

**PAPER NO. 12**

**REPORT TO THE EXECUTIVE MEETING**

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**Meeting:** Executive  
**Date:** 25<sup>th</sup> March 2013  
**Subject:** Supporting Leicestershire Families: Harborough Proposal  
**Report of:** Community Partnership Manager  
**Portfolio Holder:** Cllr Chris Holyoak, Health & Community  
**Status:** For Decision

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1 Purpose of the Report

1.1 To seek approval for the proposal for delivering the Supporting Leicestershire Families Service in Harborough

2 Recommendations:

2.1 To approve the proposed model for the delivery of the Supporting Leicestershire Families Service in Harborough as set out in Appendix A, recognising that it is a service that will be continually developing.

2.2 To approve the draft Service Specification and Operating Model developed by Leicestershire County Council on behalf of the Supporting Leicestershire Families Commissioning Board.

2.3 If approval is given to 2.2 above, the Shared Head of Policy, Performance and Partnerships, in consultation with the Portfolio Holder and Head of Legal and Democratic Services, is authorised to negotiate and complete all necessary legal and governance arrangements to implement the decision in 2.2.

2.4 To agree that progress in relation to the Supporting Leicestershire Families Service in Harborough should be reported to scrutiny on a six monthly basis.

3 Summary of Reasons for the Recommendations

3.1 The Supporting Leicestershire Families programme directly supports the Council's priority to 'support the vulnerable in our society at the heart of the communities where they live' and it has been agreed as a critical activity in the Corporate Delivery Plan which was approved at Council in January 2013.

- 3.2 The proposal builds on existing good practice and partnership working with Children’s Centre Programme, Joint Action Group and Community Safety Partnership.
- 3.3 The draft proposal received positive feedback from the County Council on behalf of the Supporting Leicestershire Families Commissioning Board
- 3.4 Effective legal and governance arrangements are required to ensure the delivery of the programme.

4 Impact on Communities

- 4.1 This new service will benefit the most vulnerable families in Harborough.

5 Key Facts

- 5.1 The Supporting Leicestershire Families proposal (Appendix A) outlines how the Service will be delivered in Harborough. It is recognised that this will be an area of work that is continually developing.

- 5.2 Leicestershire’s Programme was established in 2011 as one of the Coalition Government’s 16 Community Budgets under the name “Families with Complex Needs”, with the dual aims of:

- Improving outcomes for England’s most complex families
- Reducing the public service costs resulting from addressing the needs of these families.

- 5.3 Approximately 1,300 families in Leicestershire meet the agreed criteria for complex needs, as well as a further 2,000 families identified as having some of the risk factors that could result in families becoming complex. These families are those to be supported by the SLF programme.

- 5.4 The March 2012 count indicated the following number of families requiring support in each district:

	<b>High risk</b>	<b>At risk</b>	<b>Total</b>
Blaby	80	172	252
Charnwood	431	635	1,066
Harborough	66	150	216
Hinckley & Bosworth	277	390	667
Melton	127	161	288
North West Leics.	235	354	589
Oadby & Wigston	68	156	224
<b>Total</b>	<b>1,284</b>	<b>2,018</b>	<b>3,302</b>

5.5 The whole programme is predicated on an integrated service model that includes:

- Targeted service provision at individual, family and community levels to support families and individuals with complex needs to improve their life chances and to remove the reliance on public services,
- A focus on earlier intervention, preventing vulnerable families and individuals from developing complex needs,
- A focus at the community level to help lift families and communities most in need out of need, and
- A cohesive multi-agency response to individual, family and community needs at a strategic, managerial and operational level.

5.6 The services to be delivered will include support to adults and families to:

- Improve their life skills including managing family and personal relationships, household management, personal and domestic budgeting.
- Become more financially stable and independent.
- Reduce offending and anti-social behaviour.
- Improve school attendance.
- Prepare for and take up employment.
- Secure appropriate and stable accommodation.
- Tackle substance misuse.
- Improve family health, including mental health.
- Manage disability.
- Respond to domestic abuse.
- Strengthen parenting capacity.
- Strengthen family and social relationships, including reducing isolation.
- Strengthen personal and family resilience.

5.7 The service will involve a great deal of collaboration between services. However a core staffing and family commissioning budget has been developed for the programme. This has been paid for from a £7.86m pooled budget over three years to which Harborough District Council has contributed £65k. This was agreed by the Executive on 11<sup>th</sup> June 2012. The programme 'goes live' on 8th April 2013. The staffing element of the pooled budget is £6.23m, of which Harborough will receive a proportion of staff equivalent to our share of the families identified above in 5.5.

5.8 The programme has recruited the following staff for the April launch;

- 6 Senior Family Support Workers (0.4 FTE assigned to Harborough)
- 48 Family Support Workers (3 FTE assigned to Harborough)

5.9 Leicestershire County Council will employ the Harborough assigned staff who will have small caseloads of around 10 families at any one time. Families will be supported for around 6-12 months depending on need.

- 5.10 Harborough District Council has a responsibility to provide a Locality Manager to oversee the implementation of the service in Harborough. Harborough District Council has been in discussions with Leicestershire County Council and arrangements will be put in place to cover this role on a one day per week basis, with appropriate documentation. HDC are providing a £10,000 (per annum for three years) contribution towards the Locality Manager. This was included in 2013/14 budget agreed by Council on 21<sup>st</sup> February 2013.
- 5.11 The Draft Service Specification and Operating Framework (Appendix B) sets out the arrangements for Leicestershire County Council – on behalf of the County Supporting Leicestershire Families Commissioning Board and the Leicestershire District Councils - on behalf of the Supporting Leicestershire Families Locality Partnership – to work together to support families. It reflects a joint commitment to support families by improving the way local agencies work together to achieve better outcomes for families across Leicestershire. The specification outlines the agreed processes, activities and outcomes to be achieved within the localities.
- 5.12 To be a success the Family Support Workers will need to work within a wider partnership of services consisting of:
- District Council services
  - Health Services
  - Job Centre Plus and/or their agents
  - Leicestershire Adults and Communities Services
  - Leicestershire Children and Young People's Services
  - Police
  - Private and Independent Sector organisations
  - Probation
  - Schools
  - Voluntary Sector
  - Youth Offending Service
- 5.13 Building these relationships will be a key challenge and objective of the Locality Manager.
- 5.14 There are a number of ways that Harborough District Council services will be engaged with the SLF programme, but these generally fall into three categories:
1. Identifying potential families
  2. Referring potential families to the service
  3. Supporting family casework

5.15 The table below sets out the role of council teams.

Team	Identifying Families	Referring families	Supporting casework
Community Safety Team	Yes	No	Yes
Regulatory Team	Yes	No	Yes
Sport & Health Team	Yes	No	Yes
Housing Needs Team	Yes	No	Yes
Revenues & Benefits Team	Yes	No	Yes
Customer Service Team	Yes	No	No
Contracted Services Team	Yes	No	No
Designated Safeguarding Officers (Various services)	Yes	Yes	Yes

5.16 To manage demand on the new SLF service each participant organisation will implement measures to ensure referrals are considered and appropriate. At Harborough District Council it is likely that only Designated Safeguarding Officers (DSOs) will make referrals. One reason for this is to ensure there are no delays in reporting an immediate safeguarding concern because a frontline staff members is confused about whether or not to refer instead to SLF.

## 6 Legal Issues

6.1 Leicestershire County Council and Harborough District Council are in negotiation to agree the most appropriate legal and/or governance arrangements that need to be put in place.

## 7 Resource Issues

7.1 A contribution to the pooled countywide SLF budget of £65k was agreed by the Executive on 11<sup>th</sup> June 2012 (Minute 29 2012/13 refers).

7.2 Resourcing the Locality Managers role will cost a additional £10k per year which has been included within the 2013/14 budget agreed by Council on 21<sup>st</sup> February 2013.

## 8 Equality Impact Assessment Implications/Outcomes

8.1 This new service will benefit the most vulnerable families in Harborough. All family support workers will receive the necessary equality training.

## 9 Impact on the Organisation

9.1 This programme will require news ways of working for Harborough District Council services to support a 'whole family' approach to working with the districts most vulnerable and 'troubled families.

## 10 Community Safety Implications

- 10.1 A key aim of the programme is to reduce involvement in crime and disorder from vulnerable families (either as victims or perpetrators).

## 11. Carbon Management Implications

- 11.1 None applicable.

## 12. Risk Management Implications

- 12.1 Robust partnership governance is required to oversee the SLF Service, including Elected Member scrutiny. Recommendations 2.3 & 2.4 propose how this will be achieved.
- 12.2 Clarity of response to safeguarding concerns is required on where to refer a 'vulnerable family'. Page 3 of Appendix A sets out how safeguarding will be maintained and enhanced through this new service.
- 12.3 Reputational damage to the Council if an effective SLF proposal is not developed for Harborough. The Proposal has been developed over several months with key partners. It has received positive feedback from Leicestershire County Council on behalf of the Supporting Leicestershire Families Board (see feedback below).
- 12.4 Reputational damage if the proposal is not effectively implemented. It has been designed to minimise the risk for 'families in the district and Harborough District Council by adhering to countywide processes, including safeguarding, utilising experienced County Council staff to fulfill the role of the Locality Manager and Senior Family Support Worker and building on effective partnership working in the district.

## 13 Consultation

- 13.1 The Harborough Proposal has been discussed with and received the support of Chris Holyoak, Portfolio Holder for Health & Community and Cllr Lynne Beesley-Reynolds, Troubled Families Champion. The Community Leadership Scrutiny Panel considered the proposal on 7<sup>th</sup> March 2013 and recommended that the Executive should endorse the proposed model for delivery and also recommended to the Executive that Scrutiny should receive 6 monthly updates on the SLF service.

13.2 Harborough has received the following feedback on the attached draft proposal from Leicestershire County Council on behalf of the Supporting Leicestershire Families Programme,

“The proposal is well thought out with a number of innovative features:

- Integration with the Children’s 0-19 service with the Locality Manager becoming the SLF Locality Manager and the Local Partnership Co-ordinator becoming the Senior Family Support Worker. A strong overlap of client groups has been identified.
- The District Chief Executive and the Council’s (Member) Executive are fully accountable and arrangements are in hand for Scrutiny to be involved.
- ‘Meet the practitioner’ sessions for elected Members are arranged.
- There is a commitment to use County wide systems
- There are plans to engage a wide range of agencies as team around the family and referral partners.
- A vulnerable families group (developed from the 0-19 locality partnership to include appropriate adult services) which reports to a Locality Executive.
- Family Support Workers will be employed by the County Council and co-located with a range of agency staff.
- There is a proposal to stimulate demand (referrals). This should be undertaken cautiously until the level of demand in relation to the capacity of Family Support Workers is better understood”.

13.3 Consultation in Harborough has taken place with the Community Safety Partnership, Health & Wellbeing Partnership, Children & Young Persons Steering Group, Housing, Schools and Leicestershire Police.

#### 14 Options Considered

14.1 A number of options for delivering this service were considered including allocating the Locality Manager ‘in house’ or from other areas of Leicestershire County Council. The current proposal was agreed by key partner agencies as the best way forward building on effective partnership arrangement in the district.

#### 15 Background Papers

Supporting Leicestershire Family Commissioning Board papers.

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**Previous report(s): Locality Working, Executive Report, 11<sup>th</sup> June 2012**

**Information Issued Under Sensitive Issue Procedure: Y/N**

**Ward Members Notified: N/A**

**Appendices:**

**A. Supporting Leicestershire Families: Harborough Proposal**

**B. Service Specification & Operating Model**

Schedule 1 Resource Allocation

Schedule 2 Staffing Competencies

Schedule 3 Performance Framework