

You are key to a  
**better future**

Kent Troubled Families Programme

Kent's approach to helping troubled families



# Kent troubled families programme

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## Introduction

The Kent Troubled Families Programme presents an exceptional opportunity to do something radically different that has a real impact for dysfunctional families, as well as for the communities they live in across Kent.

We have all worked with troubled families for many years, but despite the best intentions and numerous separate interventions of various local agencies, the entrenched cycles of dependency, criminality and anti-social behaviour have continued to repeat across the generations - not only at huge cost to the public purse, but at huge cost to the families themselves.

The need for a new approach is undeniable. We should not expect the traditional interventions run separately by different agencies to produce different results. We need honest conversations about what does, and what does not work for these families and this is why I am personally so committed to the Troubled Families Programme.

The Kent Troubled Families Programme recognises the need to use a hands-on approach with families - rolling up our sleeves and getting on their case, with the right rewards and penalties to engage with them. We want to make sure that families are clear on the changes that need to be made in their lives, that they are given the opportunity to change and they understand the consequences of failing to do so.

Evidence shows that using a single lead worker can have the biggest impact on changing the behaviour of a troubled family and in Kent we are committed to providing lead workers for each of the 2,560 troubled families identified across the county. We are also keen to test new creative solutions for these families – for example, our Kent-wide offer will offer apprenticeship or training opportunities for every young person aged 16-24 years old.

Your support for this programme is vital. Working together, we can integrate our services around these families, reduce costs to the public purse and, most importantly, turn lives around.



**Paul Carter**, Leader Kent County Council





All of us in public service are in some way responsible for the programme to turn around the lives of 120,000 troubled families by 2015. Put simply, the national Troubled Families Programme is about changing the lives of families who have a lot of problems. And, indeed, who often cause a lot of problems – for themselves, for their neighbours, and for the services who try to help them.

I know that in your work you have a difficult balancing act to perform. Trying to keep up momentum to turn around a particular number of families, while at the same time changing services and the systems around those families to make them more effective. It's a big task. But it is also a vital task. Because if you succeed, you really will change lives. Not just the lives of the people you will be working with over the next few years, but by changing the system and services as part of the Troubled Families Programme, we will be left with a system better equipped to help the families in the queue behind them. Families who may not be troubled yet, but still have problems and are in need of help.

It's a sometimes daunting task. But I can see that real progress has been made, and we all have good reason to feel optimistic. You are the guardians of this programme – and if we get this right we can give children in these families a fighting chance.

A handwritten signature in black ink, appearing to read 'Louise Casey'.

**Louise Casey CB**

Director General  
Troubled Families Team

# National perspective

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**The Troubled Families Programme was launched by the prime minister in 2011 and is led by Louise Casey, Director General, Troubled Families, Department for Communities and Local Government (DCLG).**

A Troubled Families team, based in DCLG, has been established to join up efforts across the whole of government and to provide expert help to local authorities to drive forward the programme.

The team has been drawn from across government departments and includes a director of children's services with wide experience of family intervention on secondment from local government, as well as staff with a background in other areas of local government.

Government data collected in October and November 2011 estimated that £9billion is spent annually on troubled families – an average of £75,000 per family each year. Of this, an estimated £8billion is spent reacting to the problems these families have and cause with just £1 billion being spent on helping families to solve and prevent problems in the longer term.

As part of the Troubled Families Programme, the government will work alongside local authorities to:

- get children back into school
- reduce youth crime and anti-social behaviour
- put adults on a path back to work
- reduce the high costs these families place on the public sector each year.

DCLG is encouraging local authorities to work with families in ways the evidence shows is more effective, such as:

- joining up local services
- dealing with each family's problems as a whole rather than responding to each problem, or person, separately
- appointing a single key worker to get to grips with the family's problems and work intensively with them to change their lives for the better for the long term
- using a mix of methods that support families and challenge poor behaviour.

The government is contributing £448million to local authority budgets over three years on a payment-by-results basis.

## Payment by results framework

The Department for Communities and Local Government funding is paid primarily on a results basis, to incentivise a focus on achieving outcomes. However, it is recognised that there will be up-front costs associated with restructuring services, taking on new staff or commissioning services, and some greater risks in the earlier years, until services become more established and savings can be realised.

A proportion of the £4,000 funding is paid upfront as an attachment fee for the number of families with whom we start working, and the rest will be paid once we have achieved positive outcomes with a family.

For 2012-13 this attachment fee will be set at 80 per cent, reducing to 60 and 40 per cent in the next two years (see table below).

<b>Total funding available per family = £4,000</b>		
<b>Year</b>	<b>% of payment offered as upfront attachment fee</b>	<b>% of payment offered as a results- based payment in arrears</b>
<b>2012/13</b>	80%	20%
<b>2013/14</b>	60%	40%
<b>2014/15</b>	40%	60%

# Kent's approach

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Improving life chances of Kent's most disadvantaged families

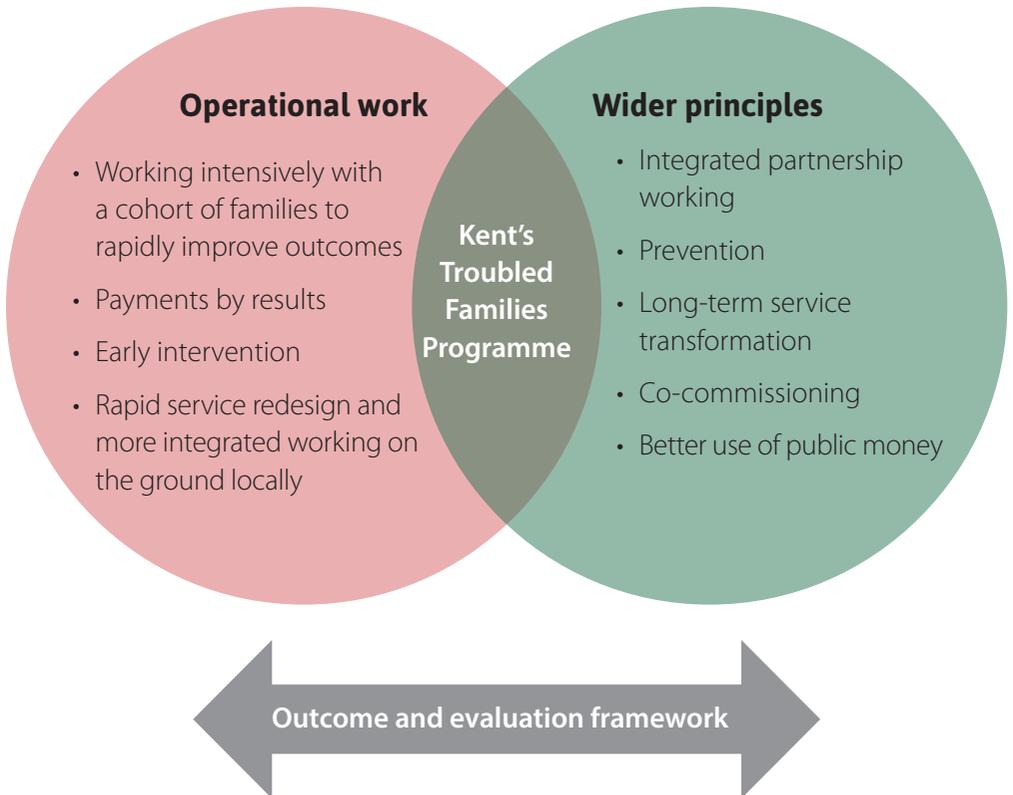
by

Transforming and joining up public services

thereby

Releasing taxpayer's money to reinvest in services for the wider community.

## Key principles of Kent's Troubled Families Programme



## Governance

The success of the Troubled Families Programme is dependent on working in partnership to improve the life chances of families in Kent.

The multi-agency steering group chaired by Paul Carter, Leader of Kent County Council has been established to make sure there is high level strategic representation from each of our partners and corporate directors. The multi-agency steering group provides strategic direction and support to the programme board and operational team, to ensure the successful delivery of the Kent Troubled Families Programme.

## Central funding pot

A proportion of the overall funding available through the programme has been placed in a central funding pot to support local delivery and to encourage innovative approaches from local project boards. This allows for local project boards in conjunction with local partners to submit business cases to the core team for consideration.

## Local project delivery managers

Kent County Council has recruited local project delivery managers (LPDMs) to support and help coordinate the local delivery of the Kent Troubled Families Programme.

The LPDM's coordinate local projects and oversee the local operational groups to ensure families are prioritised and allocated to dedicated workers and that local projects are on track to deliver agreed outcomes. Their role is to hold to account and challenge the practice across all agencies and encourage change and new ways of working with families.

## Local operational groups

Local operational groups (LOG) are established in each of the 12 districts to coordinate and support local delivery of the Kent Troubled Families Programme. The multi-agency members who make up the LOG play a pivotal role in helping the LPDM gather a holistic picture of troubled families, to assist in prioritising families and ensure that we allocate the most appropriate dedicated worker (initiator). This aims to achieve the best possible chance of successfully engaging with families the first time round.

# Doing things differently - scaling up to working with troubled families

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The programme aims to achieve a change in the way public services work with families, reducing the number of interventions from different agencies and making them more effective.

We recognise that for some partners taking a more holistic approach to working with families may represent a cultural change and a challenge to their existing practice. However, this is necessary if we are to make lasting and long term transformation for the lives of families and transform or redesign services beyond the life of the programme.

## A Family Intervention Model for Troubled Families in Kent

The four delivery streams of Kent's Family Intervention Model are as follows:

**Family intervention project workers** providing a persistent, assertive and challenging approach. Delivery Stream 1 will be delivered through our contract with KCA or other local arrangements.

**FIP light workers** will be dedicated posts focussing on family function providing practical support. Delivery Stream 2 is funded through the programme.

**Multi-agency lead workers** (allocated from existing key partners) act as an advocate for the family, with the ability and authority to influence other agencies. Delivery Stream 3.

**Family support workers** dedicated resource focussing on 'initiating' contact with identified troubled families. Delivery Stream 4.

## How the four delivery streams work

Delivery stream 1 Family intervention project workers	Delivery stream 2 FIP light workers	Delivery stream 3 Multi-agency lead workers	Delivery stream 4 Family support workers
<ul style="list-style-type: none"><li>• Family intervention</li><li>• Intensive</li><li>• Small caseloads</li></ul>	<ul style="list-style-type: none"><li>• Family intervention</li><li>• Light</li><li>• Up to 15 families per worker</li></ul>	<ul style="list-style-type: none"><li>• Family intervention</li><li>• Super light</li><li>• 1-2 families per worker</li></ul>	<ul style="list-style-type: none"><li>• Family intervention</li><li>• Light</li><li>• Small caseloads</li></ul>
<ul style="list-style-type: none"><li>• Practical hands on support</li><li>• Assertive and challenging approach</li><li>• Tenacious and relentless</li></ul>	<ul style="list-style-type: none"><li>• Focus on family function</li><li>• Accessible, there when they are needed</li><li>• Practical support</li></ul>	<ul style="list-style-type: none"><li>• Named lead for family with dedicated time</li><li>• Coordinate Team Around the Family support (TAF)</li><li>• Advocate for family and authority to influence other agencies</li></ul>	<ul style="list-style-type: none"><li>• Practical hands on support</li><li>• Focus on family function</li><li>• Named lead for family</li></ul>

## Features of Kent's Family Intervention Model

### Key features of the **Family Intervention Project Worker** role (FIPs)

- 1 A dedicated worker for the most complex families
- 2 Looks at what's really happening for the family as a whole
- 3 Gives practical hands-on support
- 4 Assertive and challenging approach

### Key features of the **FIP Light Worker** role

- 1 One worker who stands alongside the family, dedicated to change
- 2 Accessible, there when they need to be (not when demanded)
- 3 Manageable caseloads, provide practical support and works intensively as needed
- 4 Clear, honest, authoritative and assertive working styles

### Key features of the **multi-agency Lead Worker** role

- 1 Work with a caseload of one to two troubled families
- 2 Named lead for family with dedicated time
- 3 Advocate for family and authority to influence other agencies

### Key features of the **Family Support Worker** role

- 1 Act as initiator to engage family around programme. Completes CAF assessment or Family Contact Record with family
- 2 Where appropriate longer-term involvement with family
- 3 One worker who stands alongside the family dedicated to change

Through the CAF process all workers will coordinate the TAF and ensure the family agrees outcomes and an action plan; the TAF and family will regularly review these to monitor achievements.

## CAF - The assessment tool of choice

The Common Assessment Framework (CAF) is a consent-based assessment tool that helps practitioners to identify, at the earliest opportunity, a family's additional needs which are not being met by universal services. It then helps them to provide timely and co-ordinated multi-agency support to meet those needs.

The CAF processes can only be undertaken with a family's consent / involvement, this process values the role and input of family members in achieving desired outcomes. When it is determined through the CAF process that a package of multi-agency support would help, a family a TAF is formed and a lead worker/professional agreed. It is important the circumstances of each family are considered carefully, so the best-placed person is agreed as lead professional. The lead professional may be based in any sector of the children, young people or family workforce, depending on the issues involved and relationships with individual family members. The lead professional will act in a coordinating role working with the family as their first point of contact, monitoring progress and arranging regular TAF meetings to review and

agree actions needed to achieve outcomes.

The complexity of the issues the family are experiencing will be an additional factor when agreeing a lead worker for families within the Troubled Families Programme. There will be a number of dedicated workers available to undertake this role ranging from FIP workers and FIP light workers to multi-agency lead professionals or family support workers. The role they undertake with the family will be to coordinate support with the family, act as the first point of contact, monitor progress and arrange regular TAF meetings to review and agree actions needed to achieve outcomes.

The Common Assessment and a 'team around' approach is underpinned by national information sharing guidelines and local Kent CAF Service Standards.

To find out more about the CAF process, the lead worker/professional role or to access good practice case studies, information about training for practitioners and contact details for district Family CAF Coordinators, please see the Integrated Processes Website: [www.kenttrustweb.org.uk/Children/kct\\_integrated\\_processes.cfm](http://www.kenttrustweb.org.uk/Children/kct_integrated_processes.cfm)

# How the programme works

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## Dedicated workers for every troubled family

Kent's Troubled Families Programme believes that the greatest change can be made in families' lives if they are allocated a single dedicated worker. This is because evidence shows that the biggest change to the behaviour of a troubled family is generated by the relationship developed by the dedicated worker, who stands alongside the family, committed to achieving change.

### The programme has four main outcomes:

- 1 each child in the family to have had fewer than three fixed exclusions and less than 15% unauthorised absences in the last three school terms
- 2 a 60% reduction in anti-social behaviour across the family in the last six months
- 3 offending rates by all minors in the family reduced by at least 33% in the last six months
- 4 at least one adult in the family to have moved from out of work benefits into continuous employment in the last six months.

## Process of engaging families

Local operational groups prioritise and allocate families



Identify best placed practitioner to engage the family



Initiator engages family



Initiator undertakes CAF assessment – if the practitioner is CAF trained and the family consents



Needs identified and an agreed family action plan developed with all family members



A TAF established based on needs identified in the family action plan



Work begins with family coordinated by the designated worker, which may or may not be the initiator

Where a statutory intervention is in place families can still be supported by the programme, such as child protection or child in need. The local project delivery manager will liaise with the lead worker to see how the programme might add value

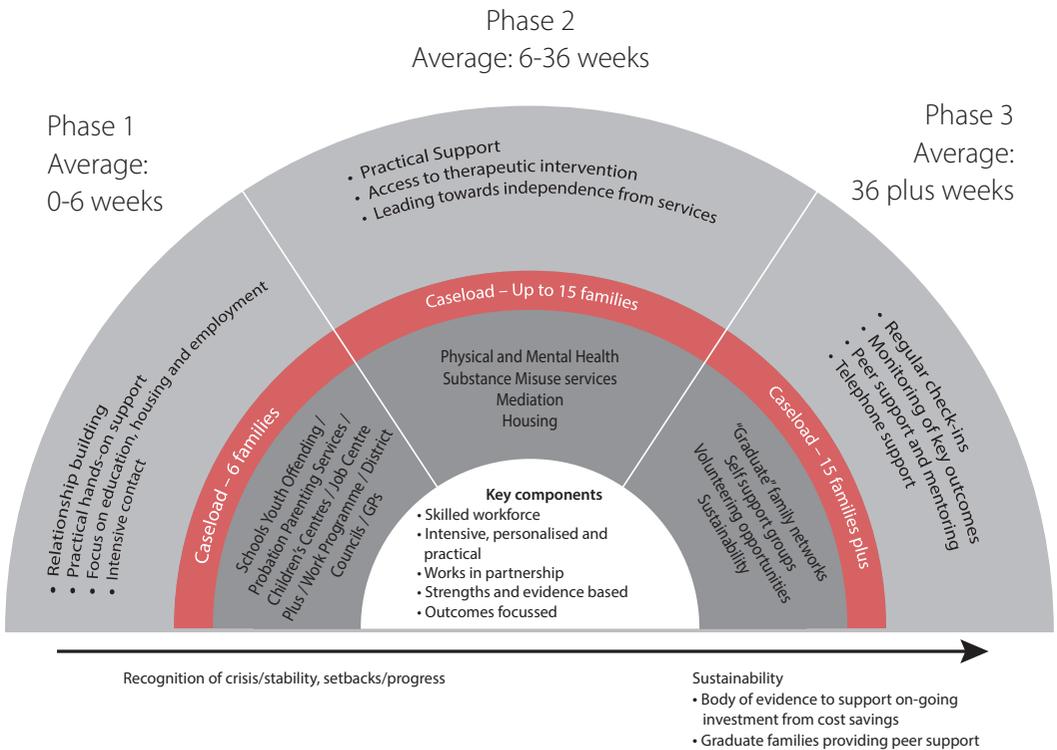
## KCA 'Stronger Families'- family intervention project workers

KCA provides the Kent Family Intervention Project, 'Stronger Families', with four teams of highly skilled workers allocated across the county. A leading mental health and substance misuse charity with roots firmly in Kent, KCA has pioneered family work in its young persons and adult services.

'Stronger Families' is committed to strengthening the resources and resilience of families. The support provided is practical, intensive and personalised, with an emphasis on working in partnership with local services and initiatives. KCA will work with more than 500 families over the next two years as part of Kent County Council's Troubled Families Programme.

All interventions are evidence based, with action plans and goals that are designed and agreed with the families that the teams work with. The workers balance empathy and support with clear boundaries and an honest approach to the consequences of not making changes. The project aims to help families take control of their lives and be less reliant on public services, as well as to help transform the way public and voluntary services are delivered across the county.

## KCA Family Intervention Project - life cycle



## FIP case study

A mother was drinking heavily, living in unsuitable accommodation with three children under the age of five years old and struggling to cope with daily life. The 'Stronger Families' FIP worker helped to sort out the flat to make it liveable and safe, and helped the mother to get treatment for her alcohol issues.

The worker also engaged with the grandparents, who were able to offer additional support to the family by looking after the children while the mother was having treatment. 'Stronger Families' gave general advice such as parenting skills, diet and nutrition information, help in establishing a daily routine and joining in social and play activities. The children now go to local nurseries, while the mother is preparing to return to college in the autumn.

The intensive, practical support from the worker helped the mother to think about the future and work towards the financial independence and emotional stability she needs to look after her family.

## FIP light workers

FIP light workers work with up to fifteen families for approximately six months. Similarly to the FIP workers, FIP light workers are there for families when the family needs them. The worker starts by beginning to understand the needs of the family, listening to the challenges they are facing while capturing the strengths of the family. With the families they complete a CAF (Common Assessment Framework) assessment and develop a family action plan that will state what the family hope to achieve and how the family can work with the FIP light worker to make this change happen. This will ensure that the family is provided with the help they require but also by involving the family and encouraging them to be actively involved in making changes in their lives.

An early task for the workers is to form a Team Around the Family (TAF) which brings together the necessary multi-agency partners who will provide support / interventions as part of the family action plan. The family action plan and TAF are coordinated by the dedicated worker (FIP light worker).

The worker stands alongside the family dedicated to change, with a clear focus on family function. Workers are open and honest with the families, while providing an authoritative and assertive working style.

This role provides a dedicated worker to the family so they can easily access the services they require.

## Multi-agency lead worker case study

A family associated with anti-social behaviour recently received notification from their landlord that they would be evicted due to ongoing problems with their neighbours.

With the attendance service, police officer and housing officer working with the family in an uncoordinated way, a conversation took place coordinated by the local project delivery manager. It was agreed who should take on the role lead worker to coordinate activity with the family.

The lead worker has since met with the mother, building on their existing relationship and completed a CAF (Common Assessment Framework)

Assessment in order to gain a clear understanding of the needs and strengths of the family.

With the CAF completed a TAF has been established, bringing together the education welfare officer, police officer and housing officer all of whom are working to an agreed family action plan. The lead worker has helped the mother seek housing advice to look at their housing options and has assisted in getting the mother on a parenting programme in her local area.

The children are now going to school regularly, and the mother is taking some early steps in looking at returning to work with support from the JobCentre Plus employment advisor. Together they are helping the mother understand how much better off she will be in work.

The practical support from the worker and the wider support from the TAF has helped the family think about their future in a more positive light.

# The Kent offer for troubled families

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## The Kent Offer

The Kent Offer has been created to help improve work readiness in families. This will be achieved through ensuring that all 16-24 year-olds on the programme are given the opportunity of an apprenticeship, appropriate training or preparation for employment.

There are many options available to 16-18 year-olds and 19-24 year-olds that have not been fully utilised - the Kent Offer aims to correct this.

We want to create an easy to navigate and accessible system that will engage young people and ensure that they are ready to enter the world of work. The Kent Offer will also provide employment support for young people and adults within each troubled family.

Our collective challenge is through a co-ordinated approach to ensure that all 16-24 year-olds have the best information and support to access appropriate apprenticeships or training and maximise their ability to pursue all opportunities to gain employment.

## A dedicated worker for every troubled family

Evidence shows that the biggest change to the behaviour of a troubled family is generated by the relationship with a single dedicated worker. The dedicated worker is committed to helping them to achieve the changes they want to turn their lives around.

We are therefore committed to providing a single dedicated worker for every troubled family. Dedicated workers will come from across our internal teams and key partners. The complexity of the issues that the family face will inform what sort of worker they will be allocated.

A troubled families training framework is in place to support work with families and ensure we equip staff with the skills needed to bring about lasting change.

## Offer of an apprenticeship or training opportunity for all 16 – 24 year olds

The programme will help each young person navigate their way through the various options available. To achieve this, there is a need for mentoring, pre-apprenticeship training and support and targeted engagement with local employers willing to take these more challenging young people on as apprentices. The Education, Learning and Skills (ELS) Directorate will play a major role in bringing this together utilising the Vulnerable Learners project to support this process.

We recognise that not everyone will be ready for an apprenticeship straight away. These young people will be supported through various existing services to build their key skills and confidence to make them ready to enter an apprenticeship.

## Key components of the apprenticeship model:

- **Skills and employability service** will work closely with all appropriate young people to ensure, through their suite of services, the best offers are available to each young person within the programme cohort
- **JobCentre Plus (JCP) employment advisers** will provide practical hands-on support, identifying the needs of each young person and the most appropriate route of entry for the young person, they will then liaise and make the appropriate referral to the identified service taking a lead supporting role to ensure young people maximise their employability options
- **ESF progress programme** will work with members of the family completing a work placement / trial, improving literacy / numeracy, self-employment, sector based work related skills
- **FIP workers, FIP light workers, lead workers (or family support workers)** will provide on-going support to the young people to ensure they maintain their motivation.

## Employment support for adults

The programme is keen to ensure that adults also have appropriate support in finding employment and training which will help provide a positive role model for wider family members and ensure that they remain fully engaged.

This will be a key role of the JobCentre Plus employment advisers working with the ESF progress programme, with coordination being provided for each family through the FIP workers, FIP light worker and other dedicated workers.

## Suite of activities for troubled families

We recognise the importance of having a range of short-term complimentary activities available to support issues faced by family members. The activities we are developing will be accessible to the families' dedicated worker to support work with families.

A programme of supported outdoor activity is a good example of such an activity, and is one that can raise the confidence, motivation and skills of young people who are not yet ready to engage in employability training. Increasing these personal skills can make a fundamental long term change to their lives.

# Monitoring success

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## Outcomes and evaluation framework

The Kent Troubled Families Programme is committed to ensuring that the benefits of the programme reach beyond the three main criteria (crime/ASB, education and worklessness) to achieve outcomes which benefit the family, the community and the services working with them.

To monitor progress against this aim and manage performance accordingly the programme has developed an outcomes and evaluation framework. This framework gathers data from a wide range of partners, including health, mental health, police, fire and rescue, education and housing.

## Role of troubled families analyst

The troubled families analyst has been seconded from Kent Police, in recognition of our partnership approach, and is responsible for managing the data for the programme. This includes managing family lists that the local project delivery managers use to gather information and track and allocate their families, as well as gathering large amounts of data from external providers to performance manage the programme.

The external data has two key purposes. Firstly, the analyst is responsible for gathering the data from partners to verify that the families nominated for the programme meet the criteria – crime/ASB, education and worklessness. The analyst also then works with these partners to regularly update the data held on the families to track improvements across these three criteria.

The second purpose is to monitor performance across a wider outcomes and evaluation framework. This uses data from wide range of families to provide a holistic picture of the outcomes the programme is achieving.

## Cost benefit analysis

The families within the Troubled Families Programme require significant levels of support and attention from a wide range of publicly funded services. Problems within families are often perpetuated between generations, with the drain on public resources multiplying year on year.

As the programme progresses and turns around the lives of families, we should begin to see a lessening of demand for public service support and therefore a reduced financial burden.

Quantifying reductions in cost achieved through the programmes interventions will form an important element of the business case for taking forward the troubled families approach.

In order to assess cost impact a generic costing tariff has been adopted which gives unit costs across a wide range of public services. This will be applied to the volume of public service consumed by families both at the commencement of work and following intervention to assess the cost difference achieved.

# Integrated service delivery

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## Families and Social Care Directorate

The Families and Social Care (FSC) Directorate is responsible for delivering frontline adults and children's services to the people of Kent. It is comprised of the following divisions: Older People and Physical Disabilities, Learning Disabilities and Mental Health, Strategic Commissioning and Specialist Children's Services.

Within Specialist Children's Services there is an Early Intervention Team in each district, whose primary focus is to coordinate and provide effective early help and transition out of statutory processes for families through the CAF process to prevent escalation of need. There is an early intervention team manager, family CAF coordinator, early intervention administrator and a team of early intervention workers in each team. The Early Intervention teams along with support from the central Integrated Processes Team promote the use of CAF to widen engagement with multi-agency partners to further embed CAF in practice and drive up the quality of work with families.

The FSC Strategic Commissioning team for children and young people commission early intervention and prevention services to support families identified as needing early help. Access to these services is via the CAF. All of these services have clear expected outcomes based on supporting families at the earliest possible opportunity, reducing the need for specialist social care and health services.

These services include: **Safer stronger families** – provides a rapid response to families with adolescents 11–15 year-old in crisis and on the edge of care.

**Family advice service** – This service is funded by grants to deploy Family advice workers who work with families with young children (0-8 years old) living in challenging circumstances to help them manage difficult situations and maintain positive relationships.

**Adolescent support service** – work intensively with vulnerable young people, helping them to build protective factors and increase their resilience through a personalised programme of support and challenge.

**Positive relationships** – works with girls and young women vulnerable to early pregnancy or domestic abuse, individually or in groups, offering support in an accessible and engaging way.

**Intensive family support service**

– Intensive family support service provides focused, time-limited interventions to families who are experiencing multiple difficulties and who are at risk of becoming unable to offer the emotional, practical and developmental support their children need.

**Domestic abuse service** - this service offers children and young people who have lived in families where there has been sustained domestic abuse the support they need to manage their feelings and understand that there are other ways of resolving family difficulties.

**Family mediation service** – this service is not stand-alone, it is designed to support other services offering support to families in difficulties by providing help to families to resolve their own difficulties through a process of guided mediation, building on their strengths, improving communication and building greater resilience.

**Young carers service** – the service is open to all young people who care for others, for example, a disabled parent or sibling. The service provides support as well as fun activities for young carers who often don't get the chance to enjoy their childhood in the same way that other children and young people do.

**Parenting programmes** – a range of specialist and evidence-based parenting programmes to support parents to learn the skills needed to do this very difficult and challenging job.

**Emotional health and wellbeing**

– The emotional health and wellbeing service (Young Healthy Minds) delivers a range of interventions for children and young people who are having emotional or mental health issues so they do not need to access specialist Child and Adolescent Mental Health Services (CAMHS).

## Kent Integrated Adolescent Support Services (KIASS)

The Kent Early Intervention and Prevention Strategy sets out how we will deliver better, earlier support to children, young people and families with additional needs. KIASS (Kent Integrated Adolescent Support Service) provides the model for early intervention and prevention services for young people aged 11-19 years-old.

KIASS brings all services working with vulnerable young people together into a community of professionals, working collaboratively to improve outcomes for young people. Services include education and behaviour support, community safety, youth work, youth offending and health delivered by public, private and third sector providers. The main focus for KIASS is to support young people to access the right services at the right time in the right place through interventions. This is achieved through three key elements of work.

### 1. Selective Prevention

Targeting groups of young people and engaging them in activities and in specialist services through the use of the Common Assessment Framework. This also includes supporting young

people to step down from tier 3 services and supporting young people to step down into universal services by providing appropriate one to one support for longer periods of time through a mentoring initiative.

### 2. Universal Prevention

By undertaking multi-agency reviews, identifying trends and patterns we can begin to target resources to address specific behaviours and cohorts, working with communities of need and schools.

### 3. Open Access

We want young people and their parents to access services when they want to access them. Providing open access provision is therefore vital to supporting our vulnerable young people.

This approach is supported by a single performance dashboard for adolescent services; a joint commissioning strategy for adolescents; a quality and evaluation framework to measure impact on the outcomes of young people; and a skills matrix. The skills matrix is a professional development programme for practitioners working in KIASS.

## KIASS supporting troubled families

There are clear overlaps with the Troubled Families Programme. Our key target groups include vulnerable young people with behaviour management and attendance issues and those who are also engaged with the police and criminal justice system. We are developing a rapid responsive service via a community of professionals delivering as teams around families, communities and schools. With strategic leads we are implementing new pathway service plans so that young people do not fall through the net.

## Integrated Youth Service

The Integrated Youth Service (IYS), is a merger of the former Youth and Youth Offending Services, and is well placed to make a positive contribution to the Troubled Families Programme. IYS has a diverse set of responsibilities for children and young people, from the provision of open access youth work to supporting the resettlement of those returning to the community following a period in custody. Both voluntary and statutory work is undertaken with the parents and carers whose children have offended, with a key objective being to improve their supervisory skills and so reduce the risk of those for

whom they have parental responsibility being involved in either anti social or offending behaviour or both.

The service is committed to ensuring restorative justice opportunities are available to enable conflict resolution to be achieved between victims of youth crime and those who have offended against them and the latter to make good for any harm they may have caused.

The performance framework for the service highlights its key priorities which include:

- Maximising the numbers of children and young people who are involved in youth work activities. Each District has youth work delivered by IYS and by commissioned services that is both centre and street based as well as community youth tutors based in schools. The outdoor education facilities managed by IYS are already being used to support family activities and there is potential for this to increase meeting the principal aim for the youth justice system, the prevention of offending by children and young people. The

preventative services delivered by YISP (youth inclusion support panel) staff and the statutory interventions delivered by youth justice practitioners will involve the engagement of the parents / carers as a means of increasing the protective factors for a child / young person while lessening the risks of re-offending and of serious harm to others in the community

- Joint work with schools, alternative education provision and youth contract training providers to increase the numbers of children and young people engaged in a positive way with education, training and employment opportunities.
- Promoting and safeguarding the welfare of children and young people. There is much contact with staff from Specialist Children's Services and shared approaches to working with families where those who have offended may be children in need or are the subjects of child protection plans.

## JobCentre Plus employment advisers

JobCentre Plus has seconded dedicated employment advisers to the programme. Taking on the role of lead worker, where appropriate, the advisers will give intensive support to whole families and for the first time track the progress made to get them into jobs.

The practical support will include CV writing, job interview skills and highlight training opportunities and job vacancies in the area. They will also put families in contact with local employers, demonstrating that there are opportunities for everyone to get into work.

## Our multi-agency partners

A broad range of partners and internal teams contribute to the Troubled Families Programme including district and borough councils, JobCentre Plus, Kent Police, Kent Fire and Rescue, housing support, Kent Probation, Voluntary and Community Sector, Families and Social Care, Early Intervention teams, Children Centres, Education Learning and Skills, Schools, Integrated Youth Service and Kent's Integrated Adolescent Support Services.

## Troubled families portal

A dedicated online Troubled Families Portal has been developed to support front line practitioners and those of our multi-agency partners. The portal provides detailed information about the programme including Kent's approach, resources / support available for families and a discussion forum for practitioners.

A resource pack has also been developed and made available on the portal to support local delivery including guidance on: developing local business cases; data sharing protocols; best practice; governance and engaging families.

For more information email: **[Janine.collins@kent.gov.uk](mailto:Janine.collins@kent.gov.uk)**

## How is data on families being shared?

The Troubled Families Programme requires co-ordinated and joint approaches between partners working with the families that have been selected for inclusion in the programme, as they may have a range of needs and present a variety of risks, both to others and to themselves. The purpose of the Troubled Families Programme is to ensure that agencies and organisations work together to protect individuals and improve outcomes for these families and that data is shared as required.

KCC has developed a Standard Operating Procedure specifically for the programme, which sits underneath the Kent and Medway Information Sharing Agreement. All partners involved in the programme are required to become signatories of the Kent and Medway Information Sharing Agreement.

For more information email: **[tfprogrammesop@kent.gov.uk](mailto:tfprogrammesop@kent.gov.uk)**

# Workforce development

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A training framework which brings together the various training opportunities specifically for the Troubled Families Programme has been developed to support the effective delivery of integrated working and to meet the targets of the Troubled Families Programme. The workforce development offer for Troubled Families sits within the Kent Skills Matrix. Training made available through the programme will use and build on existing training and enable staff to access training where a need has been identified. We have worked collaboratively with the Integrated Processes team and wider partners to bring together various training opportunities including practitioner CAF workshops and an online information sharing course.

Training to support the role of the lead worker has been developed and will be rolled out from July 2013. The training will be made available to all frontline multi-agency staff.

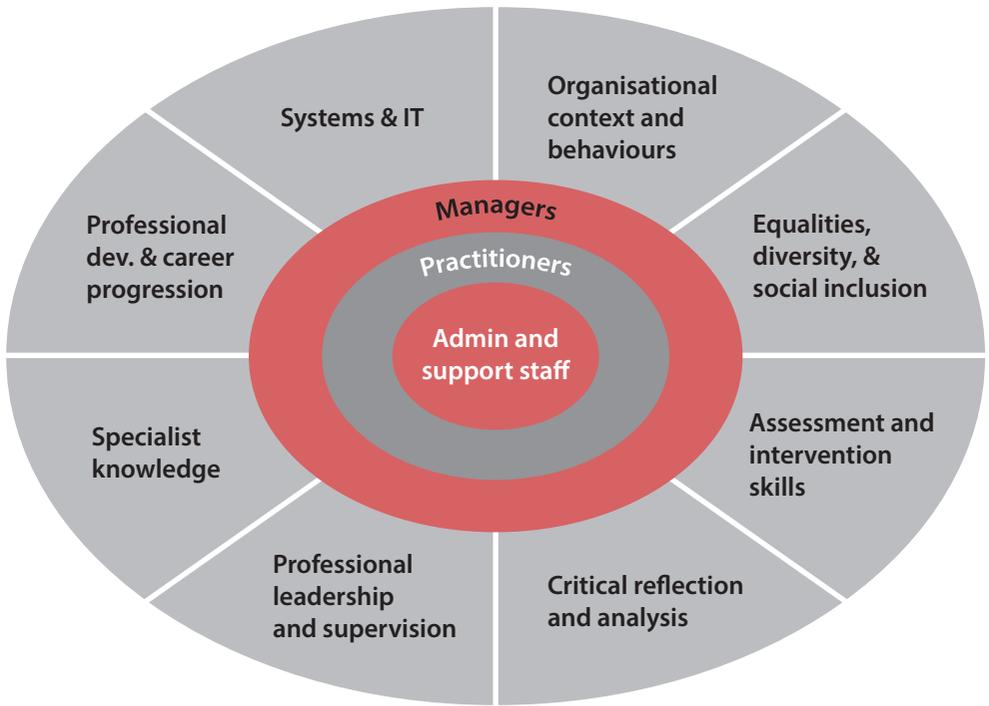
## Kent Skills Matrix

The aim of the Kent Skills Matrix (KSM) is to provide a framework of opportunity that supports the professional development of all those who work with, and for, people who reside and access services in Kent in order that their outcomes can be realised.

The KSM will comprise eight capability domains which can be seen as interdependent as they interact in professional practice. Each capability domain will have a list of core skills and knowledge required, together with the national framework underpinning the development.

Phase 1 of the KSM will contain a professional development programme for Practitioners working with troubled families, Kent Integrated Adolescent Support Services and Specialist Children Services. This is in addition to any professional development for a practitioner relevant to their specific profession.

# Kent Skills Matrix



## The eight capability domains are:

**Organisational context and behaviours:** Operate effectively within multi agency and inter professional settings. Contribute to the development of services and organisations to meet the needs and improve the outcomes of vulnerable people.

**Equalities, diversity and social inclusion:** Recognise the fundamental principles of human rights and equality and protect that national and international law. Champion diversity and ensure the fundamental values of equalities and diversity are embedded in practice.

**Assessment and intervention skills:** Understand vulnerability, triggers of need and assessment of need. Knowledge of emerging trends and an understanding of how these may impact on delivery. Develop a level of competence across all key risk and resilience factors so that we are more able to apply a variety of strategies and techniques in supporting family members to improve their outcomes.

**Critical reflection and analysis:** Inform and provide a rationale for professional decision making, problem solving and case management. Understand how value based judgements can affect practice. Positively support a learning environment with positive support and challenge peers as well as to our own practice. Understand the importance of building emotional resilience to enable people to move into sustainable and resilient outcomes.

**Professional leadership and supervision:** Take responsibility for the professional learning and development of others through supervision, mentoring, assessing, research, facilitation, leadership and management.

**Systems and IT:** Organise knowledge and information resources and provide information to meet needs.

**Specialist knowledge:** Demonstrate a clear understanding and knowledge of both the broad and detailed principles, models and processes relating to specialist disciplines.

**Professional development and career progression:** Develop oneself and contribute to the development of others.

## Evaluation

In order to assess the effectiveness of the troubled families workforce development programme a review will be undertaken late 2013. Over that period we will review the suitability of provision, access, quality of delivery and impact on troubled families outcomes and quality of practice. The evaluation report will be presented to the Troubled Families Programme Board.

# Service redesign

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## The role of the Business Transformation Unit

Business Transformation is one of four main units that sit within the Service Improvement division of the Customer and Communities Directorate.

The unit is charged with providing strategic transformation capacity for the organisation, aiming to help the organisation to transform service delivery in line with Bold Steps for Kent and the Medium Term Plan.

Kent Troubled Families Programme is an extremely important initiative for Kent County Council and sits at the heart of Business Transformation Unit as part of its broader role to tackle disadvantage. The unit is well placed to ensure that the legacy of this programme extends far beyond the life of the programme and that we continue to deliver lasting change for disadvantaged families in Kent.

## Kent Troubled Families Programme Board

The purpose of this group is to consider the KCC agenda for change – **doing things differently** – and bring this together with the Troubled Families Programme to achieve maximum benefit. The scale of savings in the forthcoming three to five years requires a fundamental rethink of the KCC investment in services and to ensure that whatever it does, that demand is reduced and the outcomes for families is proven and effective.

## Local service redesign workshops

The Troubled Families Programme Team is planning to promote and support the delivery of local workshops in each district area, in order to consider local service redesign and improvement on a rolling programme from August 2013. This will be an opportunity for local partners to consider how services can be redesigned so they are better coordinated, duplication is removed and local gaps in services are identified. Feedback from these will come back to the multi agency steering group.

# Frequently asked questions

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## How are families identified for inclusion in the programme?

In December 2011, DCLG estimated that there are 2,560 families in Kent who would be eligible for the programme. The programme team (supported by a police analyst) have since undertaken a matching exercise to identify and verify the actual number of families who meet the three key government criteria. This has been co-ordinated at county level via central databases which was subsequently verified by local partners (via District Community Safety Units). This was an important sense check with local practitioners who know and work with many of the families already. This exercise has confirmed the proposed total number of families that will be worked with in the first year (2012/13).

**We have made nominations for year two** a rolling process, enabling partners to nominate families for inclusion in the programme to the local project delivery manager when they become aware of a family that meet the criteria and require multi-agency support. This allows us to be responsive to the needs of families on an on-going basis.

## Why is a dedicated worker important?

A single dedicated worker is important, as they will stand alongside the family, dedicated to change. They work with the family to an agreed action plan, providing practical hands on support and coordinating a wider multi-agency team around the family.

## How many families are typically supported by each worker?

Family intensive project workers (FIPs) hold a case load of typically six families, with flexibility to hold up to fifteen families. FIP light workers hold a case load of fifteen families. Lead workers hold a case of one to two families.

## How long does a dedicated worker support a family?

A dedicated worker will support the family as long as required. Typically this is between six to twelve months.

## What support or interventions are available for families?

A wide range of support and interventions are already available for families in Kent. The dedicated workers role is to ensure the right interventions are available at the right time for the family and to ensure they are coordinated to best effect.

## Reference and publications

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**Working with Troubled Families:** a guide to evidence and good practice

**Guidance for local authorities and their partners on how to work with troubled families.**

**Listening to Troubled Families.** A report by Louise Casey CB, Department for Communities and Local Government

**Monitoring and evaluation of family intervention services and projects between February 2007 and March 2011.**

This report provides the latest monitoring evidence on families working with a family intervention between February 2007 and 31 March 2011.

**Financial framework for the Troubled Families programme.**

Payment-by-results scheme for local authorities

**[www.kent.gov.uk /troubledfamilies](http://www.kent.gov.uk/troubledfamilies)**



## How will we make a lasting difference?

The Troubled Families Programme presents a real opportunity to achieve lasting change for families in Kent, tackling disadvantage head on, whilst enabling us to look at future service provision.

In many ways the programme provides us not only with a blueprint for delivering our ambitious plans, but provides us all with a catalyst for change.

We now need to come together with our multi-agency partners, to look at how we can transform the way we deliver county and local services, to achieve transformation, whilst ensuring public money is better used.

We will through this programme deliver local workshops in each district area, so we can together consider and deliver local service redesign, to ensure services are better coordinated and that we provide improved outcomes for Kent families.

The scale of savings in the forthcoming three to five years requires a fundamental rethink of the way public services are delivered and to reduce that demand for them and that the outcomes for families are proven and effective.

The programme's overarching aim is for public sector agencies to work in new ways to make lasting positive changes to the lives of the families and communities across Kent.

This is just the start of our journey together to bring about lasting change.

A handwritten signature in black ink that reads "Amanda Honey". The signature is fluid and cursive.

**Amanda Honey**

Corporate Director, Customer and Communities

You are key to a **practical support** **dedicated to change**  
**better future**  
**Working together**  
**hands-on** doing things differently **tailored families**  
**single dedicated worker** **empowering**

For information about the programme please contact:

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