



City of Westminster

# The Family Recovery Project

Transforming public services: A new way of working with families with multiple and complex needs

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# Presentation content

- The Process – the difference
- Learning and evaluation – what works
- Cost Avoidance – who benefits
- The Community Budget pilot - next steps



# What do we do..?

**FRP work with families who have a *history of non-engagement* with services, or where, even with multi-agency support, *positive change has been limited or not sustained*....**

**FRP *persistently support* and intervene with families who are at *risk of losing their children, home and/or liberty*...**

**FRP work to *improve the experience* of both *the family* and *the communities* in which they live...**

**FRP work in a *targeted and phased* way to support a family's *capacity for change* and to *embed and sustain changes* within the family...**



# What's different about the Family Recovery Project?



Employment  
Advisor



Adults Services



Metropolitan  
Police



ASB Caseworker



Management  
Strategic  
Direction



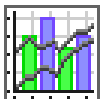
Intensive  
Outreach  
FIP / FRP



SharePoint  
IT Expertise



Children's Services



Analysts

1. Whole view of the family - Meeting the needs of both adults and children
2. Team around the family - Unified service response
3. Two lead professionals for adults and children
4. Integrated Family Care Plan adult and children's needs - Focused on outcomes and consequences
5. Real time intelligence function through Information Desk
6. Capacity building - Encouraging resilience
7. Swift access to adults services – Domestic Violence, Substance Misuse and Mental Health workers
8. Intensive outreach - Fast, intensive, targeted
9. Multi agency response to crime and ASB - Both victims and perpetrators
10. Co-located, multi-agency team - **All in one project**



Housing  
Needs



Domestic  
Violence



Education  
Needs



Mental Health



Admin Support



Health  
Visitor



Information  
Desk



Substance  
Misuse



Benefits  
Advice



# Overview of process

Family referred to project – do they meet threshold?

↓  
**Consent** (for information sharing) gained from family

↓  
Information Gathering - Information desk provides detailed overview of family

↓  
TAF - Multi agency meeting of all involved with family – information shared

↓  
Contract with consequences (Careplan) – agreed by family

We aim to work intensively with a Family for around 12 months

↓  
Intensive working 3-4 visits a week outcome focussed, gets things moving quickly

↓  
Regular TAF reviews – Highlighting any risk, performance against Careplan, worker supervision, information sharing and Family Involvement

↓  
Closure – Hand off to lower tier or community services



# Multi-Agency Information Desk – Unique to FRP



## WHO –

- Senior Analyst
- Analyst
- Police officer x 2
- ASB case worker

## HOW -

The Information Desk draws information (written reports, figures, assessments) from a number of sources through either direct access or contacts within partner agencies, providing a rounded view of the family unique to FRP.

## WHAT -

Provides Accurate information on –

- **Who** the family are?
- **Where** they live?
- Family **Composition**?
- Presenting **issues / risks**?
- **Information Gaps**?
- Agencies **already working** with the family?
- What **has** previously worked and more importantly what **hasn't** to **Avoid Duplication** of costly interventions.

### Information desk as **Management information function**:

The desk has aggregated family specific data to provide statistics on key family outcomes including; health, education, workless and crime and ASB. This function is used for both interim internal and formal evaluations of the project.

### Information desk providing **ongoing real time updates around risk** :

For individual families once engaged with the project, the Information desk receives and disseminates updates on the families, any escalation in behaviour can be acted upon in real time by the network.

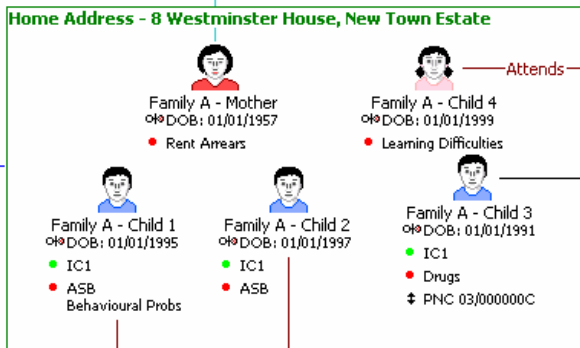
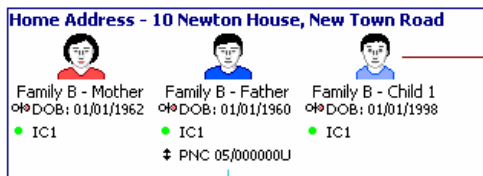
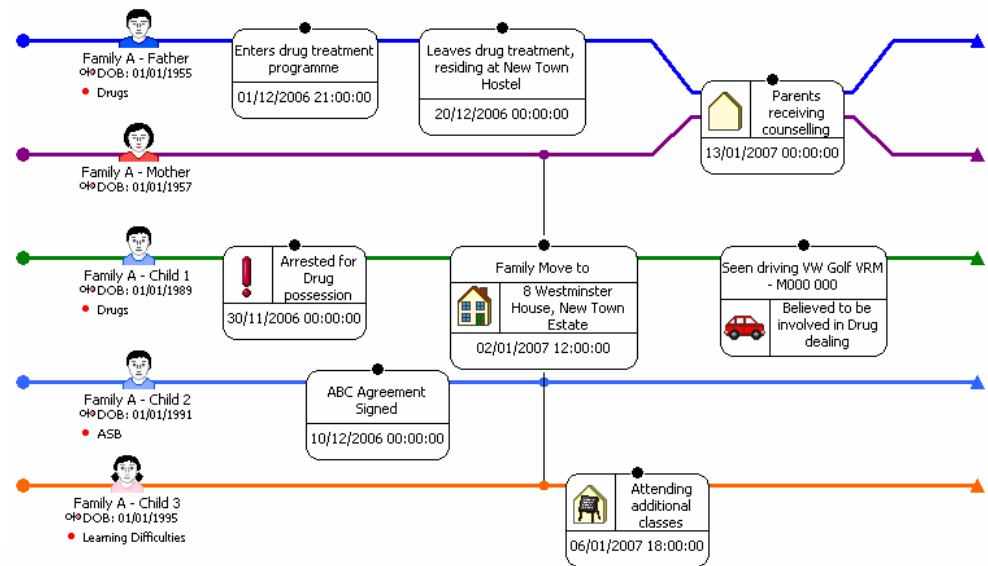


# Presenting Multi Agency Information in a new way..

## PRESENTING INFORMATION IN A NEW WAY –

Information desk produces a comprehensive picture of the family (and extended) both initially to support and inform decision making, then proactively whilst the project is engaged with the family.

The desk produces ‘products’ to support practitioners and highlight any risks to the family, staff and community



Attends

Attends

Seen Driving

3 door Believed to be involved in drug dealing  
A000 000  
Vehicle Make: Volkswagen  
Vehicle Model: Golf

Using the **I2 Analyst Notebook** software, The information desk produces **Family Network charts** and **Family Timelines** to support Decision making.

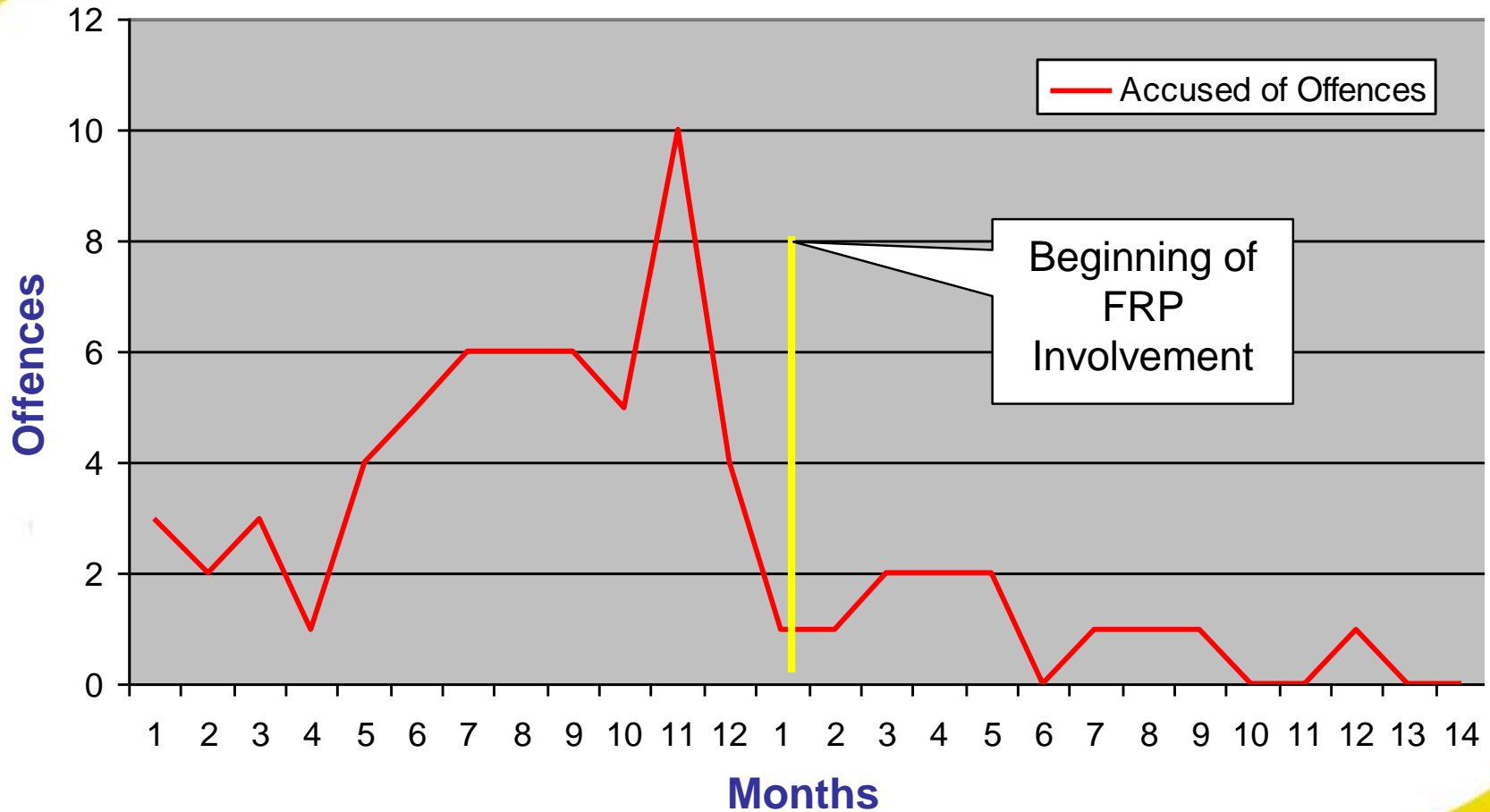
We have found this very visual method of displaying multi agency information – which can display a context for behaviour to be very popular with all agencies who have used it

# Family selection

- Currently, high risk/cost families' needs are addressed by disparate agencies and departments. The majority of professionals work in silos with inconsistent planning and co-ordination and are not joining up around families.
- This is not the case with FRP.
- Most families tick most of the “basket of need”: 20 indicators including poor health, obesity and mental health, worklessness, poverty, domestic violence, overcrowding, poor family functioning, anti-social behaviour and crime, poor educational attendance and attainment and substance or alcohol abuse.



# Findings: Anti-social behaviour and crime



# Findings: Child Protection

FRP/CP	Outcome/Progress	Outcome progress	Control CP
FRP A	No progress and managed under PLO	No progress and managed under PLO	CP A
FRP B	Progress and heading to being removed from plan	Progress and no longer subject to CP plan	CP B
FRP C	Progress and heading to being removed from plan	No progress and in care proceedings	CP C
FRP D	Progress and heading to being removed from plan	Little progress and Child Likely to come into care – high cost placement	CP D
FRP E	Child Removed from CP Plan	CP Plan continued – Risk being managed	CP E
FRP F	Progress and heading to being removed from plan	Child no longer subject to CP plan but had to go through proceedings to get there	CP F
FRP G	No Progress and Long term CP registration	No Progress and managed under PLO	CP G
FRP H	Managed under PLO following long period of superficial engagement. Now engaging very well.	No longer CP plan in place	CP H
FRP I	CP Plan in place but engaging very well and heading for de-plan	No progress and in care proceedings	CP I
FRP J	No Progress and Long term CP registration	No control case available	

Table 6: Summary of outcomes for FRP and Control Group

# Cost avoidance

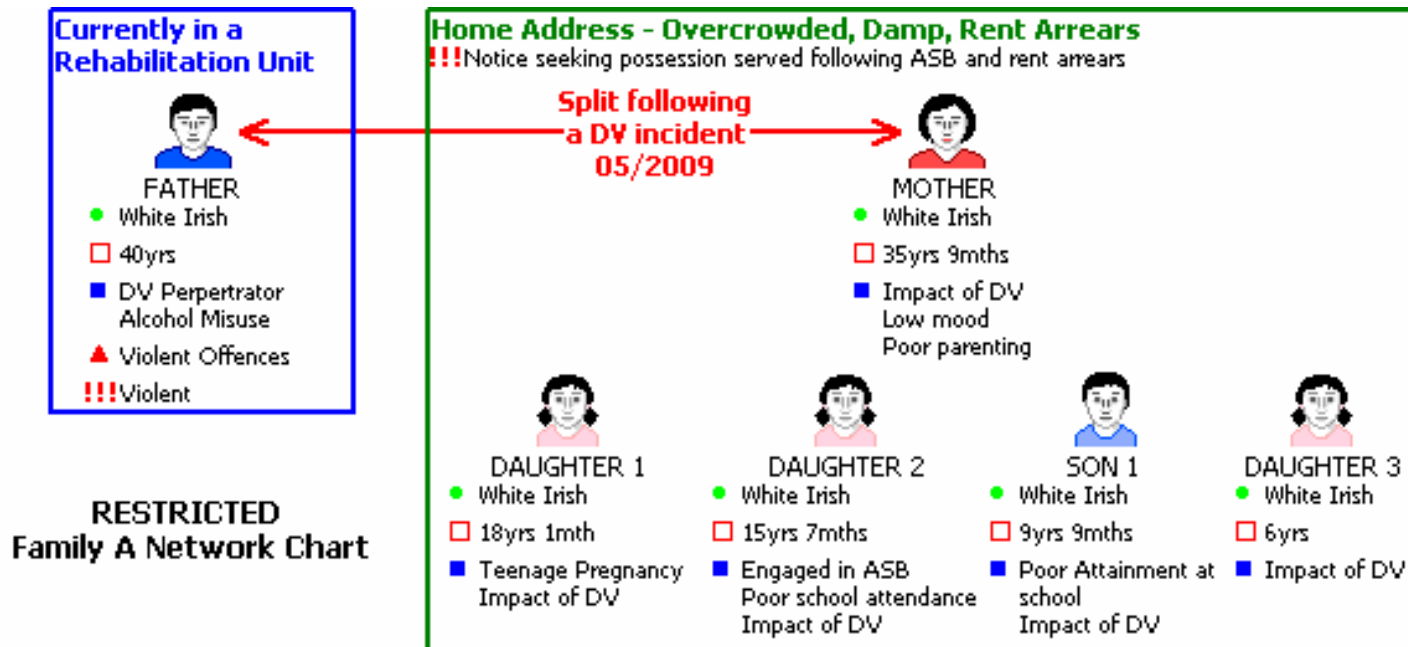
An over-riding objective for the council was to measure the cost 'avoidance' of this new way of working, to understand how much this intensive type of work would cost and how could this preventative work help avoid future costs to Westminster, its partners and the public purse.

Three costs to consider:

- What could the family cost in a 'do nothing' scenario?
- Actual cost of FRP intervention – based on unit cost for a year on the programme for each family – £19.5k per family
- Avoidance of future cost to public purse net of cost of programme.



# Case Study: Family C – Page 26 of Booklet



**RESTRICTED**  
**Family A Network Chart**

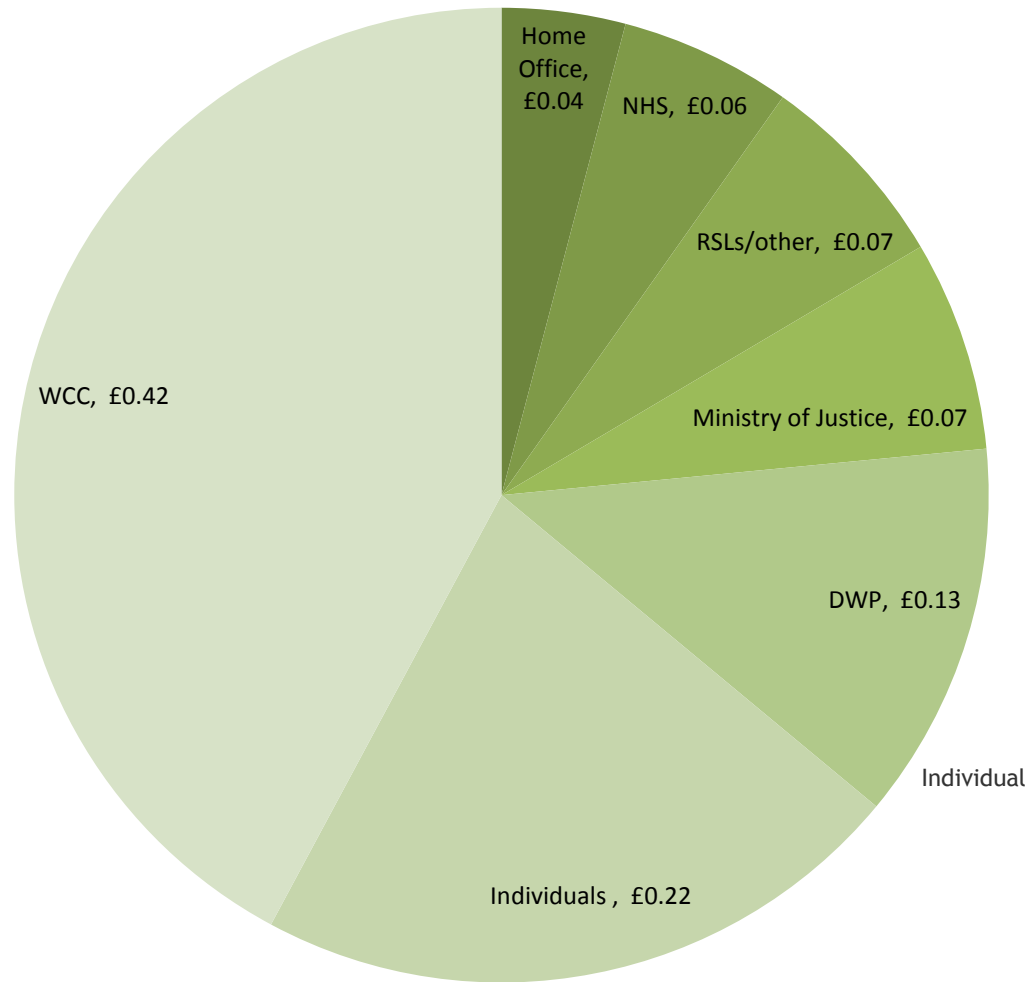
Date of Birth	Ethnic Origin	Age in years	Presenting Issues	Previous Convictions	Risks

# The results for the first 50 families

- Average risk reduction: (based on local intelligence gathering)
  - Anti-social behaviour 60%
  - Housing 66%
  - Education 42%
  - Domestic violence 65%
  - Family function 51%
  - Health 42%
- Average family incurring (or about to incur) 9 major big ticket costs at entry to FRP
- Cost avoidance ranged from £300 (least successful family) to £136,000 (most successful)
- For every pound spent on the family by FRP, approximately two pounds are avoided in the first year following the intervention
- Current estimations are that the Council will benefit from less than 45% of these avoided costs



# Family Recovery: who benefits? The case for community budgets



# What next?

Work with Primes

Community budgets

PBR

HUBS



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