

Lancashire County Council

Cabinet Committee on Performance Improvement

Thursday, 28th November, 2013 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part 1 (Open to Press and Public)

No. Item

1. Apologies for Absence

2. Disclosure of Pecuniary and Non-Pecuniary Interests

Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3. Minutes of the Meeting held on 4 October 2013 (Pages 1 - 8)

4. Quarterly Corporate Performance Monitoring and Improvement - Quarter 2 Report (Pages 9 - 18)

5. Lancashire Early Intervention Strategy - Best Start Lancashire (Pages 19 - 26)

6. Working Together with Families - Progress Report (Pages 27 - 48)

7. Urgent Business

An item of Urgent Business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Members' intention to raise a matter under this heading.

8. Date of Next Meeting

Thursday 30 January 2014 at 2.00pm in the Diamond Jubilee Room (Cabinet Room B).

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 3

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Friday, 4th October, 2013 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

D Borrow

T Martin

1. Apologies for Absence

Apologies for absence were noted from County Councillor Geoff Driver.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None disclosed.

3. Minutes of the Meeting held on 14 June 2013

Resolved: The minutes of the meeting held on 14 June 2013 were agreed as an accurate record.

Matters Arising

Mike Hart, Directorate for Children and Young People, provided an update on GCSE results which the Committee have previously considered recovery plans for. The Committee was pleased to note that whilst the national trend for young people receiving 5 A* - C GCSE's has decreased, the provisional Lancashire results show an increase from 59.9% to 61.2% of young people achieving 5 A* - C GCSE grades.

The Committee noted the update on GCSE results and welcomed a full report being submitted to a future meeting at the appropriate time, possibly November 2013 or January 2014.

4. Quarterly Corporate Performance Monitoring and Improvement - Quarter 1 Monitoring Report & Recovery Plans

Michael Walder, Corporate Policy and Performance Team, introduced the report and explained that Corporate Performance Monitoring for quarter 1 2013/14 (April 2013 – June 2013) details that 85% of the total number of Directorate Key Performance Indicators reported across each of their quarter 1 Quality of Service Reports are performing well and/or are on track to meet targets.

Monitoring has also revealed the need for 2 indicators to be highlighted to the committee for further information, explanation and examination. The indicators presented to this meeting of the committee were:

- Debtor payments - Average days taken to receive payments
- Number of Carers receiving assessments & reviews (this item was considered under agenda Item 5)

Debtor Payments – Average days taken to receive payments

Lisa Kitto, County Treasurers Department, provided an update on this indicator and explained that the current adopted target performance for this indicator is to receive payments within the commercial norm (45 to 60 days). The current performance of this indicator is running at 55 days for the period April to June 2013.

Lisa explained that approximately **200,000+** debtor invoices are raised on behalf of the County Council each year and this volume has remained constant for at least the past 3 years. The value of these debtor accounts has also remained fairly constant over this period with an average value of **£300m** per annum being invoiced.

Debt is treated in 2 distinct elements;

- **Care Debt** - debt which has been raised in respect of the provision of social care.
- **Corporate Debt** - all other debt of the council.

The commercial norm is to receive payment for outstanding debt between 45 and 60 days. Lancashire's performance is currently at 55 days and therefore although performance has deteriorated over the past 2 years, recovery times remain within the commercial norm.

Whilst current performance is within the commercial norm there has been deterioration in performance over recent years and a review is considered appropriate to establish what measures can be taken to stop any further deterioration and improve on the position.

What actions are required to put it back on track? What action will be taken?

Lisa reported that it is clearly in the interests of the County Council to ensure income due for chargeable services is realised at the earliest opportunity, not only to aid cash flow but to minimise the resources consumed in collection activity and reduce the risk of non-payment escalating into bad debt and the need for subsequent write off.

Although recovery times are within the commercial norm there are a number of actions that can be taken to improve this further and these actions may also impact on the more difficult to collect care debt. The actions outlined below feature within the County Treasurer's 2013/14 Business Plan and centre on the implementation of a Debt Management Strategy explicitly targeted at maximising the volume and value of income recovered within 30 days. Delivering against this objective will reduce both the average payment period and the value of invoices +180 days whilst simultaneously reducing the volume of outstanding invoices;

The Committee noted various actions being taken (as detailed in the report) to put it back on track, including:

- The development and implementation of an updated Income and Debt Management Policy,
- Improvements in the Debt Collection process,
- Improvements to be made in the Oracle 12 system recording system,
- Educating Budget Holders on their responsibilities of effective income management,
- Partnership working with the Benefits Assessment Team, and;
- Utilising the legislative powers available to Local Authorities to recover debt.

Resolved: The Cabinet Committee on Performance Improvement noted the update, and actions being taken to improve the indicator relating to Debtor Payments and requested that a further update report be provided at an appropriate future Committee meeting, possibly spring 2014.

5. Progress on improving support for carers in Lancashire and the introduction of a Carers Break Fund

Olive Carroll, Director of Personal Social Care and Barbara Lewis, County Head of Support, Planning and Review, Lancashire County Council presented the report.

Olive explained that whilst the County Council had not met its own performance target, it was above the North West and National averages.

Barbara explained that the report provided an update on:

- the success of the carers' assessment pilot in Carers Centres and proposals for implementation across the county,
- learning and practice development initiatives,
- the pilot of the carers' break fund, and;
- comprehensive performance monitoring plans.

Carers Assessments

In line with other authorities, Lancashire is looking to involve Carers Centres in carer's assessments. Whilst Local authorities have a statutory duty to undertake carers assessments, authorities can choose to contract with a 'trusted assessor'. Trusted assessors are able to undertake carer's assessments, identifying universal support but make any recommendation for formal service to the authority for 'sign off'.

This approach has been seen to have a number of benefits for carers:

- signposting carers to local universal services/facilities. Carer specific organisations have up to date knowledge of the local support available that they are able to signpost carers to.
- offer carers the support that carers centres themselves provide, such as Peace of Mind 4 Carers, sitting in service, courses, support groups.
- increased carer satisfaction with the assessment process.
- carers may feel more comfortable and more open 'telling their story' with a carers centre worker than with a social worker.
- increased choice around who would undertake their carers assessment.

Barbara explained the background to the performance target and that a pilot took place in 2012 in North and Central Lancashire which offered carers who wanted a separate assessment the opportunity to have their assessment undertaken by a Carers Centre. The pilot project successfully met the initial aims and the outcomes for carers. Feedback received from carers, social workers and the workers undertaking the assessments as part of the pilot was positive. It was clear from the experiences and evidence gathered that there was a good case for rolling out the project across the county. As a result, it was agreed by ACS Senior Management Team that carers' assessments by Carers Centres should be implemented across the county. The plan is to have all Carers Centres undertaking assessments by the end of October 2013.

- On average, there are 166 new referrals a month to Carers Centres, 88% of which are people referring themselves or via Help Direct or Health.
- Peace of Mind 4 Carers, referred to above, is a service that provides cover for people's caring responsibilities in the event of an emergency. There were 3,178 carers with a plan in place in 2011/12, rising to 3,885 in 2012/13.

Practise Development

Practise development within Personal Social Care is delivered by Advanced Practitioners who supervise staff and identify learning opportunities to facilitate continuous professional developments.

Recent emphasis on carers in practise development means practise issues relating to carers will be highlighted and staff signposted to appropriate training

courses. Examples of good practise will also be shared through the staff newsletter – Change Matters.

A new e learning course has recently been developed and circulated to staff. The objectives of the course are to provide easily accessible refresher training for all staff within LCC and for external organisations. A review of other learning options is being taken up by the County Learning and Development Group and at the County Advanced Practitioners Meeting.

Carers Break Fund

A proposal to replace the current short break voucher scheme with a carers break fund was presented to the Cabinet Committee for Performance Improvement on 12 October 2012. The carers break fund provides carers with more choice than traditional services, and the fund is not limited to a financial year. This gives more flexibility to carers when planning their services, and removes the need for reviews of carers to take place around March or April each year.

There have been delays in setting up the carers' break fund pilot. The new IT system for Adult Social Care needs to be able to accommodate the scheme and it has taken time to establish how the scheme may work in the new system. A small group of volunteer carers identified by Carers Centres from across the county will be issued with pre-payment cards to use instead of their unused vouchers up to March 2014. This pilot will test out the "fund" and its impact upon respite for carers and inform future delivery of more varied respite provision. The roll out of the pilot will be dependent upon a procurement process for the additional pre-payment cards for carers. The pilot and issuing vouchers will continue until the procurement process is completed.

Performance Management Sub-Group

A Carers Performance Group has recently been set up as a sub group of the Social Care Performance Management Group to monitor the progress of the above actions. Performance data relating to formal assessments and reviews of carers and services provided is routinely collected from the local authority social care information system (ISSIS). However, this is an incomplete picture of Lancashire performance as support for a high number of carers is managed by the carers centres, whose data are restricted because of their charitable status. The Carers Performance Group will be utilising both sources of data, along with comparable information from other authorities, to ensure that progress in supporting Lancashire's carers is well monitored.

The Committee noted that the actions to be taken are complex and will be implemented over a longer term.

Resolved: The Cabinet Committee on Performance Improvement noted the report and continued to support the long term actions being taken to improve performance.

6. Corporate Human Resources - Health Check Report

Deborah Barrow, Head of Employment Services, and Katie Dunne, Business Manager – Employee Relations, One Connect Limited presented the report.

Deborah and Katie explained that the Corporate Human Resources 'Health Check' report provides information across the authority against key metrics regarding workforce information for 2012/13 and part year for 2013/14.

The Corporate Human Resources key metrics regularly monitored and reported against including; the numbers of starters and leavers; reasons for leaving; secondment and redeployment activity; vacancy numbers and recruitment costs.

The data in this report highlights that:

- More employees are leaving the organisation than starting
- Year on year spend on advertising costs is continuing to reduce

The data also shows that the number of leavers during the first five months of 2013/14 indicates that the estimated projected numbers of leavers in 2013/14 (1393) will be slightly less when compared to the figures for 2012/13 (1408).

Currently the estimated projected number of voluntary redundancy leavers in 2013/14 (103) is less when compared with the voluntary redundancy leavers in 2012/13 (140). However, it should be noted that this is likely to be affected by organisational change initiatives taking place during the remainder of the year.

Dismissals include dismissals for conduct, capability and sickness absence and the estimated projected figures for 2013/14 show a downward trend when compared with 2012/13.

There were more leavers than starters in 2012/13 and this trend looks set to continue in 2013/14 as organisational changes continue to take place.

The data provides combined detail on both the number of adverts placed both internally and externally, and the number of positions advertised, as some adverts include multiple positions. Requests for external recruitment advertising are submitted to Directors for a decision.

The cost of recruitment advertising has decreased significantly since 2010/11 and is continuing on a downward trend.

The Committee welcomed the report and expressed an interest in seeing trends regarding Human Resource levels on a regular basis (possibly quarterly) with a more detailed breakdown for areas including work start employees, apprenticeships and redeployment.

Resolved: The Cabinet Committee on Performance Improvement noted the report and requested that regular report be presented (possibly quarterly) to the Committee.

7. Urgent Business

None

8. Date of Next Meeting

The Committee noted that the next meeting will take place on Thursday 28 November 2013 at 2.00pm in Cabinet Room 'B' – The Diamond Jubilee Room, County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Cabinet Committee on Performance Improvement

Meeting to be held on 28 November 2013

Report of the Chief Executive

Electoral Division affected:

All

Quarterly Corporate Performance Monitoring and Improvement – Quarter 2 2013/14 Report

(Appendix 'A' refers)

Contact for further information:

Michael Walder, 01772 533637, Corporate Policy and Performance Team,

Michael.Walder@lancashire.gov.uk

Executive Summary

Corporate Performance Monitoring for quarter 2 2013/14 (July 2013 – September 2013) details that 88% of the total number of Directorate Key Performance Indicators reported across each of their quarter 2 Quality of Service Reports are performing relatively well and are improving/making progress.

Monitoring also reveals the need for 2 areas of work/performance to be highlighted to the committee for further information, explanation and examination. These performance areas are:

- The uptake of NHS Health Checks programme
- The demand for children's social care

Further information regarding current performance and actions being taken to address the issues identified in these areas is provided at Appendix A. In addition a brief presentation will be made to the committee in relation to the demand for children's social care.

Recommendation

The Cabinet Committee on Performance Improvement are asked to comment on the reported performance for quarter 2, and review, comment and advise on the information and actions detailed at Appendix A.

Background and Advice

Corporate performance has previously been reported against a suite of measure which best represents and monitor the County Council's delivery of the objectives and priorities in our Corporate Strategy – known as the corporate scorecard.

The previous corporate strategy had a timescale up to April 2013 and although a new 'Strategic Direction' document was recently endorsed and agreed at Cabinet (meeting of 5 September 2013) additional details in relation to specific performance measures have yet to be detailed and are currently being developed.

However in continuing to undertake regular corporate monitoring of performance across the authority as a whole, and produce quarterly reports and analysis of corporate performance, other arrangements have been implemented.

Each directorate now produces a quarterly Quality of Service report which gives an overview of performance against agreed headings and parameters. In addition to monitoring and providing progress updates against budgets, projects and other future developments, each directorate Quality of Service report gives details of performance against the directorate's Key Performance Indicators for that quarter.

This amalgamated suite of indicators for quarter 2 has been used to provide a corporate - overview of - performance report.

Monitoring across these quarter 2 indicators reveals 88% are performing relatively well and are on track/making progress to meet targets and/or improving. However 2 performance areas are highlighted to the committee for further examination. These 2 areas are:

- The uptake of NHS Health Checks programme – further details regarding current performance, the associated issues and subsequent actions being taken is detailed at Appendix A.
- The demand for children's social care – this area is frequently and stringently monitored, reported and managed by a number of performance indicators and in addition to the information detailed at Appendix A, a brief presentation will be made to the committee regarding current demand and performance levels along with the associated issues and subsequent actions being taken.

Consultations

Both members of the Performance Working Group and of Management Team(s) have previously received the information in this report.

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified in relation to the proposals contained within this report.

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance - Quarter 1 2013/14 Report	4 October 2013	Michael Walder, Corporate Policy & Performance Team, 01772 533637
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance Monitoring Report - Corporate Scorecard	14 June 2013	Michael Walder, Corporate Policy & Performance Team, 01772 533637.
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance Monitoring Report - Corporate Scorecard	26 February 2013	Michael Walder, Corporate Policy & Performance Team, 01772 533637

Reason for inclusion in Part II, if appropriate

N/A

NHS Health Checks: Performance Summary for the Cabinet Committee on Performance Improvement, 28th November 2013

Background

The NHS Health Checks Programme is a national programme to help prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia through primary prevention and early diagnosis. It is aimed at everyone aged between 40 and 74 years who has not already been diagnosed with one of these conditions or is known to have risk factors. The NHS Health Check involves a lifestyle questionnaire, blood tests, advice to help reduce risk and, in appropriate cases, referral to wellbeing services.

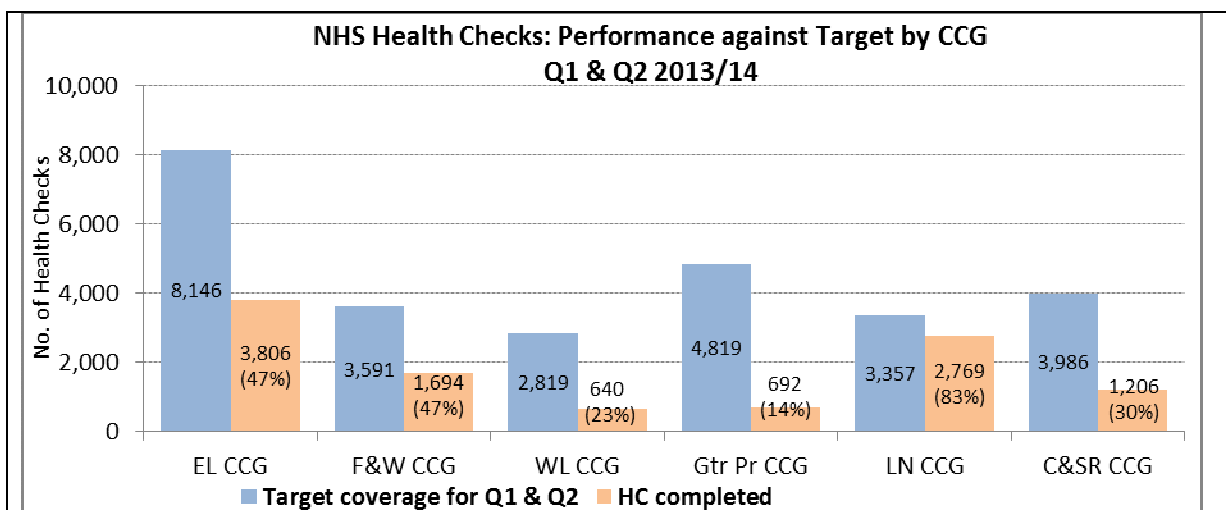
The NHS Health Checks Programme commenced in 2009 and is being rolled out over 5 years, such that 20% of the eligible population is invited every year. The aspirational uptake target is for 75% of those invited to attend.

Following the introduction of the Health and Social Care Act 2012 in April 2013, the responsibility for the commissioning of NHS Health Checks passed from Primary Care Trusts to Public Health in Lancashire County Council. To date, the service has been provided almost exclusively by general practices. In June 2013, Lancashire County Council issued a new contract to all general practices. One of the main changes was the removal of payments for follow up for NHS Health Checks, to conform to the national specification.

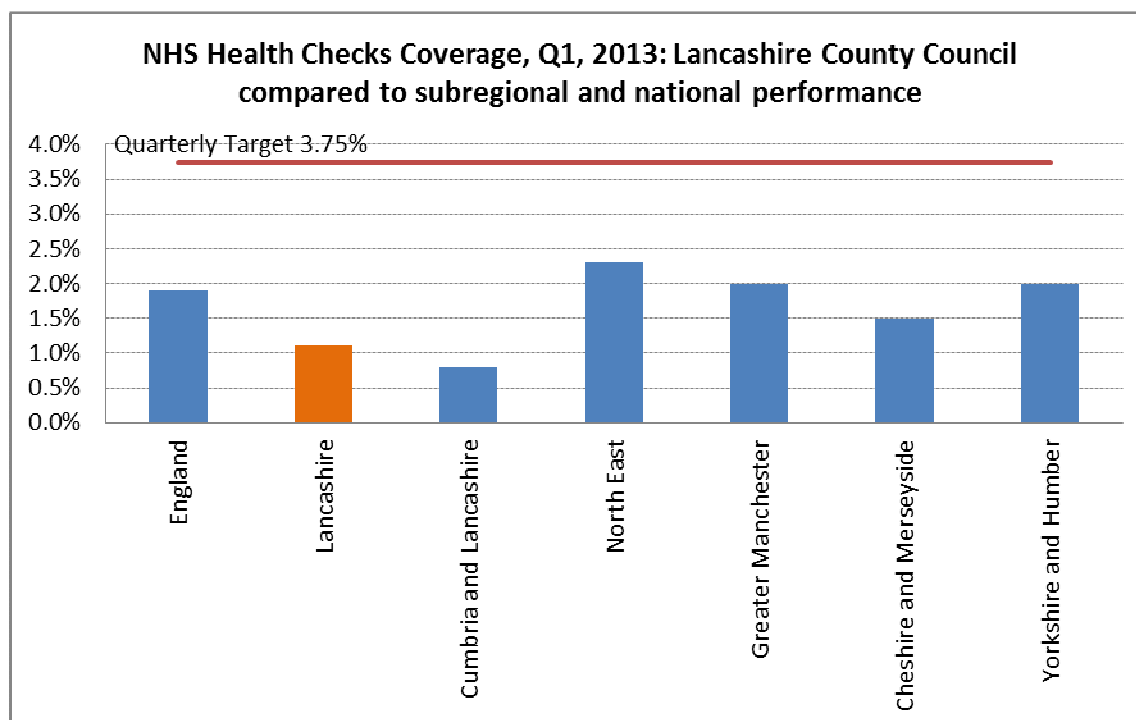
Performance (April - September 2013)

The Department of Health have produced an NHS Health Check Ready Reckoner tool which indicates that, across Lancashire County Council, 359,143 people are eligible for an NHS Health Check.

The Public Health Business Plan 2013-4 sets out a target of 15% coverage for NHS Health Checks for this financial year (which translates to a quarterly coverage target of 3.75%). Between April and September 2013 Lancashire County Council needs to have undertaken 26,753 NHS Health Checks for eligible people living in Lancashire. Over this period the actual number of NHS Health Checks undertaken was 10,913, which is 40.8% of the target number. Performance varies geographically, ranging from 14%-83% across the six Lancashire CCGs (see figure below).



Official statistics have not yet been published for quarter 2. However, official statistics for quarter 1 indicate that all areas of the country are underperforming (see figure below).



Based on performance to date, predicted coverage for Lancashire County Council in 2013-14 will be 6%.

Reasons for current underperformance

- Only 72% of general practices have signed up to the contract to provide NHS Health Checks. Some practices are not undertaking any NHS Health Checks.
- It is not currently known how many of the 359,143 eligible people in Lancashire have already received their NHS Health Check prior to 2013. If a large proportion have already received an NHS Health Check, then the stated performance targets may not be appropriate.

- Low uptake by the population is a likely explanation but cannot be substantiated as we are not currently able to interrogate practice data to get a firm understanding of the number of NHS Health Checks offered and the proportion of people who accept the invitation for an NHS Health Check.

How performance is being addressed

At a strategic level:

1. Commissioning NHS Health Checks is a priority within the Lancashire Public Health Business Plan 2013/14
2. A Lancashire NHS Health Checks Steering Group (including representation from Public Health England, NHS England, the Local Medical Committee, Clinical Commissioning Groups and Practice Managers' Forums) was established in July 2013 to improve the performance and quality of the local NHS Health Checks Programme. The steering group has developed an action plan which is closely monitored and updated on a monthly basis.
3. The Public Health Team in Lancashire County Council is being closely supported by Public Health England to improve performance, quality and performance monitoring for NHS Health Checks, through the newly established Lancashire and Cumbria NHS Health Checks Network.

At an operational level, the Public Health Team is:

1. Working closely with CCGs and practice managers to encourage 100% sign up and increase the numbers of NHS Health Checks being offered by practices.
2. Listening to the views of providers and other stakeholders and reviewing the contract and specification to support effective delivery of the programme.
3. Working with the Commissioning Support Unit to strengthen contract monitoring with respect to NHS Health Checks.
4. Exploring options to enable us to interrogate practice data to gain a better understanding of uptake and demographic variation in uptake to inform targeted campaign work.
5. Implementing a communications strategy to promote the uptake of NHS Health Checks to the general population and in particular to men from deprived areas (as they have characteristically low uptake according to national evidence).
6. Progressing commissioning intentions for NHS Health Checks including procurement of services from a range of alternative providers (see table below)

Commissioning Intention	How to be commissioned	Estimated additional Health Checks Delivered	
		In year (2013/14)	When fully implemented
Progressing commissioning NHS Health Checks from Prison Healthcare.	Contract variation	500	1000-1200
Progressing commissioning NHS Health Checks from Healthy Living Pharmacies.	Framework agreement/contract	500	9000
NHS Health Checks in communities and workplaces	Contract variation	2000	25000
Encourage GP sign up	As existing	3000	10000
TOTAL		6000	45,000

A report with recommendations for procurement will be submitted in December 2013 to the Cabinet Member for Health for approval to progress the commissioning intentions. Some performance improvement will be possible in quarter 4 if approval is given to arrange contracts and services are quickly mobilised. Increased capacity in the commissioning team is being sourced to manage the procurement and contracting exercise, as well as additional specialist procurement support.

These developments will ensure Lancashire County Council is better placed to deliver on NHS Health Checks performance in 2014/15.

Paper written by Dr Karen Slade (Consultant in Public Health, Lancashire County Council and Chair of the Lancashire NHS Health Checks Steering Group)

Children and Young People's Safeguarding Pressures

The last 18 months have seen a significant increase in safeguarding activity. The number of referrals to children's social care, which had previously been falling, rose by more than one third over this period and the rate of referrals, at around 790 per 10,000 population, is running at more than 50% above the national rate (521 per 10,000). Much of the increase in referrals is attributable to increases in child in need and domestic abuse referrals. The rate of referrals within 12 months of a previous referral is below the national average and suggests that the majority of cases are new to children's social care.

Alongside the increase in referrals we have seen substantial increases in the numbers of initial and core assessments of children in need. In addition, we have seen an increase in section 47 investigations into cases where children may be at risk of significant harm.

There have also been substantial increases in the numbers of children on child protection (CP) plans and children looked after (CLA). However, despite these increases, Lancashire's rates per 10,000 are now only a little above national average rates having been some way below these rates historically. Both national and local data on CLA and CP rates show a clear link with deprivation with the most deprived areas tending to report the highest rates and vice versa. Analysis of the CP and CLA rates of all the children's services authorities in the country suggest Lancashire's rates are around the norm when taking deprivation into account.

There may be a number of factors contributing to this increase in safeguarding activity. Economic factors including welfare reform may be having an impact. In addition, a greater understanding of safeguarding issues and a greater awareness of and a determination to address issues such as neglect and domestic abuse may be contributing to the higher workload.

We are investing resources in developing a greater understanding of safeguarding issues. The Social Research Unit has been commissioned to undertake research around children coming into care. The new social care information system to be implemented in 2014 will enable us to develop a greater understanding of risk factors such as the so-called 'toxic trio' (parental mental health, substance misuse and domestic violence) which are highly prevalent features in child protection cases.

A great deal of investment is also being made in initiatives to help us identify and address issues sooner thereby avoiding the need for statutory intervention (e.g. Multi-Agency Safeguarding Hub, Working together with Families, Best Start Lancashire, placement of social workers in schools, 'Edge of Care' services, early support etc.).

A presentation will be made at the CCPI meeting to provide a more detailed overview of the increase in activity.

Ann Pennell
Director of Targeted and Assessment Services

Agenda Item 5

Cabinet Committee on Performance Improvement

Meeting to be held on 28th November 2013

Report of the Interim Executive Director for Children and Young People

Electoral Division affected: All

Lancashire Early Intervention Strategy – Best Start Lancashire

(Appendix 'A' refers)

Contact for further information:

Paul Duckworth, (01257) 516166 Directorate for Children and Young People

paul.duckworth@lancashire.gov.uk

Executive Summary

This report provides an update on progress of the Best Start Lancashire Project.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the report and comment as appropriate.

Background and Advice

Best Start Lancashire (BSL) is an initiative delivered through children's centres to provide additional early support for children and their families between the ages of 4 and 7 (Reception, Year 1 and Year 2). The resources (£2.000m) to enable this innovative programme to be implemented in 2011/12 were created through stringent efficiencies. The County Council made a commitment allowing the programme to be continued in 2012/13 at the cost of a further £2.000m with £1.000m in 2013/14. The DfE funded Pupil Premium for schools, targeted at pupils eligible for Free School Meals, is expected to rise to over £1000 per pupil in April 2014, allowing schools to provide family support programmes from their own budgets in 2014/15.

The early support is targeted at children eligible for Free School Meals (FSM). There were 7363 "eligible" pupils in the target year groups in Lancashire primary schools in 2012/13, in 2013/14 there are 7598 FSM pupils; an increase of 729 since 2011/12. Children's centres have been allocated £250 per FSM pupil in 2011/12 and 2012/13 reducing to £150 per FSM pupil in 2013/14. This was an additional resource to provide an increased early support offer for schools in their reach area.

Best Start Lancashire, is a key element of the directorate Early Support Strategy and recognises the importance of parental engagement in children's learning, alongside successful early support in schools. BSL uses evidence based strategies/interventions which improve educational achievement and deliver the key intended outcomes shown below.

Key intended outcomes for pupils eligible for free School Meals

- improved attainment in speaking and listening and reading skills at the end of the Early Years Foundation Stage and at the end of Key Stage 1;
- the above results to be in line with or above the national average in 2013;
- improved levels of attendance at school in Y1 and Y2 so that persistent absence is below 9.7% for Year 1 and below 9% for Year 2;
- a reduction in referrals to children's social care that do not require the further involvement of social care services (NFA).

Progress towards actions identified in the review of the programme in Jan 2013:

- follow up all red self evaluation impact proformas to ensure that Best Start Lancashire is fully in place and having a positive impact on the target group. Facilitated meetings in schools or centres were held, where difficulties were highlighted, with all red self evaluations received;
- support action planning and evaluation with individual schools and children's centres. Best Start Officer and School Adviser support made available for all schools and children's centres;
- share the positive outcomes from years 1 and 2 which were achieved through;
 - good practice workshops 2012;
 - publication by The National College for School Leadership;
 - examples of good practice on the web site;
 - a master class for school leaders hosted by a school and children's centre.
- Best Start practitioner training offer
 - 961 staff from schools attended the Best Start Courses on Early Support for speaking & listening, reading, mathematics;
 - staff from all children's centres attended the Best Start Courses on helping parents to help their child in speaking & listening, reading, mathematics;
 - 157 school and children's centre staff together have been jointly trained on the evidence based programme, The Solihull Approach – The School Years. This is a resource pack for care professionals who work with school-aged children, young people and parents.
- evaluate the impact of Best Start on building resilience in a sample of families through a research project with UCLAN. This project did not go ahead as the costs were too high. The impact of the programme is already being monitored (see Appendix A) and an analysis of the programme's impact on resilience will be conducted in the Autumn 2013- Spring 2014 term by the Best Start Officer

Impact Data 2013

Early Years Foundation Stage (EYFS) 2013 - children eligible for Free School Meals (FSM) 2013

The percentage of FSM children that achieved a good level of development in 2013 was 39.6%. The performance of pupils in the most disadvantaged areas of Lancashire compares well with both the national average and the performance of similar local authorities. Although a change in the assessment of early years attainment means that this performance is not comparable to the previous year's results, Lancashire's performance overall is likely to compare well with both the national average and the performance of similar local authorities when this information is published in late November 2013.

Year 1 Phonics screening check 2013 - children eligible for Free School Meals (FSM)

56% of children eligible for free school meals were working at the required standard as measured by the new Year 1 phonics screening check, a rise of 9% on the previous year. This is in line with the national average for this group of pupils.

Key Stage 1 2013– children eligible for Free School Meals (FSM)

75% of pupils eligible for free school meals attained level 2C or above in reading, an increase of 4% on 2012. Although the gap between Lancashire and the national average narrowed by 1% in 2013 it remained 4% below the national average.

Attendance

The attendance data for the year 2012/13 is not available until the Spring Term 2014.

Reduction in the proportion of referrals requiring no further action

Table 1 sets out the number of referrals to Children's Social Care and the number and proportion of those referrals that result in no further action.

Table 1

2011	Referrals	NFA	%
Total 5-7	2138	566	26.5%
School 5-7	212	37	17.5%

2012	Referrals	NFA	%
Total 5-7	2528	514	20.3%
School 5-7	274	35	12.8%

2013	Referrals	NFA	%
Total 5-7	2841	884	31.1%
School 5-7	289	56	19.4%

The results show that there is an increase in the number of referrals being made over the past three years and there is also an increase in the proportion of referrals which are resulting in no further action. It is, however, notable that the rate of increase in referrals from schools is lower than the rate of increase from other agencies.

Performance monitoring

Self Evaluation proformas are being completed by schools and children's centres supported by school advisers and nominated officers during the Autumn term.

To date the 67 children's centre returns detail that 4465 of the 7363 (61%) FSM pupils have received support from the range of services delivered by Best Start Lancashire practitioners during 2012/13.

2647 individual families have received Outreach Support and centres can evidence a reduction in identified need for 1201 of these families(45%).

A number of case study examples are set out in Appendix 'A'.

Key Learning from Year 1 of Best Start Lancashire

Good practice events detailed that Best Start Lancashire has been successful, especially where...

- the children's centre and school work well together, developing a trusting relationship.
- the focus of delivery remains on the needs of children and their families, it is aimed at empowering families and building their resilience.
- there is clear leadership of key people in school and the children's centre that drive the work forward.

- there is a jointly owned and regularly reviewed action plan.
- the activity adds value to what is provided separately by school and children's centre.

Next Steps Autumn 2013/Spring 2014

- Conduct summative evaluation and produce a report.
- Share learning from Best Start Lancashire 2011-2014
- Complete Best Start Solihull Approach– School Year courses spring 2014
- Support children's centres and schools to develop their response to the Early Support Strategy by providing support to;
 - develop plans for sustainability;
 - share models of continued partnership;
 - share examples of successful commissioning of children's centre services by schools.

Consultations

This project has been agreed through discussion with headteachers and children's centre managers. Ongoing consultation exists through the District Children's Trusts, where members are asked to monitor its progress through a regular Best Start Lancashire agenda item.

Implications:

This item has the following implications, as indicated:

Risk management

The Early Intervention/Support strategy underpins significant aspects of the transforming social care budget option (£3million out of a £6 million total). Failure to deliver on this strategy would impact on the achievement of the budget option.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement – 'Lancashire Early Intervention Strategy – Best Start Lancashire' http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=176&MId=540&Ver=4	17 January 2013	Andy Milroy, Office of the Chief Executive, (01772) 536050

Reason for inclusion in Part II, if appropriate

N/A

Case Studies:

Children's Centre 1 (CC 1) – Small children's centre funded for 35 FSM pupils across 5 schools.

Common Assessment Framework (CAF) assessments have been completed for the majority of families worked with. The children's centre have acted as lead professional for some families and have supported the school to undertake this role with other families where this has been identified as appropriate. Of the 9 families where the children's centre has been lead professional all 9 have seen a reduction in the level of need through the provision of targeted family support.

CC 2 – Medium size centre funded for 68 FSM pupils across 9 schools

73% parents said that their time spent learning with their children had increased through Best Start.

73% parents also said that the range of activities used with their children had increased through Best Start work.

CC 3 – Small rural children's centre funded for 46 FSM pupils across 5 schools

An improved relationship with local schools has resulted in the delivery of parenting support resulting in 8 Best Start Families engaging with the Department of Work and Pensions (European Social Fund) 'Families Programme' delivered by VIA partnership, a back to work programme. This year 4 parents have attained employment or started volunteering.

CC4 – Large children's centre funded for 138 FSM pupils across 5 schools, high proportion of children with English as an Additional Language (EAL)

Reception children attended weekly language groups led by the commissioned Speech and Language Therapist using an evidence based Speech and Language Therapy (SLT) programme. Teaching assistants were also trained in delivering this programme to ensure sustainability for future years. Results of this programme were very positive: following the intervention 86% of children's understanding of spoken language was within the average range (pre-intervention was 7%), 90% of children's understanding and use of vocabulary was within the average range (pre-intervention was 20%), and 73% of children's ability to produce intelligible and grammatically correct sentences falls within the average range (pre-intervention was 0%). For many of these children English was an additional language and the progress they made was significant.

CC5 – Large children's centre in the east of the county funded for 181 FSM pupils across 6 primary schools

The centre have reached 82% of the FSM pupils in an area of high need, subsequently one primary school has commissioned an additional 22 hours of a children's centre outreach worker to undertake family support in families' homes to

help school improve attendance, specifically lateness. This has consisted of early morning family support visits with supplementary visits with parents around guidance, boundaries and behaviour management. The approach is backed up with access for parents through the children's centre to evidenced based parenting programmes.

CC6 – Small children's centre funded for 21 FSM pupils across 4 schools

6 families have been in receipt of family support and the impact on their level of need has been monitored. 1 family has been de-escalated from level 4 on the Lancashire Continuum of Need (not coping) to level 3 (struggling to cope), 3 families have de-escalated from level 3 (struggling to cope) to level 2 (just coping), 2 families have de-escalated from level 2 (just coping) to level 1(thriving).

CC7 – Large children's centre funded for 169 FSM pupils across 3 schools in an area of high need, with a high proportion of families with English as an additional language (EAL)

Evidence of de-escalation is shown through the use of Outcomes Stars, where on average families have moved up two points, and through the Common Assessment Framework (CAF) and Team Around the Child (TAC) meetings, which are held by the individual schools. One school reports that from 17 children worked with, four of them have gone from being a Child in Need to level two (just coping) with just minimal intervention required now to support their, and their families', needs.

Support has also been made available from Best Start staff to train/support school staff in the writing of CAFs and in attending TACs.

All schools report an improvement in children arriving at school on time and improved attendance. At one school, two pupils who had 80% and 85% attendance respectively have both had 100% since intervention. In another school unauthorised absences fell from 6.7% to 4.7% after intervention.

CC8- Large children's centre funded for 217 FSM pupils across 6 schools

56 families have received one to one outreach support in the home; there has been a 95% reduction in identified family need measured on the continuum of need. 80% of those families are closed to targeted outreach support and now access universal services, 20% receive continued targeted outreach support.

CC9 – Large children's centre funded for 117 FSM pupils across 6 schools

Of 105 children worked with across this cluster of schools the centre could evidence de-escalation of family need for 59 out of 94 families. This success resulted in a school commissioning a children centre outreach worker to work within school on a part time basis with line management support from the children centre - This embedded a whole school approach to the interventions and supported similar work with children older than 7 years.

Agenda Item 6

Cabinet Committee Performance Improvement

Meeting to be held on 28th November 2013

Report of the Interim Executive Director for Children and Young People

Electoral Division affected:

All

Working Together With Families (WTWF)

(Appendices A and B refer)

Contact for further information:

Paul Hussey, 01772 – 530145, Children and Young People Directorate

Paul.hussey@lancashire.gov.uk

Executive Summary

The purpose of this report is to present an up-date regarding implementation of the Working Together With Families approach across Lancashire. The report identifies progress to date, challenges encountered and associated risks and mitigating actions. In addition an overview presentation recently provided to a Councillors Essentials event is provided at Appendix A.

Recommendation

The Cabinet Committee on Performance Improvement are recommended to note the content of the report and offer comments and feedback.

Background and Advice

The Working Together With Families (WTWF) strategic work programme is now in its second year having commenced in September 2011 and is aimed at increasing the resourcefulness and resilience of families across Lancashire. Focussed on whole-system culture change, the emphasis is on working with families as opposed to doing to, helping them to take greater control over changing their circumstances and improving outcomes for their children and young people.

The work forms part of the wider 'Lancashire Improving Futures programme' which, under the joint leadership of the Lancashire Children and Young People's Trust (LCYPT) and Children's Safeguarding Board (LSCB), is working on a number of developments including the Multi Agency Safeguarding Hub (MASH); the creation of multi-agency delivery hubs; further development of integrated working across all districts including bringing together the Early Support and WTWF work streams and a workforce development programme to support the change process.

From March 2012, Lancashire's targets under the national Troubled Families Unit (TFU) work led by the Department for Communities and Local Government (DCLG) have been included in this programme.

Governance

Oversight is provided by the WTWF Governance Group and delivery is through 12 District WTWF Local Management Groups. Progress is reported to the Lancashire and District Children and Young People Trusts and Lancashire Safeguarding Board. We have developed a robust Audit and Risk plan which helps inform implementation of our business objectives and progress against the actions identified in these plans are regularly reported to the WTWF Governance Group.

Progress to Date

- Payment by Results (PBR) claim submitted to the Department of Communities and Local Government (DCLG) in July for 734 claims (relating to successful work with over 500 families) enabling us to draw down £427,000. This was the largest claim nationally and reflects the good progress made in embedding the WTWF approach across Lancashire.
- Roll out of 2 day Lead Professional (LP) training across all districts by mid November with a total of 305 attendees from Lancashire County Council (LCC) and partner organisations
- Production of a series of short films to describe the experience of LP's and the experience of families of the WTWF approach. These will be accompanied by short case studies to be used for awareness raising and training as well as providing a body of evidence for monitoring purposes.
- WTWF Community Asset Development post appointed and work plan approved at the WTWF Governance Group on 9th September
- Agreement with Children Social Care (CSC) re process to identify Child Protection/Children in Need (CP/CIN) cases which also fit 2 or more of the WTWF national criteria to ensure support in place via LP and reduce demand on statutory service
- Commenced work on integration of WTWF and Early Support processes and procedures
- Successful delivery of Lancashire Improving Futures (LIF) Awareness workshops across all Districts with positive feedback from participants.
- Community Asset post appointed and work plan developed
- Planned conference with Housing providers 13th November 2013
- Planned workshop for middle managers 28th November 2013

Challenges

- Increase in scale and pace in implementing the WTWF approach and in particular achieving the targets set by the Troubled Families Unit (TFU) remains a challenge
- Identifying and working with sufficient number of families meeting two or more of the TFU national criteria in order to claim for the maximum available PBR funds within the lifetime of the programme.
- Engaging all partners fully in the WTWF approach especially in relation to identifying Lead Professionals within their existing workforce. There are very particular issues for certain sectors e.g. schools and we are actively working with partners to identify sector specific solutions.
- Facilitating and supporting service re-design to fully embed a family focus to service delivery and ensuring appropriate levels of training, support and

supervision are available for all Lead Professionals. We have found that middle managers in particular need support with these elements

- Potential financial implication of not meeting revised DCLG targets for number of families worked with and changes to anticipated claim rates. Potential predicted shortfall, due to changing DCLG guidance
- Demonstrating impact and efficiencies within partner organisations across the county and linking interventions via WTWF to a reduction in demand on statutory services
- Ensuring all commissioned services are clearly targeted at the correct cohort of families and clear messages are provided to front line workers re referral, contact points etc.

Process

The WTWF approach works in the following way: Once families are identified we will ask them if they will take part in this approach; once we have their consent we then call a team around the family meeting which may lead to a single service intervention or identify a Lead Professional who will be their single point of contact and coordinate services around them to deliver an agreed family plan. **ie One Family – One Plan – One Worker**; there are expectations on the family to carry out agreed actions or make changes to their lifestyle which have been agreed in their plan; progress is tracked throughout all stages of the process via a tracker tool. Ultimately our aim is to de-escalate the family to early support or universal services.

Maximising Resources and Value for Money

The expectation at the start of the Troubled Families (TF) Programme in Lancashire was that we would be able to draw down £5,260,000 in attachment fee and £3,508,000 in Payment by Results (PBR), which totals £8,760,000. However, due to changes to the TF Agreement there are potential risks to achieving the anticipated PBR monies.

A number of mitigating actions have been identified to assist in maximising PBR monies and ensure these resources are focused on stimulating the system change required. A few of these actions are listed below:

a) We have undertaken a thorough analysis of current expenditure and commitments. This has involved an exercise with senior finance colleagues to establish a budget manageable through the county council's financial management system, ORACLE.

b) We have agreed with the Troubled Families Unit that we will agree a joint statement with the County Council and the unit to clarify key terms and principles that will act as an amendment to the original agreement including; definition of worked with, attachment and payment by results targets and payment rates, expansion of eligibility factors to the funded TFU work to include key identifiers such as families receiving child protection or child in need intervention, and a financial schedule going forward until March 2015.

c) We have investigated our sources of data required to make claims and identified key areas of improvement which will be addressed. These include;

- provision of data sets from key services/ direct from families on a timely basis (families to be incentivised),
- lead professionals training to focus on importance of evidence based reporting via 'tracker'
- revision of Service Plan including roles and responsibilities of analyst function, improved data sharing agreement at District Local Management Groups (LMG) level and Strategic Level; sharing of expertise between other local authorities e.g. West Yorkshire who have achieved high levels of employment outcome claims; and those who have a dedicated database to identify and track troubled families (namely Manchester City Council and Salford).

d) In relation to employment outcomes we have specifically identified from the July claim experience, that there are potentially 189 employment outcomes that were not maximised. The corrective actions described in c) above will maximise these employment outcome claims in Jan 2014 and help us achieve better claim figures in the future.

e) In addition, we are scrutinising the impact of our commissions funded via the WTWF (TFU funding) and asking: what is the attachment of families to these commissions; what are the outcomes and in which districts; and what the value for money is of these contracts. At the Governance group in early December we will agree which of our original business commitments are no longer required due to projects/commissions not commencing or emerging identified needs of families across Lancashire. The aim will be to develop a key Early Support/Prevention and WTWF offer list.

f) We are examining how WTWF Support is enhanced to include Children in Need (CIN) and Child Protection (CP) Cases.

A number of steps have been drawn up to explore this area including; trawl of CIN and CP cases and cross reference against WTWF families, and moving forward Children Social Care (CSC) to notify WTWF analysts of all new CIN cases, and to notify the WTWF analyst if the case meets 2 or more of the TFU national criteria. Any funding drawn down will be used to commission further prevention intervention services and/or fast-track into current service offers.

Current Performance

The impact of our approach in relation to the Troubled Families activity in Lancashire is as follows:

- Target number of families in Lancashire up to end of March 2015 = **2630**
- As of 30th Sept the number of families we have identified that meet two or more of the national criteria = **2749**
- As of 30th Sept the number worked with = **1136** (North 328) (Central 427) (East 381) Central
- The numbers of families achieving positive outcomes = 735. A further 309 families is predicted by January 2014 which totals **1044**.
- In July Lancashire topped the table of all Local Authorities for outcomes achieved.

A number of case studies have been developed evidencing impact on outcomes.

(Appendix B)

We are also developing case studies which highlight reduced costs utilising a Social Return on Investment Costing Tool.

In a number of cases we are finding evidence of existing activity but through the implementation of our approach we are able to coordinate this activity and focus our work with the most complex and vulnerable families in a more effective way.

Workforce development

A significant part of the Troubled Families Funding circa 600k has been utilised to develop a comprehensive workforce development programme which includes training covering: Awareness of the Early Support/Prevention and the WTWF approach for frontline staff and managers; Level 2 safeguarding (e-learning); 2 day Lead Professional training leading to an accredited certificate and further specialist training such as Solihull parenting. The impact of our parenting approach has been recognised nationally and is being showcased at a national event in Birmingham later this year

Evaluation of the Troubled Families Unit (TFU) Programme

Lancashire is one of 20 local authorities which have been selected as a 'case study' for the purposes of the national evaluation.

On 23rd October, we were visited by members of the evaluation team for day 1 of this robust process. The aim of the case studies is to explore in depth how Troubled Families (TF) services are operating, to understand how systems and services have been redesigned and reformed to work with families and to provide ongoing learning about how to optimise the value role and efficacy of the TFU programme. Case studies will be based on interviews and group discussions with staff, workshops with local partners, at both strategic and operational levels and interviews with a selection of families (in some areas).

The outcomes of the evaluation will be shared with the WTWF Governance Group and County Councillors via the WTWF regular up-date briefings.

Communications and Member Engagement

We are developing an internal communications plan and briefing schedule for County Councillors and by way of an example of the type of information available, appended to this report (Appendix A) is a presentation recently provided to a Councillors Essentials event.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The risks associated with the WTWF are outlined in the report however the Governance Group has developed a risk register designed to mitigate identified risks. The risk register is regularly monitored as part of the overarching performance management arrangements that are in place to support the implementation of the WTWF approach.

Financial

As outlined in the report

Equality and Diversity

Whilst the WTWF approach may be challenging for some families it is designed to improve outcomes for these families many of whom will come from deprived backgrounds. The WTWF approach also embraces and celebrates diversity and builds on the strengths of communities in Lancashire.

Crime and Disorder

The WTWF approach makes a significant contribution to reducing Crime and Anti Social Behaviour in Lancashire.

Personnel

The WTWF approach includes a significant investment in the workforce to effect the required system change.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
CCPI Report Working Together With Families – Progress and Funding Arrangements	17 January 2013	Andy Milroy, Office of the Chief Executive, (01772) 536050

Reason for inclusion in Part II, if appropriate

N/A



Lancashire
Improving Futures
Programme



Working Together With Families

Janette Buckland

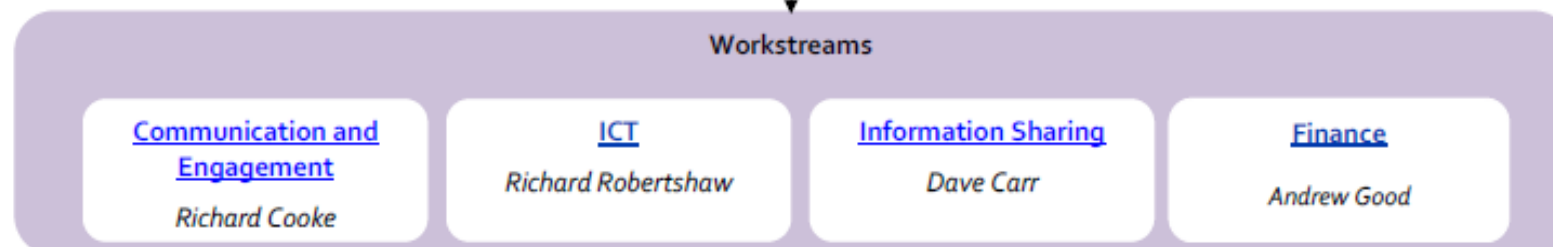
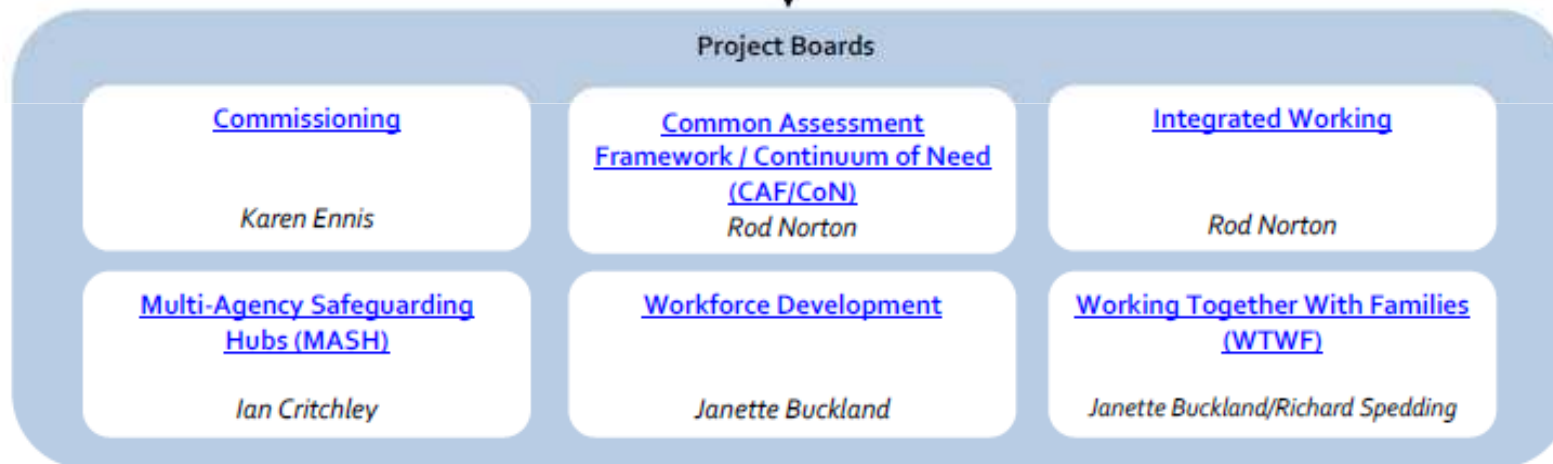
Paul Hussey



Lancashire
Improving Futures
Programme



Programme Manager - Richard Spedding





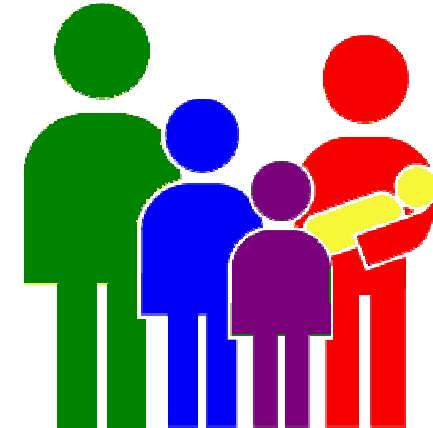
- **Whole System Change Programme**
- To have all partners working together more **efficiently and effectively**,
- thereby **reducing and managing risk and demand for services** from children, young people and families in Lancashire
- to the **benefit of key stakeholders and the wider community**
- while at the same time improving **key outcomes**
- to reduce **dependency**
- and Increase **resilience**
- while being more cost effective – **value for money**

Drivers

- Children's Trust transformational principles –
 - shared locations
 - shared information
 - shared ownership
 - shared pathways
 - shared commissioning and delivery
- Principles of **Prevention** and **Early Intervention**
- Government Reports e.g. Allen, Munro
- Meeting efficiency targets through reducing demand on specialist services



Working Together With Families (WTWF)



- Working **with** not doing to or for
- Target group - most complex families
- Troubled families work - 2nd largest LA,
3 criteria: worklessness, crime/ASB, school non-attendance
- Funding from central government
- 2,630 families
- 12 Local Management Group's
- Lead Professional Approach: **1 family, 1 worker, 1 plan**
- Positive results so far

What Does This Mean for Lancashire?



- 2nd largest LA
- 3 co-ordinators & 3 clusters
- 2,630 families (2,999)
- 876 in year 1
- 1300 in year 2
- 454 in year 3
- Upfront attachment fee and results-based payment.

- Lancaster = 162 (342)
- Wyre = 109 (226)
- Fylde = 57 (178)
- **Cluster A = 328 (746) over 3 years**

- Preston = 294 (483)
- West Lancs = 189 (151)
- Chorley = 162 (227)
- South Ribble = 109 (230)
- **Cluster B = 754 (1,091) over 3 years**

- Burnley = 425 (371)
- Pendle = 373 (278)
- Rossendale = 294 (195)
- Hyndburn = 399 (269)
- Ribble Valley = 57 (49)
- **Cluster C = 1548 (1,162) over 3 years**

WTWF Current Situation



Personnel

- WTWF Programme Co-ordinator
- WTWF Area Leads
- WTWF analysts
- 4 DWP advisors

Performance

- 1st DCLG claim in January 2013 for 128 PBR outcomes (50 predicted)
- 2nd DCLG claim in July 2013 for 607 PBR outcomes (80 predicted)
- 841 Families supported by end of July 2013, and counting, part of the process.
- DCLG negotiation

Progress

- Edge of Care
- Short Stay Schools
- Family Group Conferencing
- Lead professional budget arrangements
- Lead Professional workshops and Lead Professional induction training

Workforce Development

- Lead Professional (LP) role
- Training and development needs
- Menu approach – 2 day LP Training with additional training opportunities
- Support and supervision
- CAF/CON Training
- Evaluation
- Links closely with Workforce Reform Board and Workforce Implementation Group



Lead Professional Role

- To act as a **single point of contact** for the family and other professionals
- To **co-ordinate** the **delivery** of the actions agreed (not to do it all)
- To **reduce overlap** and inconsistency in the services received

This has NOT changed

- Identify needs of **all family** members and refer appropriately
- Identify areas of **risk** – act or refer on as appropriate
- Assist the family in their **self assessment** – e.g Family STAR
- Give opportunistic **healthy lifestyle** messages
- Request **commission** of a specific intervention/service (LP budget)

County Councillor Role?



- Communication
- Community Leadership
- Challenge
- Advocacy
- Linking to other activity in LCC and Partners
- Utilise skills and expertise – intervention, advice, information
- Your view?

Questions?



Paul Hussey

WTWF Co-ordinator

Paul.hussey@lancashire.gov.uk

Mobile 07876844212

Working together with Families Case Study

Identification

Information was shared within the Community Safety Partnership; we identified a number of key services including Neighbourhood Policing Teams, Youth Offending Team, Probation Trust, Local Authority and Social Care/Services. It was anticipated that once all the relevant information had been collated and analysed a broad overview of the family would be apparent.

It was also beneficial to access information from the local high school.

Once the initial information was received it was then necessary to source other information from other local services, in order to identify the 'bigger picture'.

As a result of the initial work that had taken place at the early stage this family was clearly identified as the top priority family, having been named by four agencies, and for the purpose of anonymity and this case study we will class them as 'Family A' and 'Family B' although they are one total family

Background

Family A – consisted of Single mother aged 38 years with four children, three of whom were dependant, son 17 years, daughter 10 years, daughter 4 years all of whom have different birth fathers.

Family B – consisted of a single mother age 42 years with three children one of whom is dependant, son 13 years. Although these two lived at different addresses, they did make up the wider picture.

Both families lived in private rented accommodation with **Family A** property consisted of three bedrooms on a small cul-de-sac within a deprived housing estate, made up of predominately housing association properties. **Family B** lived in 2 bedroom terrace property within a deprived area. Both parents are in receipt of benefits and are not currently employed or seeking work.

At the time of identification the Son was on an ASBO for Anti-social behaviour and this was an on-going problem in the local areas. He was believed to be using Cannabis and alcohol and had already served a sentence in secure accommodation. This young man had

previously received very limited education, consisting of a small number of hours per week. There were constant calls to the home address with domestic violence problems between mother and son, all this being witnessed by the two younger siblings. This young person also had 35 offences recorded on the police national computer with 14 convictions for offences including theft and kindred, against property, against the person, public order and bail offences. He had been arrested a total of 36 times in the last 3 years. He was recorded as the offender on 23 crime reports and recorded as aggrieved on 4. He had been reported missing from home twice.

Daughter of 10 years and 4 years was attending mainstream education but were starting to show a sign of withdrawal and distress and this was linked to the behaviour of the son. A family learning mentor started to work with these children to address these issues.

Nephew 13 years began to come to the attention of services due to his high levels of anti-social behaviour both in the community and at his place of education and it was believed at this early stage that he was mirroring the behaviour of his cousin. He had been arrested once and has one conviction for Burglary other than in a dwelling.

The Youth Offending team initiated the Team Around The Family meetings. The attendance included Lancashire Fire & Rescue, Young Peoples service, Police, Local Authority, Education, Children's social care, Housing services. Issues identified were housing for 17 year old, referral for early intervention for the nephew, continuation of a positive activity for 10 year old daughter, referrals to the food bank to assist mum, referral to Addaction for their attendance at future meetings.

Meetings continued to be held on a six weekly basis which have resulted in actions being taken by all agencies and updates provided at the following meetings.

Family A - Progress to date includes identifying the son 17 as the main issue within the home address. Significant work has taken place with Mum around behaviours in the home. It was agreed son 17's attitude was having a huge impact on the younger sibling which resulted in mum refusing to have him back at the home address. Since this the younger siblings have improved greatly both at home and at school. Daughter 10 is excelling within her gymnastics which was funded by the TAF and has written a statement to explain how better her home life is now that her

brother is no longer living there. It was identified by the lead professionals that damage to the home address was showing an impact on the younger children and reminded them of previous situations. This was shown in their behaviour at school and it was agreed that funding was obtained to repair damage, which would enable the family to move forward. Son 17 is now in secure accommodation.

Further work in progress – Mum (Family A) assisting with parental support, Health advice, return to work interview with the DWP arranged and budgeting. Referrals made to Help Direct for heating and support advice.

Family B – Assisting with statement for education for Son 13 to enable him to go to a special school. Parental support from Barnardo's provided. Youth Involvement support from the Police who have helped to access positive activities, boundaries and consequences. Referral made to Help Direct. Assistance with moving house.

Summary

Outcomes that have been achieved so far have included

Reduced calls to the Police - from the period 6 months prior to the first meeting to the six months which bring us to date has seen a 90% reduction in calls to the home address of family A

Anti-Social Behaviour – No adverse contact with the police by Son 13 of Family B.

Education – The son 13 year of family B has now been assessed by an educational psychologist and a chance of moving to a special school has resulted in increased attendance by son 13 family B

The health and wellbeing of all family members in family A have greatly improved.

These outcomes are as a result of services taking a whole family approach and working together with the family.

Daughter 10 Family A

XXX was asked about home life now compared to how it was:

Her response -

Things are better now without XXX at home. Mum isn't as stressed, so doesn't shout at me as much. Police don't come round anymore – I was sometimes there when he was arrested and I would be screaming. He once whacked me when we crossed on the stairs & he also hit mum with a Hoover. Quite a lot of police would come to 'get him down'.

Life was horrible when XXX lived at home; he caused arguments with anyone in the house, even XXX. Sometimes he would hurt me & throw stuff at me.

Life now is cool at home. I am doing really well at gymnastics and am Grade 11 which is very good for my age and I got 2nd place in the recent competition.

A message to the people in the meeting – Thanks. Thank you for being there for me.