

**SURREY COUNTY COUNCIL**  
**LOCAL COMMITTEE (ELMBRIDGE)**



**DATE:** 5<sup>th</sup> March 2018

**LEAD OFFICER:** Chris Beck – Service Manager Elmbridge Family Team SFS

**SUBJECT:** Early Help priorities for Elmbridge

**DIVISION:** ALL

**SUMMARY OF ISSUE:**

Surrey County Council has been working together with partners across the county and in Elmbridge to transform the system of early help that supports children, young people and families who are in need. We need to do this to both improve outcomes for local families and also address more effectively a number of the demand pressures we are facing across the public sector in Surrey.

The Children and Young People's Partnership has the following overall vision: children and young people are happy, healthy, safe and confident in their future. In support of this vision, 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.

To achieve this we are bringing together all partners who care about children and young people in local communities to provide the best possible support, through new Local Family Partnerships (LFPs). By sharing our resources and integrating the support we provide to families we will reduce duplication and improve the reach and effectiveness of our work for families.

This report provides local Members with an update on the new model that Surrey County Council and partners have been developing for early help for the county overall and how this is progressing locally in Elmbridge.

**RECOMMENDATIONS:**

**The Local Committee (Elmbridge) is asked to:**

- (i) Provide feedback on the latest early help developments in Elmbridge, including proposed early help priorities for re-commissioning and the location of Local Family Partnerships
- (ii) Identify two committee members to sit on the Early Help Advisory Board, to provide member input into local discussions and a link back to the committee for the remainder of 2017/18 and 2018/19

**REASONS FOR RECOMMENDATIONS:**

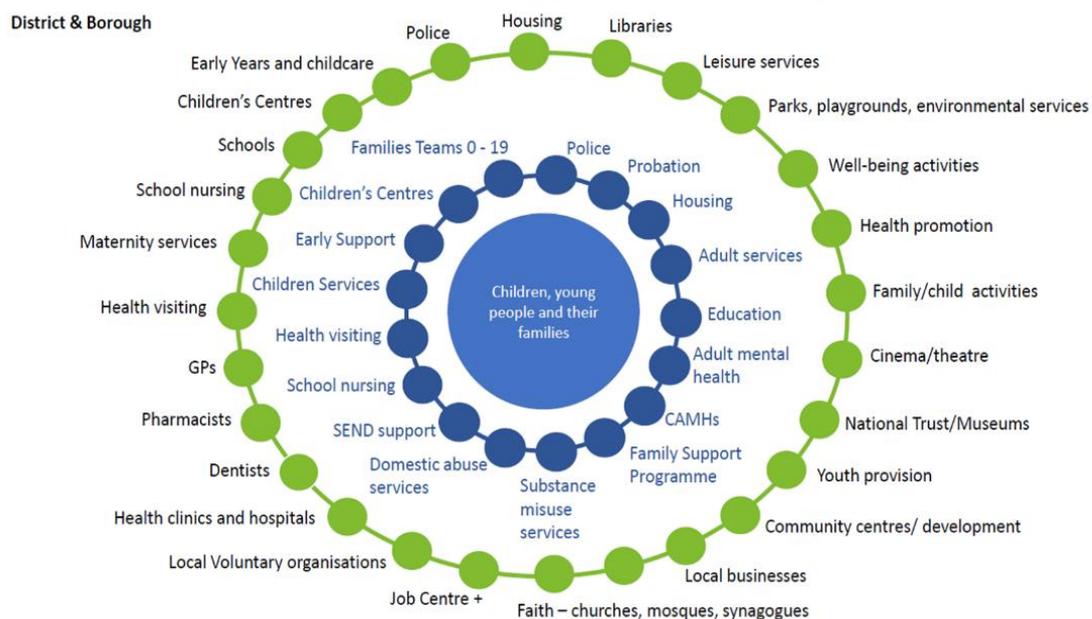
We want Local Members to be informed about the proposals that we have been developing in partnership for the early help system in Surrey. We believe these proposals will help us realise better outcomes for children and young people within the early help resources we have available. We also know however that early help is most effective when it is planned and delivered locally, so we are seeking the advice of the Local Committee to inform our identified local priorities.

**1. INTRODUCTION AND BACKGROUND:**

- 1.1 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. 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.
- 1.2 Whilst most children and young people in Surrey achieve good outcomes without the need for early help services, too many do not. Surrey was criticised in the 2014 Ofsted safeguarding inspection for its fragmented Early Help offer which left too many children waiting too long to receive the help they needed. The subsequent Department for Education Improvement Notice requires the county council to "*develop and implement a cohesive, collaborative Early Help offer delivered jointly by all partners*".
- 1.3 In response to this, to support better safeguarding decision-making and to ensure children receive the right help at the right time, Surrey established a Multi-Agency Safeguarding Hub (MASH) and four Early Help Co-ordination Hubs (EHCHs) in October 2016. As a result of the new arrangements more than 1,000 children are now receiving Early Help following referral to the MASH or step-down from Children's Service's each month.
- 1.4 Feedback from Ofsted's latest monitoring visit on 31 October and 1 November 2017 highlighted that the Council has made improvements in Early Help, due to work to review early help services, analyse need, establish Early Help Hubs and co-locate early help staff with those from statutory Children's Services in the MASH. However, it also highlighted significant concerns that "thresholds are not yet appropriately or consistently applied" and "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".
- 1.5 As Ofsted's feedback suggests, Surrey County Council in isolation does not have the capacity to meet all of the demands for Early Help in Surrey. It is only by transforming the way we and other partners, who value Surrey's children as much as we do, work together that we can achieve the scale of impact we need, both to improve outcomes for children and families, and reduce demand for statutory services across the public sector in Surrey.
- 1.6 In Surrey, our partnership Early Help transformation is already well underway. In 2016, Surrey County Council implemented a number of service changes to improve its offer of proactive, appropriate, timely and preventative early help for children referred into Surrey Children's Social Care. In early 2017, the Council launched Surrey Family Services, with the aim of bringing 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.

- 1.7 Partners have worked together to understand the early help needs of children and families locally, developed a shared vision for early help and designed a new model for the whole early help system to realise this ambitious vision for early help – Local Family Partnerships. There is collective agreement between many partners that Local Family Partnerships are the model that will transform the early help system in Surrey and allow Surrey to realise its ambitious partnership vision.
- 1.8 Local Family Partnerships bring together a network of key stakeholders in a community who are involved in supporting the well-being and resilience of children and families. These include statutory, voluntary, faith and community organisations (including businesses) who either provide preventative activities for children and families or are responsible for targeted and specialist interventions to meet our statutory duties. All these organisations contribute to the Early Help offer and by binding them together at a local level we will provide a rich network of integrated provision to children and families in each Local Family Partnership. It is anticipated that each district and borough will be sub-divided into up to five Local Family Partnership areas, the locations of which will be locally determined, in response to the local needs of children and

## Local Family Partnership



families.

- 1.9 The figure above is a visual representation of the sources of support for families that exist within communities and therefore Local Family Partnerships. The central (blue circle) represents targeted interventions, which tend to focus on particular individuals or families, and the outer (green) circle represents organisations that contribute to universal support in a community. The County Council has responsibility for ensuring that a cohesive and co-ordinated Early Help offer is in place with partners who make up the 'blue circle' of targeted Early Help. The 'green circle' is led by District and Borough Councils and is fundamentally about a place-based approach to ensuring that the local environment, infrastructure and services are conducive to family well-being. In this model strong partnerships are required at a local level between universal services, the voluntary, community and faith sector and the local authorities. The particular opportunity within Local Family Partnerships will be through

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developing effective local relationships between services that will enable the easy movement between targeted support for children and families at times of particular need and back into the 'green circle' of preventative support (and vice versa as required).

1.10 Working through the Early Help Advisory Board in Elmbridge, we have identified the locations of Local Family Partnerships and a number of key local priorities that will inform the future development of the local early help system. These priorities will specifically feed into the external re-commissioning of early help services that is currently underway, to award new grants and contracts to local providers from April 2019.

1.11

**a/ What has happened locally with the early help advisory boards?**

The Early Help advisory board was drawn together following on from the wider Borough Early Help Stakeholder events across 2016/17 and the first meeting took place on the 4<sup>th</sup> July 2017. The board has consistently been working on its representation from key stakeholders across the borough so as to represent the broadest spectrum of the needs of the boroughs families. The Advisory board met again on the 28<sup>th</sup> September and then again on the 12<sup>th</sup> December. The terms of reference are attached as Annex 1.

The Elmbridge Early Help Advisory Board is currently made up of the following representatives across the borough:

Primary Schools – Linda Rainbow - Head- St James

Secondary Schools – Natalie Matthews – DSL & SENCO – Esher High

Police – Charlotte Chambers – Neighbourhood Sergeant

Housing – Rachel Smart – PA Housing Manager

EBC Housing – Colin Waters – Head of housing services EBC

Children's centres – Nikki Grey – Walton Children's centre manager

Voluntary sector – Eamon McNamee – Voluntary Action Elmbridge – Manager

Elmbridge Borough Council – Ian Burrows – Head of Leisure service's

Elmbridge Borough council – Charlene Edwards – Family Support Programme Manager

Voluntary sector – Tracey Osbourn – Eikon – Borough lead

Children's centres – Georgette Watson – Children's centre Advisor

Health Visitors – Amanda Jones - Clinical Team Lead Health Visiting for West Elmbridge

Health – Caroline Hornby - Clinical Team Manager 0-19 NE Children and Family Health Surrey

Public Health – Heather Ryder – Senior Public Health Lead

Faith Sector – Margaret Hicks – Chair of the Elmbridge Multi Faith Forum.

**b/ What local successes have there been so far?**

The KT 1-2 Football project.

One of the key principles of what we are trying to achieve with Early Help is to work with communities at grass roots levels to identify support needs, help empower and equip the community to respond to and support these needs.

The KT 1-2 Football project is a great example of this. The KT 1-2 football project is a free of charge football skills programme running across 3 nights a week and three different age range specifically for young people on the St John's estate in Walton. Their goal is to help young people who may otherwise

struggle to access football skills courses and training due to personal obstacles or challenges or finances and build their skills confidence, self-esteem and emotional wellbeing. When the partnership became aware of the project the two gentlemen from the St John's estate who had set up and were delivering the project were looking at having to close the project due to not being able to secure any future funding to keep it running due to not being an independent charity. The Partnership were able to work with the KT 1-2 project to pull together a local partnership of services and providers invested in young people and families in the area made up of, PA housing, Elmbridge Borough council and the Life Train trust to create a partnership group that was able to bid for grants from Walton charities and other organisations to secure the funding needed to keep this project running. The project has a healthy future now and its numbers have gone up month on month supporting and benefiting the community.

The outreach partnership project over the summer holidays.

One of the identified areas of need within the borough was that of antisocial behaviour and crime in Walton especially around the areas of the town centre and Ashley Park. The Early Help partnership was able to work with the police, the SFS Elmbridge team, the borough council and the Life Train trust to secure the funds, plan and deliver outreach based youth work in and around these areas over the summer holidays to provide positive leisure opportunities in these areas for young people and divert them from anti-social behaviour.

The two additional Talking Teens parenting courses.

One of the key areas identified as a gap in provision was that of parenting courses across the borough and courses run at different times so that there is better access to them. Under the Early Help work in Elmbridge we were able to draw together resources and funding to commission two Talking Teens Parenting courses one at the end of 2017 and one in January 2018. The initial course was delivered over three Saturdays allowing those parents who worked and had been unable to access courses that ran in the daytime in the week to take advantage of this course to help them with their parenting. There were 16 parents who successfully completed the course.

The merging of the Streets Apart Programme and workstreams with the Elmbridge Early Help work. This officially happened in November 2017 providing a consistent approach to working in partnership across the borough under one umbrella of Early Help. As of the beginning of November 2017 the Streets Apart programme was merged with the existing work of the Elmbridge Early Help offer and will no longer exist as a separate entity. All of the Streets Apart workstreams have been absorbed into the Early Help borough plan and will continue to be worked on and rolled out across the borough.

**c/ Innovative ideas that we are taking forward:**

The Elmbridge Early Help Advisory board has identified the following initial pieces of work as priority actions that are currently being worked on under the Early Help offer in Elmbridge:

1/ Working together in Lower Green:

Continuing on from the Streets Apart workstream for Lower Green *“Our vision is that Lower Green will be a better place to live for current and future residents, where health, school attainment, social relationships and wellbeing is improving. We will achieve this through building upon the community's*

*existing assets and leadership to achieve the changes that residents want to see”*

2/ Ashley Park & ASB & Crime:

The desired outcome is to reduce the levels of ASB & crime in and around the area by working in partnership to tackle both crime, with the support of police, and ASB with a community based response and providing outreach based response to the needs of young people in the area.

3/ Young Person’s lodging scheme:

The aim is to be able to provide affordable, low level supported accommodation options for young people looking to move to impedeance allowing them to remain living in the borough of Elmbridge.

4/ Youth work & Families work on St Johns estate Walton:

The goal is to provide a joined up family & young person’s response to the needs of young people on the St John’s estate in Walton. To build on the community based youth work of the KT 1-2 Football project to coproduce set up and deliver a youth work offer on the estate.

5/ A Coordinated/joined up Freedom Programme offer:

The outcome is to have a coordinated list of all staff who are trained to be able to deliver the Freedom programme. Coordination of when & where the Freedom Programme is being delivered across the borough. To have a plan for how we can pool resources and join up on staff & courses and bid for additional funding to be able to expand the offer across the borough.

6/ A coordinated/joined up Parenting courses offer:

The proposal is to have a coordinated list of all staff who are trained and able to deliver the parenting courses and which ones (eg talking teens, parenting puzzle etc). Coordination of when & where these Parenting courses are being delivered across the borough. To have a plan for how we can pool resources and join up on staff & courses and bid for additional funding to be able to expand the offer across the borough.

7/ Protected Work Placement scheme:

The aim is to provide young people who are not quite work ready with a supportive, meaningful experience of work in an area/industry that matches their employment wishes/options that will support them to gain and sustain full time employment.

8/ A 5-11 Resilience offer in schools - Head Smart & Smart Moves Roll out:

The goal is to have an embedded resilience programme across all primary & secondary schools spanning the transition of year 6 to year 7 across the borough.

**d/ What approach have we taken to LFP?**

The approach that has been taken to LFP within Elmbridge is that of building on existing partnerships and networks across the borough through models such as children’s centres charities that are partnered together and existing reach areas. Elmbridge has taken the approach of ensuring that despite there being some areas of the borough that are in greater need of support than others there should not be an area of ward of the borough that is not part of or included in one of the Local Family Partnerships. We have taken the approach of prioritising and working with communities where grass roots community led coproduction exists and starting our LFP roll out with these areas. The first LFP that is work is taking place on drawing together is that of the Walton & Hershamp Partnership.

**How many LFP will there be and what will their reach areas be?**

Within Elmbridge currently there are six key Low Super Output Areas and six children's centres which has meant that in order to cover the whole borough we have needed to identify four Local Family Partnership areas. These are named as follows; Walton & Hersham Partnership, Molesey & The Dittons Partnership, Weybridge & Cobham Partnership, Esher & Claygate Partnership. (See 3.1 a for the ward areas covered by each partnership).

**e/ What are the key challenges for the Partnerships locally?**

The main challenges to LFP locally are around time, resources and community engagement. There are some amazing pieces of work taking place across the borough and there are lots and lots of small independent pieces of 'Early Help' work taking place with local voluntary sector organisations such as faith groups that we may not know about or be able to access immediately. It has only been through embedding ourselves within communities and approach these 'front doors' that communities access that we have been able to identify the support that is out there for families in their communities. This all takes time and as the message of early help grows so will the knowledge around the support out there within communities.

One of the other challenges is around communication and how do we ensure we are reaching and communicating the Early Help offer to those families and communities who need to access it. There are pockets of the borough that have historically been challenging to gain community engagement and it will take a consistent presence, embedding into the community and building trust and relationships in order to gain the engagement of these communities.

**f/ What are the key next steps to develop and implement LFPs?**

The goal for local Family Partnerships in Elmbridge is to bring together statutory, voluntary, community, faith, charity organisations, services locally within a defined reach area of a borough to support families at their point of need, to join up and be part of a local early help offer for children, young people and families where there is no wrong 'front door' to gaining access to the early help that is needed.

The steps that need to take place to reach this goal are as follows:

- Identify invitees for a Local Family Partnership Networking event.
- Find venue within the reach area to host the event.
- Draw up agenda for the Local Family Partnership Networking event to include: Setting out the identified needs of the reach area.
- Shine a light on who all the partners and stakeholders working with families at level 2 & targeted universal are.
- Sign up to the Elmbridge LFP charter.
- Create a walkthrough of the journey of a family through Early Help (x2 one low level support & one high level support need)
- Identify how the partnership wants to communicate within itself, drawing out next steps and clear actions the partnership wants to work on.

**Surrey County Council's role**

- 1.12 Surrey County Council will align its resources to directly support this new partnership Early Help System in Surrey. Although a key aspect of the Local Family Partnership is that it allows for local flexibility, it is also important that there is countywide consistency in relation to key early help services provided by the County Council. In overall terms, this will be ensured through standard

structures and processes for County Council services across Surrey, as well as developing transparent, needs-led approaches to allocate resources in districts and boroughs in response to the identified level of need. Some examples of the indicators that could be employed include the: level of deprivation; number of referrals to MASH; and number of children with special educational needs and/or disabilities.

1.13 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
- c. Externally-commissioned contracts and grants for local services.

1.14 SCC's in-house delivery of Early Help comes primarily through Surrey Family Services. In May 2017 Family Services brought together a number of different teams and programmes 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, which together coordinate and deliver a significant proportion of the Early Help across the county. Importantly, Family Services also has responsibility for young people identified as requiring a statutory Child in Need social work service and those over the age of eleven who require an Edge of Care service. As part of the new Early Help operating model, Family Services staffing will be restructured to align to the Local Family Partnership model in the course of 2018 and a new locally integrated youth work offer will be developed with districts and borough, the voluntary sector and young people who use the services.

1.15 SCC also commissions Surrey's 58 children's centres, which are delivered by 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. In developing the new model, we are committed to working with our partners in schools and the voluntary sector, who have a track record of delivering high quality early years services, to design a model which fulfils the children's centre core purpose around health, well-being and early education.

1.16 Through a new model for children's centres, we will continue to support children to have the best start in life, whilst also integrating services delivered into the wider 0-19 Local Family Partnership model. This may well involve developing greater flexibility of staffing at a Local Family Partnership and/or borough or district level to ensure services are resilient and resources are deployed where they are most needed. It is also envisaged that this new model of delivery will free providers from the requirements of children centre 'designation' as mandated in (now suspended) Department for Education guidance. Many local authorities already choosing this route to afford greater local flexibility to provide the services that are required to meet need. Through better integrating the children's centre offer with the work of other services, freeing providers to focus upon outcomes rather than process, and requiring children's centres to work together across a district/borough, the declining SCC revenue resource can go further in providing Early Help to meet the local needs of children and families.

- 1.17 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**. The Early Help services will be recommissioned from April 2019 onwards 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, with a view to publication in March 2018.
- 1.18 **Working across Programmes:** 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 the Safeguarding Improvement Programme 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 to ensure SEND services are embedded in the Local Family Partnership model. A further significant opportunity exists through ensuring Local Family Partnerships properly integrate with the health sector particularly through alignment of the Early Help Transformation with the Sustainability and Transformation Plans (STPs) for health.

## **2. ANALYSIS:**

- 2.1 A summary local early help needs analysis for Elmbridge, based on the data we have available informed local conversations about what is most important in Elmbridge to identify locations of Local Family Partnerships and local early help priorities.

## **3. OPTIONS:**

- 3.1 The Early Help Advisory Board has identified that the Local Family Partnerships in Elmbridge cover the following areas:
- 1.(Walton & Hersham)** Walton South, Walton Central, Walton North and Hersham Village.
  - 2.(Molesey & The Dittions)** Molesey West, Molesey East, Thames Ditton, Long Ditton, Hinchley Wood and Western Green.
  - 3. (Weybridge & Cobham)** Weybridge Riverside, Weybridge St George's Hill, Oatlands & Burwood Park, Cobham & Downside, Oxshott & Stoke D'Abernon
  - 4. (Esher & Claygate)** Esher, Claygate.
- 3.2 In addition, they have identified the following key local early help priorities:
- Key Locations of need:**  
 Lower Green - Esher  
 St Johns Estate – Walton  
 Ashley Park & Walton Central - town centre

**Key areas of identified need:**

1-1 Support for children impacted by DA.  
Intervention for child to parent Domestic abuse.  
More Freedom programmes running.  
Adult mentoring.  
Parenting groups/classes accessible by need not location.  
Mentors for transporting.  
Early intervention within primary school levels for 5-11 year olds.  
Therapeutic sessions for 5-11 year olds counselling, play therapy, counselling.  
Substance misuse & alcohol misuse support for parents.  
Low levels of 'Healthy Weight & physical activity' in families in the borough.  
Mental Health support for parents just after birth.  
Perpetrator Domestic abuse support work.  
Moving to independence for young people.

- 3.3 The Local Committee is invited to provide feedback to the Early Help Advisory Board in relation to the local priorities they have identified.

**4. CONSULTATIONS:**

4.1 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 Transformation Programme and the Local Family Partnership model and agreement to establish local Early Help Advisory Boards. These local Early Help Advisory Boards help to ensure a locally led implementation of the Early Help model. Initial activities include deciding priorities for their area including locations of local family partnerships.

4.2 In 2016-17 across two main events, over 150 stakeholders took part in local Early Help Stakeholder workshops with a goal to help shape the Elmbridge early help model. The feedback from the workshops included a number of key themes that were consistent across each district and borough. Stakeholders reported that they wanted clearer, more consistent information on the early help service and local offer; more clarity on local early help procedures including referral pathways; and more joined up collaborative support developed around the needs of the service users.

From the stakeholder events we were able to identify key representatives from a broad spectrum of stakeholders invested in working with children, young people and families across the borough and drew them together to begin to form the Elmbridge Early Help Advisory Board. The advisory board has continued to be a forum for consultation with stakeholders across the borough.

4.3 The Local Committee has informal representation on the Early Help Advisory Board through Cllr Mary Sheldon, providing member input into local discussions and a link back to the committee.

4.4 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.

- 4.5 In September and October 2017, a series of workshops were held to further develop the blueprint for the Local Family Partnership model.
- 4.6 The Early Help Case for Change was considered and endorsed by the Children and Education Select Committee on Friday 17 November 2017.
- 4.7 A Surrey Family Services staff consultation for County Council staff started in January 2018 to consider proposals for service restructure.
- 4.8 Further partner and user engagement and subsequent public consultation will be required in 2018 to implement changes to community services resulting from the new Early Help operating model.

#### **5. FINANCIAL AND VALUE FOR MONEY IMPLICATIONS:**

- 5.1 There are no financial and value for money implications in relation to this report.

#### **6. EQUALITIES AND DIVERSITY IMPLICATIONS:**

- 6.1 A programme Equality Impact Assessment is being developed which will include all the key areas of the programme and their potential impacts on residents and staff. Evidence will be gathered during key consultation periods with the staff and public which are planned for 2018:
  - a. A Family Services staff consultation taking place in January 2018 will develop a key summary of impacts and actions relating to the impacts of the restructure. The initial EIA inputs to date based on early staff engagement and engagement with other stakeholders including the unions on the restructure can be seen in the attached first draft of the Programme EIA.
  - b. Once approval to commence work on the Children's Centre project has begun an EIA will be developed to provide a key summary of the impacts and actions relating to the potential re-design of Children's Centres.
  - c. An EIA has been drafted to support the re-commissioning of external early help services in Surrey.

#### **7. LOCALISM:**

- 7.1 Local Family Partnerships will be local community resources through which families can access a multi-agency statutory and voluntary offer of support for early help.  
They may consist of a range of different "front doors" e.g. Children's Centre, Youth Centre, Schools, GP Practices, community venues, voluntary organisations but together they will form a single joined up Community Early Help offer for families to access the support they need.  
They will have a culture of 'No wrong front door' for families to be able to gain access to the support they need, at the time they need it & in the location they can access.

They will support families at the point of need, value the importance of the relationships that families have built trust in and chosen to approach to share their needs.

They will bring together a network of key stakeholders across their partnership to work together to support families through the delivery of an early help offer operating from the principals that early help is at its most effective at a community level, when local statutory and voluntary organisations work in partnership to support families.

They will empower the regeneration of communities to be locally led, self-sustaining and resourced to respond to the needs of that community as they arise in the future.

With the establishment of LFPs across the borough families will be able to access the support they need at the time they need through the relationships that they have built trust in within their community. Families will be supported as a whole family rather than individuals being seen within individual needs. Stakeholders will be able to identify access to support for families earlier and be able to draw this into the work they are doing and the relationship they have with families.

- 7.2 The Local Family Partnership model is about building the resilience and wellbeing of individual children and young people, and the families and communities that they are part of across the whole borough.

**8. OTHER IMPLICATIONS:**

Area assessed:	Direct Implications:
Crime and Disorder	Set out below.
Sustainability (including Climate Change and Carbon Emissions)	No significant implications arising from this report.
Corporate Parenting/Looked After Children	Set out below.
Safeguarding responsibilities for vulnerable children and adults	Set out below.
Public Health	Set out below.

8.1 Crime and Disorder implications

Through establishing new Local Family Partnerships in Elmbridge, partners will work together better to prevent young people becoming involved in offending and anti-social behaviour and be able to provide holistic support to families where crime is an issue.

8.2 Corporate Parenting/Looked After Children implications

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.

8.3 Safeguarding responsibilities for vulnerable children and adults implications

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.

Ongoing developments to ensure that the Multi Agency Safeguarding Hub (MASH) and the Early Help Co-ordination Hub processes are integrated will have an improved impact on the timeliness and effectiveness of case management for vulnerable children and families. 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.

#### 8.4 Public Health implications

The Early Help proposals have been developed with Public Health colleagues and support the Council's Public Health prevention priorities for children and families

### **9. CONCLUSION AND RECOMMENDATIONS:**

- 9.1 The Local Committee is asked to note the overall proposals to develop the early help system in Surrey, as well as the summary of proposed changes to Surrey County Council's contribution to early help
- 9.2 **The Local Committee (Elmbridge) is asked to:**
- a. Provide feedback on the latest early help developments in Elmbridge, including proposed early help priorities for re-commissioning and the location of Local Family Partnerships
  - b. Identify two committee members to sit on the Early Help Advisory Board, to provide member input into local discussions and a link back to the committee for the remainder of 2017/18 and 2018/19

### **10. WHAT HAPPENS NEXT:**

- 10.1 The Early Help Strategy will be presented to the County Council's Cabinet at the February meeting.
- 10.2 Feedback from the Local Committee will be taken away by the Local Family Service Team Manager to be shared with the Early Help Advisory Board and commissioners across different public sector organisations.
- 10.3 Members are invited to participate in the public consultation running during February and March in relation to new proposals for Surrey County Council's external early help grants and contracts. This will inform what grants and contracts are re-tendered during 2018 for delivery from April 2019.

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- 10.4 Members are invited to contribute to public consultation later in the year in relation to changes to other aspects of the early help system. In particular, a public consultation about proposals for changes to children's centres is planned for July, August and September 2018. The scope of this consultation may also be broadened out to include other aspects of early help provision.
- 10.5 Surrey Family Services will be launching its new staffing structure by October 2018 which will reflect new ways of working required within the early help system.
- 10.6 Members input and support in building the Local Family Partnership Networks will be valued throughout the first phase of implementation in 2018.
- 10.7 It is currently planned that the County Council's Cabinet will be asked to make a number of decisions relating to early help transformation in November 2018, with plans in place to implement any service changes by 1 April 2019.
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**Consulted:**

Early Help Advisory Boards  
Members of the Early Help Transformation Board  
Local partners and stakeholder  
Surrey County Council Commissioners

**Annexes:**

Annex 1 – Early Help Advisory Board Terms of Reference  
Annex 2 – Elmbridge Early Help Borough Plan

**Sources/background papers:**

- Not applicable
-