

SURREY COUNTY COUNCIL**CABINET****DATE: TUESDAY 27 FEBRUARY 2018****REPORT OF: MRS CLARE CURRAN, CABINET MEMBER FOR CHILDREN****LEAD OFFICER: GARATH SYMONDS, ASSISTANT DIRECTOR,
COMMISSIONING AND PREVENTION****SUBJECT: EARLY HELP STRATEGY FOR CHILDREN AND FAMILIES****SUMMARY OF ISSUE:**

The vision of partners in Surrey is that: Children and young people are happy, healthy, safe and confident in their future. We need to achieve this at a time when Surrey County Council is facing unprecedented funding pressures from rising demand and reductions in central government funding. Early Help, which means providing support as soon as a problem emerges to prevent issues escalating, at any point in a child's life from early years through to teenage years, has a pivotal role to play in this.

Given the challenging context, if we want to achieve our vision we need to work with partners to transform Surrey's Early Help system, through new integrated approaches to delivering and commissioning services. The Early Help Strategy 2018-22 is a clear call to action for all Surrey partners to work together to ensure our children receive the right help at the right time, increasing their resilience and ensuring they have safe, nurturing relationships that enable them to thrive and build the skills they need for adulthood.

Although Surrey is an affluent county and many children achieve good outcomes, there remain children who face significant disadvantage who do less well. The Council's financial challenge, which demands £9.7 million savings from Early Help by 2020, presents a real opportunity to re-focus our resources on these children who are in greatest need. Through this bold, joint-approach, set out in our Early Help Strategy, we can turn-around rising demand for statutory services across public agencies and achieve a sustainable future for Surrey.

RECOMMENDATIONS

It is recommended that:

1. Cabinet agrees to the proposed Early Help Strategy and development of the place-based Local Family Partnership model across Surrey.
2. Cabinet agrees to delegate to the Assistant Director, Commissioning and Prevention, in consultation with the Cabinet Member for Children, decision making on any minor changes to the Early Help Strategy arising from discussions at the Early Help Transformation Board and Children and Young People's Partnership.
3. Cabinet endorse the specific high-level Early Help commitments for Surrey County Council set out in paragraph 14.

REASON FOR RECOMMENDATIONS:

The proposed new Early Help Strategy and system model, with Local Family Partnerships at its heart, will put children first, ensuring they receive the integrated Early Help they need, as soon as it is required. In this model, as partner and Council services are increasingly having to focus on families with higher levels of need, an integrated offer will be developed with other community partners taking an increasing role in meeting the more common and less acute needs. The new strategy will enable us to respond to the challenges of reduced public funding and increased demand by more effectively aligning Council resources with those of partners. This will support the longer-term financial sustainability of the Council and partners, as well as improving outcomes for children.

DETAILS:

Background

1. Early Help means providing support as soon as a problem emerges, at any point in a child's life, from early years through to teenage years. We know that it is better to identify and respond to need and indications of risk for children and families early, before these become more difficult to reverse. More than 1,000 children are now receiving Early Help each month following referral to the Multi Agency Safeguarding Hub (MASH) or step-down from Children's Services. Far greater numbers are accessing Early Help through a wide range of partners in the Early Help system.
2. Section 10 of the Children Act 2004 requires each local authority to make arrangements to promote cooperation between the authority, each of the authority's relevant partners and such other persons or bodies working with children in the local authority's area as the authority considers appropriate. The arrangements are to be made with a view to improving the well-being of all children in the authority's area, which includes protection from harm and neglect.
3. Feedback from Ofsted's latest monitoring visit on 31 October and 1 November 2017 highlighted that the Council has made improvements in Early Help. However, it also highlighted concerns that "an increase in demand for early help support has resulted in delays in the early help coordination hubs progressing referrals for the allocation of services". It is only by transforming the way we and other partners work together that we can achieve the scale of impact we need, both to improve outcomes for children and families, and to reduce demand for statutory services in Surrey.
4. Surrey County Council has been working together with partners to plan and deliver a transformation of Surrey's Early Help offer. Much progress has been achieved including: co-producing a joint vision; formation of an Early Help Transformation Board, chaired by Lead Member for Children; introducing Local Early Help Advisory Boards; and developing SCC's Family Service, bringing together professionals across a range of services. This report sets out a new Early Help Strategy, building on the previous strategy which ran from 2013 to 2017.
5. The proposed approach to Early Help takes forward the Child First: Commissioning Intentions for Children in Surrey 2017-22, agreed by Cabinet on 31st October 2017. In particular, it addresses: 'Prevent problems escalating by identifying issues early and ensuring children, young people and families needing extra help receive timely, preventative support'.

Needs and Outcomes

6. There are approximately 287,600 children and young people (aged 0-25 years) living in Surrey. The majority of these children and young people are safe, well-educated and cared for. However, within some community areas acute inequalities exist and outcomes for families in these areas can be significantly worse than others in the county. This section highlights ten key issues that have emerged from the Early Help Needs Assessment (2017) that the transformed Early Help system would need to address:
 - a. The **number of children and young people is increasing** – between 2018 and 2022 it is predicted that the number of children and young people aged 10-14 will rise by 10%. This will increase demand for SEND and Children’s Services - unless action is taken through Early Help to respond to these trends.
 - b. There are **individuals, families and communities in Surrey that have multiple, interrelated needs**, resulting in worse outcomes.
 - c. **Poverty is a root cause of inequality** in Surrey, as it is nationally.
 - d. **Domestic abuse is a recurring theme** in many referrals into the Surrey Multi-agency Safeguarding Hub (MASH).
 - e. **Poor mental health and emotional wellbeing**, affecting either children and young people or individuals in their wider family, is an underlying and growing issue in Surrey.
 - f. **Demand for SEND services is increasing**, in particular specialist services, across the county.
 - g. **Abuse and neglect** is the main reason for children needing social care support in Surrey.
 - h. **Parenting and “help setting boundaries”** are the most common Early Help requests from families.
 - i. Young people with a range of needs are **less likely to make a successful transition to adulthood** than their peers.
 - j. **Loneliness and social isolation** are factors that undermine the overall wellbeing of many of our families identified as in need of Early Help in Surrey
7. Our latest analysis tells us that there are the following numbers of children and young people (around 12%) who will require Early Help each year:
 - a. 4,000 children requiring level 2+ support (multiple needs)
 - b. 7,000 children requiring level 2 support (emerging needs)
 - c. 24,000 children who will require tier 1 universal support.
8. The Council will increasingly have to direct its resources to those children and families with the highest level of Early Help needs i.e. the 4,000 children in section 7a above. Universal level 1 services and level 2 Early Help will increasingly be provided by partner organisations in local communities
9. In our work with partners, we will direct Early Help to improve outcomes and achieve:
 - a. a reduction in the likelihood of children and young people entering care or acute and specialist services, with families receiving whole family help and support at an earlier stage of intervention;

- b. Families enabled to help themselves and to build resilience which will be protective for the future; and
- c. Families who require support having timely contact with services leading to better family outcomes.

Surrey's Early Help Strategy for Children and Families

10. In Surrey, partners have agreed the following vision for children and families.

Surrey Early Help Vision

Our Vision:

Children and young people are happy, healthy, safe and confident in their future.

For Early Help this means:

Surrey Children get the right help at the right time. They are resilient and have safe, nurturing relationships which enable them to thrive and build skills they will need for adulthood.

11. The full final draft of the Early Help Strategy, including the Local Family Partnership model, is set out at Annex A.
12. It is critical that partners jointly own and deliver the Early Help Strategy, which has been developed with them. This means that the draft final strategy will need to be agreed by the relevant partnership bodies: the Early Help Transformation Board and the Children and Young People's Partnership. Therefore, at this stage, Cabinet's endorsement of this draft final strategy is sought, prior to final partnership decision. With this in mind, this paper also seeks delegated authority for the Assistant Director, Commissioning and Prevention, with the lead Cabinet Member for Children to make any minor changes sought by partners, as set out in the recommendations.
13. Each District and Borough already has a Local Early Help Advisory Board, which is starting to draw together partners who deliver local Early Help. Through engagement on the strategy in the next three months, these Boards will play a key role in developing local innovative proposals, drawing on the strengths of every partner. These proposals will be developed to be sustainable and are adaptable in response to the potential for further resource reductions either from Surrey County Council or partner organisations.

Surrey County Council's role

14. All partners will work together to align their resources to support this new partnership Early Help Strategy in Surrey. For Surrey County Council, this means the following high-level commitments:
 - Transform SCC services through integration with others at a local level;
 - Coordinate partners at county and local levels to implement the Early Help Strategy;
 - Identify children who need Early Help through the Multi-Agency Safeguarding Hub and provide case management and coordination (with others) for children and families with multiple needs;
 - Commission local, place-based preventative services with our partners; and
 - Maintain a robust joint-understanding with partners of the needs of children and families in Surrey and the impact of Early Help.

15. Given the financial context, Surrey County Council's services will need to focus on families with higher levels of need. This means we therefore need to co-produce a new system, with community partners taking an increasing role in meeting the more common and less acute need of children and families. Working together with partners we can provide an integrated Early Help offer that meets the range of Early Help needs experienced by children and families.
16. Surrey County Council will work with partners to transform services at the local level through the Early Help Advisory Boards and Local Family Partnerships. Although a key aspect of the Local Family Partnership is that it allows for local flexibility and innovation, there are some areas of practice in which it is essential to ensure there is countywide consistency. Those services commissioned by the Council will be resourced through transparent, needs-led approaches to allocate resources in districts and boroughs.
17. There are three main strands of the County Council's contribution to Early Help that form part of the Early Help transformation. These are:
 - a. Surrey Family Services;
 - b. Surrey's Children's Centres and Youth Centres; and
 - c. Externally-commissioned contracts and grants for local services.

Surrey Family Services

18. In May 2017, Family Services brought together a number of different teams and programmes, some providing Early Help and some providing other statutory and specialist services including: Youth Support Service; Community Youth Work; Family Support Programme; Children's Centres; practitioners from the Early Years and Childcare Service; and the Early Help Co-ordination Hubs to deliver more integrated Early Help. Family Services also has responsibility for a range of specialist statutory services which are not in scope of Early Help.

Children's Centres and Youth Centres

19. We have a range of buildings across Surrey that are currently used as venues to deliver Early Help to children and families. Whilst these are important, as they provide an underpinning architecture from which services can be offered locally, we also know that Early Help is more about relationships with people than it is buildings. As part of our transformation and in response to the savings that are demanded by our challenging financial context, it is therefore incumbent on us that we explore different ways of using the current Early Help buildings across the partnership more effectively and efficiently in the future, with a focus on communities with the greatest need. This aligns with the Council's overall approach to exploring the development of community hubs, where a variety of services can be made available to local residents in one place.
20. SCC currently commissions 58 children's centres, which are already delivered in partnership with schools and voluntary sector providers. In the course of 2018 the County Council will work with current providers, wider stakeholders and the public to re-shape a new children's centre offer to commence in April 2019. We want to design a model that fulfils the children's centre core purpose around health, well-being and early education, but sits outside the national Sure Start Children's Centre model so that it is more flexible to respond to local need. Our working title for these new centres is 'Family Places', but they will also need to fit with the Council's developing overall approach to community hubs, referred to above.

21. Surrey County Council youth centres and other community-facing centres could also be provided as 'Family Places', bringing greater coherence to the overall 0-25 Early Help offer. We propose that the use of all community buildings should be reviewed through local Early Help Advisory Boards, which involve a wide range of partners, to explore how to make the best use of these valuable local assets. This will create opportunities for more innovative and integrated use of buildings, in turn enabling a potential rationalisation of the local public estate where appropriate. This will be managed in line with the work on a joint local place-based approach with partners and any proposals for change to SCC services will be considered by the lead Cabinet Member for Children in June 2018, before being subject to public consultation thereafter.

Commissioned services and grants

22. Finally, SCC commissions a range of preventative and family support services from external partners, including jointly commissioned domestic abuse outreach services, primarily from the local voluntary sector. SCC's commissioning intentions for children are described in SCC's Child First Commissioning Plan 2017-22. The Early Help services will be recommissioned from 2019 as part of a joined-up pathway for families to meet local needs. The Early Help Commissioning Plan is currently being developed with partners, drawing on local priorities as identified by Early Help Advisory Boards.

Links with wider change programmes

23. There are many interdependencies between the Early Help Transformation and other change programmes ongoing across the Children Schools and Families directorate. The work to enhance Surrey's Early Help offer is an important component of safeguarding improvement and has already seen considerable progress in the ability to step-up to and step-down from Children's Services social work intervention. Work is also ongoing to align Early Help and SEND Transformation Programmes. A further significant opportunity exists through ensuring Local Family Partnerships are integrated with the health sector particularly through alignment with Sustainability and Transformation Partnerships (STPs).

CONSULTATION:

24. Between November 2016 and March 2017 Surrey County Council and the 11 District and Borough Councils led on Local Early Help Partnership Events, engaging over 1,000 practitioners and other stakeholders. These events resulted in a shared development of the vision for Early Help, the Local Family Partnership model and agreement to establish local Early Help Advisory Boards.

25. At a county level, the Early Help Transformation Programme Board, chaired by the Lead Member for Children, brings together senior partnership stakeholders on a six-weekly basis to oversee and shape key decisions relating to the transformation plans.

26. In September and October 2017, a series of workshops were held to further develop the blueprint for the Local Family Partnership model.

27. The Early Help Case for Change was considered and endorsed by the Children and Education Select Committee on Friday 17 November 2017.

28. Further partner and user engagement and subsequent public consultation will be required in 2018 to implement changes resulting from the new Early Help operating model. Any public consultation will be authorised by the Strategic Director for Children,

Schools and Families, in consultation with the Cabinet Member for Children based on proposals from District/Borough Early Help Advisory Boards and partners formed in response to the strategy.

RISK MANAGEMENT AND IMPLICATIONS:

29. The following key risks associated with change have been identified, along with mitigation activities:

Risk Description	Mitigation Activity
Wider stakeholder groups involved in the Local Family Partnerships are not engaged or committed to working collaboratively to ensure the success of Local Family Partnerships.	Partnership representation is vital at every level of the programme. The Early Help Programme Board will continue to review membership of all Local Family Partnerships to ensure full partnership representation. Early Help Advisory Boards are in place to help embed partner engagement.
The quantity of change happening across the Early Help operation leads to reduced performance across the Early Help System.	The resource available to support the change programme is regularly reviewed as is performance. Any impact on performance will lead to appropriate management action.
The future Local Family Partnership model is a new method of delivery for both Surrey County Council and the partnership. Delivery and impact may vary within each district/borough and between them	Early Adopter areas present an opportunity to learn from best practice and reduce this risk
Children's Centre change proposals meet opposition from providers and residents	Providers of children's centres have been engaged in the Early Help Transformation Programme and will be engaged in a period of co-design of the new model. Effective communication with users of children's centres will be critical to the success of the proposed changes.

Financial and Value for Money Implications

30. The Early Help operating model has been developed to ensure quality services can be delivered on a sustainable basis. Through transforming the Early Help delivery model and better integrating and localising front-line services across the partnership, it is expected that the Council can make efficiencies to deliver £9.7m savings during 2017-21 as planned. The breakdown of these savings are summarised in Table 1 below.

31. For the County Council, it is particularly important that we prevent children from reaching a level of need where they step-up to become Children in Need or Looked After Children. In addition we need to support those who step-down from statutory support to prevent re-referral. Based on national research linked to the Troubled Families programme and evidence from other authorities, modelling of the likely impact of effective and integrate Early Help can have on demand for statutory services has been undertaken. The savings included in the Medium Term Financial Plan assumes 20

children will no longer require to be Looked After and 200 will be prevented from becoming Children in Need by 2020/21. We are therefore forecasting a demand management saving of £0.8 million in 2019/20, rising to a recurring saving of £2 million by 2020/21.

32. Given the need to focus resources on higher needs and achieve a sustainable model, different scenarios are being explored with partners in relation to Children's Centres, including a 20% reduction (£2.2m) and a 50% reduction (£5.5m) in the overall budget. Local discussions are underway to model what the best local response to different funding scenarios might be. This local feedback will inform the options that are taken forward to public consultation, alongside wider proposals for change.
33. At its meeting on 6 February, alongside budget discussions, the Council approved a recommendation for the Chief Executive and Director of Finance to lead the development of a transformation programme to move the Council to a sustainable funding position for 2019/20. It is recognised that further savings may be required as a result of this programme. The proposed Local Family Partnership Model potentially offers flexibility for the future, although, as a partnership model, partners would expect to be engaged in any significant future changes.

ID	Description	2017/18	2018/19	2019/20	2020/21	2017-21
1	Recommission Children's Centres		450	1,750		2,200
2	Staffing restructure		1,234	1,234		2,467
3	Family Services non-staffing review		800	200		1,000
4	Review Supported Accommodation contracts*		500			500
5	Contain demographic growth		179	99		278
6	Raise additional income		125			125
7.	Asset-related savings			700		700
8.	Early Help Contract savings	261	187			448
9.	Children's Services reduction in demand			800	1,200	2,000
Total savings associated with Early Help agenda		261	3,475	4,783	1200	9,718

*Please note supported accommodation re-commissioning is not considered directly in this report as detailed proposals were considered by Cabinet at its last meeting on 30 January 2018.

Section 151 Officer Commentary

34. There are £9.7m savings planned to be achieved through the implementation of an integrated Early Help model in Surrey. Most of the savings will be achieved through the reorganisation of existing services and contracts. There are £2m savings relating to the new model being effective in preventing escalating demand in Children's Services.

35. There is the potential requirement for further cost reductions from 2019/20 that will form a part of the Council's transformation programme.

LEGAL IMPLICATIONS – MONITORING OFFICER

36. This report sets out a proposed strategy for transforming the way the Council provides support to children and families. The aim is to provide support at an earlier stage when a problem emerges and to prevent the need for more serious levels of intervention. It should be noted that specialist statutory services provided by Family Services are not within the scope of the strategy. To ensure that the Council meets its statutory duties it is essential that step-up to and step-down from Early Help services will be appropriately overseen and closely linked with the Levels of Need document approved by the Surrey Safeguarding Children Board. It is essential that step-up to and step-down from these services will be overseen by a social worker and closely linked with the Levels of Need document approved by the Surrey Safeguarding Children Board
37. As the programme develops, there will be a need for consultation with residents on specific proposals that involve changes to the services they receive. The public sector equality duty will also apply to these decisions, and it is intended that a further Equality Impact Assessment will be developed for Members to take into account when considering them.

EQUALITIES AND DIVERISTY

38. A programme Equality Impact Assessment has been developed which includes all the key areas of the programme and their potential impacts on residents and staff. Evidence will be gathered to develop this draft during key consultation periods with the staff and public which are planned for 2018.

COPORPORATE PARENTING/ LOOKED AFTER CHILDREN

39. Effective Early Help has the potential to reduce the negative outcomes and experiences that can lead to children coming into care and thereby has the potential to reduce the number of children in the Council's care.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

40. The new Early Help operating model supports the Council to achieve key improvements in safeguarding vulnerable children. As the parents of these children are also often known to Surrey Adult Services the programme is being developed with colleagues in Adult Services and will have additional benefits for vulnerable adults through the development of Local Family Partnerships.
41. MASH and Early Help Co-ordination Hub processes have recently been reviewed to support quality, consistency of decision-making and provide more timely access to Early Help services. The programme has been developed to enhance the services available both to prevent children requiring statutory intervention where this can appropriately be

achieved and to provide a robust Early Help network to support children stepping down from social work and other specialist services.

WHAT HAPPENS NEXT:

42. The Early Help Transformation Programme Board and District/Borough Early Help Advisory Boards will progress the development of the Local Family Partnership strategy and engage stakeholders on developing proposals for change. Key partners, including Health, Districts/Boroughs, Police, Schools and Colleges will be engaged through the Children & Young People's Partnership to agree partner commitments that will be taken forward alongside the SCC commitment to support the development of an integrated and coherent model.
43. Commitments from partners and proposals from District/Borough Early Help Advisory Boards will be brought to Cabinet in June 2018. These will set out the new integrated and coherent offer, with modelling to demonstrate how the offer will meet forecast demand for Early Help from children and families. The partner contribution will be outlined, alongside the inter-relationship with SCC services, to deliver a coherent offer across the range of needs. The paper will set out how the planned savings will be achieved, including reductions in demand for higher cost interventions, alongside options for further savings.
44. A public consultation will then be held on these proposals to inform final decisions in the Autumn.
45. Looking ahead, the impact of the new model is expected to be measured through three key measures as listed below.
 - a. Reduction in the likelihood of children and young people entering care or other acute and specialist services, where this can be prevented, with families receiving whole family help and support at an earlier stage of intervention
 - b. More families who require support have timely contact with services leading to better family outcomes
 - c. Families are enabled to help themselves and to build resilience which will be protective for the future (measured using Outcome Star family progress data)

Contact Officer:

Ben Byrne, Head of Early Help and Family Services
 Contact details: ben.byrne@surreycc.gov.uk
 01483 517000
 PA Samantha Hook 01483 519543

Annexes -

Annex A: Early Help Strategy
 Annex B: Overview of Early Help Offer in Surrey
 Annex C: Equality Impact Assessment

Sources/background papers:

Children and Education Select Committee, Early Help: A Case for Change, 17 November 2017

Surrey Children & Young People's PARTNERSHIP



Surrey Early Help Strategy 2018 – 2022

Foreword

As a community we have a responsibility to ensure children receive the help and support they need to enjoy a safe, happy, healthy childhood which provides them with a platform to move confidently into adulthood. This Early Help Strategy sets out our commitment to ensure children get the right help at the right time and describes how we as a children's partnership will achieve this for and with our children and families in Surrey.

Effective Early Help services are important, as they mean children do not suffer unnecessarily while problems escalate and by providing support early we can ensure Surrey's children achieve their potential. Early Help also makes sense economically and enables us to better manage increased demand on public services. This is particularly important in the context of current financial pressures.

Early Help transformation is already well underway. Early Help Advisory Boards in each district and borough are overseeing the roll-out of Local Family Partnerships. We already have many examples where our collaboration at a local level is making a real difference. As a partnership we have designed a strategy which clarifies our responsibilities in relation to meeting needs and enables these to be delivered in a way which is joined-up at a local level so that the experience for children and families is improved.

We have engaged widely as partners across the statutory, voluntary, community and faith sectors and we have listened to what children and families have told us they need. In delivering this ambitious strategy for Early Help the children's partnership will continue an ongoing process of engagement and consultation with children and families to co-produce the detailed plans for local implementation.

We are committed to making Surrey the best place for families to bring up children. This strategy is an important milestone in achieving this ambition. I am confident that our Early Help strategy provides the basis for us to deliver on our promise to children that when they require it they will get the help and support they need.

By getting this right we will make a real difference to children and their families in Surrey.

Councillor Clare Curran
Surrey County Council Lead Member for Children
Chair – Early Help Transformation Board

Introduction

In Surrey, most children achieve good outcomes but some, particularly our most disadvantaged, do not. This strategy is therefore both a call to action and a challenge to all Surrey partners that we need to do better, think differently and work together to transform the Early Help system in Surrey. In doing so we will build the resilience and wellbeing of children and families and empower them to realise their full potential. This is a key part of how we intend to turnaround rising demand for statutory services across public agencies in Surrey, achieving a sustainable future.

We need to achieve this in the context of growing financial pressures across the public sector and the wider Early Help system, so our resources need to be allocated effectively and avoid duplication. Statutory and council services are increasingly having to focus on those families with higher levels of need, and this in turn requires other community partners to take an increasing role in meeting the more common and less acute needs of children and families. By working together in this way, as a partnership, we will be able to meet the full spectrum of need.

This strategy will be of relevance to anybody with an interest in or duty to support Surrey children and their families. It has been developed collaboratively with partners and takes into account the views of the children and families we support.

Our ambition for Early Help in Surrey

Early Help means providing support as soon as a problem emerges, at any point in a child's life, from foundation years through to teenage years. This is based on an understanding that it is better to identify and respond to need and signals of risk for children and families before these become more difficult to reverse.

Our vision for children in Surrey:

Children and young people are happy, healthy, safe and confident in their future

For Early Help this means:

Surrey children get the right help at the right time. They are resilient and have safe, nurturing relationships which enable them to thrive and build the skills they will need for adulthood.

Early Help has most commonly been used to describe problems relating to safeguarding concerns. Our shared ambition in Surrey is to widen this understanding and to include addressing health needs and special educational needs and disabilities (SEND), the problems that can lead to police and justice involvement in the life of a child or young person, and a range of other factors including debt, housing and unhealthy relationships which impinge on child and family well-being. This strategy therefore also describes the activities and opportunities to develop a holistic Early Help offer that responds to the overlapping nature of problems a child can face and can involve other care and service pathways.

Partners in Surrey are delivering an Early Help system that is based on five key principles. These principles stem from what we know from evidence makes a difference and builds upon what we have learnt from local practice (from successes and from failures) and from what children and families tell us is important to them.

The principles embodied in our Early Help approach are that it should:

- **Be child-centred** – children are seen, safe and heard. Where services are delivered to parents and carers, they should always be evaluated to demonstrate the value for the child.
- **Be local** – integrating services focused upon neighbourhoods and local communities, making services easily accessible, drawing upon local networks and knowledge, working within communities to promote change. Working to create resilient communities which support each other.
- **Enhance family resilience** – understanding the family system and working with the whole family to promote resilience. This starts with listening to families, recognising their expertise and building upon their strengths.
- **Be relational** - designing our system and services around purposeful, consistent relationships that enable change and enhance individual, family and community resilience. This involves working with children and families in a way that promotes trust and belonging. We will promote restorative approaches to resolving issues through communication and shared problem solving; doing 'with' not 'to' and seeing people as assets who have the power to find their solutions.
- **Focus on outcomes** – using evidence to understand what makes a difference and focusing on outcomes (the real changes that children and families will see in their lives) in order to ensure we are making the best use of resources and target resources where need is greatest.

What have we done so far?

In Surrey, the partnership Early Help transformation is already well underway. From the county council perspective, this meant implementing a number of key service and process changes during 2016 and, building on this, launching Family Services early in 2017. This service brought together professionals working across early years and children's centres, the Family Support Programme, the Youth Support Service and the Community Youth Work Service, in joined-up district and borough teams to provide more holistic support to local families. Alongside this, many other partners have also been working hard to reshape their own services and offers to provide more effective, more targeted and more local Early Help to families.

There are numerous examples of how the children's partnership's is joining up to provide better Early Help, One is the development of Haven's (based in youth centres) to support young people with mental and emotional health concerns. This initiative has been led by the CCGs but has drawn upon county council, Surrey and Borders Partnership and voluntary sector staffing and expertise. Another example of collaboration by partners is the broadening of social prescribing in a number of districts and boroughs to encompass support for children and families enabling direct referral from GPs into Early Help services.

As well as changes within individual agencies, we know that Early Help, particularly in a climate of constrained and reducing resources, will only be successful if we transform the way we work together. To that end, we have already undertaken the following work with partners to underpin our transformation:

- Analysing need and demand so that we can better target existing resources
- Agreeing a vision and programme for Early Help transformation
- Implementing the Multi-agency Safeguarding Hub and 4 Early Help Co-ordination Hubs to support better safeguarding decision-making and ensure children receive the right help at the right time
- Establishing Early Help Advisory Boards to bring local partners to drive the transformation in Surrey's boroughs and districts and establish their Local Family Partnerships

Where are we now?

Most children in Surrey achieve good outcomes but some children, particularly those with identified vulnerabilities or from the most disadvantaged families and communities, do not. We also know that many people within our local communities are not aware of the local Early Help offer available. In some cases we have gaps in our local Early Help offer.

Alongside this, demand for services will increase if we do not do things differently. Numbers of children and young people in Surrey aged 10-14 years will rise by 10% by 2022. In addition, our analysis suggests that there will be a significant increase in future demand for SEND services and statutory children's social care support unless Early Help services are able to make a change. Our current performance information suggest that the most common reasons for requesting Early Help relate to violence in the home as well as mental ill health – both for the child and/or the parent . These are therefore increasingly prioritised in our service responses and workforce development and are foremost in our Early Help commissioning plan.

Children and their families also tell us that earlier, more consistent support is required. For example feedback from adoptive parents and special guardians (2015) includes the need for Early Intervention - the right professionals need to be involved from the beginning, and then work with the parents over time to reduce support as appropriate. There may then be instances in future where the professional needs to re-engage with the family. This is also an example of another important feature of our Early Help offer as a step-down following specialist intervention to ensure that progress children and families have made can be sustained without the need for further statutory involvement.

We know that achieving our stated ambition will require us to address a range of inter-related challenges. We have described these as:

- 1) Capacity Challenge:** We know that no single organisation can meet the demand for Early Help services in its entirety, nor should any one organisation be expected to do so. Financial pressures across the system also mean that we need to work differently if we are to increase capacity, improve outcomes for children and families and reduce demand.
- 2) Partnership Challenge:** We know that we have not managed to work together effectively enough to truly deliver our Early Help responses as a partnership. This means that the challenges facing children and families can go unaddressed for too long.
- 3) Leadership Challenge:** We know that the current Early Help system requires greater co-ordination so that it can better operate as a whole. This means families have not always been able to access a consistent and coherent Early Help offer that is locally available, prevents things getting worse and enables families to access specialist services when needed. We are changing this context but to transform Early Help we will require systems leadership from across our partnership.

In response, we want to create an Early Help system in Surrey where we see:

- 1) A reduction in the likelihood of children and young people entering care or other acute and specialist services, with families receiving whole family help and support at an earlier stage.
- 2) Families that are enabled to help themselves and to build resilience which will be protective for the future
- 3) Families who require support have timely contact with services leading to better family outcomes.

What needs to happen?

To deliver our vision and to meet the challenges outlined above, we are transforming the way we deliver services as a partnership. In the context of growing financial pressures across the Early Help system resources need to be allocated effectively. As a partnership we are able to meet the full spectrum of need, however, statutory and council services will increasingly be focussed on those families with higher levels of need. Lower levels of need will be met by universal services being delivered by partners.

Our approach across all levels of need is illustrated at Annex 1, which provides an overview of Surrey's Early Help offer.

From theory to practice – Introducing Local Family Partnerships

Over the last 18 months, partners in Surrey have laid the foundations for a re-designed Early Help System, built around Local Family Partnerships (LFPs) based within each of our 11 district and boroughs.

LFPs bring together people, resources and experience within a defined geographical area to support families who live in the local community.

This model provides a platform for partners to work together effectively, aligning our joint-resources and weaving together the considerable array of support that is available to children and families. In doing so, we will reduce duplication, make best use of our assets in response to need and increase our impact on outcomes for children and families.

Figure 2 is a visual representation of the sources of support for families that exist within communities and therefore Local Family Partnerships. The central circle represents the support available to children and families through community resources. The outer circle represents targeted interventions, which focus on particular individuals or families.



The County Council has a lead responsibility for ensuring that a cohesive and co-ordinated Early Help offer is in place with partners who make up the outer circle of targeted Early Help. The inner circle represents the network of support that is available to families within their communities. District and borough councils and their local voluntary and community partners have a particular role in this domain providing place-based leadership to ensure that the local environment, infrastructure and services are conducive to family well-being.

In this model county council resources will be directed at those children and families with higher level or multiple needs (described as 'level 2' and 'level 2+'). Universal support and what we describe as 'emerging need' will primarily be delivered by partner agencies in local communities. The level of needs service diagram attached at Annex 1 provides further detail.

The particular opportunity within Local Family Partnerships will be through developing effective local relationships between statutory and non-statutory services in the voluntary, faith and community sector. This will enable the easy movement between targeted support (outer circle) for children and families at times of particular need and back into the inner circle of preventative support (and vice versa as required). This approach provides both clarity for agencies as to where responsibility for meeting various levels of needs sits while blending an offer within a local area so that children and families experience continuity and are able to maintain relationships as their needs change.

Getting it right for Surrey Children – Working in Partnership

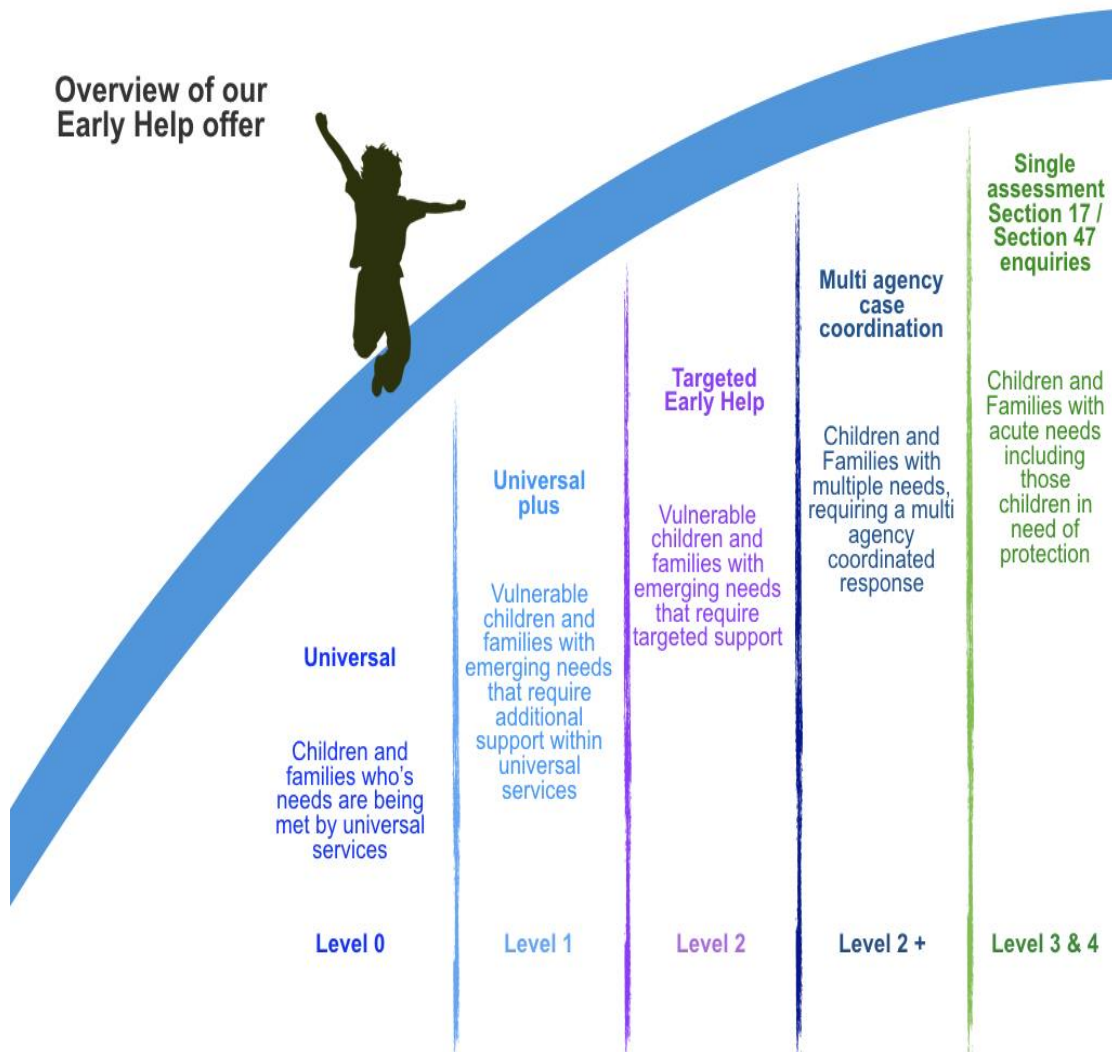
As a partnership we have already laid solid foundations to ensure we get it right for Surrey children and their families – co-producing our vision for the Local Family Partnerships which are now taking root across the county. Introducing local Early Help Advisory Boards has shown how much can be achieved by working collaboratively and learning from each other.

The proposals contained in this strategy go further, and call for a transformative change in the way in which we support children and families in Surrey. We have designed a new and more integrated way of supporting Surrey children and their families. We can now design more effective funding models and commissioning arrangements at a local level where staff and resources are deployed much more flexibly across services. Working in this way will ensure we take full advantage of the range of skills and knowledge locally.

Building on the work already completed to turn our ambition into reality will require us to work as one across the children's system and across levels of need. This will require further contributions across the partnership, with a shared focus on measuring and improving the impact of delivery through Local Family Partnerships. This will ensure we achieve improvements in outcomes for children and families by providing the right support at the right time, and reducing demand for specialist and statutory services. This strategy invites everyone with an interest in helping children and their families to make a commitment to get this right. Where leadership responsibilities are taken on, these will be discharged with the full support of others.

We have an opportunity to make a real difference to Surrey children and their families. Working as one, in partnership for children, will ensure our success.

Annex B: Overview of Early Help Offer in Surrey



Overview of our Early Help offer



Level 3 & 4

Single assessment Section 17 / Section 47 enquiries

Children and Families with acute needs including those children in need of protection

- SCC Families Borough/District Team (0-19)
- SCC Children's Services
- CAMHS

Level 2 +

Multi agency case coordination

Children and Families with multiple needs, requiring a multi agency coordinated response

- SCC Families Borough/District Team (0-19)
- Family Support Programme
- Children Centre (Outreach)
- Early Support (early years SEND)
- Family Nurse Partnership/Specialist health visiting
- Community CAMHS

Level 2

Targeted Early Help

Vulnerable children and families with emerging needs that require targeted support

- CAMHS (through single point of access)
- Education welfare
- Educational psychology
- Targeted drug and alcohol information, advice and education
- Home school link workers
- Targeted youth work

- Children Centre (targeted support)
- Voluntary sector local prevention providers
- NEET support (Family Services Rapid Engagement Team)
- Targeted parenting programmes

Level 1

Universal plus

Vulnerable children and families with emerging needs that require additional support within universal services

- Domestic Abuse Outreach
- CAMHS (through single point of access)
- Drug and alcohol information, advice and education
- Open access youth work and Surrey Outdoor Learning

- Police/D&B anti-social behaviour intervention
- Children Centre (support programmes)
- Voluntary sector mentoring and Homestart
- NEET support Year 11 & 12
- Housing: tenancy services (registered landlords)/housing options (D&B)

Level 0

Universal

Children and families who's needs are being met by universal services

- Education – schools, nurseries, colleges
- Health visiting, school nursing, maternity and GP
- Libraries/leisure services/parks/focal environmental services
- Health promotion and wellbeing activities
- Open access Parenting groups & Programmes
- Housing

- Family and child activities (including family learning/cultural activities)
- Youth provision/community centres• Job centre/focal businesses
- Children's centres and Early Years & Childcare settings
- Faith – churches, mosques, synagogues
- Local/voluntary organisations
- Police

Annex C - Equality Impact Assessment

1. Topic of assessment

EIA title:	Surrey Children, Schools and Families Early Help Strategy
-------------------	---

EIA author:	Ade Adedokun
--------------------	--------------

2. Approval

	Name	Date approved
Approved by		

3. Version control

Version number	0.1	EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Tom Newman	Programme Manager	Surrey County Council	EIA Project Support
Ade Adedokun	Project Officer	Surrey County Council	EIA Project Support and author
Abid Dar	Equality Inclusion & Wellbeing Manager	Surrey County Council	EIA Project advice and support
Ben Byrne	Head of Early Help and Family Services	Surrey County Council	EIA Authorisation
Sarah Gooding	Change and Practice Strategic Lead	Surrey County Council	Project Insight from CP4
Daryle Lowden	Senior HR Advisor	Surrey County Council	EIA Project advice and support
Nick Charalambous	Young People and Families Strategic Lead- East	Surrey County Council	EIA Project advice and support

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Early help means providing support as soon as a problem emerges, at any point in a child’s life, from foundation years through to the teenage years.</p> <p>The Early Help Strategy outlines Surrey Children and Young People’s Partnership Early Help Strategy 2018-22. It describes an Early Help system that is place-based, family focused and responsive to a range of needs.</p> <p>Surrey County Council and its partners are currently engaged in a far-reaching transformation in the way they deliver Early Help “the right help at the right time” to children, young people and their families. This will look at and seek to improve the way families receive help, support and intervention, at all levels of need in alignment with the Surrey’s Children’s Safeguarding Board.</p> <p>The collective goal is to deliver an Early help system that is local, relational and child centred. One that is focused on outcomes and equally supports the resilience of families.</p> <p>The chosen methodology by which this strategy will be delivered is through a local place-based vision which will be realised through a new local operating model called the “Local Family Partnership”.</p>
<p>What proposals are you assessing?</p>	<p>This EIA recognises that a step-change in our pace of delivery as well as ambition for long-term change is required to meet ever growing demands on services. The Early Help strategy aims to develop and deliver a system of local family partnerships across Surrey that will bring together a network of key stakeholders in a community who are involved in supporting the health and well-being of children and families.</p> <p>Whilst this strategy is about collaborative partnership around the Early Help system in Surrey, it also focuses on specific Surrey County Council commitments about what its contribution will be as part of this system to support children and families in need of Early Help</p> <ol style="list-style-type: none"> 2. In order to make our vision a reality, we will be addressing the three inter-related systemic challenges alongside achieving our outcomes. These challenges are: 3. <p>Capacity Challenge: We know that no single organisation, including Surrey County Council, can meet the demand for Early Help services, nor should any one organisation be expected to do so. Financial pressures across the system also mean that we need to work differently if we are to increase capacity, improve outcomes for children and families and reduce demand.</p> <p>Partnership Challenge: We know that we have not managed to work together effectively to truly deliver our Early Help responses as a partnership. This means that the challenges facing children</p>

	<p>and families can go unaddressed for too long, leading to worse outcomes.</p> <p>Leadership Challenge: We know that the current Early Help system is fragmented and lacks co-ordination – failing to operate as a whole. This means families have not always been able to access a consistent and coherent Early Help offer that is locally available, prevents things getting worse and enables families to access specialist services when needed.</p>
Who is affected by the proposals outlined above?	<p>In actualising the Early Help strategy, many services and users will be affected. These will include:</p> <ul style="list-style-type: none"> • SCC Staff • Children and Youth Centres • Existing clusters of services and organisations • Children, Young people and their Families • SCC Family Services and Early Help • Supported Accommodation for Young People • EH Service users and Partners • Staff employed in public, private and voluntary sector organisations delivering services to children and families, particularly, staff from organisations that we procure services from.

6. Sources of information

Engagement carried out
<p>4. Specific activities that have been undertaken with partners include:</p> <ul style="list-style-type: none"> • Analysing need and demand so that we can better target existing resources. • Agreeing on a vision and programme for Early Help transformation. • Implementing the Multi-agency Safeguarding Hub and 4 Early Help Co-ordination Hubs to support better safeguarding decision-making and ensure children receive the right help at the right time. • Establishing Early Help Advisory Boards to bring local partners to drive the transformation. <p>Engagements with Early Help providers took place via two workshops in each District and Borough from November 2016 engaging over 1000 practitioners and Early Help stakeholders.</p> <p>The following individuals/groups have also been engaged in the pre-consultation process:</p> <ul style="list-style-type: none"> • Trade unions (regular monthly meetings have been held and will continue during and after the consultation) • Children and Education Select Committee (November 17 2017) • Commissioning and Prevention Leadership Team • Surrey Family Services Management team and a staff engagement group <p>Formal consultation regarding the restructuring has started this January and staff can respond to the proposals via a number of different avenues:</p> <ul style="list-style-type: none"> • Send email to a dedicated consultation email address (cp4@surreycc.gov.uk)

- Submit feedback and/or alternative proposals on Surrey Says website
- Attend one of the consultation listening events
- Attend planned EIA workshop
- Regular updates from Head of Service are also be sent directly to members of staff via email inviting feedback and encouraging participation

Also, there will be various stakeholder meetings across the county which will seek to further engage with service users, partners and Surrey County Council in order to understand their thoughts on a Local Family Partnership model i.e. How the model will be implemented and configured to provide the best Early Help support.

This Equality Impact Assessment will remain a working document and will be progressively elaborated to ensure that the proposed changes conform with the council's policies relating to discrimination and equality.

Data used

The following key data was used to inform the proposal:

- Early Help Needs Assessment and District and Borough Needs analysis
- Surrey's 'Child First' commissioning plan
- Equalities and Diversity Monitoring – Green Sheet
- Early Help Case for Change Paper
- Surrey's Joint Strategic Needs Assessment: Children living in poverty
- Surrey data – census 2011
- Department for Education Improvement Notice
- Blueprint Design Workshops for the Local Family Partnerships
- CSF Commissioning Plan, 2017-2022
- Childcare Sufficiency Assessment (2013-14)
- Joseph Rowntree Foundation – Monitoring Poverty and Social Exclusion 2015

7. Impact of the new/amended policy, service or function

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ¹	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>The Local Family Partnership model will provide a network of services where families will be supported by strong local services where statutory, community and voluntary services work together to create an environment that holds and sustains family health and well-being.</p> <p>It will organise services and teams around communities and provide tailored solutions for young people based on local needs</p>	<p>The configuration of the Local Family Partnership is still evolving at the moment. However, it is possible that implementing the new operating model might reduce the number of access points to services for those from particular age groups in some communities where there is a relatively lesser level of need. This is expected to specifically impact community based services for young people.</p> <p>The projected increase in growth, might lead to greater demand on the EH system. However, this will be accommodated and compensated for by an integrated network of services through the delivery of an efficient and effective Local family Partnership model.</p>	<p>There is an appetite for collaborative partnership in ensuring the successful realisation of the Local Family Partnership model across Surrey - Blueprint Design Workshops for the Local Family Partnerships</p> <p>Overall, there is projected growth of 3,990 in total numbers of 16 to 18 year olds in Surrey between September 2015 and 2025, which represents an increase of just under 10%. The expectation is that the growth in year 12 learners will be 2,631 across the county, with the largest growth being in Reigate and Banstead, Runnymede, Elmbridge and Woking</p>
Disability	<p>The correlation between disability and poverty cannot be over emphasised. The configuration of the Local Family Partnerships will be largely based on level of needs and therefore likely to be close to children with disabilities.</p>	<p>Reduction in budget for SCC led services including Youth work may have an impact on those children and families who currently access these services. As seen by the evidence, families with disabled children are disproportionately less well-off economically than families without</p>	<p>Of Surrey's 287,600 children population, 10% on average live in poverty. In 2015/16, 20,500 were in receipt of free school meals (FSM) and the council supported:</p> <ul style="list-style-type: none"> • 4,251 CiN • 714 looked after children²

		and their wellbeing is more negatively affected. Accessibility of provision for 0-5 may decrease, subject to changes developed in 2018 alongside Surrey Children Centres. A further assessment will be made prior to and during public consultation.	<ul style="list-style-type: none"> • 330 care leavers³ • 5,751 Children with an Education, Health and Care Plan (EHCP) <p>Children in need, who are on free school meals and/ or have special educational needs and disabilities currently have around 30% to 65% lower GCSE attainment than their average peers in Surrey.</p> <p>Deprivation increases the likelihood of childhood obesity,ⁱ whilst disadvantaged children and young people are at higher risk of developing poor mental health.ⁱⁱ</p> <p>27 percent of people in families where someone is disabled live in poverty, compared with 19 per cent of those in families where no one is disabled.</p>
Gender reassignment	None identified so far – further investigation required during engagement.	None identified so far – further investigation required during engagement.	-
Pregnancy and maternity	By moving in the direction of a ‘whole family’ Early Help approach means that early identification will be focused on the need of the child and the entire family. It will therefore provide an opportunity to readily identify pre-natal and ante-natal services that are available.	Accessibility of provision for 0-5 may decrease, subject to changes developed in 2018 alongside Surrey Children Centres. A further assessment will be made prior to and during public consultation.	The local family Partnerships will provide a platform for local professionals such as Health Practitioners to share expertise and best practice in the delivery of services i.e. pre-natal and ante-natal services - Blueprint Design Workshops for the Local Family Partnerships

<p>Race</p>	<p>The Local Family Partnership model will provide services for all children and young people irrespective of their racial background. However, further engagement needs to be done to identify what services are required by the different cohorts of children and young people and how to make the service network appealing for all young people</p>	<p>Further engagement needs to take place to ensure that the Local Family Partnerships are located and set up in a way that is appealing to all families, including those who may experience our services as hard to reach e.g. Gypsies, Roma and Travellers (GRT). Otherwise there may be a continuing negative impact for these groups.</p> <p>Reduction in resource allocation to some service delivery sites might have a negative impact on this group but this could be compensated for by an improved Early Help system that is delivered through the local family partnerships.</p>	<p>65% (27) of our care leavers in spot placements were UASC</p> <p>There are approximately 1,400 children and young people in Surrey schools who are GRT but due to drop out rates and lack of self-ascription it may be much higher. There are 10,000-12,000 Gypsies and travellers in Surrey.</p>
<p>Religion and Belief</p>	<p>The Local Family Partnership model will be carefully tailored to the local area using local knowledge and engagement and working closely to co-produce the idea with local groups. Therefore in areas where there are higher proportions of faith groups and the appropriate delivery buildings to provide services from e.g. a church, there is an opportunity for the church to be used as an asset through the Partnership model</p>	<p>Religious groups will be encouraged to be part of Local Family Partnerships. However, people who don't share a particular religion or belief system may feel excluded or unwilling to ask for help and support if it is delivered from a facility associated with religion, e.g. a church.</p> <p>Further investigation needs to be taken during the engagement, especially through the local Early Help Advisory Boards who understand the local areas, to recognise how best to configure the Local Family Partnership network of services.</p>	<p>According to the 2011 Census, 62.7% of Surrey is Christian, 0.5% Buddhist, 1.3% Hindu, 0.3% Jewish, 2.2% Muslim, 0.3% Sikh and 24.7% no religion.</p> <p>There is a 4% difference between the percentages of people who identify as Christian in rural areas (66.2%) versus the percentage who identify in urban areas (62.3%).</p>
<p>Sex</p>	<p>Educational outcomes are significantly better for girls than boys, targeted</p>	<p>None identified so far – further investigation required during the engagement.</p>	<p>Average attainment 8 score per pupil 2015/16 – GCSE Girls: 55.2</p>

	provision may reduce this inequality in future outcomes.		Boys: 50.6
Sexual orientation	There is no identified positive impact, however, the focus on partnership working will increase our local knowledge in the district and boroughs. This may identify Early Help services targeted at children and young people with protected characteristics allowing us to signpost more effectively and enabling residents to access them quickly.	None identified so far – further investigation required during engagement	-
Marriage and Civil Partnerships	None identified – further investigation needs to be taken during engagement	None identified so far – further investigation required during engagement.	-
Carers	The whole family approach will be beneficial to young carers due to necessary support being made available to them and their parents through an integrated network of services.	Reduction in resource allocation to some service delivery sites might have a negative impact on this group but this will be compensated for by an improved Early Help system that is delivered through the local family partnerships	The local family Partnership will serve as an open door that provides information and advice and also connect whole families to a network of community resources - Blueprint Design Workshops for the Local Family Partnerships

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	There are overall benefits to all staff as a financially sustainable staffing model will be required to deliver the new strategy and	Staff who have a long length of service may not have recent interview experience and may have lower confidence.	Surrey County Council Early Retirement and Severance Policy.

	help secure the future of Surrey County Council.	Potential negative impact for members of staff who have a shorter length of service and are new entrants.	
Disability	<p>There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.</p> <p>Positive impacts could result from continuing with reasonable adjustments to enable disabled workers to give their best in the workplace.</p>	<p>Staff with disabilities may feel negatively impacted by recruitment processes that do not make the necessary adjustments and also introductions of systems and/or processes that are inaccessible to staff with disabilities.</p> <p>Also, if services are relocated, requiring different methods of transport.</p>	<p>Disability Discrimination Act 1995</p> <p>Social Model of Disability Policy</p> <p>2017 Equalities and Diversity Monitoring (Green Sheet) – 3.47% of staff in Early Help & Family Services have some form of disability.</p> <p>Staff may be required to co-locate with partner agencies, which may result in changes to working locations. Flexible working will be taken into account where possible. This may impact on staff with protected characteristics within Surrey County Council, organisations that we procure services from and partner agencies.</p>
Gender reassignment	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	Non identified for now	
Pregnancy and maternity	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	<p>Women away on maternity leave may return to work untrained and unprepared for the new way of working.</p> <p>Possible negative impact if services are relocated, making it</p>	<p>Surrey Family Services Management team and a staff engagement group</p> <p>Equality impact assessments from previous staff restructures within CSF</p>

		more difficult to combine parenting with work.	
Race	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	Non identified for now	2017 Equalities and Diversity Monitoring (Green Sheet) – 5.56% of staff in Early Help & Family Services belong to the Black and Minority Ethnic group.
Religion and belief	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	Non identified for now	
Sex	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	More females may be affected by the restructuring as they make up the majority of the staff.	HR Staff analysis Structure chart analysis, see consultation document for detailed information 2017 Equalities and Diversity Monitoring (Green Sheet) – 72.36% of staff in Early Help & Family Services are females.
Sexual orientation	There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.	Non identified for now	
Marriage and civil partnerships	There are overall benefits to all staff as a financially sustainable staffing model will help secure	Non identified for now	

	<p>the future of Surrey County Council.</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 30</p> <p style="text-align: center;">Carers (protected by association)</p>	<p>There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council.</p> <p>Opportunity for some staff to relocate or to work more flexible hours, which may be more convenient for people with caring responsibilities.</p> <p>As part of this consultation, different ways of working will be considered in order to meet the needs of staff as well as business needs, which will be of benefit for carers.</p> <p>There may be an opportunity for some staff to work more flexibly, such as working part-time, location or job sharing.</p>	<p>Working hours may change - which may make it more difficult for those who they are caring for.</p> <p>Any change of working hours and location may cause disruption to carer responsibilities.</p>	<p>Surrey County Council Modern Worker Programme</p>

8. Amendments to the proposals

Change	Reason for change
Introduction of reach areas for the Local Family Partnerships	To ensure that every resident has a Local Family Partnership with which they can identify in reach areas that cover all parts of the boroughs thereby targeting and meeting the needs of the entire County.
Leadership and Coordination	To ensure a collaborative leadership system and accountability so that shared understanding of the principles and practice required to achieve the vision of the local family partnership is promoted.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
The expected improvement in outcomes for children and young people within high need cohorts and across some groups with protected characteristics.	Collaborative and co-design of services to ensure maximum benefit to local communities.	2018	Managers of provisions
Consequent reduction in access points to services in some areas that have relatively less need as a result of change to location of provision	Engagement is undertaken to ensure service delivery is in places of greatest need and accessible to population. Collaborative design of services and determination of delivery locations with Local Early Help Advisory Board and other relevant stakeholders.	2018	Ben Byrne
Accessibility of provision for 0-5 may decrease, subject to changes developed in 2018 alongside Surrey Children Centres.	Initial engagements meetings are currently ongoing with partners to share the Children Centre proposals and get their feedback. Further engagements are planned prior to public consultation and upcoming cluster meetings will also provide a platform for further	2018	Ben Byrne

	discussions and planning. Engagements will also involve the Local Advisory Boards in order for them to understand our plans around the children centres and then lead on understanding community resources and how best to optimally utilise them.		
Reduction in resource allocation might have a negative impact on those seeking support	Engagements will be undertaken with partners to better understand the available capacity in the Voluntary community and faith sector	2018	Ben Byrne
Members of staff who are pregnant or on maternity leave – may find it more difficult to adapt to new ways of working	Staff on maternity leave to be taken into consideration when implementing any new structures. Managers to ensure staff on maternity leave supported to engage with the process in an agreed way. Personal contact details to be requested to enable staff on maternity leave to be included in all communication, including personal email address, telephone number, alternative address.	Ongoing	Sarah Gooding Managers within the service
Potential negative impact on members of staff who are new entrants to Surrey County Council.	New job descriptions will be created and benchmarked against criteria to ensure that only essential criteria are used, and that recruitment or progression will be on merit and not age-related criteria (e.g. reference to the length of service).	January 2018	Sarah Gooding
People who don't share a particular religion or belief system may feel excluded or unwilling to ask for help and support if it is delivered from a facility associated with religion, e.g. a church	Collaboration with local Early Help advisory boards who understand the local areas in order to recognise how best to configure the Local Family Partnership network of services	2018	Early Help Advisory Boards

<p>Staff with disabilities may feel negatively impacted by new ways of working that do not make the necessary adjustments and also introductions of systems and/or processes that are inaccessible to staff with disabilities.</p>	<p>All communication materials will be written in plain English and moderated by HR before being sent out.</p> <p>Different formats of communication will be used and will be available in large print for an easy read if requested.</p>	<p>Ongoing</p>	<p>Sarah Gooding</p>
--	---	----------------	----------------------

10. Potential negative impacts that cannot be mitigated

<p>Potential negative impact</p>	<p>Protected characteristic(s) that could be affected</p>
<p>Changes to locations of service provision</p>	<p>Carers, disability, gender re-assignment, pregnancy and maternity</p>
<p>More females may be affected by changes to staffing or new ways of working as they make up the majority of Family Services staff.</p>	<p>Sex</p>

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Specific activities that have been undertaken with partners include:</p> <ul style="list-style-type: none"> • Analysing need and demand so that we can better target existing resources. • Agreeing a vision and programme for Early Help transformation. • Implementing the Multi-agency Safeguarding Hub and 4 Early Help Co-ordination Hubs to support better safeguarding decision-making and ensure children receive the right help at the right time. • Establishing Early Help Advisory Boards to bring local partners to drive the transformation. <p>Engagements with Early Help providers took place via two workshops in each District and Borough from November 2016 engaging over 1000 practitioners and Early Help stakeholders.</p> <p>The following individuals/groups have also been engaged in the pre-consultation process:</p> <ul style="list-style-type: none"> • Trade unions (regular monthly meetings have been held and will continue during and after the consultation)
---	--

	<ul style="list-style-type: none"> • Children and Education Select Committee (November 17 2017) • Commissioning and Prevention Leadership Team • Surrey Family Services Management team and a staff engagement group <p>Also, there will be various stakeholder meetings across the county which will seek to further engage with service users, partners and Surrey County Council in order to understand their thoughts on a Local Family Partnership model i.e. How the model will be implemented and configured to provide the best Early Help support.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<ul style="list-style-type: none"> • The Local Family Partnership model will provide a network of services where families will be supported by strong local services where statutory, community and voluntary services work together to create an environment that holds and sustains family health and well-being. • It is possible that implementing the new operating model might reduce the number of access points to services for those from particular age groups in some communities where there is a relatively lesser level of need • There are overall benefits to all staff as a financially sustainable staffing model will help secure the future of Surrey County Council. • In areas where there are higher proportions of faith groups and the appropriate delivery buildings to provide services from e.g. a church, there is an opportunity for the church to be used as an asset through the Partnership model • People who don't share a particular religion or belief system may feel excluded or unwilling to ask for help and support if it is delivered from a facility associated with religion.
<p>Changes you have made to the proposal as a result of the EIA</p>	<ul style="list-style-type: none"> • Introduction to reach areas for the Local Family Partnerships • Leadership and Coordination through local governance arrangements better support place based decision making.
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Collaborative design of services and determination of delivery locations with Local Early Help Advisory Board and other relevant stakeholders. • Process used to be as transparent and accessible as possible to minimise anxiety for staff required to adapt to new ways of working

	<ul style="list-style-type: none">• Collaborative and co-design of services to ensure maximum benefit to local communities.• Staff on maternity leave to be taken into consideration when implementing any new structures.• Engagement is undertaken to ensure service delivery is in places of greatest need and accessible to the population.
Potential negative impacts that cannot be mitigated	<ul style="list-style-type: none">• Changes to locations of service provision• More females may be affected by the restructuring as they make up the majority of SCC staff.

DRAFT

This page is intentionally left blank