

# Withdrawn

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# ‘Good practice’ review of referral mechanisms in selected Local Authorities - phase 2

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## The European Social Fund (ESF)

ESF helps people who are unemployed or at a disadvantage in the labour market to develop their skills and enter sustainable employment. By focusing on those who need support the most, ESF is helping to tackle poverty and promote social justice.

The 2007-2013 England ESF programme is investing around £2.5 billion in jobs and skills, split into two phases – 2007 to 2010 and 2011 to 2013

## ESF Families provision

The programme’s 2011-2013 phase includes the ESF Families With Multiple Problems Provision, a programme specifically designed to support people who are members of families experiencing multiple disadvantages and barriers to move closer to finding work. Local Authorities (LAs) are the primary source for the identification and referral of people who can be helped by the provision.

The contracts for this provision started in December 2011.

## **European Social Fund (ESF) Support for Families with Multiple problems**

### **Good practice review**

The first phase of this review began in July 2012. With the cooperation of the London Councils and the London DWP Performance Management network, we set up a series of visits to a number of Local Authorities where examples of good practice are evident. The 'Good practice' review of referral mechanisms in selected Local Authorities was published on the DWP's ESF Families web pages in November 2012.

The second phase commenced in November, with a series of visits to higher performing Local Authorities across England. In this phase of the review, interviewers went into much more depth, aiming to build up a picture of how local authority services worked with vulnerable families before the launch of the ESF Families provision, how their engagement with the prime providers and delivery agents had progressed and how the new provision had added value to their services.

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### Summary

Each of the Local Authorities we visited was proactively engaging with the ESF Families provision. We found certain elements in common in the approaches they had adopted:

- Early engagement with services throughout the local area
- Progressive development of provision, building on lessons learned from previous programmes
- Effective engagement with the communities where those eligible for the provision live
- Innovative approaches to delivering and promoting the provision
- Seamless integration with existing services, including the Troubled Families programme.

The Local Authorities visited for this report were:

- Liverpool City Council
- Milton Keynes Council
- Rochdale Metropolitan Borough Council
- Brighton and Hove City Council

We would like to thank the Council officials, professionals and representatives from providers who very kindly agreed to give up their time to be interviewed.

### Additional Links

ESF Families web pages

<http://www.dwp.gov.uk/supplying-dwp/what-we-buy/welfare-to-work-services/european-social-fund/support-for-families/>

‘Good practice’ review of referral mechanisms in selected Local Authorities

<http://www.dwp.gov.uk/docs/referral-mechanisms-local-authorities-good-practice.pdf>

## **European Social Fund (ESF) Support for Families with Multiple problems**

### **Liverpool City Council**

Liverpool is the third most densely populated city in England, with a population of around half a million people.

Reed in Partnership is the prime contractor for the ESF Families provision in CPA 7, the Contract Package Area (CPA) which covers Cumbria, Lancashire and Merseyside.

The main points of contact between [Reed in Partnership](#) and the Liverpool Council are Council's Families Employment Co-ordinator, based in its Regeneration and Employment team, and Reed in Partnership's Liaison Manager. They have an excellent working relationship and maintain a good day-to-day flow of information, supplemented with regular meetings.

All communications in and out of the Council about the provision are channelled through Council's Families Employment Co-ordinator, who in turn disseminates information to the appropriate parts of the Council, including those that have referred families to the provision.

### **Liverpool in Work**

There is already a well-established ESF-funded programme in Liverpool – Liverpool in Work (LIW). It has been running for several years and is overseen by Liverpool Council. Council agencies and services have become used to referring to LIW, which lent the ESF Families provision some early recognition when the contract started in December 2011.

However, while LIW is explicitly focused on work-related activities, ESF Families focuses on tackling barriers to work. The two programmes operate in parallel and without duplication and LIW can even refer candidates to ESF Families when a family-focused approach is judged to be more appropriate. Transfers between the two programmes are deliberately kept as seamless as possible, so that the transition causes the minimum of disruption for candidates. Some of those moved across have commented that, apart from the shift in emphasis, they've barely noticed that they have gone from being supported by one ESF programme to being supported by a different one.

### **Engagement with Council Services**

In the very early stages of the contract, the Council and Reed jointly hosted events for various Council Services teams, with the objectives of building awareness and acceptance of the new provision.

They initially targeted Liverpool City Council's Children's Services teams. In January 2012 the Council and Reed hosted meetings with Children's Services managers, explaining the goals and scope of the support on offer and asking for volunteers to take leading roles in the referral process.

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Groups of staff came to Reed's premises for a series of information sessions, which were spread over two days and covered:

- how the provision adds value to the council's support for vulnerable families
- how to identify and refer likely candidates
- how Reed's Family Employment Advisers would work with practitioners, and;
- how Council Services would receive feedback on each families' progress

These sessions were very well received and proved successful in engaging staff with the provision. Many of those who attended became 'ESF Families Champions' and continue to work to identify families who could benefit from the provision.

Subsequently, a number of Reed's Family Employment Advisers were able to agree co-location arrangements in Children's Centres across Liverpool, with facilities being made available for them to meet and interview candidates in a safe and familiar environment. This approach has been instrumental in ensuring that handovers from Council run services to ESF Families provision are as seamless and stress-free as possible for the individuals and families concerned.

### **Integration with LA services**

Following the early successes with Children's Services, the Council and Reed worked closely to continue to integrate the provision across a range of suitable council services, expanding the group of agencies/services/teams that can refer to include:

- Registered Social Landlords (RSLs) who become aware of problems in their tenants' families have an agreement with the council that allows them to refer direct to the ESF Families provision
- Adult learning services, such as Kensington Community Learning Centre (KCLC), which offers adult learning opportunities (including employability workshops) and is also authorised to make direct referrals to the ESF Families provision.

With the council's help and support, Reed works across the adult learning community to present group briefings to targeted learners and arrange separate 1-2-1 interviews for those who are interested in the provision

This active co-location strategy helps to speed up the processing of referrals and attachments.

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### Feedback

Reed feeds back a variety of data to the Council, including volumes referred and attached and individual's attainment of progress measures. Reed also supplies the Council with information on candidates who don't attach to the provision, including their reasons for non-attachment, if known. The Council reviews each individual's details - with possible future engagement/referral still an option - and channels information back to the teams and practitioners who were the initial point of referral.

### Key messages

- The Council and Reed both feel that there is no one 'magic trick' that makes the provision work. It works because of the good working relationship between them, which supports their shared commitment to *making* it work.
- Early engagement with council services is vital. A series of meetings with council services managers, jointly helmed by Reed and the Liverpool City Council Families Employment Co-ordinator, helped to initiate early awareness of the usefulness of the ESF Families provision.
- Recruitment and training of voluntary Champions in council services helps to build and maintain awareness and engagement.
- Implementation of ESF Families provision in Liverpool has focused on generating warm leads and effecting warm handovers, maximising candidates' ease with the process of attachment and keeping attrition rates low.
- Co-location of Reed advisers with council services is an important practical factor for generating referrals and facilitating warm handovers
- LA advisers (Children's services, etc.) routinely attend initial interview with Reed adviser to help candidates to feel more comfortable with transition – warm introduction to provision.

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### **Additional Links**

Liverpool in Work

<http://www.liverpoolinwork.co.uk/index.asp>

Kensington Community Learning Centre

<http://www.merseyplay.com/kensington-community-learning-centre/>

Reed in Partnership

<http://www.reedinpartnership.co.uk/>



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### Milton Keynes Council

Milton Keynes is a new town mostly built during the late 60s.

Sixteen of the city's estates appear on the Government's Index of Multiple Deprivation. 'The Child Poverty Map of the UK', published in 2011 by the End Child Poverty campaign, found that that one in five children in Milton Keynes was living in poverty.

Subsequently, Milton Keynes Council's Children and Families Partnership established its own Child Poverty Commission. The Commission investigated ways to help local communities by looking at how support for vulnerable people could best be targeted, and its April 2012 report 'Child Poverty in Milton Keynes: Analysis, Experience and Action' identified two priorities for tackling child poverty:

1. *"Employment for the parents of today's poor children to reduce the absolute numbers of children living in poverty now, and;*
2. *Improving the education, care and support services for children to set them on an upward trajectory for the future".*

A key element in Milton Keynes's strategy for addressing the first of these is the Neighbourhood Employment Programme (NEP), which was set up to offer explicitly employment-focused support to residents of 22 selected regeneration neighbourhoods in Milton Keynes. This support includes a number of independent, community-based job clubs, often matched with children's centres.

### Progress!

[Skills Training UK](#) is the prime contractor for the ESF Families provision in CPA 8 (South East) and Ixion Holdings is the delivery provider for the programme in Milton Keynes. STUK has re-branded the ESF Families provision as '[Progress! - The Go Further Programme](#)'.

Milton Keynes Council sees Progress! as a timely and useful programme of support which perfectly complements the NEP. Candidates are routinely channelled between the two programmes according to their individual needs.

### Engagement with Council Services

Once the contracts had been awarded, Ixion, Skills Training UK and Milton Keynes Council began to build their working relationship. With the active support of the Council's Strategic Partnership Manager for Regeneration, Ixion spent much of the first two months of 2012 networking; marketing the provision directly to the council staff and other professionals who support vulnerable families throughout the borough.

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Ixion's Progress Coaches in Milton Keynes have spent time out in the local community, networking with services and practitioners and actively pursuing referrals. At the time of this interview, Ixion and Milton Keynes Council had developed twenty-three sources of Local Authority referrals for Progress!, including NEP job clubs, children's centres, local clinics and health centres, voluntary bodies like the Community Mobiliser Service and Women and Work, and statutory agencies like Thames Valley Probation Service.

The majority of referrals to Progress! come via NEP job clubs or children's centres. NEP advisers identify candidates who need additional help tackling barriers to finding work that can't be addressed by a job club, and refer them to Ixion. In return, once an individual has made sufficient progress, Ixion can refer them back to the job club.

### **Engagement with families**

The families Progress! targets can be quite difficult to engage. Ixion invests a lot of time into drawing them out and building their confidence in themselves and the programme.

Ixion's proactive approach to networking with council services, agencies and other bodies has resulted in the majority of referrals to the provision coming through warm handovers - for example; children's centre staff introducing candidates to Ixion advisers on children's centre premises - or from warm leads; council services staff passing on contact details for people interested in the support.

Ixion always aims to hold initial meetings with candidates in the local community, in a familiar, 'safe' environment. Once engaged, candidates are encouraged to attend further meetings on Ixion's premises in the centre of the town. For some vulnerable people, travelling alone outside of their local area can be a significant challenge, so it's not unusual for Ixion staff to escort individuals to these meetings on public transport.

In order to avoid the loss of interest that even a small period of inaction can engender in vulnerable people, Ixion often begins substantive work with candidates before their referral to the programme has been formally approved. This early start is normally offered subject to sight of a benefit letter or similar evidence to support the individual's likely eligibility.

At the time of this interview, Ixion had attached 95 people to Progress! in Milton Keynes. Most of them suffered from low levels of confidence and self-esteem. Ixion makes many referrals to a variety of courses, including confidence building and anger management, run by skillscentre:mk, a local training centre. So far, they've had 100% attendance at these courses.

Some of the individuals referred don't have the confidence to attend the confidence course on their own. Ixion staff offer as much support as possible; including accompanying more nervous candidates from their homes to training venues.

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A lot of the courses that individuals are offered are run on a 'Roll-on, Roll-off' (RORO) basis; they run at each candidate's preferred pace and timings and can be joined and left at any time.

One-to-one counselling has proven to be a particularly popular element of the provision.

### **Key messages**

- From the start, Ixion and Milton Keynes focused on building up a very effective, collaborative working relationship, to ensure that the right families are receiving the right level of support.
- The services offered by Ixion mesh almost seamlessly with the support Milton Keynes Council offers to vulnerable and workless families.
- Ixion's proactive and personal approach to networking with a wide range of potential referral sources, with Milton Keynes Council's active support, has proven extremely effective in engaging frontline workers and practitioners in supporting the provision.

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### Additional Links

Child Poverty Commission

<http://www.milton-keynes.gov.uk/child-poverty-commission/>

Child Poverty in Milton Keynes: Analysis, Experience and Action

[http://www.milton-keynes.gov.uk/child-poverty-commission/documents/Child\\_Poverty\\_Report-24.05.12.pdf](http://www.milton-keynes.gov.uk/child-poverty-commission/documents/Child_Poverty_Report-24.05.12.pdf)

Child Poverty Map of the UK

<http://endchildpoverty.org.uk/files/child-poverty-map-of-the-uk-part-one.pdf>

Children and Families Partnership

<http://www.communityactionmk.org/representation/children-and-families-partnership/>

Community Mobiliser Service

<http://www.mkweb.co.uk/mkchildrensfund/displayarticle.asp?id=31566>

End Child Poverty Campaign

<http://www.endchildpoverty.org.uk/>

Index of Multiple Deprivation

<http://data.gov.uk/dataset/index-of-multiple-deprivation>

Neighbourhood Employment Programme

<http://www.milton-keynes.gov.uk/adulteducation/displayarticle.asp?ID=84350>

Progress! - The Go Further Programme'

<http://progressprogramme.com/find-out-more.htm>

Skills Training UK

<http://www.skillstraininguk.com/>

skillscentre:mk

<http://www.skillscentremk.co.uk/Develop-Yourself/Personal-Development>

Women and Work

<http://womenandwork.co.uk/index.php>

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### **Rochdale Metropolitan Borough Council**

Rochdale is a large market town in Greater Manchester. Despite the trend for deindustrialisation, manufacturing is still the town's predominant source of employment and accounts for a considerably higher proportion of jobs in Rochdale than is the case for both Great Britain and the rest of the North West. The percentages of the population either on key out of work benefits or lacking formal qualifications are also higher in Rochdale than in the North West or across the country.

Rochdale Metropolitan Borough Council welcomed both the ESF Families provision and the Troubled Families programme when they were announced. Rochdale's New Deal for Communities (NDC) project – New Heart for Heywood NDC - was just drawing to a close, and the Council saw these new initiatives as key elements in their succession strategy, presenting a great opportunity to build on the work of the Heywood NDC.

The Council now delivers the ESF Family Support Programme in Rochdale on behalf of [G4S](#), the prime contractor for the provision in CPA 6 (Greater Manchester, Cheshire and Warrington).

### **Developing the provision**

In the early stages of the ESF Families programme, the Council's Customers and Communities Service team reviewed researched into improving the lot of vulnerable or deprived families and identified employment as a key factor. The team's overarching delivery strategy for the new provision is to target support on adults as a means to positively influence younger members of vulnerable families, with a view to breaking cycles of intergenerational worklessness and reducing youth unemployment.

The team liaised across its multi-agency skills/employment partnerships, which include contracted providers, housing teams and drug and alcohol teams, to explain the plans for the new provision and identify pockets of deprivation to better target resources and recruit referrals.

Looking to draw on lessons learned from New Heart for Heywood NDC, the team recruited a lot of the people who had worked on NDC to bring their expertise across to the ESF Families provision.

### **Going live**

The Council's open and collaborative approach built up plenty of goodwill, energy and enthusiasm among partners, but when the ESF Families provision went live, referral levels were very low. In January 2012, the Customers and Communities Service team went out to talk to its agencies and services, as well as consulting

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the extensive network of Community Champions; local residents who voluntarily work in partnership with council services to support others in their communities.

The Community Champions feedback was that:

1. They felt that the use of the word 'family' in the provision's title sent potential candidates the message that they were failing their families. Champions suggested that, as the focus was on employment for family members, the council should remove the word 'family' altogether and just describe the provision as 'employment support'.
2. Some Champions also suggested that even using the word 'employment' might generate negative associations with Jobcentre Plus, and the benefit sanctions regime, in vulnerable peoples' minds. The Champions suggested that use of real life local case studies could be effective in overcoming the fears and uncertainties felt by many potential candidates.

Subsequently, the Customers and Communities Service team recruited a number of Community Champions to be among the earliest referrals to the ESF Families provision. Those individuals then became the subjects of some excellent case studies. A group of Champions went on to become ESF Families advocates, promoting the provision in their communities and helping to generate referrals – sometimes in greater volumes than have been achieved by more formal agencies and services.

### **Outreach**

The Customers and Communities Service team works with G4S and other partners to reach out to potential candidates through a variety of channels, including running stands at local events and joint presentations at community work clubs.

They often use innovative tactics to recruit from their target audiences. For example; recognising the need to support vulnerable parents experiencing mental health issues (including post-natal depression), the team ran a stand at a local World Mental Health Day event. The team thought creatively about how they could attract the interest of attendees at the event. One particularly successful idea was to offer passers by 'free books for your mum'. Young people who might not have been interested in free books for themselves were drawn by the offer, and stopped at the stand to find out more.

That one stand engaged enough young peoples' interest to generate 30 family referrals in a single morning.

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A high proportion of referrals to the provision come from council agencies and services, or third sector partners, such as:

- Children's centres
- Employment Links Partnerships (Council-run employment services offering free information, advice and guidance to people in Rochdale)
- Rochdale Connections Trust (a local charity working with vulnerable young people)
- Local food banks

The team also liaises with lead professionals – local practitioners who act as trusted single points of contact for vulnerable children and young people – as well as family workers, nursery nurses and members of Youth Offending Teams, encouraging them to identify families that might benefit from the provision and effect warm handovers.

### **Registered Social Landlords (RSLs)**

The Customers and Communities Service team is also working with RSLs to identify candidates for ESF Families provision.

- One of Rochdale's RSLs operates a payment monitoring system in which a missed payment triggers a referral to the local Citizen's Advice Bureau, which conducts a triage interview to assess their needs and identify further support. If appropriate problems are identified during the interview, family members may be referred to the Customers and Communities Service team as candidates for ESF Families provision.
- Many RSLs refer vulnerable tenants to food-banks, which can also refer them to the provision where appropriate.
- When Rochdale RSLs offer a tenancy to a young person, they now insist that the prospective tenant must attend a pre-tenancy course before the property is released to them. The course covers a variety of issues, including money management and the responsibilities of a tenant. Rochdale Council commissions this training and uses it to identify young people on benefits who can passport their families onto ESF Families provision.

### **Staff recruitment**

One of the key factors in the success of the Customers and Communities Service team has been the use of Values Based Interviewing – an innovative, increasingly recognised technique for recruiting practitioners who work with vulnerable children. The team has recruited staff with a wide range of skills and knowledge, from

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languages to counselling disciplines. Allocation of candidates to advisers is not random; it's based on matching individual's needs to skills of adviser.

### **Rochdale's Troubled Families programme**

The ESF Families provision is well-integrated with the Troubled Families programme in Rochdale.

The Council has identified the families it wishes to support and is working through an ongoing matching process to help to identify whether they would be best served by the Troubled Families programme, the ESF Families provision or other programmes and services.

The council's chief concern is to ensure that the right families get the right help at the right time.

### **Key messages**

- Persistence is one of the key factors in developing and delivering this provision. The team has found it has to keep engaging regularly and positively with other council services, agencies and organisations in order to keep awareness at a high level and maintain the flow of referrals
- The team often found that practitioners and professionals at the delivery end of the organisations had better understanding and appreciation of the provision and its usefulness – they 'get it' because they have first hand experience of the families likely to benefit.
- Building up stock of good news stories is also very useful. Local case studies make a big difference when recruiting candidates in communities and 'springboard stories' - a form of story intended to facilitate understanding of how a service or organisation can engender change - are a particularly valuable tool for marketing the provision.
- When marketing to council services and agencies, emphasise that ESF Families is designed to add value and not replace existing services.
- Repeatedly emphasising the voluntary nature of provision helps to address many candidates' worries about engaging with it
- Approaching financial challenges – such as the Government's Welfare Reform benefit caps - can be an effective driver for vulnerable families to engage with the provision.



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### Additional Links

CAB triage interview

<http://www.manchestercab.org/recep.htm>

Children's centres in Rochdale

[http://www.rochdale.gov.uk/schools\\_and\\_children/surestart\\_childrens\\_centres.aspx](http://www.rochdale.gov.uk/schools_and_children/surestart_childrens_centres.aspx)

Community Champions

[http://www.rochdale.gov.uk/pdf/Community\\_Champions\\_overview\\_and\\_training\\_model.pdf](http://www.rochdale.gov.uk/pdf/Community_Champions_overview_and_training_model.pdf)

Employment Links Partnerships

[http://www.rochdale.gov.uk/schools/careers\\_and\\_training/employment\\_links.aspx](http://www.rochdale.gov.uk/schools/careers_and_training/employment_links.aspx)

G4S

<http://www.g4s.com/en/>

Lead Professionals

[http://www.rochdale.gov.uk/health\\_and\\_social\\_care/more\\_experts\\_and\\_practitioners/lead\\_professional.aspx](http://www.rochdale.gov.uk/health_and_social_care/more_experts_and_practitioners/lead_professional.aspx)

New Heart for Heywood New Deal for Communities

<http://www.rochdale.gov.uk/pdf/2010-01-25-cab-itemj2-app1-v1.pdf>

Rochdale Connections Trust

<http://www.r-c-t.co.uk/>

Values Based Interviewing

[http://www.nspcc.org.uk/Inform/trainingandconsultancy/consultancy/helpandadvice/value\\_based\\_interviewing\\_wda68727.html](http://www.nspcc.org.uk/Inform/trainingandconsultancy/consultancy/helpandadvice/value_based_interviewing_wda68727.html)

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### Brighton and Hove City Council

Brighton and Hove Council covers the Brighton and Hove unitary authority area on the south coast of England. The city of Brighton has an urban population of over 460,000 people. The Council has a history of implementing innovative family-focused initiatives:

- Since 2008, Brighton has been working with Brighton University and the Institute of Psychiatry on the first UK trial of Family Functional Therapy, an evidence-based intervention for antisocial teenagers which offers therapy for the whole family.
- The Council ran a Think Family Pathfinder, bringing together tailored services and reforming systems to ensure that families at risk received a whole family package of support.
- Brighton also established a Family Intervention Project, which worked with vulnerable families to reduce anti-social behaviour, bring stability to their lives, prevent homelessness and improve opportunities for children.
- The Council is one of the original 15 Local Authorities to pioneer the Family Comprehensive Assessment Framework (Family CAF). Family CAF widens the focus of the CAF model (which concentrated on individual children and was delivered by the 'team around the child', or TAC), and establishes a 'team around the family' (TAF) headed by a nominated Lead Professional, who acts as a single point of contact for the family.

Skills Training, the prime provider for the South East Contract Package Area (CPA), has re-branded the ESF Families provision as '[Progress! - The Go Further Programme](#)'. The Progress! delivery model - looking at the whole family rather than just focusing on an individual – has proven to be a good fit with the Council's longstanding family-orientated approach.

### Stronger Families, Stronger Communities Partnership

Brighton's Stronger Families, Stronger Communities (SFSC) Partnership was set up in response to the government's Troubled Families programme. Brighton Council views both the Progress and the Government's wider Troubled Families programme as very useful, well-matched initiatives, and has closely integrated their development under the SFSC Partnership Board.

The two programmes are delivered by the SCFC's Integrated Team for Families (ITF). Representatives from a broad range of local and national stakeholders, including Skills Training and Jobcentre Plus, sit on the SCFC Delivery Partnership Group, which advises on the development, implementation and delivery of ITF services.

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### **Integrated Team for Families (ITF)**

Six key agencies in the Brighton and Hove area are authorised to refer to Progress!. They are:

1. Council Housing
2. Sussex Police Service
3. The Surrey and Sussex Probation Trust
4. Adult Social Care
5. Children's Services
6. Youth Offending Service

For the first year of the programme, each of these seconds one practitioner or special adviser to the Council, to be matched with and mentored by a council practitioner. These twelve individuals are the Family Coaches who comprise Brighton's Integrated Team for Families.

Secondees are trained and developed for twelve months, receiving a thorough grounding in Brighton's Family Coach delivery model. At the end of this period, they return to their home organisation to not only continue to support Progress!, but also to 'seed' the Family Coach model in their organisations' practices and procedures; embedding it for the longer term, with the intention of ensuring an enduring legacy.

### **Progress!**

In the early stages of the development of the Progress! delivery infrastructure, Brighton and Hove Council worked with Skills Training to set up workshops for key stakeholders and agencies (such as Youth Offending Service, probation Services, Social Care Services, etc.), third sector organisations and local community groups.

A number of Skills Training's Progress! Coaches attended these events to help to promote the provision and share some early case studies illustrating the potential benefits.

These events were very effective at building early awareness of the new programme and securing 'buy-in' from key partners.

The Family Intervention Project (FIP) team have been very supportive of the programme, with Progress! being used as an exit strategy for families whom no longer need such intensive support. In most cases, a 3 way meeting is set up with the FIP worker, the family and the Coach to ensure warm handover. This has enabled a successful and supportive transition.

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There are 3 Progress Coaches delivering the programme to families in Brighton & Hove and they have been integrated with the FIP team, with desk space available in the SFSC office. They also regularly attend joint team meetings, to ensure that communication is ongoing and the support for families is consistent.

### **Engagement with Jobcentre Plus**

There is a good working relationship between IFT and Jobcentre Plus. For example; Progress! Coaches are regularly given the use of facilities in Jobcentre Plus local offices. Throughout the day, Jobcentre Plus advisors will identify individuals signing on whose circumstances might make them or their families eligible for Progress! and signpost them directly to the Progress Coach for an initial interview.

This approach has a number of benefits. It speeds up the initial referral process and allows for a warm handover from the Jobcentre Plus adviser to the Progress! Coach. Additionally, it allows Coaches to establish whether there is a Qualifying Person in the family (an individual whose claim for DWP benefits 'passports' the rest of the family for Progress! support) or whether the candidate is either already engaged with or about to be referred to other support (such as the Work Programme) which would preclude attachment to Progress!.

One element of the ESF Families model that was highlighted as particularly helpful is the use of a Qualifying Person within each family to 'passport' other members of the family, allowing the council to make DWP contracted support available to vulnerable people who might not otherwise have been eligible.

### **The ITF in action**

The positive effects of the Integrated Team for Families approach becoming increasingly apparent as the programme rolls into its second year. For example:

- Sussex Police Service used to focus solely on the personal circumstances of each individual offender, but officers now have discretion to adopt a 'whole family' approach. This means that when investigating an individual's background, Police officers will consider whether there is any evidence of issues such as domestic violence, drug and alcohol abuse or within the wider family. Where appropriate concerns are identified, Sussex Police can make direct referrals to Progress!.
- Council agencies, such as Housing Services, offer ITF support to their customers. If a family experiences problems with rent payments, Housing can investigate the circumstances, and may refer family members to Progress! where appropriate. The Council is working to extend this facility to Registered Social Landlords (RSLs).
- A number of schools in Brighton and Hove have adopted the Whole School model of reparative justice mediation, which works to moderate antisocial or

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inappropriate behaviour by developing positive relationships through building respect. Families who may benefit from Progress support can be identified to ITF Family Coaches for triage and possible referral to Progress!.

### **Key messages from Brighton and Hove**

- The Progress delivery model - looking at the whole family rather than just focusing on an individual – has proven to be a good fit with the Council's longstanding family-orientated approach.
- Early engagement with local services is vital for building good relationships.
- Brighton's approach to the integration of Progress! and Troubled Families into its Integrated Team for Families (ITF), under the stewardship of the council's Stronger Families, Stronger Communities (SFSC) partnership, is clever, innovative and effective.
- Embedding the Integrated Team for Families approach in local agencies and services helps to support the Progress! delivery model and ensure a lasting legacy past the end of the ESF Families contract.

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### Additional Links

Family Comprehensive Assessment Framework (Family CAF)

<http://www.brighton-hove.gov.uk/index.cfm?request=c1243575>

Family Functional Therapy

<http://www.preventionaction.org/research/brighton-pioneers-uk-therapeutic-alliance/1331>

Family Intervention Project

<http://webarchive.nationalarchives.gov.uk/20100405140447/asb.homeoffice.gov.uk/members/article.aspx?id=8678>

Integrated Team for Families (ITF)

<http://www.brighton-hove.gov.uk/index.cfm?request=c1272816>

Progress! - The Go Further Programme'

<http://progressprogramme.com/find-out-more.htm>

Progress! Coaches

<http://progressprogramme.com/the-progress-coach.htm>

Stronger Families, Stronger Communities

<http://www.brighton-hove.gov.uk/index.cfm?request=b1163504>

Think Family Pathfinder

<https://www.education.gov.uk/publications/eOrderingDownload/00140-2010BKT-EN.pdf>

Skills Training UK

<http://www.skillstraininguk.com/>