

**Manchester City Council
Report for Resolution**

Report to: Economy Scrutiny Committee – 24 September 2014
Subject: Update on Community Budgets and Troubled Families
Report of: Deputy Chief Executive (People)

Summary

This paper sets out for comment the progress the Council and its partners are making in turning round the lives of troubled families. Specifically, it responds to the request of this committee for:

- An update on the headline results from the latest evaluation demonstrating progress for families in the programme
- An update on the activity to support troubled families into employment and equip them with the right skills to get into work
- An update on the issue of engagement with the programme and the use of sanctions
- An update on the next phase of the troubled families programme following the announcement of Manchester's 'early adopter' status for 2014/15 and how this fits in with the programme of work to help people to move from complex dependency to employment.

Recommendations

Members are requested to note the progress made with the troubled families programme.

Wards Affected: All

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If committee would like a copy please contact one of the contact officers above.

None

1.0 Introduction

1.1 The purpose of the report is to provide an update on the Community Budget and Troubled Families work as requested by this Committee, namely;

- An update on the headline results from the latest evaluation demonstrating progress for families in the programme
- An update on the activity to support troubled families into employment and equip them with the right skills to get into work
- An update on the issue of engagement with the programme and the use of sanctions
- An update on the next phase of the troubled families programme following the announcement of Manchester's 'early adopter' status for 2014/15 and how this fits in with the programme of work around Complex Dependency

2.0 Background

2.1 The Committee is reminded that Troubled Families is one of the central themes of the public service reform agenda and a key part of our ambition in Manchester to reduce dependency on reactive public services and improve residents' outcomes so that they can contribute to, and benefit from, growth. As well as being recognised as a priority locally it is also recognised nationally and the government launched the national Troubled Families Programme led by Louise Casey's Troubled Families Unit in 2012 to provide funding and impetus to local programmes designed to work with troubled families.

2.2 Manchester's Troubled Families programme has develop over three phases and now operates citywide. The Committee is reminded that The Troubled Families delivery model in Manchester is based on the following principles:

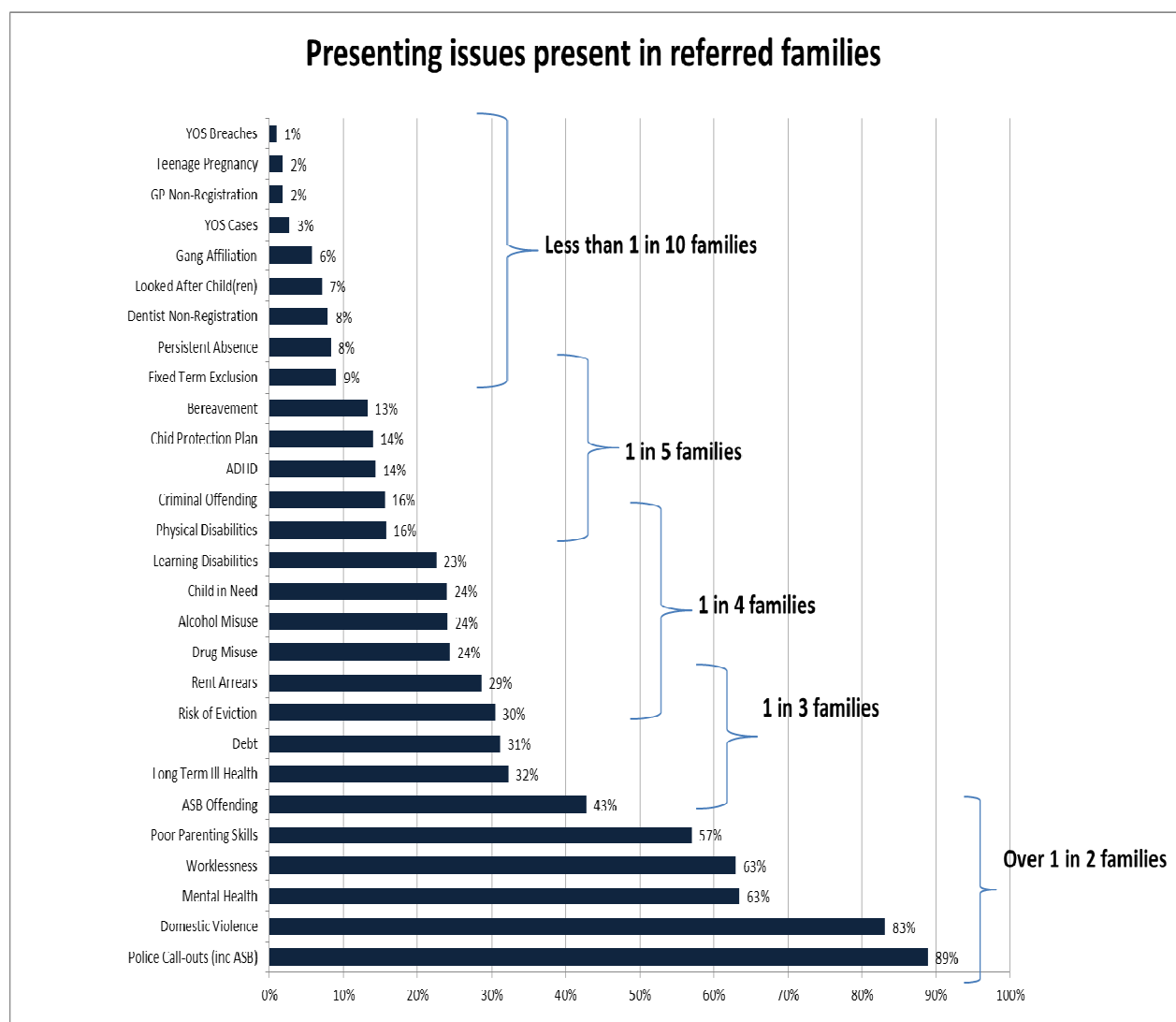
- Interventions chosen on the basis of available evidence of what works e.g. Family Intervention Project
- Interventions are integrated so that families receive a bespoke package of support that meets the needs of individual families
- The existence of a Family Lead Worker who will assess the need of the family and help them navigate public services more quickly, more effectively and in the right order
- Integration of services around the whole family not just individuals
- A focus on early intervention for 'at risk' families as well as support for those in crisis
- A clear focus on moving towards sustained employment as a core goal/aspiration for Troubled Families

2.3 The last update on Troubled Families was provided to this Committee held in March 2014. This included an update on what work has been undertaken to tackle the issue of smoking within Troubled Families, an update on Manchester's ambitions to be an early adopter for the next phase of the national programme and how this fits in with the ambitions to reduce complex dependency plus a specific case study in order to demonstrate the work of the Troubled Families interventions. It should be noted that on the issue of

smoking the teams have continued to implement the practices outlined in the last paper. As part of the latest evaluation in October a discreet piece of work will be undertaken to understand the impact of this on smoking cessation.

3.0 The latest evaluation demonstrating progress for families in the programme

3.1 The full set of findings and analysis from the latest evaluation are due in October. This will include an update from the Cost benefit Analysis demonstrating the cost benefit ratio and latest projected return on investment. A full breakdown of the results from the latest evaluation will therefore be included in the next Troubled Families update to this Committee. For now however interim figures for the type and level of presenting needs exhibited by the 2,459 families can be summarised in the chart below.



3.2 The interim results also begin to show the expected outcomes from the programme. The outcomes from this wave of the evaluation are based on a larger set of families who have completed their period of intervention (362 families), than the February'14 evaluation (184 families). The interim outcomes can be summarised as:

- 140 people back into work from 103 families, equating to 6.6% of the workless population in the cohort returning the work
- 203 families who had police call-outs (incidents) had not further call-outs after intervention, 89% improvement
- 91 families who had a history of ASB had not further incidents after intervention, 82% improvement
- 15 families who had a youth offender had not further youth offences after intervention, 79% improvement
- 60 families who had individuals on YOS orders saw the YOS order complete, 90% improvement
- 99 people from 83 families saw issues with their mental health condition improve, 44% improvement
- 23 people for 22 families saw their drug misuse issues improve, 31% improvement
- 41 people for 36 families saw their alcohol misuse issues improve, 51% improvement
- 146 children with safeguarding concerns saw a de-escalation of need, 43% with a reduced or removed need
 - 108 children moved from CIN to no safeguarding, 55% impact
 - 33 children moved from CPP to CIN or no safeguarding, 38% impact
 - 5 children moved from LAC to CPP, CIN or no safeguarding, 10% impact
- 61 families with debt issues had taken steps to address their debt issues by the end of intervention, 67% improved
- 62 families avoided eviction, 69% impact
- 112 families with poor parenting issues saw their skills improve, 71% improvement

3.2 It should be noted that these headlines are still in development, so there is the possibility that some figures may change in the final evaluation in October'14. It should also be noted that the figures are pure 'gross' outcomes and do not contain any account of deadweight (what would have happened anyway), these figures will be available in the October'14 report.

3.3 From a national perspective Manchester has made two further sets of Payment by Results claims since the last update to Committee. The latest figures demonstrate that we continue to make good progress for families that meet the government criteria for Troubled Families and are eligible for payment:

- Manchester's programme is now engaging with 100% of our allocated 2,385 families in some form of intervention..
- Out of our total of 2,385 allocated families that we are eligible to be claimed for over the three years of the current phase of the national programme, to date Manchester has claimed for a total of 1,561 families that are deemed to have been 'turned around' based on the Troubled Families Unit criteria - This represents a total of 65% of our total families over the three years. Based on

these figures Manchester can be reasonably confident that it will have turned around all of our 2,385 families for phase 1 of the programme by the last results window which is expected to be in May or June 2015. These figures compare well in comparison with other cities of a similar size and demographic.

- To date Manchester has claimed a total of £1,140,700 through the claims process specifically for the results element of the Payments by Results model – i.e. this excludes the attachment fee for each family.
- The strong performance of Manchester's programme nationally and good level of Payment by Results claims has had a direct impact on our selection as an early adopter in 2014/15 for the next phase of the national programme.

4.0 Update on Employment Activity for Troubled Families

4.1 Addressing the issue of worklessness remains an absolute priority for the work with Troubled Families. This recognises the importance of reducing the number of benefit claimants on providing a return on investment for the programme, but also the positive impact that employment can have on helping families with multiple complex issues to address other issues and turn their lives around. The latest figures suggest that 64% of families (2006 households) that have been worked with by one of the Troubled Families interventions have worklessness as an issue – interestingly this is a drop from the previous figure of 78% of families and work is being undertaken to analyse why this might be, for example are more families benefitting from economic growth in the city, are families affected by benefit sanctions or opting to sign off out of work benefits or is the programme targeting a broader range of families including those that are in low pay/no pay cycles as well as those that are out of work?

4.2 Undoubtedly the nature of the Troubled Families cohort makes supporting some of the families into sustained employment a significant challenge. The latest figures demonstrate that of the Troubled Families claiming out of work benefits nearly half (47%) are in receipt of Employment Support Allowance, 39% claim Income Support whilst and almost a quarter (24%) of individuals are claiming Jobseekers Allowance (NB. the totals do not add up to 100% as the household may claim more than one benefit). This breakdown is different to the average for the Manchester population where 41%, 18% and 40% claim the equivalent out of work benefits respectively.

4.3 In the Troubled Families update to this Committee in October 2013 a number of activities were highlighted which were designed to drive up the number of families that were supported into employment. These included:

- The secondment to the TF programme of the equivalent of 4.5 FTEs from Job Centre Plus. Their role involves working directly alongside the interventions to help move families in the programme towards employment. This integrated approach involves providing advice to the Family Lead Workers to help them navigate the work and skills offer in the city as well as taking on a caseload to offer an enhanced and more bespoke plan to get the family into work.

- The commissioning by the Economic Development Unit of the 'Fit for Work' service in partnership with Public Health which has been targeted as well as referrals from GPs at some of the troubled families in the north of the city where health conditions are the main barrier to employment.
 - The commissioning of Business in the Community to deliver the Get Ready and Ready for Work programme designed to offer a intensive package of support to members of Troubled Families designed to build their confidence and equip them to be able to take advantage of work experience placements with major employers such as Marks & Spencer.
 - A more integrated approach to working with the city's Work Programme Primes to improve the offer for troubled families that are also on the work programme. This includes a regular ongoing review of cases in order to strengthen links between the troubled families workers and the work programme advisors, to help improve attendance at appointments, help families to avoid sanctions and improve co-case management.
 - The update also highlighted some of the other projects and pilots that were being developed in the city and were based on the same principles as the Troubled Families work including the Working Well programme and the Wythenshawe skills programme. It was proposed that both of these programmes would provide useful learning and would benefit from a close alignment with the Troubled Families programme.
- 4.4 The impact of some of these activities are starting to be evident in the latest set of job outcomes for Troubled Families. The latest figures from June 2014 when the last set of data was received from DWP demonstrates that of a total of 2006 workless households that are being worked with one of the Troubled Families interventions, 140 households (147 individuals) have moved into employment which equates to around 7% of all households. Of these 107 households (5%) have sustained employment (off benefits and in work for a period of over 13 weeks). Of the total job outcomes 31 (22%) were worked with by the Troubled Families Employment Advisors seconded from Job Centre Plus (a description of one of these cases is included in the Appendix). The next six monthly evaluation which is due next month will provide a further update on the number of job outcomes achieved.
- 4.5 Of those people that have moved into employment 51% were claiming Job Seekers Allowance whilst 30% were claiming Employment Support Allowance. Those individuals that have moved into employment have moved into the following sectors; wholesale and retail, manufacturing, construction, utilities related and service sector. Also a number of individuals have proceeded to set up their own businesses and are now self employed in caring domestic type businesses.
- 4.6 Whilst the latest figures demonstrate some steady progress the ambitions for the Troubled Families is ultimately to target a similar level of sustainable job outcomes to other comparable programmes such as Working Well (e.g. 15% achieving sustained job outcomes for a period of one year). This recognises that both programmes are aiming to tackle the issue of worklessness for people often with multiple complex issues based on a similar approach of offering a more bespoke and targeted package of support. To achieve there

are a number of activities that are currently being progressed to increase the number of Troubled Families in sustained employment. These include:

- The development and use of an improved work and skills assessment tool used by family key workers as part of their assessment process. This assessment tool builds on existing assessment tools. It is being developed with support of work and skills providers including JCP, MAES and The Manchester College aims to help gauge the motivation and skills levels of individuals, barriers to employment as well as focussing on employment history. This more integrated assessment should help ensure that workless individuals in Troubled Families are more likely to access the right provision to meet their needs. There will also a greater emphasis on ensuring that there is a higher scrutiny of the quality of work and skills assessment through the supervision process.
- Trialling the use of an Employment, Training and Skills Provision-led resource panel specifically for Troubled Families. This forum will be attended by the JCP Troubled Families Employment Advisors, The Manchester College/MAES and the (G4S representing the ?) Family Support Brokers delivering the ESF Programme for Complex Families and will perform a triage and allocation function for all families in the programme where there is someone out of work. The relevant family key worker will attend these regular sessions to present the background for the case and the details of the work and skills assessment. The panel will then use its collective expertise to agree on the most appropriate support service to meet their needs. The key worker will take on responsibility for building this into the family plan as well as encouraging the family members to engage with this service including attending appointments etc. It is felt that this will not only help to ensure Troubled Families are able to access the right provision but it will also help Family key workers to navigate what can seem a complex range of work and skills provision.
- Invest in more formalised training for family key workers so that they are better equipped to discuss the issue of work and skills with families and more aware of the benefit regime including universal credit.
- Using the role of the Troubled Families Employment Advisors more effectively by focusing their caseloads on the family members that they are better equipped to work with, in particular those that are closer to work but also in helping to increase the awareness of JCP advisors around the Troubled Families programme and exploring how this can help improve the response of JCP advisors when they are aware that an individual may have a broader range of complex issues. JCP are also undertaking their own review of the role of the Troubled Families Employment Advisors to understand how the programme can get the most out of this resource both now and potentially in the future.
- Building on some of the engagement with local employers around the Working Well cohort explore how a similar approach could be taken for Troubled Families including the allocation of small number of job placements within the Local Authority.

4.7 The activities above focus more specifically on what is being done at an operational level to get more Troubled Families into work. At a more strategic level the work with Troubled Families will be aligned to other developing

proposals in Greater Manchester as well as changes to national policy including:

- Universal Credit - recognising that further down the line, many Troubled Families will be impacted by Universal Credit it will be important that family key workers are able to support families to understand the impact and requirements of UC, help them access the right support services and work closely with other services that will be supporting family members such Financial Inclusion Officer and Housing Providers.
- European Social Funding – Ensuring that people with multiple complex needs including Troubled Families are at the heart of and will get maximum benefit from proposals being submitted for the use of ESF funding under the 2014-20 GM European Investment Plan.
- Mental Health and Worklessness - Current Greater Manchester proposals as part of the Local Growth Fund to develop a targeted approach for benefit claimants where the primary issue preventing them finding work is mental health is likely to have an overlap with the Troubled Families cohort. Ensuring that the Troubled Families key workers are able to offer wrap around support for these people and help to address wider set of issues in the family.
- Working Well – Although the current overlap between people in the Working Well programme and Troubled Families is small at this stage it is anticipated that the overlap will grow as the next phase of Troubled Families and the work on Complex Dependency gather momentum. At an operational level ensuring that the Working Well provider Big Life and Troubled Families team work effectively together is vital and they already attend weekly allocation meetings to discuss cases that may benefit from the intensive support offered by the Troubled Families Teams. It is also important that learning is shared between the programmes and common barriers that arise are tackled jointly.

5.0 Engagement with Troubled Families and the use of Sanctions

- 5.1 The issue of what to do if families refuse to engage with the programme is one of the biggest challenges for public services both in Manchester and nationally. The proportion of families that engage with the interventions in the programme is currently 85% which is relatively high for what is essentially a voluntary programme. This figure includes all cases that are deemed to meet the threshold for the service and are allocated a key worker. For the 240 families (15% of the total) that never engage with the service or disengage during the course of the intervention the majority are families and 12% of them are single adults. For this group there were a range of common issues present including worklessness, mental health issues and issues with parenting although it is difficult to determine whether there is a typical type of family that is less likely to engage with the programme.
- 5.2 The approach of the Troubled Families programme to engagement of family is:

- Each case where there is an issue of engagement is considered in its own right as the things that might make one family/individual engage may be very different than another. It is often the threat of sanction rather than the sanction itself that will have the greatest impact.
- The Troubled Families teams try to use positive engagement techniques in the first instance recognising that this is more likely to encourage a family to change their behaviours. This element of the work is very much underpinned by the skills of the key worker and their ability to understand what motivates a family.
- That the programme aims to ensure that there is some form of intervention involved with the family until they find employment (where this is an achievable objective)

5.3 There are a number of examples of where a sanctions based approach has been used with varying degrees of success since the start of the programme such as:

- In a number of cases, Troubled Families teams have been able to work with Registered Housing Providers to put in place tenancy related sanctions which were linked to engagement with Troubled Families key-workers. For example, in one recent case, a mother and son in social housing in South Manchester were presenting with issues included ASB on the part of the son (but insufficient evidence to carry through with criminal proceedings). The Housing Provider called the mother into their office to give a warning against her tenancy. As part of this they told her she could avoid the warning if she engaged with one of the interventions, which the tenant agreed to.
- The Troubled Families teams are currently involved with the Problem-Solving Court initiative being run by the Probation Service. This is an initiative which looks specifically at the female offender cohort, at point of court appearance, whereby a female is identified as meeting identified criteria (which include troubled families criteria) by probation/court staff and presents as motivated to engage in a problem solving sentence. The case is then adjourned for three weeks and she is interviewed at court to determine service need. If appropriate, the offender is then referred to the Troubled Families programme. Following agreement of appropriate service intervention, an enforceable Community Order is put in place to agree length of engagement, and this is reviewed on a 4-weekly basis.
- Troubled Families have worked with Probation on a more targeted, case-by-case basis, where engagement with the programme has been made a condition of licence, and agreed by magistrates.
- In families where there are concerns around child protection the family key worker can advise the social worker if the family is failing to engage. If this failure to engage continues, it can be used as evidence for court proceedings and can ultimately lead to the removal of the children via the court process. In these cases the threat of this type of sanction can have a positive impact on getting parents to engage.
- Local Integration Teams (LITs) have also had a role in facilitating discussions between key partners, to address both individual cases of non-engagement, and in targeting specific areas of the City where multiple Troubled Families cases have been identified. In specific cases of non-engagement, key delivery

partners such as GMP, Registered Providers and local stakeholders have been tasked by LITs to come together to consider how they will engage particularly hard to engage families and ensure that they are referred into the programme. This has required partners to think about what potential sanctions are within their remits to ensure engagement.

- 5.4 These approaches have had some success but it is recognised that as the programme expands there is a need for a more formal approach to the issue of sanctions. A sanctions framework has therefore been developed in consultation with partners such as Children's Services, GMP, Probation, Education and Registered Providers which sets out what options are available in different circumstances. For example if a child is not attending school, a family member is on a probation order or if there is evidence of involvement in ASB. This document draws together all the potential sanctions tools into one document and provides family key workers and professionals from other organisations involved in the case with a clear view of what options may be available to encourage the family to engage. By getting partners to sign up to the framework this will help to ensure that they will follow up on these if it is agreed that this is the most suitable course of action. The final version of the sanctions framework is due to be signed off at the next Troubled Families Board. The impact of having this in place will be monitored and measured over forthcoming months to see if it has an impact on increasing levels of engagement. This framework is also likely to be a useful tool for public services in Manchester as the work on Troubled Families expands to focus on a broader range of families/individuals with complex needs.

6.0 Next phase of Troubled Families and Complex Dependency

- 6.1 Following an expression of interest in April 2014, Greater Manchester has been selected as one of a small number of early adopters for the next phase of the national Troubled Families programme (TF2). GM is the only area that has been successful in becoming an early adopter as a whole conurbation.
- 6.2 Manchester's status as an early adopter for phase 2 of the national Troubled Families Programme officially started at the beginning of September having met the minimum performance threshold for phase 1 of the programme of having turned around over 50% of families by July and engaged over 90% along with seven other areas in Greater Manchester. The remaining two districts to follow shortly afterwards if they meet the performance threshold. Some of the main benefits of approaching the next phase of Troubled Families at a Greater Manchester level are:
- Opportunity to apply transformation principles at scale, building case for greater devolution / place-based settlement
 - Supports the spread of good practice between areas of GM e.g. development of the workforce
 - Tackling challenges / barriers collectively e.g. data sharing
 - Opportunities to test innovative solutions at small scale and then expand based evidence of what works

- One conversation with partners working at GM or multi-district level e.g. GMP, prisons, health trusts and providers, and greater consistency of delivery models based on GM spine
 - Provide a better offer for people who move, or live, across boundaries in GM
 - Opportunity to do evaluation and Cost Benefit Analysis collectively – build a stronger evidence base and provide economies of scale, allowing all areas to benefit from shared resources
 - Where appropriate do commissioning / procurement once and enable commissioning at greater scale
- 6.3 The TF2 programme is expected to run for a further five years in total, covering 27,200 GM families and 8,019 in Manchester. Nationally there will be 400,000 Troubled Families covered during this. As an early adopter GM has been asked to take on 4,080 TF2 cases between September 2014 and March 2015. Of these, there will be 1,203 in Manchester. Nationally there will be 40,000 families covered by the early adopter areas.
- 6.4 The funding for TF2 will be £1,000 attachment fee per family and £800 results payment for achieving positive outcomes. This is much less than the first phase of TF where the maximum payments were around £4,000 per family. This equates to £1.2 million for Manchester for the early starters in attachment fees, and a further maximum £960k in results payments. A £500k grant will also be paid to GM to support the coordination and analytical requirements of TF2 – for example including consistent GM wide evaluation to drive performance.
- 6.5 The announcement of TF2 early adopter status provides a significant boost in terms of resources and impetus to the broader work on complex dependency. The Committee is reminded that the last Troubled Families update in March included a more detailed of the ambitions to tackle Complex Dependency. TF2 is being considered as a significant subset of complex dependency rather than a separate programme. Many of the complex dependency cohort will be in TF2, but the complex dependency cohort will be broader and deeper. It will also include single adult households. GM worked closely with DCLG on the design of the TF2 programme and this is reflected in the consistency between the TF2 criteria and the complex dependency criteria. TF2 families are those with at least two of these six headline issues:
- Parents or children involved in crime or anti-social behaviour
 - Children who have not been attending school regularly
 - Children who need help
 - Adults out of work or at risk of financial exclusion and young people at risk of worklessness
 - Families affected by domestic violence and abuse
 - Parents and children with a range of health problems

The criteria as well as being much broader will also be much more locally defined as well as drawing on a wider range of indicators.

- 6.6 In order to develop a coherent programme for TF2 and complex dependency, the proposal is to present this work to partners as complex dependency overall. Partners will be encouraged to refer in all cases that meet the definition of complex dependency rather than just those that are TF2.
- 6.7 In terms of the delivery model the implications of focussing on a broader range of families as an early adopter for phase 2 of the Troubled Families programme is that it will require:
- A wider range of services recognising the broader range of families with complex needs that will need to be worked with.
 - Services delivered by a wider range of partner organisations in order to offer capacity and ensure that services are positioned appropriately to meet the needs of different families
 - A consistent key worker model supported by a consistent approach to training and an effective performance framework
 - A public service hub that is able to perform a triage and allocations process for a larger number of families as well as share information and intelligence effectively.
 - An evaluation framework that can allow us to evidence which particular services are having a positive impact on achieving outcomes for families/individuals with complex needs
 - The infrastructure to enable the integration of public services so that families can get a package of support that meets their needs
 - The ability for public services in Manchester to respond effectively in dealing with blockages and barriers that may impact on the ability to provide the right provision to families/individuals with complex issues
 - A more effective community based offer that can help families to sustain change or offer a lower intensity level of support
- 6.7 The work to date on Troubled Families has seen good progress in developing some of the above however much of this work will now be picked up and progressed by workstreams within the Complex Dependency programme of work.

7.0 Conclusion

- 7.1 The report highlights some of the biggest challenges to the work with Troubled Families, namely the issue of engagement and supporting families into sustained employment. It also highlights some of the activities that have been or are being undertaken at an operational level to address them. The latest evaluation shows that the work with Troubled Families continues to achieve some impressive outcomes that are not only making changes to peoples lives but that will also lead to significant savings for public services. The strong performance and reputation of Manchester's programme nationally is evident in the Troubled Families Unit's decision to make Manchester/Greater Manchester one of the area's of the country that will be an early adopter for phase 2 of the national programme meaning Manchester will receive funding to work with a further 1203 families in 2014/15 and close to a further 8,000 families in total beyond 2015. The Troubled Families programme has provided

strong foundations for the work on Complex Dependency in the city, the design of which partners is now fully underway across partners in Manchester.

Appendix

Case Study Troubled Families Employment Advisor (TFEA)

TFEA worked with the client over a period of 7 months, meeting twice weekly for 2-3 hour sessions.

Presenting issues for the 24 year old client were worklessness, mental health, anti-social behaviour, and alcohol and drug misuse, also poor hygiene, self neglect and a chaotic lifestyle.

Presenting issues for the family were worklessness, mental health, anti-social behaviour, child behavioural problems leading to school absences. Family unit is; father, two sons (ages 15 and 24) and one daughter (age 21). Mother left family home 5 years ago and is a heavy alcohol user. Father works full time.

In order to move the client towards work, the TFEA firstly worked with the client to overcome confidence issues, low self esteem, lack of motivation and depression. This was done via a case conference involving the client, TFEA and key worker. Client had been unemployed and claiming sickness related benefit for approximately 2 years.

Initial actions included; through open discussions with the client and the key worker, identifying clients trigger points in relation to anxiety and panic attacks, accessing self help online cognitive based therapy courses and identifying support groups, regularly organising public place meetings and activities in order to build confidence, and using knowledge of local resources to equip client with the best possible assistance in relation to his mental health and alcohol and drug misuse.

Client was physically attacked in previous job where he worked as a chef, so multiple barriers to overcome around working in a similar role.

TFEA used their knowledge of the local labour market, in order to define realistic job goals with the client. Although the client had vast experience in consumer based roles, he was reluctant to work within these roles again due mainly to confidence when dealing with the public. With the client, the TFEA explored other available options and was able to create a workable CV to enable the client to start applying for jobs. The client's basic skills were also assessed at this point, and this information was fed back to the key worker in a weekly 1-2-1 meeting, for case reviews.

The TFEA then worked closely with the client searching for work, attending job clubs and open days, completing relevant documentation for jobs and any other job related activities, accompanying client to job interviews, and arranging for client to access other services to ensure they had the appropriate attire and undertaking interview prep. During this time, the TFEA and the key worker held regular meetings to ensure both parties were aware of how the family are progressing.

Outcome: Client has successfully gained employment working in a warehouse loading and unloading trucks.