

Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	19 October 2015
Subject:	Families Working Together Service

Summary:

This report outlines:

- Phase 1 of the national "Troubled Families" Programme, led by the Department of Communities & Local Government
- Progress to national targets during Phase 1
- An outline of the requirements of Phase 2 of the "Troubled Families" Programme
- A summary of families that will have been visited by Members of the Children and Young People Scrutiny Committee.

Actions Required:

The Children and Young People Scrutiny Committee is invited to consider and comment on the report and the reports from Councillors following the family visits.

1. Background

1.0 National Troubled Families Programme – Phase 1

- 1.1 The Department for Communities and Local Government (DCLG) identified 120,000 'troubled families' across the country; 1370 of whom are in Lincolnshire. The Prime Minister set the Troubled Families Unit in DCLG the task of 'turning around' those 120,000 families by March 2015.
- 1.2 Troubled families are characterised by there being no adult in the family working, children not being in school and family members being involved in youth crime and anti-social behaviour.
- 1.3 "Families Working Together" (FWT) is Lincolnshire's response to the national Troubled Families Programme. The team consists of 48 Key Workers alongside a Performance and Management team. Key Workers are either directly employed by Lincolnshire County Council or seconded from partner organisations.

- 1.4 The DCLG targets for Phase One of the Troubled Families Programme were to evidence that 100% of families are identified, worked with and turned around by May 2015.
- 1.5 Lincolnshire has identified and has worked with 100% of the 1,370 families and by May 2015 had “turned around” 100% of families.

2.0 Strengths of the Lincolnshire Troubled Families Programme

- 2.1 The FWT team deliver the Family Intervention Service (FIS) model of working, which in essence is; one worker to co-ordinate agencies working with the family, working with the whole family, the establishment of a trusted relationship, intensive work over a long period of time, typically 6 – 9 months and the use of rewards and sanctions to support the family to achieve improved outcomes.
- 2.2 In Phase 1 the FWT team have worked with the top quarter of families. This has made a significant contribution to the overall result for Lincolnshire through working successfully with the most complex families in the overall cohort of "Troubled Families". This work is in addition to the intensive support provided to 16/17 year olds presenting as homeless and other families which did not meet the stringent DCLG criteria.
- 2.3 Family feedback demonstrates that families welcome the FIS way of working that the Key Worker provides, specifically the intensive and long term nature of the support and the co-ordination of agencies that are working with them. The effectiveness of the FIS way of working is also evidenced through a robust research base.
- 2.4 FWT Key Workers (KWs) receive a thorough induction programme and a comprehensive training programme. This, alongside monthly supervision and case management and ongoing training at locality and whole team meetings, has enabled KWs to develop a broad range of skills which include their ability to successfully engage hard to reach families.
- 2.5 In recognition of these skills, the FWT team has been asked to undertake the delivery of two additional services alongside delivering FIS interventions with families with the most complex needs.
- 2.6 In January 2014, the FWT team commenced the delivery of a countywide Youth Homelessness service for 16/17 year olds who present as homeless through the Single Gateway. One of the key aims of this service is to return young people home, where it is safe to do so. There have been 175 referrals in the 12 months to August 2015; of those, 44% either returned home to their parents or went to live with family members or friends.
- 2.7 In January 2015, the FWT team appointed four Key workers to use a family approach to work with Looked After Children to reintegrate them back into their family home, where it is safe to do so. This work will be reviewed in 12 months.

- 2.8 One of the primary reasons for the success of the FWT team has been the focus on getting parents into employment. The secondment of Department of Work & Pensions (DWP) staff has been key to this and has changed the culture in the team to one where employment is now a key priority during the assessment process and the wider benefits of being in employment are understood, including the positive impact on establishing routines in the household, creating good role models for the children and improving mental health for example.
- 2.9 Another important contribution to the successful working of the team was the early strategic decision to work with partner agencies to encourage them to second their staff into the FWT service. About a third of the Key Workers are on secondment from a range of agencies including West Lindsey District Council (DC), East Lindsey DC, North Kesteven DC, Youth Offending Service, Family Action, Police Service and DWP. There have been significant advantages of having seconded staff within the FWT Service including:
- Seconded staff are providing the FWT service with a broad range of knowledge and expertise;
 - Professional development for seconded staff from the comprehensive and thorough induction and training programme provided by FWT;
 - Sharing of knowledge and expertise of the FIS approach with colleagues in their host organisation to effect organisational change to better meet families' needs. One early example of this is some PCSOs now signposting families to support services when dealing with incidents in the family home.

3.0 Phase 1 – Performance

3.1 DCLG Performance Framework

DCLG requirements for a family to be “turned around” were that the family had to achieve the education and ASB target and/or the employment targets. Specifically this means:

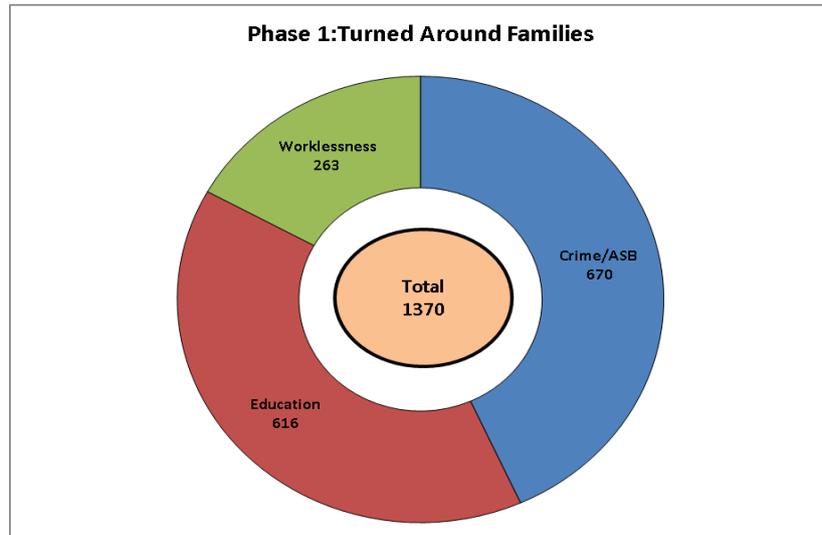
Education – children attending school above 85%

Crime - reduction in proven offending by 33%

Anti-Social Behaviour – 60% reduction in incidents

Worklessness – An adult who has had continuous employment for 6 months or more

3.2 The chart below shows the number of families “turned around” under the “Troubled Families” criteria:



4.0 Phase Two of the national "Troubled Families" Programme

4.1 In June 2014, the Government announced plans to expand the “Troubled Families Programme” for a further five years, from 2015 – 2020 with the aim of reaching an additional 400,000 families across England. £200 million has been committed to fund the first year of this five year programme.

4.2 From April 2015, Phase 2 criteria now includes:

- Crime and Anti-Social Behaviour
- Non – school attendance
- Families not in employment, risk of financial exclusion
- Families with a health problem
- Children who need help
- Families affected by domestic abuse

4.3 Whilst the FWT Service is providing much needed support for change for families, the service development and phase 2 of the Troubled Families Programme is also about transformational change and embedding a whole new approach to working with families in Lincolnshire across all public sector and voluntary organisations that work with this cohort of families. This change is underway following a recent consultation with Children’s Services staff. From 1 November 2015, all frontline staff will move to become Early Help Support Workers and will deliver holistic support to families.

5.0 Lincolnshire Family Outcomes Plan

5.1 DCLG requires a "Family Outcomes Plan" for each "Troubled Family". These will need to be made available for ongoing spot checks by DCLG and internal audit processes. The Family Outcomes Plan will demonstrate how a

family's outcomes have improved across all of the issues that a family is identified as having, in line with the 6 national outcomes.

- 5.2 Whilst there are over-arching national criteria for "Troubled Families", the indicators that underpin them are for Local Authorities to decide on, in line with local priority needs. Work has been carried out on this and a Lincolnshire Family Outcomes Plan has been agreed by Executive DMT. This is attached as Appendix A.
- 5.3 The Lincolnshire Family Outcomes Plan is currently being developed to include a practitioner plan for use by frontline professionals to support them to be able to accurately measure the outcomes they are able to achieve when working with families. This will enable practitioners to maintain a clear focus on work with families and maximise the funding available from DCLG.
- 5.4 Training will take place with all Early Help teams from November 2015, to support them towards delivering a holistic approach to working with families.
- 5.5 To date, 800+ families have been identified as eligible for support under Phase 2 of the national programme.

6.0 Family Visits by Members of the Scrutiny Committee

- 6.1 Visits are being undertaken by Councillors to a number of families that have received or are receiving a service from a FWT Key Worker. Councillors will report back to the Scrutiny Committee on their key findings from their visits.
- 6.2 Two families and one young person will receive Councillor visits:

Family 1 – South Kesteven

Key Issues: Daughter's poor school attendance – 57%. Mum not working, poor relationship between mother and daughter.

FWT support and Progress: FWT Key Worker supported daughter to attend school and improve the relationship between mother and daughter. Daughter's attendance improved and she has recently achieved 9 GCSEs and is attending sixth form. Relationship between mother and daughter improved and mum has started working part-time.

Family 2 – Alford

Key Issues: Son (15 years old) hadn't attended school for a year. Mum had not left her home for a year. Younger son (3½) still in nappies and demonstrating speech and language delay. Family evicted from their home within 2 days of starting work with them.

FWT Support and Progress: FWT Key Worker firstly worked with the family to find a home. She then supported the older son to attend school, which he succeeded in doing and he is now doing motor mechanics at

college. Mum started taking her younger son to the local Children's Centre and then to a nursery. He was able to progress there and was ready for school when he started in September, with his speech and language delay addressed. Mum has attended local training courses, her confidence has increased and she is now seeking work. The Team Around the Child arrangement for this family has closed, as the family are now able to operate successfully without agency involvement.

Young Person visit – Grantham

Key Issues: Young person (YP) living with grandmother. Lacking in motivation, staying at home all day, low mood and no pride in her appearance. Grandmother struggling to manage her behaviour and because of this, seeking other housing options for her.

FWT Support and Progress: Grandmother agreed to let YP stay if she was supported. YP was registered on National Citizenship Service programme for 3 weeks to help with motivation. Work completed with YP to identify support networks. Referral made to Relate and support given to attend first appointment for counselling. Telephone contact and support given to grandmother, particularly around boundaries and consequences. YP now helping around the home, is taking care of her appearance, is smiling and is attending Young People's Learning Partnership provision two days per week. This is a key step working towards enrolling at college and undertaking an apprenticeship next year.

2. Conclusion

This report summarises Lincolnshire's success in turning "troubled families" around in Lincolnshire and the Children and Young People Scrutiny Committee is invited to comment on this progress and receive an update from the Councillors who have undertaken the three family visits.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire Family Outcomes Plan

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Alison Poxon, who can be contacted on 01522 552130 or 07910 117444 or Alison.poxon@lincolnshire.gov.uk.