

Supporting those with complex needs into work

Lewisham's work on Universal credit pilot, troubled families, and our community budget proposals across Lambeth Lewisham and Southwark

- Universal credit pilot for the benefit cap, and deep dive site for DWP
- Troubled families activity performing well (5 in London, 20 in country)
- Community budget being developed with Lambeth and Southwark councils and our partners

With 30k people on out of work benefits, we have focused on this area to improve outcomes



- Of the residents transitioning to UC, around 40% need some support in their application
- Of the benefit cap affected claimants, 60% needed extra support:
 - 21% had self declare mental health issues
 - 18% had learning difficulties
 - 7% were experiencing domestic violence
 - 15% had literacy issues and
 - 3% had self- declared poor English (although advisors estimated that 25% need translators)
 - High proportion were single mothers with 4+ children

Lessons: importance of referral points, need to consider whole individual and complexity of issues, needs all interrelated, employment support is vital

What we have learnt about our clients from the UC pilot



Many of the same issues but concentration of:

- Low mood, self esteem, confidence, low level mental health issues
- Complex lives meaning that work low down on priority list
- Lack of work experience, both as a barrier to potential employers but as a personal barrier to understanding work
- Lack of motivation
- Availability of suitably flexible employment
- Overcoming perceptions over the cost of childcare and the practicalities in getting children to childcare

What do we know about the barriers to work that our troubled families experience?

Lone Parents (Tracey)

Customer journey

"Currently attends JCP once every six months, but from April 2014 lone parents with children aged between 3-5 will attend mandatory courses to help them to be job ready."

"Lone parents need to understand how to navigate the system."

"How can Tracey start to have contact with these organisations? Schools/nursery should be a good starting point."

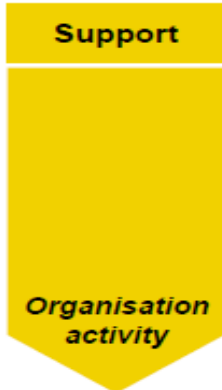
"GPs unlikely to have time to spot other issues."



"Lack of family support; needs a continuous, steady presence for support."

"Employment problems mask a range of other issues."

Health & Lifestyle	Employment & Skills	Housing	Finances
<p>Children's Service: website</p> <p>Maternity Ward / Classes (flagged as at risk for postnatal depression)</p> <p>Social Services, known due to incident with youngest child</p>	<p>College course, Launch Pad, National Careers Service, Universal Credit Calculator</p> <p>JCP Confidence course</p> <p>JCP advisers at children's centres</p> <p>Women Like Us</p>	<p>Council housing (new placement), Housing support, Housing Associations</p> <p>Has contact with housing organisation at food bank</p>	<p>JCP: ESA until children older</p> <p>JCP: Benefit/JSA</p> <p>Bank</p> <p>Sure Start Children's Centre, Children's Services, Student Support Services, MA Service</p>
<p>Online research into community childcare support - however is not aware of a number of childcare options on offer</p> <p>Post-natal appointments, GP appointments</p> <p>Uses library</p>	<p>Attended college, but didn't finish the course</p> <p>Attended course</p> <p>Attended drop-in to talk about opportunities made available to women/mothers</p>	<p>Aiming to relocate to lower cost social housing not affected by cap</p> <p>Ignores letters from housing organisation and is unaware that they might be able to help her</p>	<p>Apply for ESA</p> <p>Apply for income support</p> <p>Consistently overdrawn, credit card treats</p> <p>Seeking financial advice (childcare)</p>
<p>Yellow sad face icon</p>	<p>Yellow sad face icon</p>	<p>Yellow sad face icon</p>	<p>Yellow sad face icon</p>



- Its hard!
- We have used a three pronged approach:
 - Focussed FIP style interventions for employment
 - Future jobs fund style 6 month job placements
 - Working closely with JCP on employment advice for individual families
- But we have achieved some success
 - 884 families out of 910 identified;
 - 389 turned around; we expect to add approximately 100 more claims to that figure during the next window (April/May);
 - 42 work claims to date (expect to be at 65 in next claim window)

So how are partners tackling getting troubled families into employment?

- Small team of 'key workers' working with families in which no family members were in work
- Addressed underlying barriers to employment, such as mental or physical health problems, low confidence, lack of motivation, drug and alcohol misuse, and poor family dynamics
- Tested a 'family budget' model with access to a discretionary budget of up to £1,000 to address barriers to employment.
- The key workers spent extensive time with families to help them to take ownership over their journey to employment.

The £1000 'family budget'

- Provided flexibility in the help provided,
- improved feelings of control for the family and individuals ie the individual had a stake and a say in their pathways.

Whole family support

- The family budget approach built on and developed existing 'family centred' approaches for families with complex needs in Lewisham, such as the Family Intervention Project, the Targeted Family Support service, and the Youth Offending Service.

Sustainable employment – providing in-work support

- The job entry dropout rate was originally predicted at 12%, but the current rate is at 5%.
- This demonstrates the benefits of providing ongoing in-work support after a client found employment to help them sustain employment.

What went well....

The referrals process

- Jobcentre Plus was the referral point and it didn't work well- advisor lack of awareness, code not on the computer, issues in advisor knowing enough about the claimant to refer with confidence. As increased pressure was placed to get referrals, the number of unsuitable ones rocketed.

Lesson: get the referral mechanisms right and with employment a degree of conditionality is often necessary

The difficulty in translating a referral to an attachment

- Took 6–8 weeks and 50% didn't attach

Lesson: that this work is absolutely necessary and needs to be factored into the programme

Lessons learnt: Where the problems were

- The Families into Work project - 60 referrals since launching fully in March 2013.
- Of those, 30 were screened and assessed to be not ready for work, with the other 30 invited for an initial pre-meet.
- 10 did not turn up, and 16 of the remaining 20 were sent to the interview stage with employers. All 16 were offered employment; 4 turned down the offer of employment) and the other 12 have started work.
- Of the 60 referrals, only 4 have been male – and 3 of those 4 have progressed all the way through to secure employment.
- To date, 5 individuals have been claimed for as full Work claims, and 7 are on track for subsequent claims.
- The project has picked up pace in the second year - its target was to deliver 25 placements by the end of the programme (April 2015), and that will require the 7 currently in progression to be sustained and accompanied by a further 13 placements.

On the demand side: we have 25 supported work placements to move people into





*We want all our residents, particularly those with the most complex needs, get the **right intervention at the right time** from universal credit through to work supported by skills and training that meets local and London labour market needs*

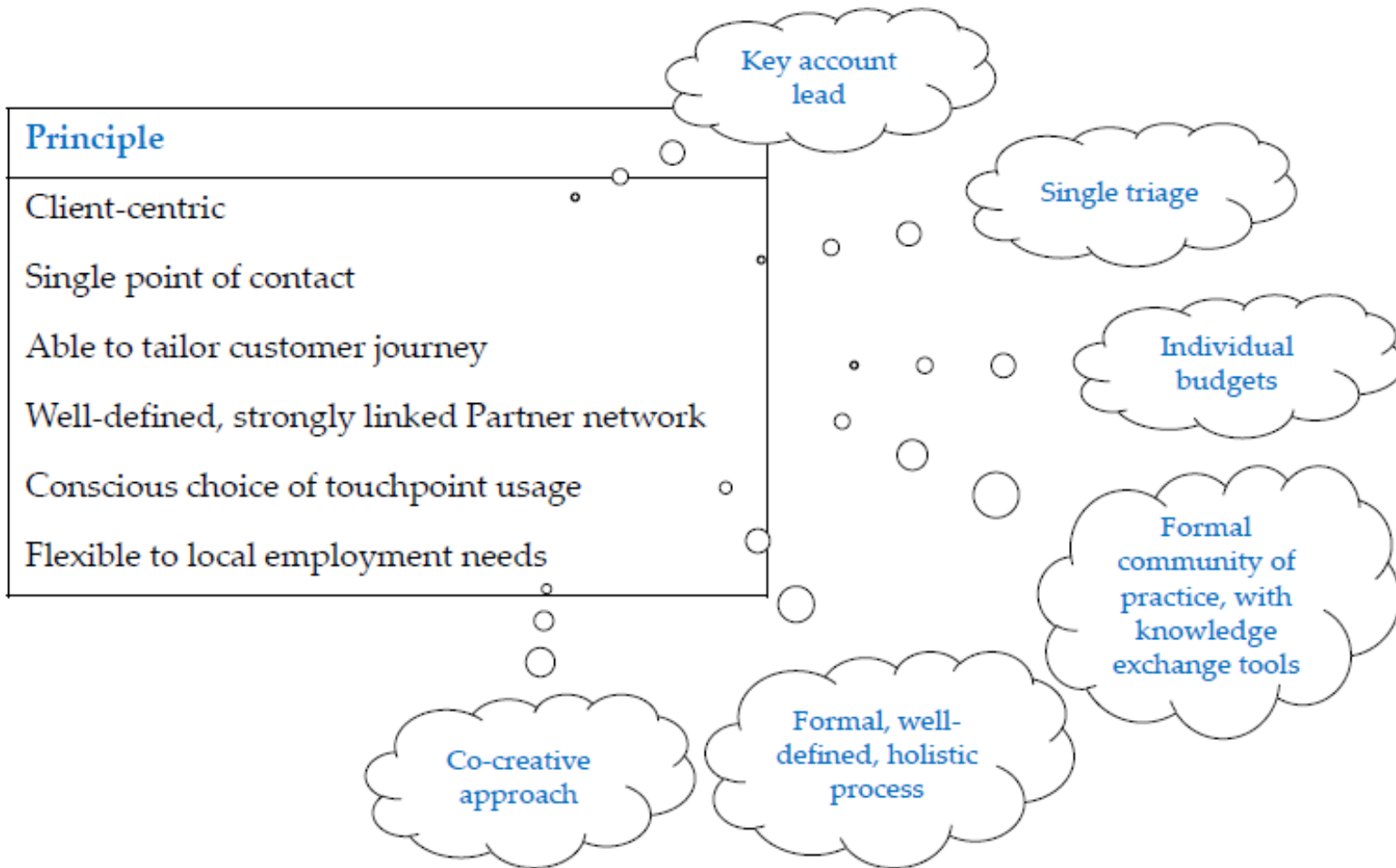
This UC and TF learning is being used in the Lambeth Lewisham and Southwark Community Budget on work and skills



Three workstreams:

- ‘front-end’ for universal credit- the single referral point, triage and assessment
 - Employability and skills, individualised pathways and whole population skills and training
 - Pathways into employment for the most complex cases- a cohesive single pathway across partner agencies building on key worker, navigator etc
- We have developed our ‘as is’ analysis and are working on co-designing ‘to be’ pathways

Where we are on building a three Borough/
partner case



Emerging ideas for a new system

Supporting those with complex needs into work

Lewisham's work on Universal credit pilot, troubled families, and our community budget proposals across Lambeth Lewisham and Southwark