



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 22 May 2013

## **Cambridgeshire's Response to the Troubled Families Programme**

### **1. Introduction**

1.1 This paper is intended to update on the progress of the Troubled Families programmes within Cambridgeshire and Peterborough.

### **2. Background**

2.1. Through the Troubled Families Unit (TFU), the Government identified around £450 million to support local authorities to 'turn around the lives' of the 120,000 most troubled families in England. According to Government figures, Cambridgeshire has around 805 such families and Peterborough 450 such families.

2.2. Criteria for identifying troubled families and against which success will be measured are those who:

- Are involved in crime and anti social behaviour (ASB)
- Have children not in school
- Have an adult who is out of work and on benefits
- Cause high costs to the public purse

2.3. Troubled Families Co-ordinators have been appointed to lead on implementing this programme in both Cambridgeshire and Peterborough.

2.4. The Cambridgeshire Troubled Families programme builds on the existing Family Intervention Project (FIP) which continues to manage those families who require the most intensive levels of intervention. At the conclusion of the funding for the Troubled Families programme a strong foundation working with High Demand Families will be retained.

2.5. The Peterborough Troubled Families programme dissolved the Family Recovery Project (FRP). The one year pilot worked with 22 families and achieved a number of its objectives through better partnership working and

information sharing, leading to improved attendance at schools and reduced ASB. The new model creates a virtual multi-disciplined team of established personnel from a variety of partner agencies.

### **Cambridgeshire's Developments**

- 2.6. Cambridgeshire's response to the national Troubled Families programme is 'Together For Families'.
- 2.7. Cambridgeshire County Council committed to the expansion of the FIP team over the coming two years to complement the work emerging as a result of the 'Troubled Families' funds. The FIP Team now consists of 18 FIP Workers. FIP will continue to focus on those families who require the most intensive interventions, with caseloads of around 5 families per worker.
- 2.8. Troubled Families funding has secured the appointment of 10 Family Workers to co-ordinate less intensive Troubled Families cases, provide practical interventions, tread new pathways to services which have been used less often, and support other lead professionals to work in this way, allowing Family Workers to hold larger caseloads than FIP Workers.
- 2.9. Family Champions will be sought within partner agencies to build effective bridges between Child and Adult services, and will receive training through Troubled Families funding. Family Champions will support colleagues where families are attached to existing services.
- 2.10. Three Police Constable posts have been allocated to 'Together for Families' and are included in the above numbers, working within the FIP with the following responsibilities;
  - Hold a caseload of families who have a predominance of issues relating to crime and ASB.
  - Provide support to other FIP workers around policing issues.
  - Act as champions of the FIP model within Cambridgeshire Constabulary and support other police officers to engage with FIP.

Together for Families has funded one of the three Police Constable posts up to a maximum of £31.5k annually until April 2015.

- 2.11. A data collation exercise identified an initial cohort of 131 families who meet the government's Troubled Families and PBR criteria. These families are already well known to Youth Offending Services, Social Care, Housing services, Police and many others. Numbers of families by District are;

- East Cambridgeshire 9
- Fenland 33
- Huntingdon 29
- South Cambridgeshire 18
- Cambridge City 42

Further information is available to show the number of families by Ward. The cohort has subsequently increased to 161 families.

- 2.12. Proposed development for Together For Families includes;
- Build a commissioning framework for interventions.
  - Creation of evaluation framework to assess the outcome and cost effectiveness of services for families.
  - Investment in a cloud based partner agency information sharing system (Ecins).
  - The appointment of a Family Researcher post within the MARU who is able to research whether or not there are wider concerns about a family and –
    - Arrange for all involved professionals to meet, share information and agree strategy of how to work with the family.
    - Assess whether the family qualify as a ‘troubled family’ to be included in the programme.

### **3. Peterborough’s Developments**

- 3.1. Peterborough’s response to the national Troubled Families programme is ‘Connecting Families’.
- 3.2. The new model creates a virtual team where partner agencies provide their own co-ordinator(s) referred to as ‘Connectors’. Agencies continue to line manage their Connector, with the Troubled Families Co-ordinator managing their case work. Each full time equivalent Connector will hold a caseload of approximately 10 families, managing the family’s action plan, co-ordinating the family’s participation with partnership interventions, and acting as the SPOC to their host agency.

Troubled Families funds will support agencies towards payment of the Connector. This equates to £15,000 per connector. A personal budget of up to £2,000 per family will be made available to support interventions.

Peterborough is the only model in the Eastern Region which is setting up a ‘virtual team’ with much more reliance on managing the families within partner agencies. All other areas are building on FIP.

3.3. Fifteen 'Connectors' are in post, from partner agencies including;

- Police
- Cross Keys
- Adolescent Intervention Service
- Youth Offending Service (YOS)
- Probation
- Fire
- Safer Peterborough Partnership
- Education Attendance Service
- Ormiston Children's Trust
- Peterborough & Fenland Mind
- Housing Solutions
- Drink & Drug Sense

A number of these are 0.5 FTE posts.

One Police Constable post is allocated to 'Connecting Families'.

3.4. Families meeting the criteria have been identified by partner agencies. Responses were received from Police / Social Care / Housing / Probation / YOS/ Education attendance. The Police response identified 27 families, the largest referral from any single agency.

There is a need to have commenced work with 150 families by March 2013, 200 during year 2 and 60 during year 3.

Of 160 families identified, Connectors are currently working with 70 families, and 64 families who meet the criteria are being supported by partner agencies.

3.5. All agencies were required to cost previous and predicted expenditure in order for savings to be calculated. It was estimated that the first 98 families cost Peterborough approximately £2.2 million over the previous 2 years. Information for 22 families has been analysed using the 'Family Savings Calculator' and the total cost savings identified as £436k.

3.6. Multi-Agency Support Groups (MASGs) established in Peterborough will in future receive referrals for Connecting Families, and will identify the lead agency (and as such the Connector).

3.7. An Action Plan is required for each family, including expected outcomes (objectives), which is reviewed 6 weekly by the Connectors Line Manager and the Troubled Families Coordinator.

3.8. As such, the police Connector, provided by the Public Protection Department, works intensively with families, managing the family's action plan and co-ordinating the family's participation with partnership interventions. They also act as the police single point of contact at partnership meetings where case management is reviewed and requests for support from Local Policing are

made by partner agencies. These requests are taken to the established weekly 'Tactical' meeting (as with Red Integrated Offender Management nominals) where the Local Policing Chair (District Commander or Crime Manager) can consider the prioritisation and allocation of resources. Requests for Local Policing support are most likely to be in response to on-going ASB or youth crime.

- 3.9. A further £100k is available to the programme if the Payment By Results (PBR) criteria is met in securing work / attending school / reduction in ASB and crime.