Troubled Families - Birmingham
A Think Family Strategy

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Our contribution

• DCLG presentation described the National Payment by results (PbR) programme to turn around the lives of 120,000 ‘troubled families’

  - Birmingham’s commitment to the programme is to achieve good outcomes for 4,180 families

• Following the three National Characteristics defined by the Troubled Families Unit, a fourth “local criteria” set by Birmingham is;

  - Low Parental Capacity within the family household

Families must have a coincidence of 3 of the 4 criteria to be ‘worked with’
Early needs analysis

During 2012/13 an analysis of the first cohort of Troubled Families confirmed:
- 94% of families include an adult on benefits
- 72% had children low attendance or excluded
- 31% had current or recent Child Social Care involvement
- 28% included a young offender
- 15% had a family member involved in anti social behaviour
- 12% had a child with an educational statement

Just under 30% of our families (609) received a more detailed assessment:
- 34% included a family member with substance misuse problems
- 19% had some form of domestic abuse taking place within them
- 27% included a family member with a mental health problem
- 25% parents were struggling to enforce rules and boundaries.

Improved assessments and data sharing are increasing these percentages.
Local Indicator : Local Parenting Capacity

- Adult or Child Mental Health issues
- Adult or Child Substance Misuse Issues
- Domestic or emotional abuse taking place
- A Child or Young Person with a “Child Protection Plan” or risk of entering care
- Families where a child has Special Educational Needs
- Family experiencing homelessness
- Parents who indicated or demonstrate that they are struggling to parent and/or enforce rules and boundaries

‘Right families receiving right support’
Think Families

- Fewer CiC
- Reduce in-generational cycle of care, crime, poverty, neglect, worklessness

Early Help

- Targeted Programmes
- Substance misuse
- Domestic violence
- Mental health
- Homelessness
- Behaviour
- Parenting capacity
- Intensive Family Support

Public Health

- Best Start in Life
- Language for Life
- Engaging Families - resilience
- Family Relationships
- Good Parenting
- Lifestyle & Behaviours (adults and CYP)
- Physical & emotional health (adults and CYP)
- Literacy/numeracy - employability
- Information & service access
Governance arrangements

Think Family Board
Senior Leaders from the Council and Partners including Elected Members (The Executive)

Leadership within Services and Partners
(Business Star Chamber)

Think Family Operational Planning Group
(Benefit Realisation Board)
Critical Leads from each service or partner consider, plan for, challenge and support implementation of TF

Dawn Roberts
Strategic Lead, Think Family
(Business Change Manager)

Programme Team
(Benefits Realisation Plan Owner)
Specialist leads from key service areas and partners to provide function and infrastructure

Wider Strategies and Respective Leads
(Business Star Chamber)

Co-Production of Outcomes
TF Board and Strategic Lead will identify other strategies to be achieved in services or partner agencies such as Health, Police, DfE and others and will use TF to compliment, align and challenge to ensure multiple strategies are achieved and do not conflict

Delivery within Services, Partners, Providers (Benefit Owners)

Realise Benefits (Benefits are measured)
What is on offer – Think Family Model

- Intensive Family Support
- Family Support
- Signposting & Universal Support

**FAMILY INTERVENTION**
- **‘intensive’**
  - Intensive work with small caseloads of families e.g. <5

- **‘light’**
  - Less intensive work with larger caseloads: 5 - 15 at any one time

- **“Superlight”**
  - Named lead for family located in another agency

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<tr>
<th>The 5 Family Intervention Factors</th>
<th>One worker dedicated to a family</th>
<th>Consider the family as a whole</th>
<th>Practical hands on Support</th>
<th>Persistent, assertive and challenging</th>
<th>Common purpose and agreed action</th>
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</table>
What is on offer - Core Offer

- Lead Professional/Key Worker
- Holistic family assessment and family plan
- Assertive Engagement to achieve outcomes
- Family Support from 2-6 hours per week
- Evidence based Parenting interventions
- Practical support to improve school attendance and behaviour
- A personalised service for family members to increase employment opportunities
- Family Contract with balance of support and sanctions
What is on offer – Intensive Family Support

• Additionally, Intensive Family Support provision made up of a range of providers and specialisms

• Provide from 2 to 7 hours direct family work per week

• Deliver to families that require a complex response or have a complexity of issues preventing good outcomes

• Providers: Action for Children, Barnados, Bromford Housing, Family Action, Malachi, Women’s Aid, Spurgeons, CAMHS (Multi-Systemic Therapy), Shelter.
What is on offer – Specialist Support

- Fire Service Health and Safety Checks
- DWP benefit health checks and employability
- ESOL (English Spoken, Other Language)
- Language and Speech Therapy
- Intensive Family Support provider specialisms
  - Domestic Abuse response for women
  - Housing and occupancy issues
  - Multisystem Therapeutic provision
  - Autism and Special Educational Needs
  - Abuse or neglect
- Barriers fund directly available to families
The Think Family landscape

Focus on ‘Whole System Change’
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<tr>
<th>Pre Think Family</th>
<th>Think Family</th>
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<tbody>
<tr>
<td>Individual services working to their own targets and performance indicators.</td>
<td>Services taking a whole family approach with a Lead Professional and one Family Plan. Achieving outcomes (1200).</td>
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<tr>
<td>Intensive Family Support provision low for size of City.</td>
<td>9 Providers with capacity to benefit 1,000 families. Increase of Third Sector organisations and Evidence Based programmes</td>
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<td>No join up of information from Case Management systems, no joined up view of the individuals in the family.</td>
<td>Shared information around a central HUB initially for Council Services and Schools with potential for a portal with appropriate levels of access. Single view of whole family</td>
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<td>No consistency in approach to family practice.</td>
<td>Level 4 Working with Complex Families is baseline training for all practitioners.</td>
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<td>Adult and Children’s Services working in silo’s providing or commissioning to single agenda.</td>
<td>Public Health commissioning adult substance misuse family workers to be based in Children’s HUBS</td>
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</table>
Each family is unique; there is no ‘one size fits all’. Engaging a troubled family always depends upon the professionals’ involved first establishing trust, thereafter building an understanding that all parties will strive to achieve the good outcomes needed.

The Department for Work and Pensions acts to provide a specialist resource as part of the model of Family Support. Recognising change is needed to engage families, we work directly with them in support of the Family Plan. Building a relationship, identifying barriers and aspirations and helping them to achieve better life chances through sustainable employment or employability for when the time is right.

We are working with parents whose history is to not to manage the multiple issues which beleaguer them and their children. Their tendency is to continue ‘in chaos’ and not be solution focused. Employment is usually their lowest aspiration. Our role is to place employment front and centre as the key aspiration within the family. Employability as the route to achieving lives with structure and rewards that are not only financial but physical and mental. How do we achieve this?
Key support actions for supporting the family into employment:

- Integrated Support Plan in which employment is a key aspiration
- Employment Focus Diagnostic interview with parent(s) and working age young people in household
- Welfare reform impact review and support
- Benefit income - “health check”
- Benefit calculation - Better off in work
- Skills and Employment history assessment
- Debt and budget support
- Advocacy for the family
- Practical support: Cvs/IT/confidence/work experience/training
- Flexible Support Fund
- Post employment support and financial planning
- Develop and inform services / professionals knowledge and practice
• **DWP – A Case Study**

- Open, honest and frequent communication with all
- Co-ordination of activity to avoid duplication and conflicting outcomes
- Helping to find a benefit to the family for them to be involved
- Challenging behaviours, aspirations and circumstances

The attached case study gives some example to how the service provided helped to secure progress outcomes.