rarely evidence-based or pursued jointly with other disciplines, sometimes competing. No use of outcomes evidence to drive delivery.	Some professionals using a whole family approach and sharing tools, There is no shared vision across disciplines on early intervention and support. Little use of outcomes evidence to drive delivery.	Most professionals use a shared whole family approach and understand value of evidence-based commissioning though some tools still specific to certain disciplines. Outcomes evidence is used to drive delivery.	Professionals from different disciplines use **shared whole family approach and evidence-based tools** to deliver a shared vision for early intervention. Outcomes evidence is used effectively to drive delivery and improve performance, evaluation is integrated within delivery and used to reform services.
	MEASURES: Use of outcomes data and evidence-based interventions across professions; local needs assessments and referral processes			

Annex 2: National evidence sources

This annex signposts various sources of information that will be useful to local authorities in assessing service transformation.

Troubled Families Information System (TFIS)

TFIS provides local authorities with information about the progress of families worked with according to a range of outcomes identified in national data sets. The application provides all local authorities delivering the programme with a single point of access for information about the characteristics and outcomes for families on their local programmes and provides a cost benefit analysis for each local authority, based on locally submitted costs as well as national costs. It also provides a centralised point to make payment claims for families on the programme as well as access other financial information.

National evaluation

The wider national evaluation of the Troubled Families Programme will also generate material that will act as useful reference information and tools to inform completion of the Maturity Model. The key sources in this area are:

Qualitative case studies

This work tracks the implementation of the programme through in-depth local authority case studies (nine in 2016/17 and five in 2017/18). The research will include understanding the development of local authority service transformation alongside associated challenges and opportunities. It also involves interviewing a range of local authority staff and partner agency staff – the research covers the perspectives of families and keyworkers. A first report from this work was published in April 2017. The second report was published in December 2017. The third report will be published in Autumn 2018. These reports should act as useful reference material for other local authorities. This information can be used in the following way:

- DCLG will issue reports from the qualitative case study work –these reportswill provide areas with an assessment of service transformation in the case study local authorities.

- The case study reports assess progress on service transformation in the selected case study local authorities and follow up reports assess further progress – the reports also highlight the challenges that case study areas have faced, which the reader will be able to reflect upon and use to inform their own service transformation journey.
- The qualitative interviews with families (and keyworkers) also provide insight into how family intervention is perceived by families, and what it is about intervention and the keyworker that families appreciate – this information will offer contextual information for all local areas in regards to workforce development and the family experience strand of the service transformation model.

Online staff survey results

The annual online survey of Troubled Families Coordinators, key workers, and Troubled Families Employment Advisers includes several questions aligned with the Early Help Service Transformation Maturity Model. These surveys generate national benchmarks and progress information – and the results are shared with local authorities. These should assist local authorities in considering how their own transformation journey compares to national progress on issues like workforce development. The first reports from the surveys were provided to local authorities in January 2016. The second set of reports was provided to local authorities in summer 2017. The third set will be available to local authorities by mid-2018. This information can be used in the following ways:

- If Troubled Families Coordinators record the responses of their local authority, they will be able to compare where they stand in relation to the national average by cross-referencing these responses with the national survey data – for example, the extent to which a local authority considers the programme to have influenced local commissioning can be compared to the national data
- The survey also includes information such as the characteristics of keyworkers, the average number of staff, and the challenges to delivery – understanding the national picture of these issues provides material which can be compared to local data.
- As discussed below in relation to research tools, a local authority might want to use some of the questions asked of Troubled Families Coordinators and key workers in their own local surveys – some of the questions could also be asked of wider partners to help understand the extent to which they view the strength of partnership working.

Family survey

The survey of c.1,000 families in 19 local authorities who are participating in the programme collects the characteristics of families and their self-reported problems at the start of intervention and re-interviews families post-intervention. The interview includes a section on service experience which measures and tracks family perceptions of the service they received. The results of these are useful as reference material for

understanding family experiences. The baseline results of this survey were published in April 2017. The follow-up research results will be available to local authorities by Autumn 2018. These can be used to:

- consider the characteristics of the families responding at a national level and how these compare to a local cohort of families
- understand the types of problems faced by families that are captured by the survey such as self-reported mental health, self-reported domestic abuse

The section of the survey covering perceptions of local services and the help that families have received prior to joining the programme provides useful overview data about the perceptions of families regarding services, which helps inform the design of services and the completion of the family experience strand of the maturity model. Some of the questions covered in the survey can be re-used in any local survey or evaluation of the family experience. Key questions are highlighted below.

Research tools

Local authorities may want to draw on the tools that support the research above. To help facilitate this we have made available the questionnaires and topic guides used in the national evaluation. These are materials used in the case study qualitative research (interviews with staff, partners, families and keyworkers), the staff survey questionnaire (Troubled Families Coordinators, key workers and Troubled Families Employment Advisers), and the family survey questionnaires (interviews with main carers and young people in families), and are available on Knowledge Hub.

Local sources of evidence

Local sources of evidence have been suggested for each strand of the maturity model. However, these are not comprehensive and local authorities will have their own sources of evidence they may wish to draw from. In March 2017, a survey of local authorities found that a very wide range of sources were being used in self-assessments. The results of this survey appear in the diagram below. In addition, local authorities also mentioned the value of: internal reports and strategy documents; claim evidence; engagement of partners and the workforce in workforce development and strategic/operational joint working under one local vision.

The national Troubled Families team would be interested to hear about any useful sources of evidence which do not appear in this toolkit so that they can be included in future versions of the document.

The evidence sources you are currently using...

- Training needs assessment and skills audits
- Engagement with staff e.g. through events, interviews, workshops etc.
- Case closure feedback from families
- Customer journey mapping, process mapping
- Feedback / measures of impact from keyworker training progs
- Relevant research evaluations carried out by LA or partners
- Families involvement in service reviews
- Focus groups/ surveys/ interviews with families
- Inspection regime and reports
- National evidence sources e.g. Troubled Families Information System
- Case audits, case work reviews and dip sampling of case records
- Engagement with senior management & partners through events, surveys etc.

Annex 3: Hampshire Summary Table and Maturity Model Push Voting

Transformation Strand	Hampshire's self rating	Hampshire's summary of key evidence
Leadership *Partnership working and governance*	D M	• Governance provided by a committed Management Group and Strategic Board comprising a variety of senior public/voluntary sector partners. • Strong commitment/governance by lead elected member and good elected member support for programme at both county/district levels. • CCG and police secondments made to the programme. Public Health investment and HCC Leader investment. • STFP contributing to commissioning activity and transformational programmes such as Early Help and new FSS service delivery model. • Independent/impartial academic partner evaluation Phase 1 & 2 – generating business case and impact evaluation of the programme to inform discussions relating to future service demand and associated cost benefits of whole family working and multi-agency approaches.
Workforce Development *Skills, capabilities and performance incentives*	D M	• Shared objectives, training, performance being developed – CSD Innovation Volunteers/TF Int Support Serv (TFISS) + Family Support Service (FSS)/CVS Development plans. • Commitment for whole family working seen from partners i.e. School Nursing and CRC. • FSS /TFISS looking at pathways of support Level 1-4 services, making use of associated grant funding opportunities and service directories. • Governance of TFISS and FSS being aligned. • Level 3 & 4 CSD training 'Working with complex families' developed and now part of the regular training offer.
Culture *Shared values and openness to challenge and change*	D M	• Translating examples of good practice into mainstream business as usual is challenging for partners. Financial/staffing resources in some areas make relationships difficult but additional resource from the programme has been able to overcome these issues for specific families – case studies available to promote impact and best practice • Staff practice and strategic leadership for the programme is strong and seen as *transformed* in some areas but translating/ embedding the shared vision into departmental / organisational operational practice remains a key focus area. • Team managers need more guidance/ support to transform practice. Progress being made with CSD (FSS & EHH), Police, Health & Schools.

Delivery structures *Integration of teams across disciplines and organisations*	**D**	• **Most partners engaged in the programme will work together, share data and use SafetyNet.** • **Moving towards Maturing as the FSS 0-19 service offer develops in the coming months and goes live on 1/4/17.** • **Data sharing remains challenging with some key partners; not happening as a matter of course.** • **Some good co-location examples (Havant/Rushmoor) but limitations in other Districts/Boroughs (2 tier authority issues).**
Delivery Processes *Tools and approaches to identify and work with complex families*	**M**	• Maturing for those partners and families engaged in the programme. • Integrated Early Help/STF family plans. • Identifying and capturing transformative practice within whole services working with families 'outside' of the programme is a future ambition. [*CRC / Information and Advice project / East Hants and Havant MIND, School nursing, EHH, Innovation / Havant Transformation Programme looking at communities based upon STFP approach.*].
Strategy *Alignment with local area's boarder strategic priorities*	**M**	• **Examples**: STFP Childrens Trust PI's /STFP contribution to DV commissioning / Alignment of STFP with FSS 0-19 service and Early Help / TF Intensive Family Support / CSD Innovation Grants / YOT E2E / CVS development plans / Health Visiting and School Nursing service spec / Substance Misuse service spec / merging of Early Help/Local Children's Partnerships and STFP Local Co-ordination Groups in some areas / joint commissioning CCG and District Councils.
The Family Experience of Transformed Services	**M**	• Lead professional role and high level family plan approach is working. Staff persistent in making contact and maintaining whole family focus. Succession and transition planning proving effective. Work outcomes are high in Hampshire. • Lead professional not always providing specialist support. Relationships formed on basis of trust. Evidenced via local performance data (nominating agency and leads) & independent academic local evaluation of Phase 1, plus local LCG commissioned non-intensive support. • Many partners have access to Safety Net which holds family data and supports coordinated activity. • Families worked with by the commissioned Transform service have clear step-down plans, involving third sector support where appropriate. • STFP working with EHH and FSS to provide details of third sector and evidence based programmes to support families.