



MANCHESTER  
CITY COUNCIL

# Complex Families Programme

Complex Families Project Team

# Complex Families: introduction

- Government commitment to 'turn around' the lives of families with multiple problems/complex needs
- Around £8billion a year is spent on some 120,000 families that have multiple problems. This costs public sector disproportionate amount of money
- Funding via hundreds of separate schemes and agencies, but despite this investment families' problems continue
- Focus on complex families is part of wider Public Service Reform.

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# Complex Families: introduction

- We need a **transformational reduction in demand**, away from unplanned, expensive, reactive spend, moving the most challenging people and places from dependency towards self-reliance
- This requires **new delivery models**, underpinned by workforce reform and effective use of information, building on Better Life Chances pilots
- And **new investment models** that enable us to work at scale, so money can flow freely across silos – with incentives for partners to invest jointly to achieve returns for the whole public sector.

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# Complex Families and Community Budgets

- Community Budgets provides mechanism to help public sector partners invest in local priorities/agreed outcomes, e.g. complex families
- Not about a new source of money but a different way of using funding
- Works by pooling budgets and bringing together local priorities and public money so agencies can find the right solutions to issues in their area in a new and coordinated way
- Manchester announced as one of 16 Community Budget pilot areas in 2010
- Manchester Investment Fund established to act as a Community Budget focusing on complex families.

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# Manchester Criteria for Complex Families

- Crime and ASB \*(also TFU)
- School exclusions or attendance below 85%\*\* (also TFU)
- Worklessness and out-of-work benefits (also TFU)
- LAC and children on the edge of care
- Homelessness
- Mental health issues
- Alcohol misuse
- Substance misuse
- Benefits (not only out-of-work)
- Domestic abuse
- Debt
- Transiency
- Non-engagement.

Families with **three or more** of these criteria can be referred into the complex families project.

**Message to staff –  
if in doubt on one  
of the issues, still  
refer.**

A Manchester family includes single adult and adult-only families.

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# Scaling up: Manchester Phase 2

- Given the good progress made and the scale of ambition, MCC and partners will extend the approach from April 2012 to a much larger area
- We will work with **1,000 families** across the **SRF North Manchester** area plus Collyhurst
- Learn from Phase 1 – revised delivery model (next slide), revised identification and referral processes incorporating developments in the Troubled Families Unit, improved sequencing and prioritisation
- Partners involved in the design of Phase 2 from the start, ensuring their services and referral mechanisms are integrated effectively

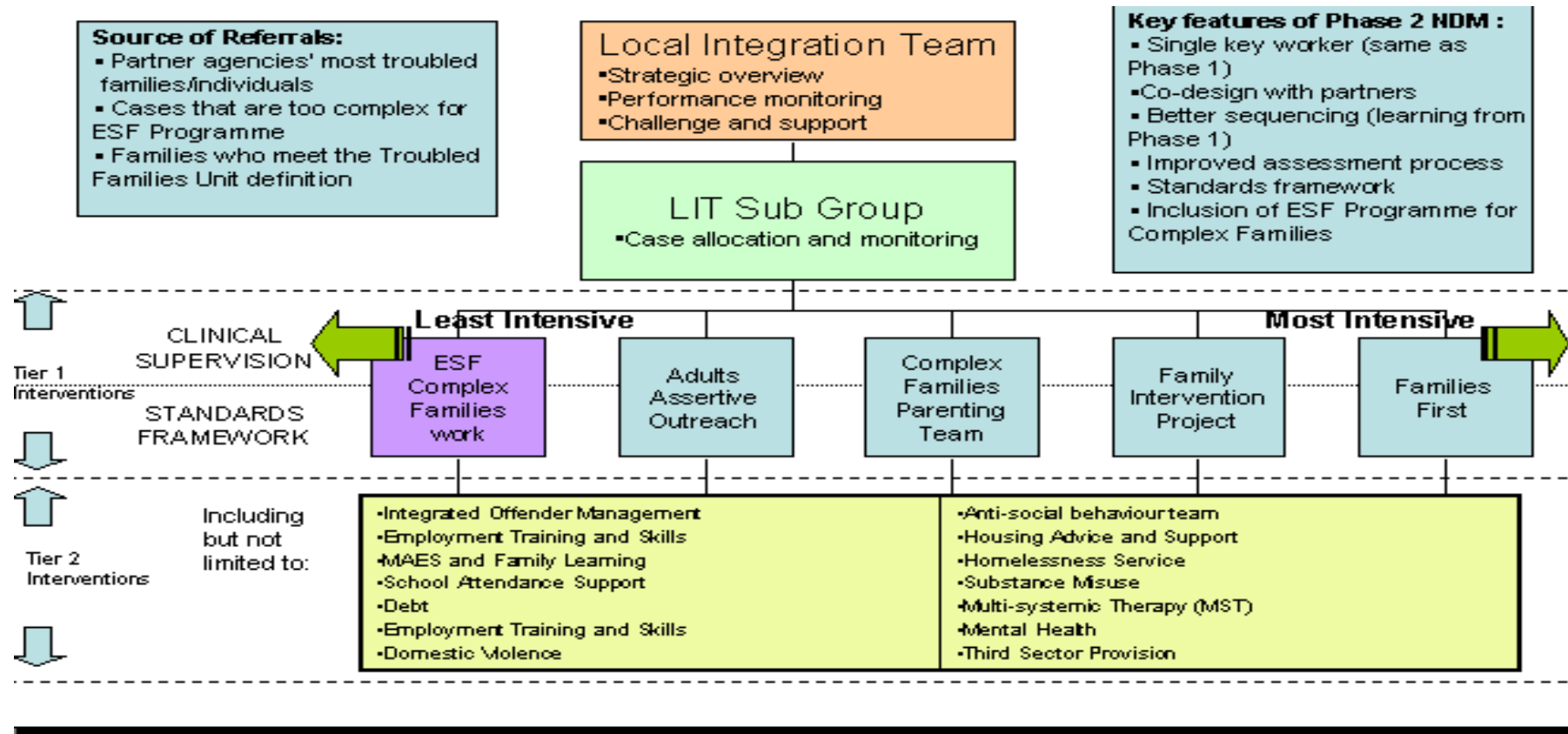
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# Scaling up: Manchester Phase 2

- Prospectus for Investment Agreements setting out
  - New Delivery Model
  - Who benefits – return on investment
  - Who invests
  - How savings will be apportioned – incremental benefits will be reinvested
  - Governance and performance management
- NDM can **evolve** as Phase 1 evidence emerges, as RCT not required
- Workforce challenges – will require significantly more FTEs

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# Phase 2: New delivery model



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# WHAT IS DIFFERENT ABOUT THE NEW MODEL?

- Evidence **based on what actually works** (not what we think works)
- Single assessment of need means we see the whole picture for the family not just the bit that relates to one service
- Interventions planned so they can happen in **the right order**, at the **right time**
- Support services **working together** (e.g. drug and alcohol treatment)
- **Flexible and assertive support** to families so that the interventions are more likely to work
- **Better tracking** of cases
- **More evidence** to help plan for the future

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# ESF Programme for Complex Families

- DWP co-financed: Funding for 3 years to support local families and individuals with multiple problems
- Tackling entrenched worklessness is the priority but also address multiple issues of the family affecting ability to gain employment
- Focussed on less complex individuals and families than other interventions e.g. FIP
- In Manchester - G4S has subcontracted delivery of the contract to 3 Family Support Brokers - Work Solutions, Pertemps and Pinnacle People split on a ward by ward basis
- Full integration into Manchester's Complex Families Programme – providing quality assurance and co-ordination between interventions

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# Criteria for the ESF Programme

- One member of family must be on a DWP working age benefit.
- The individual can passport the rest of the family into the programme
- If an individual is already on the Work Programme they will not be eligible for ESF family provision. However, this does not affect the eligibility of other family members who will be able to receive support from the ESF families' provision

## **Likely referrals include:**

- Prevention – looking to prevent families from falling into crisis
- 'Chaotic but not critical'
- Potentially Level 2 or 3 families on the spectrum of need
- Families who are ready for a conversation about work
- Families who, with some support, will be ready for a conversation about work
- Families who have gone through FIP and need further support

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# ESF Criteria in Manchester

(to fit in with the wider Complex Families Programme)

- At the start of the provision at least one member of the family must be in receipt of a DWP working age benefit
- They or their family must also exhibit one of the following criteria from the list below:
  - Crime and ASB \*(also TFU)
  - School exclusions or attendance below 85%\*\* (also TFU)
  - L.A.C. and children on the edge of care
  - Homelessness
  - Mental health issues
  - Alcohol misuse
  - Substance misuse
  - Benefits (not only out of work)
  - Domestic abuse
  - Debt
  - Transiency
  - Non engagement

NB. If the family meet three or more of the criteria they should be considered for other interventions e.g. FIP however the appropriate intervention will be considered for all referrals by professionals within the Local Authority

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# **BIG Manchester**

## **Big Lottery Funded**

£900,000 over 3 years

Robust voluntary sector partnership - Barnardo's lead.

180 families with intensive support

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# Big Manchester - Cohort

Aimed at families with children between 5-10 years old

In response to Serious Case Review Data

Complex Families with:

- domestic abuse
- substance misuse
- mental health

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# Big Manchester - Key work areas

**Specialist workers** employed by

- Eclypse - substance misuse
- Womens Aid - domestic abuse
- Manchester Mind - mental health
- All working together in Big Manchester.

**Evidence based interventions** – building resilience in children and their families/communities

**To develop Parent support network**

- Volunteering opportunities – pathways to employment.

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# Big Manchester - Spot purchasing

To empower families via choice in identifying their children's needs.

**Family budget** £1200 to use for:

- Family engagement activities
- Therapeutic services
- Play therapy
- New interventions
- Woodville Resource Centre - Contact us on **795 0795**

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# How do I make a referral?

1. **Identify the family/individual** – this may be a family/individual you have come across in your day to day activity or have picked up on as part of wider discussions
2. **Check the family/individual meets the criteria** – as a rough guide a family/individual with three or more of the criteria can be referred into the complex families programme. A Manchester family also includes single adult and adult only families

# How do I make a referral?

3. **Obtain fully informed explicit consent** from household/individual to make the referral.
  - The Complex Families Referral form asks you to confirm that you have gained consent from the household/individual to make the referral and to share information relating to the referral.
  - To record evidence of informed consent a **'Consent to Refer Form'** has been created.
  - The signed consent form is held on file by referrer for every case referred through to Complex Families programme.

# How do I make a referral?

4. **Fill in the Complex Families Referral Form or ESF Referral Form** and sent through to the Complex Families inbox (cf.referrals/mcc@manchester.gov.uk) or the form can be faxed securely on 0161 274 0025
5. **The referrer is contacted and notified which intervention the case has been allocated to and provided with the name and contact details for the key worker**

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# Complex families referral form

REFERRAL DETAILS Return to [cf.referrals@mcc@manchester.gov.uk](mailto:cf.referrals@mcc@manchester.gov.uk) or fax on 0161 274 0025

SOURCE		Referrer		R & I USE	
DATE:				HOUSEHOLD ID:	
NAME OF REFERRER:					
EMAIL:		TELEPHONE NO:			
If referring to a specific team please tick, state the reason and what input you are requesting if known <sup>1</sup> :					
FIP <input type="checkbox"/> Complex Families Parenting Team <input type="checkbox"/> Assertive Outreach <input type="checkbox"/>					
Reason:					
		HEAD OF HOUSEHOLD		PARTNER	
SURNAME					
FORENAME					
ADDRESS		Household			
POST CODE					
GENDER		Male <input type="checkbox"/> Female <input type="checkbox"/>			
D.O.B					
Ethnicity (if known)					
LANDLORD/TENURE					
Tel. No.					
Mobile No.					
Interpreter required?		Y / N / Don't know			
DETAILS OF CHILDREN		PROPERTY			
FIRST NAME		Relationships		DATE OF BIRTH	
KEY CONTACT		Existing Support		TEL NO	

Please complete page 2

<sup>1</sup> Please note all Families First cases can not be referred direct to Community Budgets – they need to go via Family Resource Panel

CRITERIA	L, M, H, N/A or N/K	DETAILS
Please indicate severity for all known criteria Low, Medium, High, Not Applicable or Not Known		Please provide supporting information for all known criteria including whether issue is current or historic to which family member(s) it applies and where appropriate whether victim or perpetrator.
Offending or known criminality		
Anti-social behaviour		
School attendance/exclusion issues		
An adult member not in work/benefit dependent		
Mental health issues		
Parenting capacity / support		
Drug misuse		
Alcohol misuse		
Domestic violence		
Safeguarding		
Child protection issues		
Poor or overcrowded housing		
Homeless or at risk of eviction		
Debt issues		
Disengagement/resistance to working with mainstream agencies		

Presenting Issues – rate low/medium/high/ not applic/not known

## EXISTING ASSESSMENTS

ASSESSMENT TYPE (E.G. CAF)	Attached ? (Yes or No)

ARE THERE ANY KNOWN RISKS TO STAFF VISITING THIS HOUSEHOLD? ? Yes ? No ? Don't know  
IF YES TO THE ABOVE, PLEASE PROVIDE DETAILS (e.g. violence or dangerous pet)

Sharing

HAS THE HOUSEHOLD/CUSTOMER CONSENTED TO THE REFERRAL AND THE SHARING OF INFORMATION RELATING TO THE REFERRAL ? Yes ? No

PRINTED NAME OF REFERRER \_\_\_\_\_ DATE \_\_\_\_\_

JOB TITLE \_\_\_\_\_

# Summary of the Complex Families Offer in Manchester

## Phase 1 - Wythenshawe and Gorton/Longsight

- Target of **480** complex families before April 2013
- All referrals considered for Assertive Outreach, Complex Families Parenting Team, Family Intervention Project and Families First interventions (Phase 1 New Delivery Model)
- Randomised Control Trial in operation – all referrals are split between those that will get New Delivery Model or Business As Usual services in order to demonstrate impact of prioritisation, better integration and more effective sequencing
- ESF Programme is not available in these areas as a result of the impact on the Randomised Control Trial

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# Summary of the Complex Families Offer in Manchester

## Phase 2 – North Manchester (inc. Collyhurst)

- Target of **1000** complex families before April 2013
- All referrals considered for ESF Programme, Assertive Outreach, Complex Families Parenting Team, Family Intervention Project and Families First interventions (Phase 2 New Delivery Model)
- No Randomised Control Trial – All referrals are New Delivery Model
- ESF Programme available focussing on supporting families at lower level of complex spectrum/supporting people into work
- Focus on families with lower level of complex issues until June/July whilst capacity being built within other services

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# **Summary of the Complex Families Offer in Manchester**

## **Other areas (not part of current pilots)**

- ESF Programme available in this area supporting families at lower level of complex spectrum/supporting people into work
- Referrals can still be made to Adults/Children's services through standard channels
- New Delivery Model to be operational in these areas post April 2013

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