



Decision Maker:	Cabinet Committee
Date:	16 December 2013
Classification:	For General Release
Title:	Update report on progress in implementing a Troubled Families Programme in Westminster
Wards Affected:	All
Policy Context:	Better City, Better Lives. This is Westminster's approach to delivering the Government's Troubled Families Programme.
Financial Summary:	The report provides an update on the expenditure of attachment fees from central government to deliver a programme and recommends further expenditure for the remainder of the funded programme. There is no risk to the council's reserves. The detail is contained in the body of the report.
Report of:	Andrew Christie, Tri-borough Executive Director Children's Services

1 Executive Summary

- 1.1 This paper is a further update for members on progress in establishing and delivering the Troubled Families service in Westminster, within the context of tri-borough arrangements. It follows from previous reports to the committee in February and July 2013. It addresses the current budget position, the number of families identified and worked with and their progress, and outcomes to date against the government payment –by- results framework.
- 1.2 It contains a summary of the interim qualitative evaluation of the Family Coaching Service from the University of East Anglia and an updated evaluation of the impact of the Family Recovery Programme. It makes recommendations for the delivery of the programme for the remainder of the funded period to 31 March 2015.

2 Recommendation

- 2.1 To accept the progress report and confirm approval to continue with the programme in its current form.

3 Reasons for Decision

- 3.1 The Troubled Families programme is an important programme for the tri-borough local authorities and requires considerable annual expenditure of the funding provided by the Department for Communities and Local Government (DCLG), to be authorised for Westminster by the Cabinet. This decision gives approval to complete plans for expenditure and the delivery of the remainder of the programme.

4 Background

- 4.1 The Government launched the Troubled Families programme in December 2010 and in April 2012 announced a payment-by-results (PbR) funding mechanism to support the work.
- 4.2 In August 2012 approval was given by cabinet sub-committee to establish a tri-borough service to deliver the Troubled Families programme, incorporating the Westminster Family Recovery Programme [FRP], the Royal Borough of Kensington and Chelsea Family Intervention Project and a new tri-borough Family Coaching Service. The new and expanded elements of the service commenced in January 2013. See appendix 1 for details of the complete service offer.

5 Progress in the identification of families and allocation to services

- 5.1 DCLG target for the number of Troubled Families in Westminster is to “turn around” 790 families by 31 March 2015.

Breakdown of families identified, triaged and the service offer at 22 November 2013

Total identified	Awaiting Triage	MST ¹	Tier 1 YOS, Localities and child protection teams with employability offer	Tier 2 Additional service Family Coaches	Tier 3 – Additional service Family Recovery	Triage Total	Old Cohort ²	Total Triaged & worked with
484	79	3	134	137	33	307	98	405

5.2 Who are the Troubled Families?

The Troubled Families have the following characteristics:

- 88% are lone parents
- 80% live in RSL or City West homes housing.
- 8 families of 484 identified have moved out of the borough since the start of the programme as a result of benefit changes.
- 55% have English as a second language for the parents.

5.3 What are their needs and behaviours?

- Nearly all the families are on benefits but 37% are working (but are on low incomes.)
- 20% have experienced domestic abuse.
- 60% report mental or emotional health problems.
- Only 10% are child in need or child protection cases.
- Many are being or have been worked with by the gangs unit, the youth offending team and the integrated localities which offer “early help”.
- For 85% attendance and /or behaviour at school is an issue.
- For 20% youth offending, gang involvement or family ASB is the issue.

¹ MST is the multi-systemic therapy project provided by the NHS and co-funded with the Tri-Borough Children’s Services.

² This refers to families who fit Troubled Families criteria and have been worked with by FRP from December 2010 and are defined by DCLG as being in the programme.

6 How we are working with the Troubled Families:

6.1 For all the families allocated to FRP and Family Coaches five key principles govern the work:

- Intensive work – 1 to 3 visits per week.
- Greeting families to prevent drift in the work and outcomes.
- A focus not only on the presenting problem but also on building parent's capacity to be resilient and independent in future.
- Taking a whole family approach, looking at all the causes and contributions family members can make with a view to breaking the cycle especially for younger siblings.
- Challenge to change as well as support to do so.

Case studies are appended at appendix 2 to illustrate the work by family coaches and family recovery.

6.2 Some 43% of current families have a triage decision to remain working with core services such as YOT, integrated localities and child protection teams. This is because they are deemed to be making good progress with those services. However as part of the approach Westminster has taken to delivering the programme, employment has been set as a key objective.

7 Evaluation and outcomes for families.

7.1 The **DCLG is undertaking a national evaluation** which will deliver preliminary findings in December 2013 and a final report in summer 2015. In order to ensure chief officers and members have sufficient time to plan for 2015/16, officers have commissioned a qualitative evaluation from the University of East Anglia (UEA) of the Family Coaching Service. UEA evaluated FRP in 2011. This evaluation is intended to support an understanding of which interventions work, with which families and at what cost. The full interim report is available on request.

7.2 Summary of Interim report on the UEA qualitative evaluation of the Family Coaching Service.

The evaluation to date has focused primarily on the work of the family coaches and on gaining families' views of the Family Coaching Service. A copy of the full report is available on request.

Key themes are as follows:

- There is congruence between what the service was set up to do, what the staff report they are doing, and what the families say they receive and their progress.
- On the basis of detailed findings amendments to the programme have now been made including:
 - Extending the period coaches can work with families where necessary but with checks and balances to ensure drift is avoided.
 - Further training and guidance on assertive engagement with reluctant clients has been given.
 - Further guidance on recording and contract setting has been issued.
 - A review of remuneration has been undertaken.

8 A review of the baseline problems and progress of families in Westminster Family Coaching Service. An internal evaluation by the Data and Intelligence Team.

8.1 In order to give an early view of the impact of the family coaches, the service has undertaken an interim evaluation using the framework of the national evaluation. A snapshot exercise was conducted in September of the progress of **27 families** open to the Westminster coaches for more than 3 months. The same exercise was carried out in RBKC and LBHF a month later, creating a total sample of 110 families. The aim was to assess the service effectiveness against a broad range of outcomes. The family coaches 'baseline' families against a set of nationally agreed domains at the beginning and end of interventions to identify distance travelled. Police and social care data bases are also checked. The evidence from the sample supports the findings of UEA, that the families working with the coaches have made significant progress on a range of issues, challenges and problem behaviours.

FAMILY CHARACTERISTICS FOR 27 HOUSEHOLDS	
No of adults	44
No of children	64
Lone-parent households	24
Household with English not as a first language	15
Housing Status	21 RSL or City West, 3 Temp accommodation, 3 private rented.

EDUCATION	Before Intervention	After Intervention	Change
Total pupils with school exclusions (permanent / fixed term)	6	4	-2
Number of children with less than 85% attendance	29	12	-17
Number of children with school behaviour problems	20	8	-12
Number of children with SEN	11	11	0
Number of children attending PRU	10	5	-5
EMPLOYMENT & FINANCIAL	Before Intervention	After Intervention	Change
Number of adults in employment	10	17	7
Number of adults seeking / completed - training / study	8	15	7
Number of adults receiving welfare benefits	27	22	-5
Number of NEETs in family	11	6	-5
Number of families in rent arrears	6	5	-1
CRIME & ASB	Before Intervention	After Intervention	Change
Number of adults convicted of criminal offence	2	1	-1
Number of young people (10-17) convicted of criminal offence	7	4	-3
Number of police callouts to household	20	10	-10
Number of family members identified as PPO	2	1	-1
Number of adults subject to ASB sanction	2	2	0
Number of young people (10-17) subject to ASB sanction	4	2	-2
Household subject to housing ASB sanction	3	2	-1
Member of household known to MARAC as DV victim	1	1	0
Households identified as suffering domestic abuse	5	4	-1

Household identified as known gang nominal (EGYV areas only)	6	2	-4
HEALTH	Before Intervention	After Intervention	Change
Family members not registered with GP	21	18	-3
Family members not registered with dentist	18	10	-8
Number of adults suffering mental health	13	13	0
Number of children suffering mental health	8	5	-3
Number of children diagnosed with ADHD	4	4	0
Number of adults misusing alcohol	0	0	0
Number of children misusing alcohol	2	1	-1
Number of adults misusing drugs	4	3	-1
Number of children misusing drugs	5	5	0
Number of adults smoking	9	8	-1
Number of children smoking	8	8	0
Number of adults obesity	2	2	0
Number of children obesity	4	3	-1
Number of adults with long-standing illness/disability	13	12	-1
Family number of hospital attendances for violence	3	7	4
Family number of hospital attendances for drugs/alcohol	2	1	-1
Family number of hospital attendances for self-harm	1	0	-1
Family number of hospital attendances for unintentional and deliberate injuries in under 18s	2	4	2
Number of under 18 conceptions in household 0	0	1	1
HOUSING	Before Intervention	After Intervention	Change
Warning letter for breach of tenancy	4	0	-4
NOSP	1	0	-1
Eviction order	1	0	-1
Family at risk of homelessness	4	3	-1
CHILD PROTECTION	Before Intervention	After Intervention	Change
No of children living in care	0	0	0
No of children on Child Protection Plan	1	1	0
No of children identified as child in need	20	11	-9
Parenting	Before Intervention	After Intervention	Change
Routines, boundaries,	25	12	-13
Relationships - partners etc	12	1	-11
Low level learning needs	8	6	-2
Self esteem, confidence building	21	7	-14
INTERVENTION	Before Intervention	After Intervention	Change
Number of agencies in contact with family	110	92	-18

8.2 The service has made significant progress with families who were triaged as being quite far from change. It has made significant progress on attendance, less so on youth crime and ASB. However police call outs to the families homes for domestic abuse and family incidents have halved. It has made good progress for getting adults into work. It has supported housing by reducing arrears and the need for enforcement to evict due to behaviour and /or arrears. Similarly it has supported families to move off child in need plans. It has started to support a reduction in the numbers of agencies working

with the families. Large numbers of health needs have been identified and adults supported to seek treatment. It may take some time to see the impact in reduced health needs.

9 A review of the baseline problems and progress by Family Recovery families. An internal evaluation by the Data and Intelligence Team.

- 9.1 Since January 2012 Family Recovery has completed work with **53 families**. One third fit the Troubled Families criteria. The remaining cases are families where children are on the edge of care or subject to complex child in need or child protection issues.
- 9.2 Of the 53 cases, outcomes were achieved or partially achieved in 77% of cases for the main presenting problem. This would support the previous evaluation and indicates that the service continues to produce quality outcomes for some of the hardest to help families. The service was most successful with child protection cases. These cases represent the largest group of referrals. Where there is an offending or an edge of care concern about a family, progress was less likely, however is still 67% or over. The average duration of an intervention was 13 months, with the shortest being 10 months and the longest 24 months.

Progress against outcomes overview:

<i>Presenting Need</i>	<i>Outcome Achieved</i>	<i>Outcome Partially Achieved</i>	<i>Outcome Not Achieved</i>	<i>Total Families with presenting issue</i>
Child Protection	11	5	1	17
	65%	29%	6%	
Child Protection & Edge of Care	6	2	4	12
	50%	17%	33%	
Child Protection & Serious Youth Violence / Anti Social Behaviour	5	1	1	7
	71%	14%	14%	
Edge of Care	3	1	2	6
	50%	17%	33%	
Serious Youth Violence(SYV)	3	1	2	6
	50%	17%	33%	
Edge of care & Serious Youth violence	2	0	2	4
	50%	0%	50%	
Domestic Violence only	1			1
	100%			
Grand Total	31	10	12	53
Total Progress by %	58%	19%	23%	100%

9.3 Progress against other key domains

- Parental mental health: Parents presented with a mental health need in 23 % of cases. In all cases there was a positive shift in the concern score. For cases where there was a high level concern there was always progress. For many of these families it meant that the parent started to use / became stable on their medication and was then able to engage in positive parenting.
- Parental skills and employment: 3 adults were successfully engaged into employment by the conclusion of working with FRP. 15 were in further training, work focused activity or volunteering.
- Domestic violence: For those cases (25% of cohort) where domestic violence was a presenting need progress was positive. In the majority of cases where this was a concern there was a complete reduction of the concerns. In one case however, we were able to support the removal of the children by providing evidence that the mother was not able to leave the father at that time and had lied to professionals.
- Housing, debt and risk of eviction for poor behaviour: In the ASB/ SYV cohort all 5 families had risk of eviction identified as a concern. In all but 3 of these cases the families avoided eviction and possession of their home. Two families were evicted with FRP efforts supporting enforcement housing and community safety applications to court by evidencing efforts to help.

10 Outcomes and the process to make claims for payment by results (PbR) to DCLG.

10.1 PBR Outcomes at 31st October 2013.

The results can be submitted to DCLG every three months. The council must secure the approval of audit prior to submission, as a condition of the programme set by DCLG. This was secured in July 2013. The claim detailed below is for 132 of the 405 families worked with to date.

ASB / Crime / Education	Progress to work (Overlap with ASB / Crime / Education)	Continuous employment	Total families
115	2	15	132

10.2 Progress measures that trigger PbR are the following:

- To reduce youth offending by at least 60% in the last 6 months on the previous years' offending.
- To cease all reports of ASB in the last 6 months.
- To ensure a child has a school place and attends 85% or more in the last 3 terms.
- To get a parent or adult in the household attending the work programme or work related activity run by ESF providers for 6 months.
- To get a parent or adult in the household into work for 6 months or more.

Details of progress on each domain	
Criteria met	
ASB	29
ASB, OFF BENEFITS	3
ASB, OFF BENEFITS, EDUCATION	2
ASB, EDUCATION	5
ASB, EDUCATION, YOT	3
ASB, YOT	3
ASB, EDUCATION	2
OFF BENEFITS	6
OFF BENEFITS, EDUCATION	4
EDUCATION	43
EDUCATION, WORK PROGRAMME	1
EDUCATION, YOT	15
WORK PROGRAMME	1
YOT	15
Grand Total	132

10.3 Payment by results schedule

WCC		Year 1 - 5/6 ³	Year 1 Payment on 5/6	Year 2 - 5/6	Year 2 Payment on 5/6	Total Claimed
ASB Crime Education	15	96	£67,200	0	0	£67,200
Progress to work	2	2	£200	0	0	£200
Continuous Employment	15	13	£10,400	0	0	£10,400

Total claimed to date £77,800. The maximum possible claim by end May 2015 is for £841,800 for the 790 families the Government has set as a target.

10.4 Performance within the tri- borough, in London and nationally.

Westminster's performance is on par with Kensington and Chelsea. Hammersmith and Fulham's performance is significantly higher and analysts are investigating the reasons for this. Within London, Westminster is performing in the top third and nationally it is in the top twenty percent.

³ Once the service has claimed for the first 191 families the payments triggered become larger as the proportion of attachment fee reduces and the increases. DCLG pay for 5/6 of total (as they assume 1/6 was already being served by the ESF programmes).

11 Future developments

11.1 Employment

Vital, the European Social Fund (ESF) families employability provider, sub-contracting to Reed as the prime contractor, have now given notice on the contract as they cannot make the contract pay. The work and skills board led by Ben Denton were notified of their intention to give notice as well as the local performance issues. Officers and Job Centre Plus (JCP) staff have developed an alternative provision building on other local provision. The Work and Skills Board have agreed additional funding from their programme budget to support any new provision. This has been undertaken with RBKC as they too lost their ESF provider and required an alternative. They have agreed to fund 2 posts to the end of the Troubled Families programme. JCP has agreed to fund one more post plus dedicate a local manager to oversee the work jointly with the family coach service manager. In total the new employability offer will provide 4 local authority funded employment coaches, 5.5 JCP staff and a dedicated manager from JCP. This will work bi-borough with the proportion of time worked in each borough by the LA funded staff reflecting each boroughs investment. The JCP staff will be deployed based on demand in each borough enabling a flexing up or down as is required.

11.2 Mainstreaming of family coaches and the methods used by them.

Previous reports set out the objective to establish family coaching and test its use in the main children's service settings of youth offending teams and localities. The initial set up and performance has given sufficient encouragement to the Director, James Thomas, that he has now agreed to embed all the coaches into the teams with a view to aligning all practice with some of the key ways coaches work e.g. whole family approaches and the focus on employment for parents. It is envisaged that Family Recovery will need to remain a stand-alone service in order to continue to offer a highly intensive and comprehensive service to the most complex, high cost families.

11.3 Troubled Families Phase 2

In July 2013 the government announced their intention to continue the programme for another 5 years and extend it to 400,000 families nationally. DCLG are consulting with government departments and local authorities as to the criteria and aims for the next phase. Given the renewed pressures on Council budgets from 2015/16, officers will work to ensure that the any recommendations for the delivery of the programme supports Children and Families Directorate delivery for youth offending and in the localities. Mainstreaming the current programme supports this approach.

12 Financial Implications

12.1 Every year DCLG allocates each borough a Troubled Families coordinator grant and attachment fees which are claimed for each identified family. There is an additional PBR funding element secured by achieving specific outcomes. This increases proportionately as the attachment fee reduces over the life of the programme. Details of attachment fees and reward funding were outlined in the previous report (August 2012).

12.2 Shared costs

Westminster City Council is the host borough. The funding of the tri-borough project makes use of these funding streams by cross-charging all shared costs such as for the

project management and administration, the Triage Service, and shared parts of the Family Coaching Service (e.g. administration and service manager). Non-salaries are recharged costs, i.e. costs paid by WCC and recharged using the tri-borough at a ratio of a third each. When costs are incurred solely by a borough these are paid for directly by the borough.

12.3 Current income, expenditure and forecast.

The service is currently on target to come in with an under-spend both in 2013/14 and 2014/15, as originally planned, in order to ensure that there would be sufficient funding to bring forward, to take the programme into 2015/16, whilst we allowed time to project the likely amounts of that would be forthcoming.

Once the scale of the PBR income is clearer, then the options for how that funding is deployed can be considered. One option will be to continue with the plan to take forward the under-spend and PbR income into 2015/16 when it is anticipated that Children's Services will be required to make savings as indicated by the recent spending review announcement – the scale of which is likely to require significant reshaping of our services. An alternative option will be to deploy or expand the capacity of evidence based programmes (such as Multi-Systemic Therapy) to improve children's outcomes.

YEAR 1 - 12/13	WCC
ACTUAL EXPENDITURE	214,194
INCOME (Attachment and Coordinator fees)	(800,800)
YEAR 2 - 13/14	
FORECAST EXPENDITURE	934,037
INCOME	(1,088,875)
YEAR 3 - 13/14	
FORECAST EXPENDITURE	945,660
INCOME	(312,225)
FORECAST POSITION AT END OF YEAR 3	(108,009)

13 Legal Implications

There are no legal implications.

14 Consultation

Consultation was undertaken with the family coaches and eleven families by UEA in the preparation of this report. Extensive consultation with council services, partner agencies and the voluntary and community sector has been undertaken in the development of the programme and they are being consulted on the 18th December by the national evaluation team.

If you have any queries about this report or wish to inspect any of the background papers please contact:

Natasha Bishopp. Head of Tri-borough Family Recovery.

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Other Implications

1. Resources Implications
2. Business Plan Implications
3. Risk Management Implications
4. Health and Wellbeing Impact Assessment including Health and Safety Implications

The programme targets families where mental and physical ill - health is significant and proposes to support families into appropriate treatment. All staff are advised of the lone working policy and risk assessments are undertaken.
5. Crime and Disorder Implications

The programme targets families where youth offending and /or anti-social behaviour occur and seeks to address underlying cause to prevent re-offending.
6. Equalities Implications

Service users come from a range of communities, faiths, sexual orientation and ability. The services are designed to adapt to individuals needs and strengths. The services have planned contact with community groups in order to ensure fair access. The service has engaged staff with community languages and cultural knowledge to engage some of the more hard to reach families.
7. Staffing Implications

None
8. Human Rights Implications

None. However it should be noted that information to identify and track the progress of families who fit the programme criteria is being shared between the Local Authority, Police and Department of Work and Pensions. This has been enabled by the Crime and Disorder Act 1998 and specific guidance issued for the programme by DWP.
9. Energy Measure Implications

None
10. Communications Implications

None

BACKGROUND PAPERS:

- FAQ's on Troubled Families framework issued By TFU, DCLG October 2013
- Interim Evaluation of Family Coach Service . Prof. Marian Brandon, Penny Sorenson et al. University of East Anglia, November 2013.
- The DCLG national performance of 150 local authorities for the Troubled Families programme. DCLG, November 2013.

Appendix 1

Information for Professionals - Tri-borough Family Recovery

What is it?

Tri-borough Family Recovery is the local branding for the Government's Troubled Families programme. The core objectives are to:

- reduce youth crime and anti-social behaviour
- reduce truancy and/or exclusion from school
- reduce the number of people not in work and claiming out-of-work benefits.

Who is it for?

To be eligible, a household must meet 2 of the following 3 criteria:

- Adult(s) on out of work benefits
- Children excluded, not on a school role or school attendance less than 85%
- Anti-social behaviour by any member of the family and offending by anyone under 18 in the family.

How to refer?

Any service (statutory or voluntary) in the Tri-borough that works with or is aware of a household that meets the eligibility criteria is encouraged to refer to the service.

You do not need to seek consent from the family to refer them (statutory sector only). You can you download a referral form from

Or you can request a form by emailing
triboroughfamilyrecovery@westminster.gov.uk.

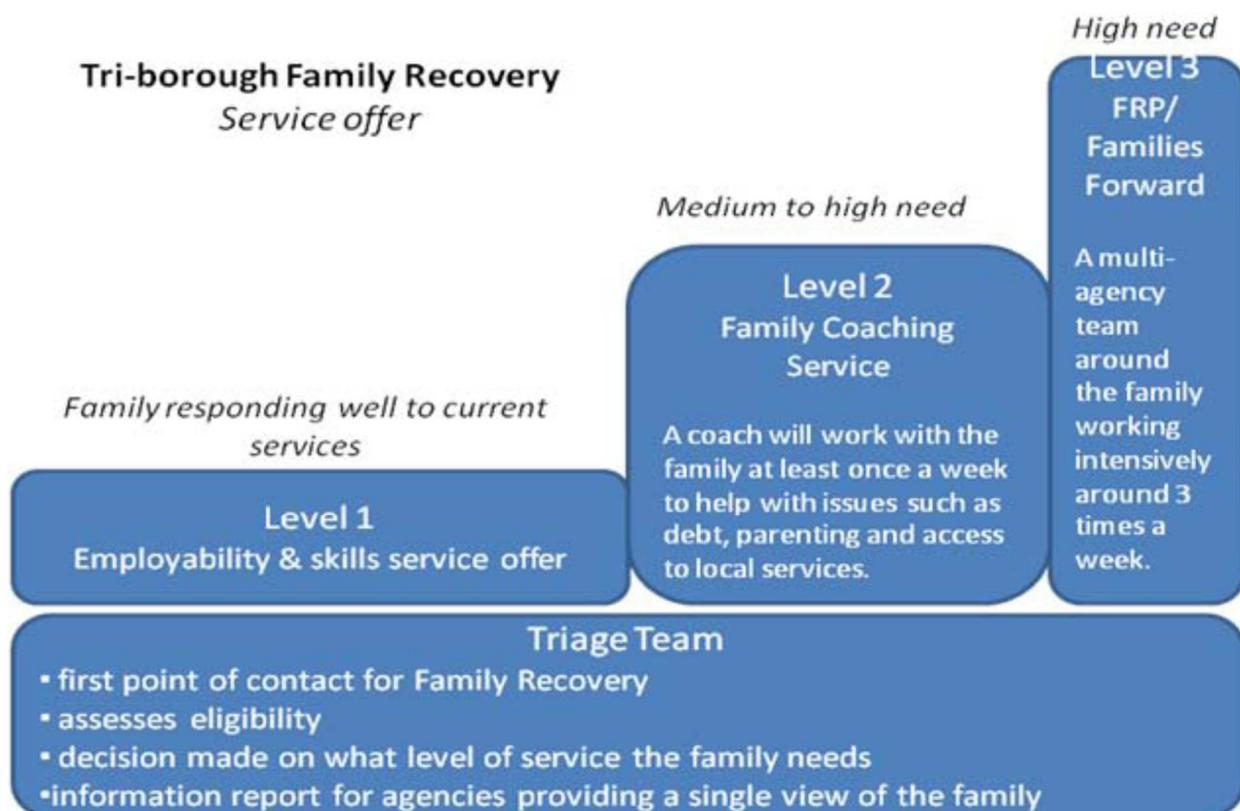
If you have any queries and want to discuss making a referral please phone: 020 7641 2525.

Level 1 Intervention – Employability Offer

- Referral to employment and skills services for adults who are out of work, if they are not already accessing services or current services are not sufficient to move them into or closer to employment.

Level 2 Interventions – Family Coaching Service

- Families will be given a family coach who will support them to resolve a range of issues, such as debt, improving their child or children's behaviour, and connecting them to local community services.
- A family coach will visit the family at least once a week, for up to 6 months, as required.
- A family coach will provide a wrap around service, complementing the work of other professionals already working with the family. The aim will be to work with existing planning meetings and to avoid duplication.



Appendix 2

Case study for family coaching

Background

A single parent and four children ages 8-12 years. The family has encountered emotional, physical and financial difficulties for many years. Mother experienced domestic abuse and the eldest child has witnessed this. The two older boys were abusive physically and verbally to each other and to their mother and gran. The oldest boy went to live at his grandmothers to dilute the explosive encounters between these three members of the family. The two oldest boys have destroyed the home and the remaining older boy smashes things and shouts at mum until she gives in. Other issues: debt, poverty, parenting, school attendance, ASB, housing action and repairs.

Professionals working with family at the start of family coaches work.

Child and adolescent mental health, a music therapist, Mentor from Kids Company, Primary school (head of years and deputy head), PRU (head of year, tutor and deputy head), PC (from youth offending), safer neighbourhood team officer, Family Therapist, YUVA, Strengthening families parenting programme, Housing advisor.

Family coaching interventions

Focused on what was worrying mother first to try to gain her confidence and real engagement:

- Debt issues were addressed and affordable payments to all companies are now being made.
- Charities were contacted to obtain a washing machine.
- The home was in a poor state and using the coach's previous skills as a painter and decorator she encouraged the children to decorate with her supervision. By working in partnership with mum she agreed to focus on key elements of parenting, making some immediate improvements so that mum is now willing to go on a Strengthening Families Programme to embrace the work we have been doing in one to one in the home.
- Pulled the network together: There have been two Team Around the Family meetings, which have worked well in getting both schools on board.
- Communication and consistent boundaries modelled by coach with children, have helped with the children's understanding of rules and consequences

Outcomes

- ASB – no further complaints
- All 3 children now back in school
- Mum is now accessing family therapy with the children.
- Debts now being paid on a manageable schedule.
- The long term aim is to improve day to day family life enough to alleviate the despondency which immobilises the mother from dealing with personal and family issues.
- Work is ongoing for the youngest child who is displaying negative behaviour.

A Family Recovery case study

Background

Referral came to team as mother had requested respite care for 2 of her children as she was feeling unable to cope with her children's behaviour. Her levels of stress were very high. She had moved to Westminster in order to flee domestic violence, moving in to temporary accommodation. She had had to give up her job working in Sports Coaching to deal with her families difficult circumstances over the years.

Son was involved with YOT and charged with robbery and was on an Order with the Youth Offending Team for threatening words and behaviour. He has been excluded from school for his behaviour whilst in class and was attending the PRU. He had been attacked by young people from a local estate and concerns were high around his being at risk of being a victim of serious youth violence from them.

Daughter 1 – 14 years old, had also been excluded from school following her taking in a knife as she had been bullied; She was frequently late to school. Police had also been called to the home when she had smashed up the TV and other furniture on two occasions. She was also involved with a group of negative peers and coming home in the early hours of the morning.

Daughter 2 – 15 years old, was only attending school 64% of the time and a warning had been given by the education welfare officer. She was not completing homework and falling behind in her attainment.

Son – 17 years old, was then sentenced to custody for the robbery on a 12 month Detention and Training Order.

Intervention

We worked intensively with the whole family and managed the large and often conflicting network, co-ordinating work with all the children and the parent. We provided twice weekly support with mother with face to face and then phone contact to support her to address her children's behaviour more effectively including early morning support in getting daughter 2 to school. The home was overcrowded and cold so we provided practical help to mother to help her organise this better and get repairs made. We supported mother to engage with employability offer.

Outcomes

There has been no further involvement of the family with the Police. Daughter 1 has now returned to mainstream education and is at 100% attendance and no concerns about her behaviour. She became a peer mentor and is on track to pass her GCSEs. She now attends an athletics club 2 evenings a week and excelling in this.

Daughter 2 has improved her attendance to over 85% . She is now completing her homework and working with a mentor in school.

Preparations are in place for son to return home and mother will work with YOT and FRP again when he is due for release to make the appropriate preparations. Mother is now engaged with an enterprise organisation and hopes to set up her own business. She was a sports coach in the past.