

SURREY COUNTY COUNCIL
LOCAL COMMITTEE (TANDRIDGE)



DATE: 20 APRIL 2018

LEAD OFFICER: JAN SMITH
TANDRIDGE FAMILY SERVICES MANAGER

SUBJECT: EARLY HELP PRIORITIES FOR TANDRIDGE

DIVISION: ALL TANDRIDGE

SUMMARY OF ISSUE:

Surrey County Council has been working together with partners across the county and in Tandridge 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 the overall vision, our shared ambition for early is: "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 need for adulthood."

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 Tandridge.

RECOMMENDATIONS:

The Local Committee (Tandridge) is asked to:

- (i) Provide feedback on the latest early help developments in Tandridge, including proposed early help priorities for re-commissioning and the location of Local Family Partnerships
- (ii) Endorse the Local Committee representatives to the local Early Help Advisory Board for 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 Multi- Agency Safeguarding Hub. 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

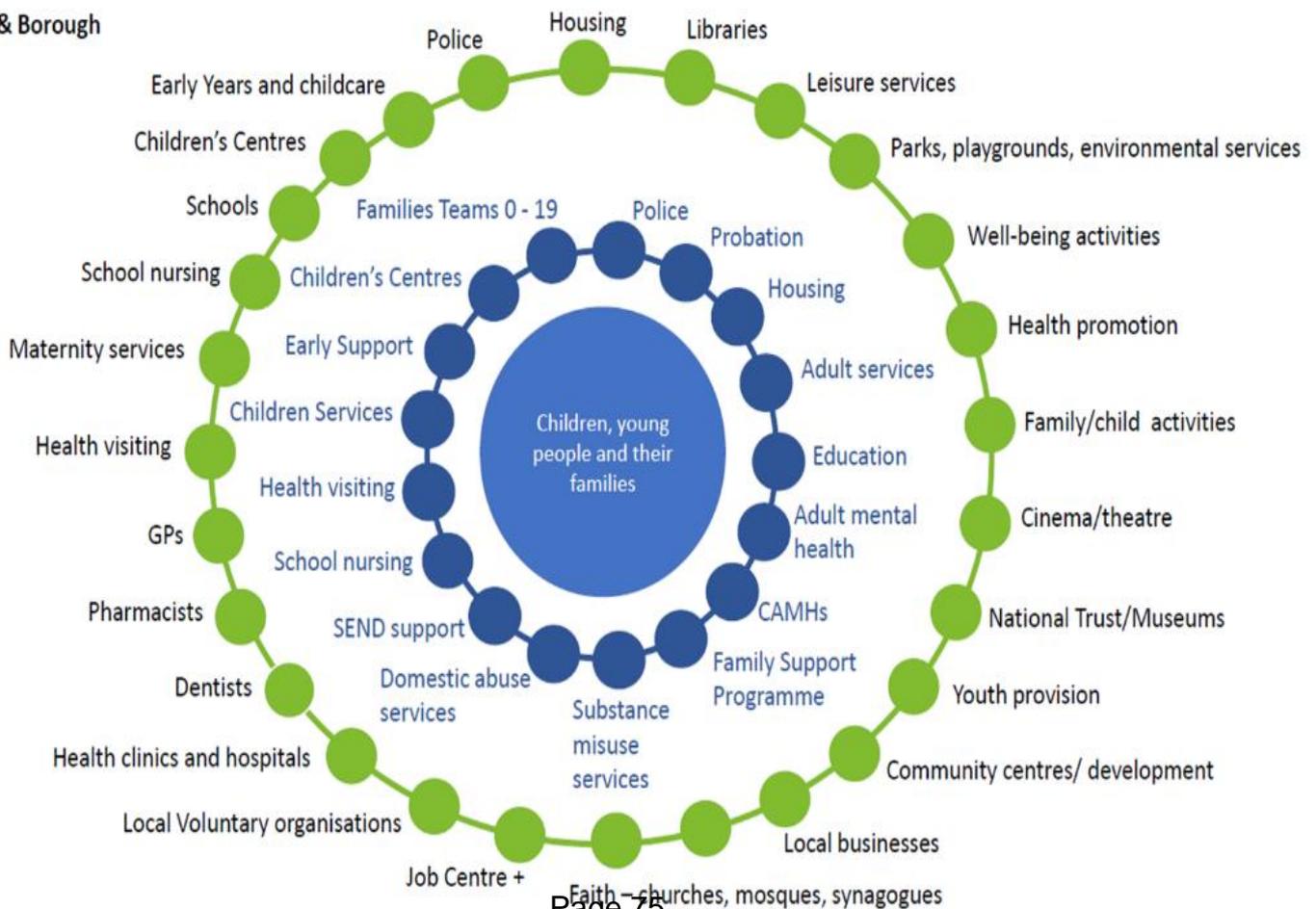
Support Programme, the Youth Support Service and the Community Youth Work Service, in joined-up district and borough teams.

- 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 families.

1.9

Local Family Partnership

District & Borough



- 1.10 The figure above is a visual representation of the sources of support or 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 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).
- 1.11 Working through the Early Help Advisory Board in Tandridge, 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.
- 1.12 Tandridge's Early Help Advisory Board have met twice. Through this meeting we have agreed the priorities for the District in respect of those areas that we will focus on developing through improving local networks and where possible commissioning specific services.

The headline priorities are as follows; Mental Health, Gypsy Roma Traveller support, Child Sexual Exploitation and Drugs, Harder to access families, joint staff training, integrated one stop number.

With specific outcomes detailed below:

1. Improved parental satisfaction with Early Help services
2. Improved early help provision for 5 – 11 year olds
3. Young parents feel supported to give their children the best start in life
4. Increased parental resilience to deal with challenges
5. Shorter Child and Adolescent Mental Health Services (CAMHS) waiting times for families
6. Reduction in repeat self-harm referrals
7. Reduction in repeat domestic abuse, children feeling safer who have been affected by Domestic Abuse, improved resilience
8. Reduction in children and young people's risk taking behaviours (substance misuse, youth offending and Child Sexual Exploitation)

9. Reduction in repeat referrals for parental substance misuse
10. Reduction in % of repeat referrals to MASH for physical abuse

The Early Help Advisory Board has also identified that further work needs to be undertaken to understand the context of the following:

- Child Sexual Exploitation/Gang prevalence and issues in Tandridge
- Availability of mental health services
- The traveller population in Tandridge and the services that support Travellers specifically and those general services that Travellers access locally.
- Data from Child and Adolescent Mental Health Services (CAMHS) that helps us to understand the level of need and nature of the calls being made to acute services and those that call but do not receive a service to understand gaps in provision.

1.13 **Successes**

The Tandridge Family Service and its partners has already achieved some notable successes. These include:

- Joint project with Caterham Children's Centre and Townhill GP Surgery to provide an appointment based advice and information service in the GP Surgery for families in need of support.
- Development of an Autism Spectrum Disorder (ASD) specific short term parenting programme focussing on de-escalation techniques. Following a successful bid to the Local Committee for funding from the Committee's Community Safety Fund.
- Partnership with Limpsfield Grange School to deliver a group work programme for young people that are socially anxious.
- Joint training with Tandridge District Council on Domestic Violence, Mental Health and Bereavement.
- Relocation of Tandridge Family Team to Tandridge District Council office in Oxted to enable closer partnership working with housing, debt advice, social prescribing services, community safety and the police who are also based at the District Council Offices.

1.14 **Tandridge Local Family Partnership**

The purpose of the LFP in Tandridge will be 4 fold:

- Understand the needs and problems that families and young people are experiencing in a local area so we can target resources appropriately and inform the Early Help Advisory Board of local need
- To understand the range of provision available to support families and young people in the local area
- Work in partnership to provide support and joined up solutions

- To support the work of the Community Harm and Risk Management Meeting (CHaRMM) by identifying young people and families and that are either committing or at risk of committing offences or are at risk of being victims of crime so we can work proactively to provide early intervention and an appropriate police response or escalate appropriately to CHaRMM

1.15 What we seek to achieve

- Local Family Partnerships will improve primary prevention activity by better equipping professionals to support children's health and well-being
- Local Family Partnerships will enhance the Early Help offer by ensuring that the right help is provided to a child or family as soon as a problem emerges
- Local Family Partnerships offer Surrey partners and Surrey children and families the following: Core Early Help Offer, Additional Offer 0-5 (Already in place within Children Centres), Partner Benefits, Children and Family Benefits

1.16 Reach

There will be two Local Family Partnerships in Tandridge in Caterham and Oxted. The Caterham Local Family Partnership will cover those areas to the North of the M25 while the Oxted LFP will cover areas south of the M25. The two LFP's will meet on a monthly basis.

1.17 Membership

The partnership will be open to any services, projects etc that are supporting families and young people in the local area that have an interest in working with Tandridge Family Service to provide resources for families in Tandridge.

1.18 Frequency of Meetings and Venues

Meetings will be held on a monthly basis one for services and partners North of the M25 and one for South of the M25. The meetings will be held at The Street Youth Centre in Caterham and at Tandridge District Council for the South of the district.

1.19 Update on Local Family Progress

Tandridge Family Service held its first Local Family Partnership meetings in January with a focus on building the membership of the partnership and developing an understanding of what we are seeking to achieve through the partnership. The first meetings have already delivered some outcomes and in particular we are in the process of developing a joint piece of work in the North of the district to understand how we can improve the take up of transition support for primary school children. In addition we are starting work on understanding the range of services and support that is available for families and young people across the district.

1.20 **Surrey County Council's role**

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 Multi-Agency Safeguarding Hub (MASH); and number of children with special educational needs and/or disabilities.

1.21 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.

1.22 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.

1.23 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.

1.24 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.

- 1.25 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.
- 1.26 **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 Special Educational Needs and Disability (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 Tandridge, based on the data we have available, has been attached as **Annex 1**. This data informed local conversations about what is most important in Tandridge 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 Tandridge cover the following areas:
- a. North of the M25 with the meeting being held at Street Youth Centre Caterham
 - b. South of the M25 with the meeting being held at Tandridge District Council
- 3.2 In addition, they have identified the following key local early help priorities:

Mental Health, Gypsy Roma Traveller support, Child Sexual Exploitation and Drugs, Harder to access families, joint staff training, integrated one stop number. With specific outcomes detailed below:

1. Improved parental satisfaction with Early Help services

2. Improved early help provision for 5 – 11 year olds
 3. Young parents feel supported to give their children the best start in life
 4. Increased parental resilience to deal with challenges
 5. Shorter Child and Adolescent Mental Health Services (CAMHS) waiting times for families
 6. Reduction in repeat self-harm referrals
 7. Reduction in repeat domestic abuse, children feeling safer who have been affected by Domestic Abuse, improved resilience
 8. Reduction in children and young people's risk taking behaviours (substance misuse, youth offending and Child Sexual Exploitation)
 9. Reduction in repeat referrals for parental substance misuse
 10. Reduction in % of repeat referrals to Multi – Agency Safeguarding Hub (MASH) for physical abuse
- 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 Tandridge's Early Help Advisory Board is actively seeking the views of the wider community in respect of the issues that families are presenting with. This is a developing piece of work as we begin to increase our networks and work with a wider range of partners. One of the key vehicles that we will use for understanding the needs and issues that families are tackling is through our Local Family Partnerships and to date this has already identified
- 4.3 The Local Committee has identified 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. The members identified were Rose Thorn and Chris Botten. It is intended that, as per recommendation ii, these members will continue in their role for the remainder of 2017/18, and for 2018/19.
- 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 (EIA) 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 The developments that Surrey Family Service have made in the last 6 months have had a significant positive benefit for local communities. Key to this has been the move of the Family Service to Oxted and we hope that we can continue to see more services and people co-located with us to improve local joined up working. Our relocation to Tandridge has also greatly improved the contact that we have with services and families. As we continue this process it is our aim to increase our understanding of local services in order that we may work together to provide better solutions for families when they are asking for help and support.

- 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. The Local Family Partnership areas will encompass the whole of Tandridge but will have specific focus on key areas of need in Tandridge where we know there are specific concerns. The work of the Local Family Partnership will ensure that we are focused on these specific areas but in addition if there are any new areas or concerns in communities that come to light. This is particularly relevant given the rural nature of Tandridge and the fact that many families who are in need are hidden from services because they are so isolated.

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 Tandridge, 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

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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 (Tandridge) is asked to:**

- a. Provide feedback on the latest early help developments in Tandridge, including proposed early help priorities for re-commissioning and the location of Local Family Partnerships
- b. Endorse the Local Committee representatives to the local Early Help Advisory Board for 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 on priorities 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 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.

10.4 Members input and support in building the Local Family Partnership Networks will be valued throughout the first phase of implementation in 2018.

10.5 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.

10.6 Members of the Local Committee are invited to discuss further with the Family Support Manager on the contact details below.

Contact Officer:

Jan Smith Family Service Manager, 07972 622749 / jan.smith@surreycc.gov.uk

Consulted:

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

Annexes:

Annex 1 – District Needs Assessment
Annex 2 – Terms of Reference

Sources/background papers:

- Not applicable
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