

PERFORMANCE SCRUTINY PANEL - 14TH FEBRUARY 2018

Report of the Head of Neighbourhood Services

ITEM 06 SUPPORTING LEICESTERSHIRE FAMILIES

Purpose of Report

To provide an update on the progress of the Supporting Leicestershire Families (SLF) Programme in Charnwood.

Action Requested

The Committee is asked to note the content of the report.

Policy Context and Previous Decisions

Leicestershire County Council's Cabinet approved the development of a Community Budget programme to meet more effectively the needs of Troubled Families at its meeting on 5th April 2011, with provisions being made towards the cost of leading place based community budget programmes within its Medium Term Financial Strategy in 2011.

Leicestershire Together agreed in principle contributions from local partner agencies at a meeting of its Executive Group on 10th May 2012.

Leicestershire County Council's Cabinet agreed a report on "Implementing the new services for Troubled Families on 12th June 2012.

Charnwood Borough Council's Cabinet agreed to affirm support and contribute financial and 'in kind' resources including office accommodation and management support to the Programme over three financial years at its meeting on 30th August 2012. This was reaffirmed on 22nd October 2015, when Cabinet approved continued direct financial revenue contribution of £90,000 being £30,000 in each of the financial years 2016/17, 2017/18 and 2018/19 (at the same level as the previous three years) subject to the budget setting process. Cabinet also approved the continued 'in kind contribution', comprising of management support to the programme, office accommodation and car parking (at the same level as the previous three years).

Policy Scrutiny Group have had opportunity to consider the performance of the Programme during their meetings at initial commencement of the programme on 23rd April 2013 and during the initial incremental implementation phase on 19th November 2013. At this meeting it was considered that the report showed that effective policies and procedures for the programme were in place and that therefore there was no need to schedule further scrutiny of this matter at that time.

An update report on the progress of the SLF Programme was presented to Performance Panel on 14th February 2017. The Performance Panel subsequently

requested a further update report on the SLF Programme be provided at its February 2018 meeting.

Background

The National Troubled Families Programme

1. In April 2012, the Troubled Families Unit (TFU) at the Department for Communities and Local Government (DCLG) launched the £448 million Phase One Troubled Families Programme, with the aim of 'turning around' the lives of 120,000 families with multiple and complex needs in England. At the core was the desire to achieve an overall shift in public expenditure from *reactive* service provision, based around responding to accumulated acute needs, towards *earlier intervention* via *targeted interventions*, where problems can be addressed before they escalate.
2. The definition of 'troubled families' for the programme was based on households who met the following criteria:-
 - Are involved in crime and anti-social behaviour
 - Have children not in school
 - Have an adult on out of work benefits
 - Cause high costs to the public purse
3. In June 2013, the Government announced plans to expand the Troubled Families Programme for a further 5 years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million was committed to fund the first year of this proposed five year programme.
4. Leicestershire's response was the creation of a partnership approach across agencies to pool resources, including a pooled budget to deliver a programme of intensive family support to families with complex and multiple issues who placed demands on the resources of public sector services. From the outset of the programme Leicestershire chose to work with a much broader range of families beyond the prescribed Payment By Results (PBR) criteria set out by the DCLG in order to ensure that the new approach to working with complex families was targeted effectively across the County rather than solely focusing on the achievement of PBR.
5. In October 2014 it was announced that Leicestershire was one of six authorities in England to have achieved 100% of its Phase One target and had therefore drawn down 100% of available PBR funding (£2.5 million). Leicestershire entered Phase Two of the Troubled Families Programme as an Early Starter in September 2014 meaning they entered the programme 6 months earlier than the April 2015 start date.
6. The Phase Two expanded programme set out a much broader focus and the inclusion of families into the programme was now based upon a cluster of six headline issues. To be eligible for the expanded programme, each family must have at least two of the following six problems:-

- Parents or children involved in crime or anti-social behaviour
 - Children who have not been attending school regularly
 - Children who need help: children of all agencies who need help, are identified as in need or are subject to a Child Protection Plan
 - Adults out of work or at risk of financial exclusion and young people at risk of worklessness
 - Families affected by domestic violence and abuse
 - Parents or children with a range of health problems
7. This expanded criteria mirrored the approach to identifying families that Leicestershire had in fact decided to take at the outset of the programme. The TFU identified that Leicestershire's target for the expanded programme is 2770.

The Model in Leicestershire and Charnwood

8. The first phase of the Leicestershire Troubled Families model was developed by a multi-agency group and commenced in April 2013. The model involved a new role of Family Support Worker (FSW) to provide families with longer term and 'personalised' support and redesign of services to provide a 'Team around the Family'. The Team around the Family are services in localities that have been identified as playing a key role with these families. FSWs work intensively with small caseloads (6-10 families) to deliver direct support in the following ways:
- Parenting skills, daily routines, life skills, self-confidence, resilience, motivation and goals
 - Practical help in managing the household as well as information, advice and emotional support for family members and support with debt management
 - Secure employment and improve the likelihood of returning to work
 - Co-ordinate the delivery of services working with the family
 - Lever in new support when appropriate
 - Accessing and using other public sector services including health
 - Improving relationships with neighbours and the wider community

Principles underpinning the model included the aim to move families closer to independence from public services, a move towards early/ earlier intervention and cultural change across the public and voluntary sector about the way services were delivered.

9. Of the 3300 Leicestershire families identified as 'Troubled Families' or 'At Risk' approximately 1066 were identified in the Charnwood area, making up a third of the total number of families.
10. Cabinet, at its meeting on 30th August 2012, agreed to support the Supporting Leicestershire Families Programme through management support, financial and in kind contributions. The Council recognised at that time that the Programme was being promoted as a potential cost saving initiative but that it was the right approach to take with those families where problems are most

entrenched, for individuals, communities and services. The 18 staff (1 Locality Manager, 3 Team Leaders and 14 Intensive Family Support Workers) that comprise the Charnwood Intensive SLF Team have been accommodated within the Council's Southfields Office and provided with 18 desks and car parking passes as part of the Council's 'in kind' support. The Programme is integrated within the Neighbourhoods and Community Wellbeing Directorate, within the Neighbourhood Services Team and management support is provided to the programme.

11. The Charnwood SLF Programme commenced with an incremental implementation in April 2013 with Senior Family Support Workers (SFSW) line managing Family Support Workers (FSW). The Team was expanded as part of a Leicestershire County Council Transformation programme in 2015, moving the then Youth Service into SLF. This has created a streamlined offer to children, young people and families using the whole family working approach. The Locality Manager has a view on the whole SLF offer across Charnwood (Loughborough, Shepshed, Hathern and South Charnwood).
12. The offer to children, young people and families from SLF is whole family intensive working, youth work intervention and groupwork; this includes a core offer of programmes and the ability to be responsive to community issues and delivered in partnership. The wider SLF staff team consists of 5 Youth Workers and 1 Locality Youth Development Worker to support Youth Work and Group Work.
13. As a contribution to the Troubled Families Programme, the Department of Works and Pension have provided a Troubled Families Employment Advisor (TFEA) and Manager to the SLF Team. The TFEA is based within the Charnwood Team and delivers advice, support and interventions with workers and families. This model has seen increased outcomes for employment across the SLF programme and has allowed for some of the barriers faced by families to be addressed more flexibly. SLF also has an Education Worker who focuses on those young people not in education, employment and training to enable them to achieve better outcomes as they progress into adult life.
14. SLF referrals form part of the LCC Early Help Offer and integrated referral process. The referral is made to First Response Children's Duty (central team – combined with social care) that undertakes a triage of all referrals received. If the referral is below social care intervention threshold (Child Protection/Child in Need) it is then passed to the Early Help Information, Support and Assessment Service who will identify the most appropriate method of support for the family. There is no direct referral route to SLF. SLF is one option along with other LCC Services and early help services provided in localities.
15. Supporting Leicestershire Families manage the Listening Support Service and provide the majority of the return interviews for Leicestershire young people who have been reported missing, in conjunction with the Multi-Agency Child Sexual Abuse Team. This enables young people to be referred to appropriate services, including remaining with SLF, where they consent to further intervention.

16. Table 1 below shows data concerning the number of recorded missing episodes across Charnwood during 2016/17. 'Missing' is defined as 'a child reported as missing to the police by their family or carers' (Department of Education, 2014). Return interviews are voluntary and young people can choose to decline the offer of this intervention. The most common reason young people provide for going missing concerns arguments at home and issues with education.

Table 1:

Assessment domain	April 2016 – March 2017
Number of Missing Episodes	104
Number of Individuals	65
Number of Individuals who went missing on more than one occasion	18
Looked after young people	20
Young people missing from home	84
Number of missing episodes where return interview was not completed due to none engagement	27
Outcome - no further action required	18
Outcomes - actions followed up by existing worker	37
Outcomes - referrals made to other services	22

National Evaluation

17. In April 2017, the Department for Communities and Local Government (DCLG) produced a paper within the context of the Welfare Reform and Work Act 2016 which evaluated the work of the Troubled Families Programme from its introduction in September 2014 to the current time.

18. The data collection enabled the DCLG to identify key characteristics in relation to a profile of the families that are being worked with as part of the Troubled Families Programme:

- Those families engaged on the programme have very different characteristics if compared to the national family profile. They are generally larger in size, contain more dependent children, more likely to be lone parent families, more likely to have had their first child at a younger age and are more likely to live in social housing than those nationally.

- The programme is reaching families who are facing a plethora of problems including education, health, domestic abuse, crime and anti-social behaviour, social and/or financial exclusion and have children who need help.
- When comparing with national figures, the data shows that the families working with the programme are six times more likely to be claiming benefits, children are more likely to be persistently absent in the last school year and a quarter of the families have had a family member involved in domestic abuse in the last year.
- Over two in five troubled families are workless.
- Nearly a third of families have a child who is persistently absent from education with just over half of families having a child with special educational needs.
- Initial findings from data show correlations and interrelationships between the six headline problems. Being a troubled family was strongly associated with financial exclusion. Education and attendance strongly related with children needing help and domestic abuse was strongly linked to crime and anti-social behaviour and children needing help.

19. Key findings contained within this report recognised the following strengths within the programme:

- Families having one key worker who really understands the complexities and dynamics of how the family operates and the dynamics of how the family operates and the relationship between the problematic factors in their life.
- A continued focus upon employment due to the transformative effect that this has on lives, in particular, the benefits that this has for children when the adults in the family are engaged in employment.
- The aims of the Programme are to change the systems that families have contact with and also to shape and influence how families have contact with Services. The latter meaning that families are better equipped to contact the appropriate health intervention, for example, opting to arrange a routine Doctors appointment as opposed to attending A&E with non-urgent problems.

20. On 8th December 2017, the TFU published the early findings of its National Evaluation of the current Troubled Families programme (2015-2020) over six reports. In relation to the National Impact Study around children in need, crime, education and benefits, the latest evaluation findings show that:

- The incidence of children designated as children in need decreases by 13% when comparing the position at 6 months after the start of the Troubled Families intervention with the position 12 months after the Troubled Families intervention. There is a similar trend for children on Child Protection Plans;

- On crime and anti-social behaviour, the number of individuals on the programme cautioned and convicted in the 12 months after the start of intervention dropped by 25.3% (cautions) and 10.4% (convictions);
- The proportion of children on the programme persistently absent from school (more than 10% absence) stabilises in the 12 months after the start of troubled families intervention compared to the period before intervention; and
- The proportion of working age adults on the programme claiming Income Support and Job Seekers Allowance 12 months after the start of intervention decreases and the proportion claiming Employment Support Allowance increases although these changes are small (less than two percentage points).

21. The qualitative element of the National Evaluation is undertaken with staff via in-depth interviews and staff surveys into the local effects of the programme and with families to gain opinions and the support they receive show that:

- The programme is driving service transformation in local authorities; changing structures and processes, strengthening partnership working and promoting 'whole-family' working;
- Troubled Families Co-ordinators are providing effective leadership and improving multi-agency working;
- Families have appreciated the way family keyworkers took time to understand them, build relationships and trust; and
- There is work to do to improve engagement between local authorities and the voluntary and community sector including ensuring that once families exit the programme, they are plugged into the right services locally so that the positive outcomes that they have achieved are sustained.

Leicestershire Evaluation

22. Leicestershire, from the outset, had been ambitious and worked with a broader range of families in order to ensure that a wider set of outcomes were achieved. The National Programme modified its criteria to match the Leicestershire approach and issued Phase Two of the programme in 2015. Leicestershire County Council has been undertaking an evaluation of the work undertaken within Early Help and the Troubled Families programme which should be available at the end of Spring 2018. Some very early headlines from this are:

- Work within Early Help has impacted significantly on the majority (approximately 70%) of families referred and engaging with the programme.
- Most progress with families is made around developing boundaries and behaviour, improving wellbeing of the children and adults, improving their physical health, family routines, improving children's engagement in education and parents in improving their journey to progressing to work.

- Around 40% of the families engaged with SLF have children with Special Educational Needs and Disabilities (SEND).
- High prevalence of single parent families or families with limited support networks engaged with the programme.
- Reduction in social care involvement following an SLF intervention.
- Linking in with the National Study, Leicestershire families tell us that they appreciate whole family working and having that one worker that really understands them.
- Staff feel confident that they can affect change with the families that they are working with.

23. In relation to Payment by Results (PbR), Leicestershire has consistently met the National Payment by Results targets through effective targeting of families alongside the delivery of intensive, focused, assertive whole-family support delivered by the 52 Family Support Workers funded through the pooled budget.

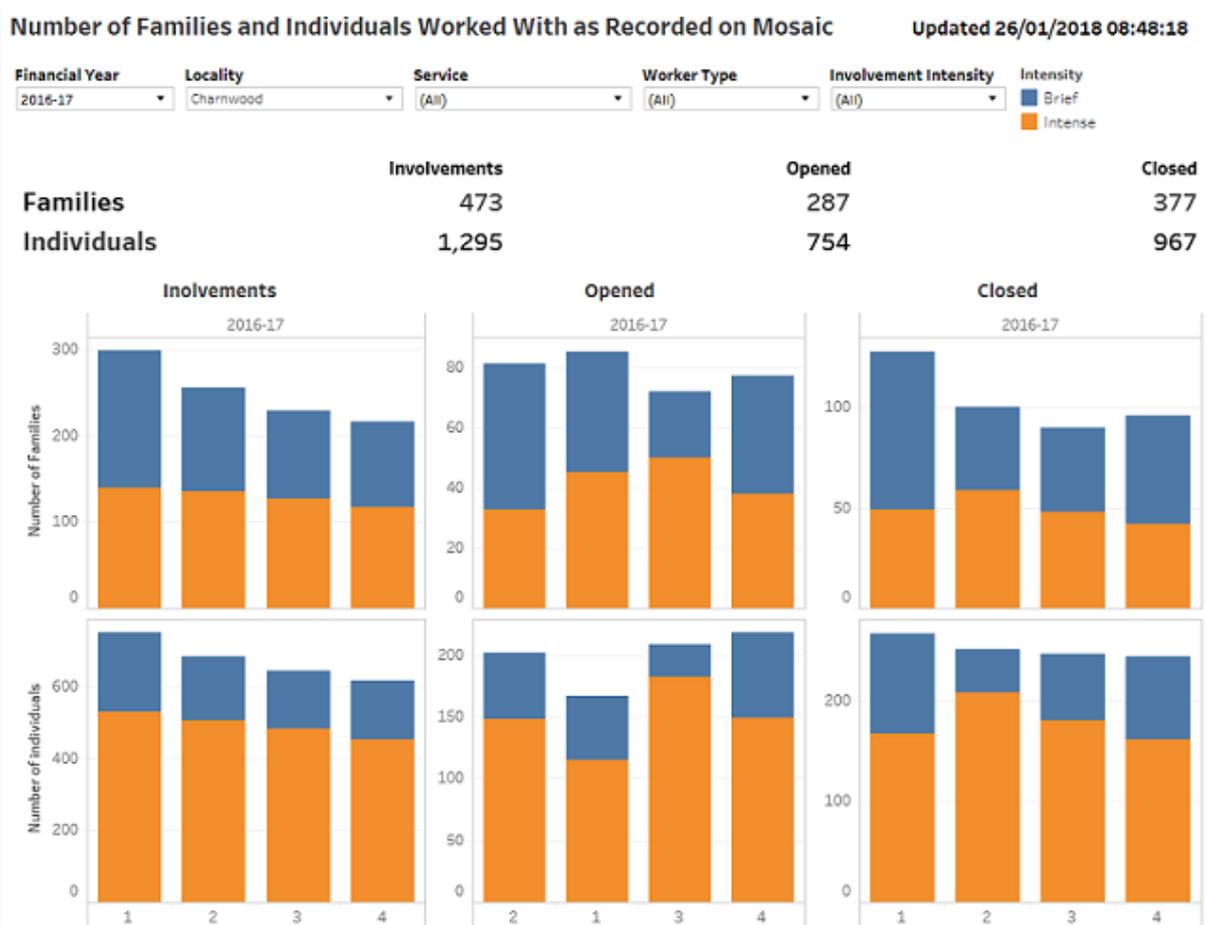
24. Leicestershire is in the top 5% of the country with only 6 other Local Authorities scoring above 25% of their total maximum funded families. There are 123 Local Authorities, including Leicestershire, providing data on their troubled families programme. Out of the 6 LA's which have drawn down a higher level of family funding; only one LA is of comparable size to Leicestershire in its targets and that is North Yorkshire. West Sussex and Leeds are larger LA's which have drawn down a high proportion of funding and the remaining 4 are all smaller LA's with smaller numbers of families to achieve outcome for. These are Redbridge, Stockton-On-Tees, North Somerset and Merton.

Leicestershire and Charnwood Outcomes

25. Data for 2016/17 shows that SLF had 4294 service users with 71% of those receiving the longer-term Intensive Family Support for approximately a year (3227 individuals), 17% receiving a youth work intervention (768 individuals), and 12% receiving a shorter period of family work (544 individuals).

26. In relating this to Charnwood for 2016-2017 is in Table 2 below. This table identifies the number of involvements, cases that opened and those that closed. The data shows an overall figure for the year and breaks this down into quarters in each of the graphs. The activity marked as 'intensive' relates to the families engaged in the Troubled Families programme and the 'brief' offer pertains to short term family work and youth work. When a family is worked with on an intensive basis they can be open to SLF for up to a year.

Table 2:



27. Throughout the programme the Service has sought feedback from families. Overwhelmingly families have said the SLF has had a significant impact on their lives. Here are some examples of feedback

- “Telephone calls every morning to make sure that I was up to get my daughter ready. My worker got me an alarm clock to help me get up but I don’t need it anymore” – Parent.
- “I have anxiety and struggled to get out of the house. Just having a worker to come and help me to get her and her children out of the house” – Parent.
- “Hey sorry it’s late, just thought I’d let you know I have a job!” – Text from Parent.
- “Working with one person works (SLF). I have been coming out of the house and attending meetings. I need to carry on doing this and getting the help” – Parent.
- “I’m more confident to attend groups, go out on my own, catch buses and choose better relationships” – Parent.

- “It’s important for me to be able to contact SLF, even though my case has been closed. It makes me feel safer and more confident as a parent” – Parent.
- “Both my Youth Worker and our first social worker made a difference to both my life and my dad's. I felt I had someone to talk to and I had a laugh. I enjoyed the sessions I spent with Gary and he always listened to me. Things at home as much better now and I don't feel we need to hide. I have now also made new friends” – Young Person.
- “Dad and I are more settled and I see more of him since his hours have changed at work. My aunts also have helped us change our lives. I am not ashamed of my home and bedroom now” – Young Person

Benefits for Charnwood

28. Supporting Leicestershire Families has impacted upon the lives of the children, young people and families that it has work with and has assisted in families achieving behavioural change in the following area:

- Improving their parenting through ensuring that boundaries are in place for their children and that behaviour is managed;
- Improving the confidence wellbeing of children and families and meeting emotional needs (better management of lower level mental health issues);
- Increased social networks, which complements the above factor, and supports a reduction in social care intervention following a period of SLF support;
- Increased engagement in education for children allowing them to achieve better outcomes as they progress through their childhood.

29. Areas that are more challenging for families within SLF to address are:

- Progression into work and gaining and sustaining employment, although there has been improvement over the last year;
- Managing finances/over-reliance on benefits;
- Family routine and sustainment of this.

30. Referrals to the programme come from a variety of sources such as the Joint Action Groups (JAGS), District and Borough Councils representatives from housing departments and community safety, Police, Schools and Social Care. Families are able to self-refer if they wish.

31. At the start of each intervention, the Worker will assess the family using a Family Star Assessment. This looks at ten domains of a family’s life and how they function in this area – whether they are stuck/accepting help, trying, finding what works or effective parenting. These categories follow the Cycle of Change as introduced by Prochaska and DiClemente in 1983 with their

Change Theory. The ten domains of the Family Star are; boundaries and behaviour, education and learning, family routine, home and money, keeping your child safe, meeting emotional needs, physical health, progress to work, social networks, your wellbeing. To SLF require a family to be ‘finding what works’ as recognition that the family are making progress and should be able to sustain this with some help at times. It is accepted that when working with the cohort of families that SLF does, progress in some areas will be limited.

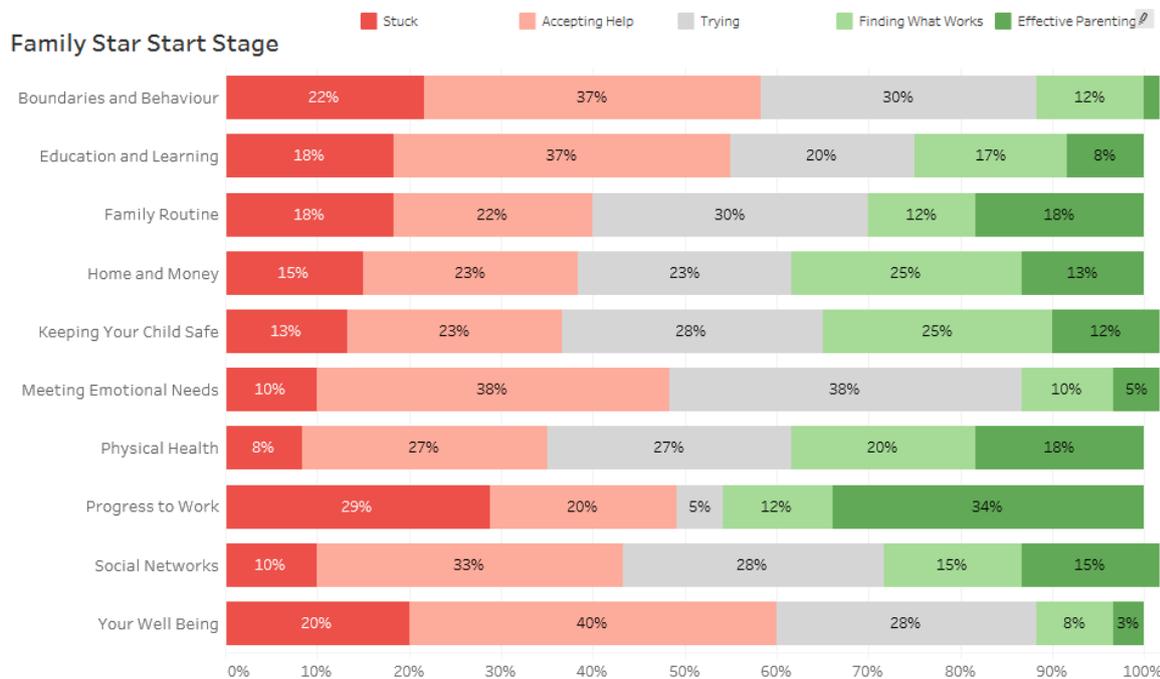
32. Data in Table 3 below identifies that the most prevalent issues for families being worked with by SLF in Charnwood. In terms of context, these four issues are also the most prevalent issues across those families engaged with SLF intensive work. A family is assessed as needing support in with an issue when they are classified as ‘stuck/accepting help/trying’. The issues most concerning Charnwood families this financial year are:

- Managing boundaries and behaviour;
- Managing emotional needs (includes mental health and domestic abuse);
- Managing individuals wellbeing;
- Having a social network.

Table 3:

Early Help Service : Family Star Progress

Team:
 Support:
 Intensity:
 Locality:
 Year:
Total Families: **60**



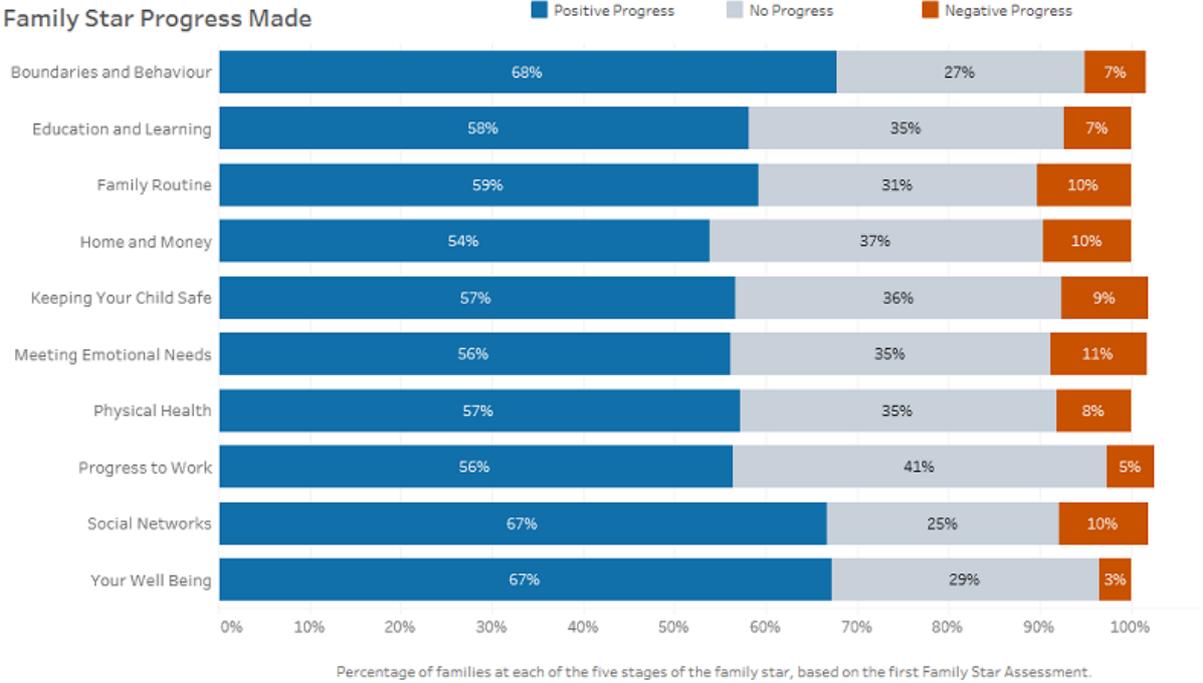
Percentage of families at each of the five stages of the family star, based on the first Family Star Assessment.

33. In relation to the data provided over previous years concerning the issues families are presenting with, there has been a significant increase in families with no or limited social network. In 2015/2016 this was at 44.4% but in 2016/2017 this has increased to 71%. The focus of the work with families who face this isolation is to work with them on developing a new social network or re-connecting with previous networks. It is imperative that SLF families build resilience within their own communities and do not become over-reliant on public services.
34. The figures for families experiencing parenting difficulties, reliant on benefits, having health needs and domestic abuse have remained relatively comparable year by year. This would indicate that the correct families are being referred for SLF intervention, in that they have two or more of the six identifiable criteria for the Troubled Families Programme.
35. The Family Star is reviewed every three months to measure progress against each of the ten domains. Table 4 below offers some insight into the progress made during the review stages and the focus of the work.
36. In SLF, the first formal review after the initial assessment and after building a relationship with the family, can mean that some of the scores offered are re-adjusted to reflect the reality of the families situation and this is reported as 'negative progress' in Table 3. For example, where a family has, upon *meeting their worker, explained that are able to manage their money (finding what works)* well but have not disclosed that they have numerous payday loans and are in significant personal debt and are attending the local food bank (stuck). It is not unusual that families will make further disclosures as to the extent of their troubles when they have started to build a positive relationship with their family worker.
37. Table 4 provides an oversight that the Charnwood staff are addressing those significant issues that presented upon first meeting families and are starting to make progress. The 'no progress' section may indicate that a factor is not yet sequenced to address and therefore no progress has been made to date. For example, it is difficult to address progression to work if the adult/s within the family are not receiving the support that they require for their substance misuse issues and life is chaotic.

Table 4:

Early Help Service : Family Star Progress

Team:
 Support:
 Intensity:
 Locality:
 Year:
Total Families: **60**



38. Table 5 below reflects the final assessment undertaken by the Worker when they are due to end their intervention with a family who are living in Charnwood. It evidences that the factor where most progress are made with families are, with some of the highlights:

- Keeping their children safe, thus moving families away from the social care threshold for statutory intervention;
- Improvements with physical health, involves ensuring that families are attending a dentist regularly, are accessing the most appropriate medical interventions (attending their GP rather than presenting at A&E) and that the children in the family are having healthy food, good sleep and exercise.
- Social networks at the start of intervention showed 70% of the families were isolated, but upon closure this showed just over half of the families had improved their social isolation and were spending more time with friends, neighbours and family. 38% were trying to maintain a network but it is likely that other issues in their life may have limited progress such as a repeat poor mental health.

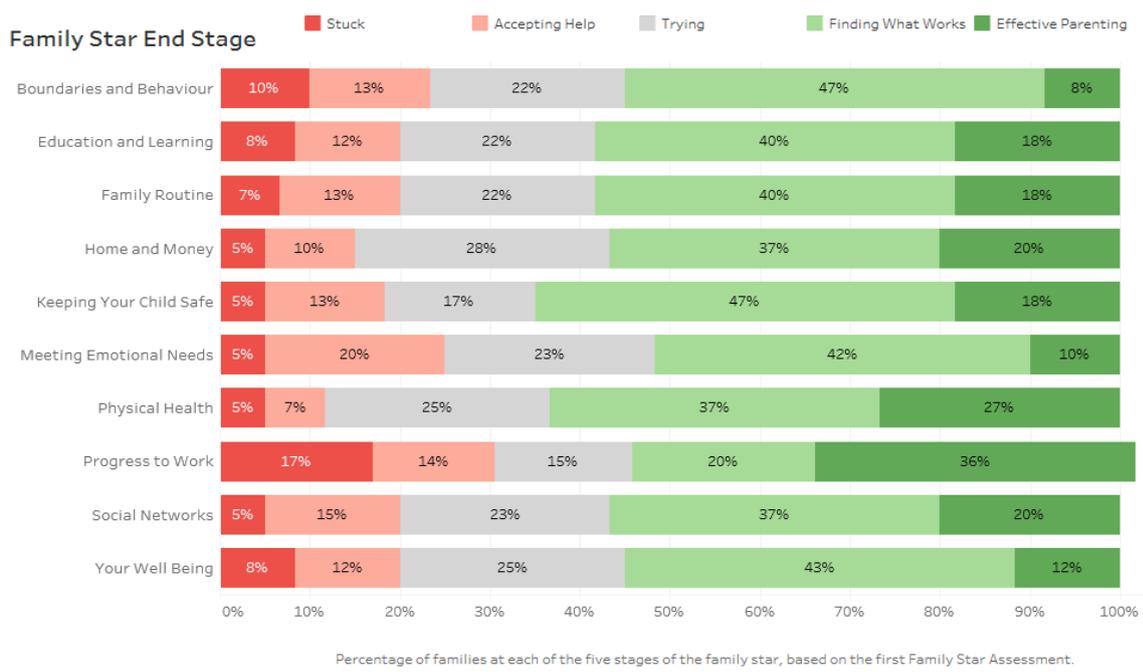
39. When families are assessed as ‘finding what works’ and ‘effective parenting’ it means that families have the confidence and capacity to meet their own needs and require little or no help from services. Those families in the ‘accepting help’ and ‘trying’ bracket may have closed to SLF but have continued to receive support where required from universal services in Charnwood around issues

such as housing, finances, progression to work. A small proportion of will remain 'stuck' and will require a social work intervention. The majority of families are referred to SLF for neglect-based issues and sustaining positive behaviour can be difficult for them.

Table 5:

Early Help Service : Family Star Progress

Team: SLF | Support: Family Support | Intensity: Intense | Locality: Charnwood | Year: 2016/17 | Total Families: 60



40. SLF are only able to draw down PbR when a family has achieved 'finding what works' or above in all six identifiable criteria (children missing education, health, domestic abuse, crime and anti-social behaviour, children in need worklessness) or a member of the family has gained and sustained employment. To this end, PbR is not payable on all families that SLF engage with. From July 2017 to December 2017, the SLF Team in Charnwood were able to evidence 44 families where a member has gained employment and no longer claimed benefits – no claim for Job Seekers Allowance for 26 out of a 30 week period or not claiming for all other benefits for a 13 week period. These are really successful outcomes for Charnwood families when we link this to the positive attributes that having parents in employment have for children. This further evidences the impact of having a TFEA based in the Team and the collaborative working with partners.

41. Families have been supported to lead healthier lifestyles and engage in positive local activities. Between December 2015 and December 2016 total SLF attendances at Charnwood Leisure Centres was 1,664. There were 298 swimming lessons taken and 434 casual swims. The expansion of the offer to SLF families to include other activities not just swimming related has proved

popular. 317 people attending casual gym sessions, the balance of attendances 294 were for a range of activities including fitness classes, aqua, badminton, squash and soft play sessions. A number of special whole family events were held at each centre, mainly swimming pool sessions with use of the inflatables that attracted 267 participants.

42. At the beginning of 2017 SLF reviewed the leisure access scheme to align it more effectively with their engagement and work with families and relaunched the programme in quarter two. During quarter two and three there were 463 visits. The programme continues to have a positive impact on families who are identified to access the leisure centre offer.

Comments from participants;

- “I want to continue to offer my child swimming lessons after SLF finish working with us”
- “The reduced price means that I can afford for me and my five children to enjoy a range of activities and keep active”
- “My son’s confidence in the water has improved a lot since starting swimming lessons which I can now afford through the SLF passes”

43. SLF has maintained a group work programme to support the work that it does as part of the Troubled Families programme. This is developed in conjunction with families. The purpose of the programme is to support families to develop their skills and confidence and develop social skills and networks.

44. The programme in Charnwood currently offers:

- Creating Confidence – sessions around supporting parents with low level mental health difficulties through arts and crafts in collaboration with adult services.
- Confidence building – young people and adult (separate groups) based around team challenges.
- Freedom Programme - The Programme was primarily designed for women as victims of domestic violence. The Freedom Programme examines the roles played by attitudes and beliefs on the actions of abusive men and the responses of victims and survivors. The aim is to help them to make sense of and understand what has happened to them. The Freedom Programme also describes in detail how children are affected by being exposed to this kind of abuse and very importantly how their lives are improved when the abuse is removed. This group is run in partnership with Living Without Abuse
- Feeling Safe – A group for Children and Young People aged 8+ to support and help them identify experience of witnessing Domestic Abuse. Two groups run consecutively in Charnwood, one in Loughborough and one in Syston. The ages are split 8-13 years and 13+, one running in each location to ensure there is termly access for all ages. This group has a

high referral rate and we have had very positive engagement from the young people attending.

- Young Carers Group – offering respite and informed learning to those young people with caring responsibilities.
- Inspire SEND Group – offering informed learning for young people with special educational needs and disabilities.
- Practical Parenting – sessions focused on practical tips to parents
- Solihull Parenting Programme – offered in conjunction with the Children’s centre
- Bespoke offer dependant on presenting needs. Examples of this are:
 - Back to Basics Cookery Course
 - Workshops with parents such as understanding CSE, dealing with anger, preparing healthy packed lunches on a budget, bedtime routines.

45. Group work continues to be developed in line with the needs of the families supported at the time. For example a new group is currently being planned to look at basic needs such as budgeting, cooking skills, exercise, managing benefits etc. This is a missing subject when working with neglect, often intergenerational.

46. Within Charnwood the SLF Programme contributes to the following priorities within the Councils current Corporate Plan including;

- Keep our residents safe through implementing a new community safety plan, combatting anti-social behaviour and investing in emergency planning, food safety and safeguarding
- Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces
- Put customers at the heart of everything we do and provide strong community leadership
- Continuously look for ways to deliver services more efficiently
- Listen to and communicate with our residents and act on their concerns

47. District Councils have taken a key leadership role across the programme working to ensure that services at a locality level are dealing with families holistically and taking a preventative approach to issues. Charnwood Borough Council has identified a number of benefits arising from the SLF Teams being co-located within our office accommodation. Joined up work between SLF and Housing Needs, Landlord Services, Private Sector Housing, Children and Young People’s Team, Community Safety, Neighbourhoods and Communities, Revenues and Benefits, Street Management and Sport and Active Recreation has been facilitated. This has led to swift action in relation to rent arrears, enforcement action around evictions, ASB and environmental health issues. Joint initiatives such as training and information sharing have been undertaken which has increased awareness of Council services

regarding additional support for their most time consuming and in need customers.

48. SLF are proactive in seeking the views and opinions of family members. Family voice is used to plan, review and evaluate support. Voice also informs the shaping of the overall service, as well as being used in training for staff. A case study explaining the practical work that is undertaken with families is included as Appendix B.

49. A heat map, included at Appendix C, shows the spread of Charnwood SLF intensively worked at Ward level for 2016-2017.

Governance of the Supporting Leicestershire Families Programme and Local Evaluation

50. The governance of the SLF Programme has evolved over time, reflecting national and local developments outlined above. In Leicestershire, governance for the programme lies with the Early Help Partnership Group. Members include representatives of all Districts and Boroughs across Leicestershire and representation from Police, Health and other services relevant to SLF Service Users. This group is overseen by the Children and Families Service Departmental Management Team.

51. Local governance has continued to be provided by the multi-agency Think Family Partnership, (formally the Charnwood Partnership for Children and Families), the Locality Partnership Group that steers strategy and action for 0-19 year olds and their families that sits under Charnwood Together.

52. Since the Supporting Leicestershire Families Executive was established, an analysis of the key programmes and partnerships supporting delivery of the Joint Health and Wellbeing Strategy 2017 – 2022 has been undertaken. This analysis has identified that there is no appropriate body which can oversee delivery of all the priorities for children, young people and families.

2020 – What Next?

53. All partner contributions cease after the 2018-2019 financial year under current agreements with SLF. The Department of Communities and Local Government (DCLG) have not released any plans to suggest that the Troubled Families programme will continue after this 2020. All Local Authorities have been requested to complete a model of maturity of the learning from the Troubled Families Programme with relevant partners, with a view to develop a partnership plan as to how the programme can influence those services who deal with families with multiple needs. The event has been held and the action plan is being drawn up for discussion and agreement.

54. Leicestershire County Council's Medium Term Financial Strategy requires a saving of £1.5m in 2019/2020 through a service review of Early Help Services (SLF, Youth Offending Service, Childrens Centre and the Early Help Information, Support and Assessment Service). The likely withdrawal of funding by the DCLG, Troubled Families Programme at the end of 2019/2020

raises this figure to £3.8m savings representing 31% of the current County Early Help budget of £12.4m per annum.

55. A report titled Early Help Review was presented to LCC Cabinet on 9th January 2018 to seek approval to consult on proposed changes to the Early Help Service. The Cabinet approved a 12 week public consultation exercise commencing on 22nd January 2018. The full report can be found on the LCC website <http://politics.leics.gov.uk/ieListDocuments.aspx?MId=5176> . The consultation is on a revised delivery model merging the four identified Early Help services including SLF and reducing the number of service delivery buildings from 40 to 15.

56. The key impacts of the proposed changes in Charnwood,

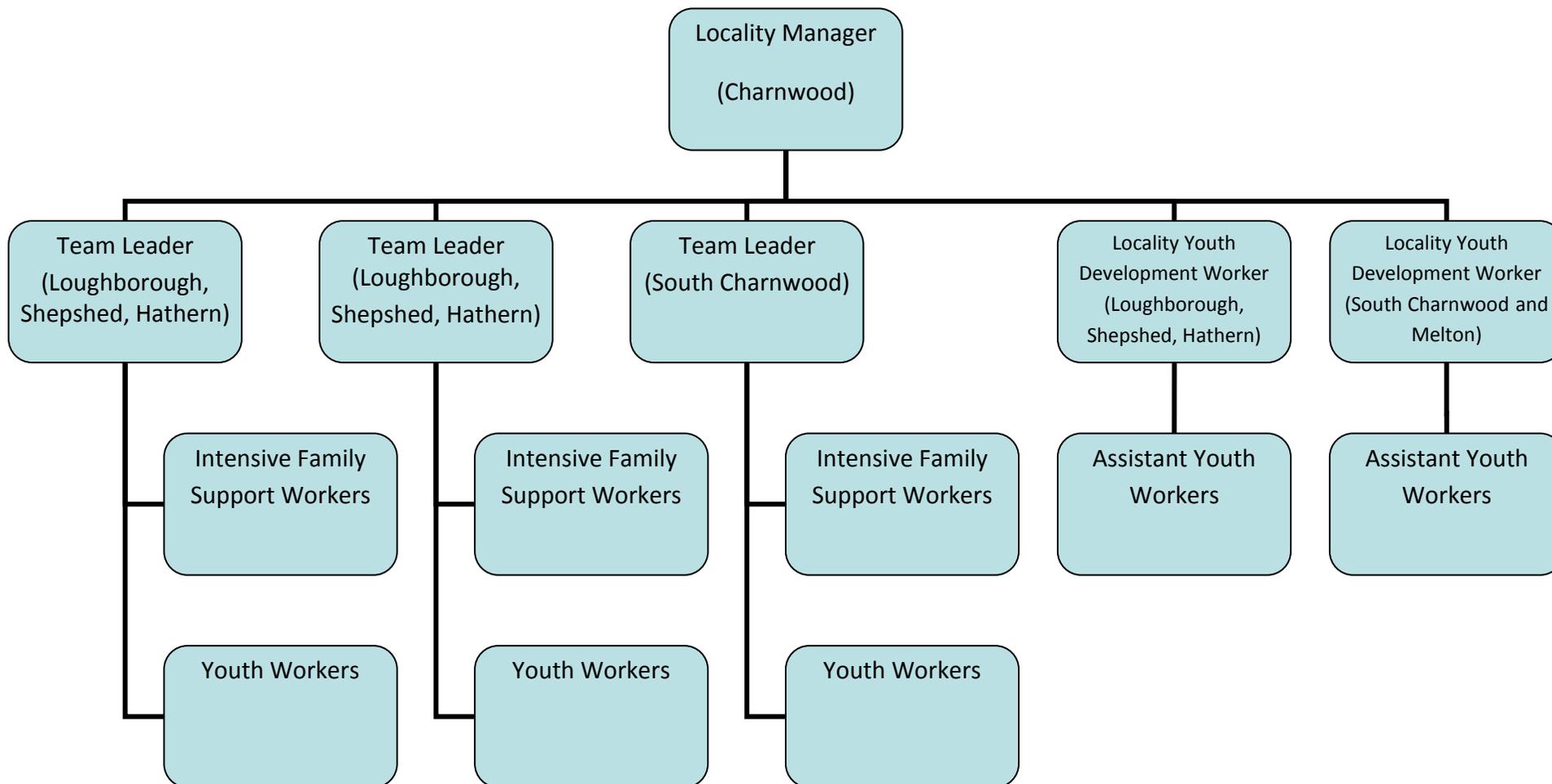
- A 33% reduction in frontline staff reducing the numbers of families supported. May result in families receiving no service, increased waiting times, referral to other partner agencies or increased workload for staff in Children's Social Care.
- The reduction of service delivery buildings – proposal for a 'hub and spoke' model with 5 key public facing Family Hub Buildings – the location of the Hub Building in Charnwood is proposed at Mountfields SLF Centre in Loughborough – proposed that they will be key delivery points for group work and clinic sessions and will be locality bases for staff.
- Proposal for 10 supporting Family 'spoke' buildings – in Charnwood these are proposed at Shepshed Children's Centre, Thurmaston Children's Centre and Loughborough West Children's / Contact Centre – to provide a range of family services.
- Therefore proposed that Anstey Children's Centre, Mountsorrel Children's Centre, Shelthorpe Children's Centre and Cobden Children's Centre will be closed / re-designated.
- The possible withdrawal of SLF staff from Charnwood Borough Council Offices to be re located in a Family 'Hub' at Mountfields SLF Centre – lead to impacts on whole family approach and information sharing
- Criteria for receipt of Early Help services will be further refined to target only the most vulnerable families where issues are most likely to lead to poor outcomes for children if intervention is not put in place.

57. It is proposed the Early Help Partnership Meetings will be used to develop the revised service delivery model.

58. The public consultation element of the Early Help Review is live until 22nd April 2018 and views are welcomed from services users, partners, LCC staff and others. The consultation paper and questionnaire can be found here: <https://www.leicestershire.gov.uk/earlyhelp>

Appendices:	<p>Appendix A: Extended Charnwood SLF Team Structure Chart</p> <p>Appendix B: Charnwood SLF Case Study</p> <p>Appendix C: Ward Heat Map – Charnwood Borough intensively worked with families 2016-2017</p>
Background Papers:	<p>Cabinet Report 30th August 2012 – Troubled Families: A Model for Charnwood Min 39</p> <p>Policy Scrutiny Group 23rd April 2013 - Supporting Leicestershire Families Programme: A Model for Charnwood Min 44</p> <p>Policy Scrutiny Group 19th November 2013 - Supporting Leicestershire Families Programme Update Min 33</p> <p>Cabinet Report 22nd October 2015 – Supporting Leicestershire Families Min 58</p> <p>Performance Scrutiny Group 16th February 2016 - Supporting Leicestershire Families Min 44</p> <p>Performance Scrutiny Group 14th February 2017 – Supporting Leicestershire Families Min 44</p>
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APPENDIX A:
Extended Charnwood Supporting Leicestershire Families Team Structure



APPENDIX B

Charnwood Case Study - Parents and Children with a range of health problems, Children who have not been attending school regularly, Domestic Abuse, Children who need help.

The Storer family are made up of Mum, Dad, Paul 14, Claire and Cheryl 13, Simon 12 and Rob 10.

Family Support Worker – Tremaine.

The case was referred by school relating to poor education attendance and behaviour, concerns of domestic abuse at home and suspected ADHD/ASD.

Paul, Cheryl and Simon were not attending school regularly and Paul and Cheryl were getting into trouble at school due to negative behaviour, fighting and aggressive/bad language. Cheryl in particular had difficulties settling into lessons and regularly ran out of class or away from the school grounds. School and parents felt that Cheryl may be struggling with ASD, however parents had not engaged with the GP to access support to assess this and had missed several appointments.

Mum was struggling with her own mental health and at the beginning of SLF involvement she would not leave the home, answer the phone or engage with anyone outside of the family home. She did not have a diagnosis as she would not visit the GP. She had significant trust issues with services due to feeling she had been let down previously.

There were no rules in the home as Mum and Dad both felt that rules and boundaries were negative for the children and interfered with their wish to bring the children up as free spirits.

Dad was extremely mentally and physically drained due to working and doing everything in the home and for the children. Due to him having to take full responsibility he was at risk of losing his job as he was always being contacted by school to collect one or other of the children.

Cheryl was regularly going missing and being reported missing to the police. There were concerns of CSE linked to this and Cheryl made allegations of inappropriate touching by someone she got to know when she was running.

Paul was violent towards both his parents and his siblings. All children fought amongst themselves and were causing damage to the property.

Tremaine worked persistently to get into the family home, this was particularly challenging due to Mum's mental health.

Once she had been able to build a relationship with the family members she was able to get Mum out of the property to appointments. She visited the GP with support from Tremaine and was eventually diagnosed with ADHD, Personality Disorder and

Depression. She received appropriate medication and Tremaine pushed for her to be referred to the Personality Disorder support group which she now attends and finds very beneficial.

Family Meetings were held. These were done outside of the home address to begin with as the children had no respect for the home environment and would not engage positively when there. Grandparents came to these meetings and rules and boundaries were agreed with their support. Mum and Dad started with a couple of small rules and this helped them to identify the benefits of boundaries for all of the family. There are now firm rules in place which the whole family have benefited from. One to one work was done with the children to look at positive relationships, the impact of violent aggressive behaviour on each other and the importance of education engagement and attendance. The children's attendance and behaviour all improved. Paul stopped attacking his parents and siblings and apologised to them for the harm he had caused.

Cheryl was still struggling and Tremaine supported parents to arrange and attend a GP appointment with Cheryl. This resulted in a referral to CAMHS where Cheryl was diagnosed with ADHD and ASD. She was provided with appropriate medication and now attends a special school which is a much more positive environment for her. Her attendance has greatly improved and she engages well in her education. Cheryl feels settled and listened to and this has stopped her from running away/going missing. The relevant CSE support was provided and Cheryl now has a good understanding of the risks she was putting herself in. She is able to speak with her parents or trusted adult at school if anything is worrying her which increases her sense of safety as well as building positive relationships and trust in the household. The allegations she made were looked into and appropriate action taken.

When Mum had been supported to improve her mental health and was receiving the correct medication and support services she felt able to attend group work to develop skills which help her to provide a more positive environment for the children. She attended the following:

Parenting Group where she learned new skills in managing behaviour, which battles are worth fighting and what is age appropriate behaviour.

Healthy Packed Lunch Session. The children attended this with Mum and tried several new healthy snacks which they enjoyed and incorporated into their diet.

Cooking Group where she learned to cook healthy family meals on a budget.

Mental Health Awareness where she learned the benefit of a healthy lifestyle to support improved Mental Health.

Healthy Lifestyles which included a session on smoking cessation.

The whole family were referred to the Leisure Centre Scheme where they were able to use the facilities and increase physical activity. They also discovered sports they enjoy and have continued to engage with these. As Mum was taking responsibility to

parent the children and engage in their education Dad was no longer at risk of losing his job and as a consequence was happier and keen to spend quality time with the children such as taking them to watch football matches and going out for weekend walks.

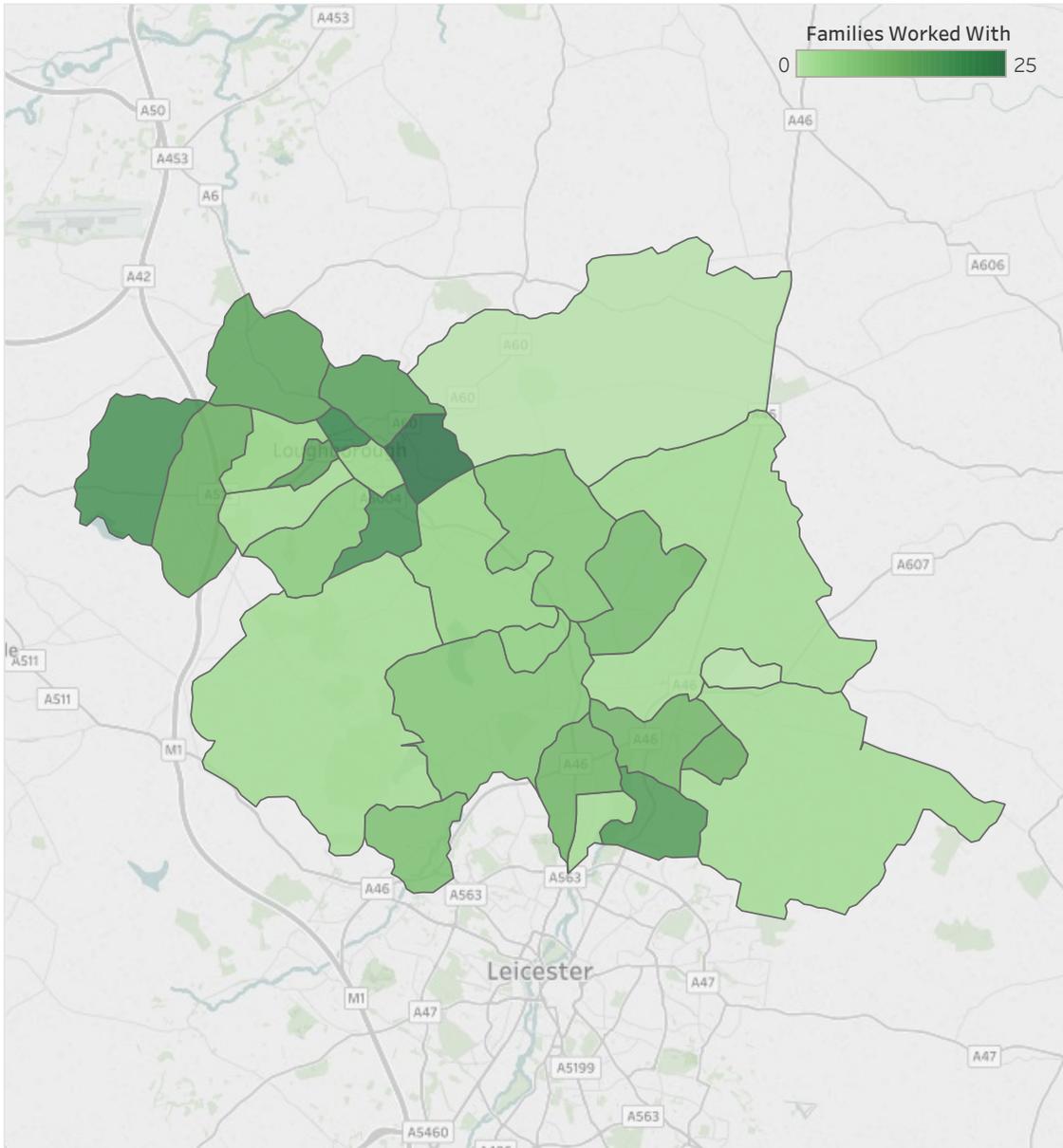
Mum and Dad both gave up smoking and saved the money they would have spent on cigarettes. They bought all 5 children brand new trainers, this was the first time the children had received new trainers as they had always previously had them second hand from car boot sales. This made a huge impact on the children and they were proud of their parents for doing so well.

This successful SLF intervention means that potentially there has been considerable savings to specialist services including social care, police, DWP and health.

Grandfather sent a text to the service after closure:

“Tremaine, Thank you on behalf of all the family for your help in 2017. It is very much appreciated. It is looking as though the whole family can look forward to 2018 with much more optimism than they would have done without your and your colleagues help and support. The recognition that Cheryl does deserve to have a chance to fulfil her potential in a specialist school would not have happened without the tremendous support that has been given.”

2016-17 Charnwood Borough Intensely Worked With Families by Ward



Ward Name	Families Worked With
Loughborough Hastings	25
Loughborough Storer	21
Shepshed West	18
Loughborough Shelthorpe	18
Thurmaston	16
Loughborough Lemyngton	15
Loughborough Dishley and Hathern	14
Loughborough Ashby	14
Syston East	12
Shepshed East	12
Syston West	10
Birstall Wanlip	10
Sileby	9
Anstey	8
Rothley and Thurcaston	7
Barrow and Sileby West	7
Loughborough Outwoods	6
Mountsorrel	5
Quorn and Mountsorrel Castle	4
Loughborough Southfields	4
Loughborough Garendon	4
Wreake Villages	2
Queniborough	2
Loughborough Nanpantan	2
Forest Bradgate	2
Birstall Watermead	2
The Wolds	0
East Goscote	0