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To: Communities Cabinet Committee

Date: 6 July 2012

Subject: **Kent Troubled Families Programme**

Classification: Unrestricted

Summary : This report provides an outline of the Kent approach to the Government's Troubled Families Programme.

Recommendation : Members are asked to NOTE this report.

1. Introduction

“Government research has shown there are at least 120,000 families fitting the description ‘troubled family’ in England. These families are experiencing multiple problems and disadvantages, such as worklessness, truancy, drug and alcohol addiction, and also causing problems such as anti-social behaviour. New analysis shows that these families are a significant drain on the public purse, costing us all over £9bn a year (on average, £75,000 per family per year) and it will come as no surprise to you to hear that most of this bill falls to local authorities.”

Louise Casey, Director-General, Troubled Families, Department for Communities and Local Government - Letter to Local Authorities, 16 December 2011

- 1.1 The coalition's 2010 Spending Review called for community budgets to be piloted in 16 local areas, to pool departmental budgets for families with complex needs. KCC is one of these first phase areas and our work in Swale and Thanet has endeavoured to deliver this agenda utilising the Family Intervention Programme model and to commence work on the opportunities for pooling not only KCC resources but those of the wider public sector.
- 1.2 The work in Thanet and Swale is ongoing and whilst progress has been made in directing change within the lives of the cohort of families and whilst the methods of intervention and co-ordination of those interventions are much improved, it has proved difficult to achieve the outcome of the pooling of resource and, therefore, to fully deliver the concept of the Community Budget.

2. The Troubled Families Programme

- 2.1 The Troubled Families Programme was launched by the Prime Minister on 28 March 2012 and is a continuation of the agenda to tackle families with complex needs. The adoption of the Troubled Families framework in Kent is considered a pivotal plank of the Government's agenda. A Payment by Results framework is a central element to the delivery model.

- 2.2 Over a three-year period the Troubled Families Programme aims to reduce/address unauthorised absence from school, youth offending, anti-social behaviour by young people and their families and long term worklessness. The government estimates there are 2,560 families in Kent who meet the criteria for the programme and in recognition of these significant numbers, is proposing to pay a potential of £4,000/family, with an initial upfront payment of £3,200 and the remaining £800 as the element of the reward payment. In this first year, Kent has proposed to work with 1,082 families that have been identified using a criteria of more than 3 unauthorised school absences in one year, engagement in youth offending and anti-social behaviour and checked against police national criminal records and our children's social care database.
- 2.3 The DCLG framework is deliberately not prescriptive about the degree of complexity of the families or the levels of interventions. They are keen to emphasise they are not all 'top end' crisis families allowing for the development of more effective early intervention and prevention services.

3. Governance Arrangements

- 3.1 A multi-agency Steering Group, chaired by the Leader of Kent County Council and including district representation is in place. A Programme Management Board and an Operational Group have been established to support the operational delivery of the programme.
- 3.2 The business case was signed off by the multi-agency Steering Group at its meeting on 8 May 2012 and the submission to the DCLG on the proposed numbers of families has been accepted but negotiations continue on the level of payment for the first cohort as Kent has proposed working with 42% of the total cohort size.
- 3.3 The multi-agency Steering Group will receive a paper outlining how any Government monies secured through the programme will be utilised. The Business Case sets out very clearly the intention to review the KCC and other public services' engagement with families and the effectiveness of the interventions. The Programme has at its heart a transformation of the way Kent works with families and the intention is to take a measured approach that uses intelligence-led evaluation to inform service redesign and commissioning.

4. Local Delivery Model

- 4.1 The distribution of the identified families across Kent reflects existing understanding of areas of social deprivation and high levels of intergenerational worklessness with Swale and Thanet exceeding 150 families/area and Dartford and Sevenoaks fewer than 50. The model of engagement with local areas has required verification of the personal data that identifies a family against local intelligence and information located within the Community Safety Units and the multi-agency teams that work collaboratively in the districts.
- 4.2 All families identified will be reviewed against the Common Assessment Framework (CAF) with the aim of establishing a lead professional role and reducing the duplication of agency invention and working with a family in a focussed and targeted way to address their needs and achieve the required outcomes of the programme. The long-term aim is to see a shift in the behaviours, an improvement

in a young person's attendance and attainment at school, a reduction in reported levels of anti-social behaviour and a reduction in welfare benefit dependency. In the short term this will require agreement with the families on areas that will be a priority for change. This could include participation in drug and alcohol treatment services, improved management of tenancy agreements and engagement with the European Social Fund/DWP Work Programmes.

5. Current Position

- 5.1 The lists of families to be worked with in this first cohort will have been confirmed by the end of June 2012 and for the next 3 – 4 months the priority will be to ensure that the CAF is completed or reviewed on every family and that all agencies are engaged with the programme and are working with the families.

6. Recommendations

- 6.1 Members are asked to NOTE this report.

Background Documents : None

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