

# NEIGHBOURHOODS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE

10TH MARCH 2020

## Report of the Head of Neighbourhood Services

**Lead Member: Councillor Deborah Taylor**

### ITEM 09 CHILDREN AND FAMILY WELLBEING SERVICE UPDATE

#### Purpose of Report

To scrutinise how the new Children and Family Wellbeing service model provided by Leicestershire County Council impacts Charnwood Borough Council and how officers work with the service.

#### Recommendation

That the Committee notes the report.

#### Reason

To allow the Committee to understand the terms of the relationship and whether further scrutiny is required.

#### Report Implications

The following implications have been identified for this report.

#### *Financial Implications*

There are no financial implications associated with this report.

#### *Risk Management*

There are no risks directly associated with this report.

#### Background Papers:

Cabinet Report 30<sup>th</sup> August 2012 – Troubled Families: A Model for Charnwood Min 39

Policy Scrutiny Group 23<sup>rd</sup> April 2013 - Supporting Leicestershire Families Programme: A Model for Charnwood Min 44

Policy Scrutiny Group 19<sup>th</sup> November 2013 - Supporting Leicestershire Families Programme Update Min 33

Cabinet Report 22<sup>nd</sup> October 2015 – Supporting Leicestershire Families Min 58

Performance Scrutiny Panel 16<sup>th</sup> February 2016 -  
Supporting Leicestershire Families Min 44

Performance Scrutiny Panel 14<sup>th</sup> February 2017 –  
Supporting Leicestershire Families Min 44

Performance Scrutiny Panel 14<sup>th</sup> February 2018 –  
Supporting Leicestershire Families Min 45

Performance Scrutiny Panel 19<sup>th</sup> February 2019 –  
Supporting Leicestershire Families Min 49

Appendix A:

Services Provided

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## Part B

### Background

1. The National Troubled Families programme was introduced in 2012 with the aim of 'turning around' the lives of 120,000 families with multiple and complex needs in England.
2. The County Council's Cabinet agreed a report on "Implementing the new services for Troubled Families" in June 2012. Leicestershire's response was the creation of a partnership approach to deliver a programme of intensive family support to families with complex and multiple issues who placed demands on the resources of public sector services. From the outset of the programme Leicestershire chose to work with a much broader range of families beyond the prescribed national Payment By Results (PBR) criteria. The Leicestershire model was known as Supporting Leicestershire Families (SLF).
3. Phase 2 of the Troubled Families Programme was due to end in March 2020; however, an extension has been announced until 2021.
4. Principles underpinning the model included the aim to move families closer to independence from public services, a move towards early / earlier intervention and cultural change across the public and voluntary sector about the way services were delivered.
5. Charnwood Borough Council's Cabinet agreed to support and contribute financial and 'in kind' resources including office accommodation and management support to the Supporting Leicestershire Families Programme over three financial years at its meeting on 30<sup>th</sup> August 2012. This was reaffirmed on 22<sup>nd</sup> October 2015, when Cabinet approved continued direct financial revenue contribution of £30,000 in each of the financial years 2016/17, 2017/18 and 2018/19. Cabinet also approved the continued 'in kind contribution', comprising of management support to the programme, office accommodation and car parking.
6. The Borough Council's Policy Scrutiny Group and Performance Panel have had opportunities to consider the performance of the Programme and receive regular updates, with the last update being provided on the 19<sup>th</sup> February 2019.
7. Since 2013 the Charnwood SLF team, which included, 18 staff (1 Locality Manager, 3 Team Leaders and 14 Intensive Family Support Workers) have been accommodated within the Council's Southfields Office and provided with 18 desks and car parking passes as part of the Council's 'in kind' support. The Programme is integrated within the Neighbourhoods and Community Wellbeing Directorate, within the Neighbourhood Services Team.
8. The Supporting Leicestershire Families Programme in its existing guise came to an end on 31<sup>st</sup> March 2019 with the implementation of the Leicestershire County Council Early Help Review.
9. The Borough Councils financial contribution towards the programme ended on the 31<sup>st</sup> March 2019. The 'in kind' support of desks and car parking passes has

been approved at Senior Leadership Team to continue as a contribution towards the continued partnership working with the new Children and Family Wellbeing Service (C&WFS).

### **Children and Family Wellbeing Service**

10. C&WFS became operational from 1<sup>st</sup> April 2019, amalgamating four early help services. These were :
  - Children's Centres
  - Supporting Leicestershire Families
  - Youth Offending Service
  - Information and Assessment Service
11. C&WFS provides services which may be offered at any point in a child or young person's life, where the child is experiencing some difficulties which cannot be supported by universal services, such as community based services, schools or GP alone.
12. All referrals into C&WFS are first taken by social workers in the First Response Children's Duty team. This is a one front door system enabling an opportunity for social care to check that children are safe before triaging the case to appropriate services including C&WFS.
13. Professionals can access the C&WFS by completing an online multi agency referral form (MARF) for which, consent should be sought from the families being referred. Families can self-refer using a request for services form available online. <https://resources.leicestershire.gov.uk/education-and-children/child-protection-and-safeguarding/multi-agency-referral-form-for-early-help-and-social-care-services-marf>
14. The services provided includes :
  - Standard Family Support 0 – 19
  - Enhanced Family Support 0 – 19
  - Youth Work
  - Youth Justice Prevention
  - Youth Justice
  - Youth people group work

Further information about these services can be found at Appendix A.

### **Children and Family Wellbeing Centres**

15. The restructured workforce was deployed into new roles and the purpose of buildings such as children's centres and youth centres changed from serving specific age ranges to become children and family wellbeing centres serving children of all ages and their parents.

16. Following public consultation, four Charnwood children's centres were closed, these were Cobden, Mountsorrel, Anstey and Shepshed. Loughborough West, Shelthorpe and Thurmaston children's centres are re-purposed as children and family wellbeing centres as is the former youth centre, Mountfields Lodge.
17. The children and family wellbeing centres continue to provide a range of services in line with the healthy child programme, hosting health clinics, parenting support and child development assessments.
18. Despite all being very different, the centres each provide a space for multi-agency use for meetings, a space for services to be offered for 0-19 year olds in addition to a place to hold family network meetings at which families will be encouraged and supported to consider their networks, increasing their capacity to become further resilient to succeed with sustained change.
19. C&FWS continue to work from the children and family wellbeing centres and the Borough Council offices.
20. Locality C&FWS teams now comprise of multiple front-line roles including:

<b>Previous Role</b>	<b>New Role</b>
Locality Manager / Childrens Centre Coordinator	Team and Partnership Managers x3 , youth ,crime prevention, whole family work
Team Leader	Team Leader with specialism in either youth and youth crime prevention work or whole family work
Intensive Family Support Worker	Key Worker
YOS Worker	Qualified Youth Justice Worker
0-5 Children Centre Worker	0-19 Family Wellbeing Workers
Brief Intervention Worker	0-19 Family Welbeing Workers
Youth Support Worker	Youth Support Worker and Youth Offending Prevention Worker
N/A	Psychological Wellbeing Practitioner
	SEND support worker

21. Across Charnwood, 13 Keyworkers provide a similar service to that which SLF provided prior to April 2019. There are 14 Family Wellbeing Workers responsible for shorter term casework . The target for completion of the short-term work is 3 months however there is often a level of flexibility and 'short term' case work can be delivered over a longer period.
22. All casework-based staff facilitate, group work and one-off sessions with families.

23. Youth workers are now more closely aligned with Youth Offending Workers. Qualified YOS, Youth workers are allocated to deliver one to one casework with young people at risk of entering the justice system. Unqualified workers engage in one to one and group work with young people 11-19 that require intervention but do not meet the thresholds of qualified YOS workers.
24. Both the Youth and qualified YOS Youth workers are managed by the Youth Team Leader.

### **Children & Families Wellbeing Service Interaction / Joint Working with Charnwood Borough Council**

25. Within Charnwood the C&FWS continues to contribute to the following priorities within the Council's current Corporate Plan including;
  - Keep our residents safe through implementing a new community safety plan, combatting anti-social behaviour and investing in emergency planning, food safety and safeguarding
  - Encourage healthy lifestyles for all our residents through physical activity programmes and the provision of sports facilities and green spaces
  - Put customers at the heart of everything we do and provide strong community leadership
  - Continuously look for ways to deliver services more efficiently
  - Listen to and communicate with our residents and act on their concerns
26. The Borough Council have taken a key leadership role across the programme working to ensure that services at a locality level are dealing with families holistically and taking a preventative approach to issues.
27. A number of benefits arising from the C&FWS Teams being co-located have been identified. Joined up work between C&FWS and Housing Needs, Landlord Services, Private Sector Housing, Children and Young People's Team, Community Safety, Neighbourhoods and Communities, Revenues and Benefits, Street Management and Sport and Active Recreation has been facilitated has led to swift action in relation to rent arrears, enforcement action around evictions, ASB and environmental health issues. Joint initiatives such as training and information sharing have been undertaken which has increased awareness of Council services and enabled access to additional support for some of the Council's most time consuming and in need customers.
28. The co-location of the C&FWS enables officers to engage in daily interactions and enable staff to appropriately access information from the borough council, Police and the Department for Work and Pensions and enables C&FWS managers to share information about specific cases, where appropriate. This enables more informal discussions to take place and for staff to work together to achieve the best outcomes for children and families. It enables staff to discuss families and decide which are the most appropriate services for them to access to receive the support they need and the right referral mechanism.

29. Regular catch up meetings take place between the locality C&FWS management team and the Head of Neighbourhood Services and the Children, Families and Partnerships Manager to ensure local join up and delivery.

### **Community Safety / ASB / Community Safety Partnership (CSP)**

30. The Council's Community Safety, ASB teams and the Charnwood CSP continue to work proactively with C&FWS to address issues with youth ASB and criminality and ensure that families / young people are accessing appropriate support.
31. Through the Charnwood CSP Joint Action Group (JAG) and sub-groups, such as the Youth JAG all partners, including C&FWS are able to work together to ensure a joined up approach to dealing with and tackling local issues. C&FWS managers and Key Workers regularly share information and work together with local partners within and outside of these meetings.
32. The Youth JAG is now well embedded, having been implemented as part of the CSP delivery structures in September 2018. The Youth JAG is the local forum for multi-agency partners to come together to discuss high risk young offenders. C&FWS are an active partner and enables all of the youth cohort to be jointly risk assessed in terms of their risk of re-offending, Risk of Harm to Self and Risk of Harm to others. The Charnwood Model is based upon effective 'Contextualised Safeguarding', with detailed analysis into the youth and the following contextualised settings:
- Family
  - Education
  - Peer associations
  - Neighbourhood

This approach enables all partners to come up with a joint strategy and action plan.

33. A senior C&FWS Manager also attends the quarterly Charnwood Community Safety Partnership Meetings.
34. The CSP, the Violence Reduction Network (VRN) and the C&FWS locality team are collaborating to deliver a youth violence / support to children and families event on 9<sup>th</sup> March 2020. This networking event is aimed at reducing youth offending and specifically youth violence here in Charnwood. The focus of the event will be raising the profile of the Charnwood contextualised model amongst schools and alternative education providers within the Borough. In addition it will enable the C&FWS to raise the profile and educate organisations about what support and help is available and how to make referrals.
35. **Knife Crime prevention project** - 7 week programme in partnership with Fusion, Leicestershire Police, the C&FWS Youth Offending Service (YOS) and LRS Sport. This programme worked with young people aged 14 -18 years old that were at risk of committing or being involved in knife crime. A total of 18 young people were referred onto the course that looked at views and opinions,

local issues, law and sentencing, personal safety, impact of knives/weapons and individual safety plans. In addition, young people were offered the opportunity to access the Council's leisure centres and programmes alongside their Integrated Rehab and Intensive support worker (IRIS). Participants were offered 2 months free gym membership.

12 individuals successfully completed the programme. All attendees felt they had significantly increased their knowledge on knife crime and the consequences. Partners are looking to roll out the project and simplify the referral route so other key agencies can refer into the service including; C&FWS, JAGs, schools, NHS, VCS, and Probation Service.

### **Sport and Active Recreation Team (Active Charnwood)**

36. **Active Families** - The team are delivering the Active Families programme, which is a 3-year funded Sport England project in partnership with LCC C&FWS, District/Borough Councils, Leicestershire Home-Start Partnership and Leicestershire and Rutland Sport. The project enables inactive families engaged with the C&FWS to develop a lifelong commitment to physical activity. Intensive Peer Mentoring is offered by volunteers via county Home-Start schemes, coupled with tailored, affordable, fun family activities facilitated by the Borough Council's Sport and Physical Activity Development Officer. The project aims to stimulate whole family enthusiasm and enjoyment of free / low cost physical activity opportunities helping families meet the Chief Medical Officer physical activity guidelines. The project is in its second year of delivery (1<sup>st</sup> year for Charnwood) to date, and a number of families have been referred onto the Charnwood programme.
37. **BAME Group** - In partnership with the C&FWS, the team are working closely with parents and children who attend the group which is a local Loughborough based BAME community group specifically for women and their children experiencing social isolation, low self-esteem, mental health issues and possible domestic abuse. Residents are encouraged to attend informal and social recreational activities that include; badminton, squash, yoga and multi sports sessions at Loughborough Leisure Centre. Over the last 12 months a total of six families have accessed these sessions. Members of the group are now accessing Loughborough Leisure Centre on a weekly basis. Partners can demonstrate a wide range of positive outcomes for individuals involved in the group including health improvements such as improved fitness levels and mental wellbeing, increased self-esteem / confidence and reduced social isolation.
38. **Get Active project** - is a 12 month sport and physical activity commissioning funded programme that aims to provide community recreational opportunities to year 9/10 inactive students in Charnwood. In partnership with Fusion, Charnwood School Sport and Physical Activity Network (SSPAN) and C&FWS the students are given the opportunity to access a six-week taster activity programme at Loughborough Leisure Centre, activities including Balance, Spin, Junior Boot Camp and Boxercise. Upon completion of the course students receive 10 free visits as part of the Fusion Lifestyle Youth Card. To date 46 students have attended this programme.

39. **Hitz project** - aims to encourage more people aged 14 to 25 living in priority neighborhoods to take up sport and complete at least 30 mins of exercise a week. Project is now working collaboratively with a number of key agencies including C&FWS, Leicester City in the Community, Go Getta, Fusion, LRS Sport, Police, Community Safety team and Leicestershire Cricket Board to deliver targeted youth interventions, working specifically within priority neighbourhoods developing the community Kickz projects. Sessions include three Premier League Kicks Multi sports activities at Charnwood College, Limehurst School, and Loughborough Leisure Centre Futsal Club. Since April 2019 126 individuals have accessed these sessions and to continue to participate in the weekly sessions. Feedback from young people and partners over the last 12 months of the project demonstrate positive impacts including improved confidence/self-esteem and employability skills, health improvements (such as improved fitness levels and mental wellbeing), and wider social and community impacts (such as reduced anti-social behaviour).

## **Fusion**

40. **C&FWS Family Access project** - have continued the relationship previously in place with SLF and CBC enabling the referral of families to use the council's three Leisure centres to access positive activities. Families are given access to use the centres and pay 50p per activity, this includes gym, swimming etc plus swimming lessons. Between April and December 2019 there were 389 visits.
41. **Youth Card** - The Fusion Youth card is an introductory free leisure pass card that aims to encourage young inactive individuals to participate in positive sport and physical activities and providing access to the Council's leisure centre facilities. In partnership with the Active Charnwood team, C&FWS, Charnwood School Sport and Physical Activity Networks (SSPANs), local youth practitioners such as GO Getta and Youth Offending Service (YOS) and alternative education providers, young people are referred onto a tailored / adapted youth sport / physical activity programme at one of the three leisure centres. Individuals are issued with a youth card for 3 months and can access activities free of charge. Activities include; spin, boxercise, gym induction and body balance classes. After 3-months participants are encouraged to use the facilities and access other local opportunities. Over the last 12 months a total of 25 individual young people have accessed this offer.

## **Neighbourhood Services**

42. C&FWS support community events with a range of local partners, in collaboration with Neighbourhood Development Officers. The events C&FWS have supported have included a community fun day in Shelthorpe that has taken place annually for the past 2 years and pop-up events in priority neighbourhoods aimed at increasing community confidence in services, to encourage greater community cohesion and to increase reporting of issues such as hate crime.

## **Governance of the CFWS**

43. The governance of the C&FWS Programme has evolved over time, reflecting national and local developments. In Leicestershire, governance for the

programme lies with the Early Help Partnership Group. Members include representatives of all District / Borough Councils across Leicestershire and representation from Police, Health and other services relevant to the delivery of early help prevention Service Users. The Borough Council play an active part in this.

44. Local governance, until recently has been provided by the multi-agency Think Family Partnership, the locality partnership group that steered strategy and action for 0-19 year olds and their families. Previously reports on both the childrens centre programme and the SLF service have been presented to this Partnership. In partnership with the new C&FWS this has been reviewed and it has been decided that with the change in structure of the service, it is more appropriate to present the relevant aspects to the Health & Wellbeing Partnership and the Community Safety Partnership as there is significant overlap with these agendas.

### **2021 – What Next?**

45. Over the next year the Borough Council will seek to further cement positive working relationships with C&FWS and maintain a positive environment where information is appropriately shared and services work together.
46. We will proactively identify opportunities to collaborate and work together towards shared goals.
47. After a turbulent year following the C&FWS and Social Care restructure we are now looking forward to a period of greater stability and for the arrangements for keeping children and families safe in Charnwood, becoming more settled and well established with lower staff turnover and a positively evolving early help offer.

### Services Provided

#### Standard Family Support 0-19

Offering time limited support, to children young people and families experiencing a range of issues which impact on family functioning and achieving good outcomes i.e thematic workshops on issues such as tenancy management, debt and financial management and healthy lifestyles. In addition there is a case work offer supporting families in their home to support them to develop their own support networks to enable sustainable change

Evidence based group work programmes including accredited parenting programmes and domestic abuse programmes are also provided.

SEND family support helps families access information, advice and resources which will help build and maintain their resilience. They offer support for families who are eligible to access 'short breaks' via an assessment.

Psychological Wellbeing Practitioners offer brief CBT based support provided for children aged 8-18 with low to medium common mental health difficulties who are not receiving a service nor able to access CAMHS i.e low mood, generalised anxiety/panic, slepp issues and some compulsive disorders.

#### Enhanced Family Support 0-19

Enhanced support is an intensive offer which can be delivered in family homes, communities and schools, and may be in place for up to 12 months. Key Workers, operate alongside families to understand their needs through early help assessment, plan, intervention and review, together with the family and other partner agencies to achieve good outcomes.

#### Supporting families with children 0-2

The service seeks to deliver a targeted offer to improve outcomes for young children and families, with a focus on engaging with the most disadvantaged families as early as possible in order to reduce inequalities in child development, school readiness and future aspiration. The programme aims to improve parenting skills, parenting ambition, child and family health, emotional health and wellbeing.

Latest reaseach shows that there is a window of opportunity in a baby's first 1001 days (conception to a childs second birthday). Planning for the 0-2 pathways is based on this to ensure high quality outcomes are achieved. Planning is carried out in partnership with key agencies and services such as health and early learning and childcare. The model focuses on fostering emotional well-being and secure relationships with care givers that will support children' s learning and emotional resilience and contribute to reductions in maltreatment <https://medium.com/children-s-centre/childrens-centre-0-2-pathway-in-leicestershire-bfa18289994f>

## **Youth Work**

**Standard youth offer:** Time limited one-to-one support for young people which is typically for 12 sessions and may be complemented with group work.

**Enhanced youth offer:** For young people who have more complicated needs and are likely to require support for up to six months. This may also be complemented with other interventions such as groupwork.

## **Youth Justice Prevention**

Youth Workers – Crime Prevention, will work with children who are on the cusp of offending or have entered the criminal justice system through an out of court disposal or a community sentence, where appropriate.

## **Youth Justice**

YOS Officers work on a one to one basis with children who have received an out of court disposal, a community or custodial sentence and some high-risk prevention children through the locality focused structure.

The team includes prevention, pre-court and post-court workers, qualified youth offending staff, probation officers, police officers and several specialist staff including CAMHS, accommodation, Prospects, substance misuse, housing and education workers.

## **Youth Justice also includes other initiatives such as:**

IMPACT Project, which is a team focused on street-based work in anti-social behaviour hot spot areas

Restorative Justice Project which has several reparation workers and a victim worker

Health Pathfinder Project for early intervention

Community engagement and ASB work. Practice and Performance Officer

The Bail Support Service and Integrated Resettlement and Intensive Support Project are also located in the locality operational teams.

## **Young People Group Work**

Feeling Safe – a group for age 8+ who have experienced/witnessed domestic abuse

Bounce Back – a group to promote emotional health and wellbeing

Knowing the Risk – a group for children age 8+ who are involved in risk taking activities/negative peer associations

SEND Group – a youth group for young people with special educational needs and disabilities

Young Carers Group – a group for children and young people who have caring responsibilities for family members

## **SENDIAS**

The local authority SENDIAS service takes referrals directly from families and is based within C&FWS. This service provides independent advice and support to families and young people experiencing difficulties with education.