

Surrey Family Resilience and Safeguarding

How our approach is changing

In Surrey, our approach to safeguarding is changing. We aim to focus on the duties laid out in the Children Act 1989 and wherever possible, to work in true partnership with families and provide them with the help and support they need so that children can remain living safely within their families.

We will do this by ensuring:

- Everyone knows how to access help for children and their families, with families' consent;
- Children with additional and complex needs are identified early, they and their families are offered help at the earliest opportunity;
- The majority of children's needs will be met without statutory intervention;
- Children and their families are subjects of statutory assessment and support only when it is evident children are at risk of significant impairment to their health or development or significant harm as a result of care given/not given to them by their families;
- Adults are provided help to meet their own needs and this will enable them to have a better focus on parenting;
- Children and their families move on from statutory services as soon circumstances have been improved and when they are no longer at risk of significant harm. Those children who are unable to remain with their birth families move on to live with substitute families wherever possible;
- Children and their families are helped to become resilient so that they can manage future life challenges independently;
- Children and their families' needs are met by confident practitioners trained in Motivational Interviewing and who use evidence based interventions; and

- The children's workforce is aligned to meet demand across the levels of need.

We have developed a model of practice and we have called this 'Effective Family Resilience' the document which sets this out can be found on the Surrey Safeguarding Children Board website. This describes what Effective Family Resilience means for everyone who works with children in Surrey.

This document describes the child's journey through our practice model within Surrey County Council. It outlines the major change in the front part of our service, with further updates about looked after children, children with disabilities, fostering and adoption, and children's resources to follow.

Surrey Children's SPA (The Single Point of Access)

The Surrey Children's SPA is the umbrella term for the front door to support, information and advice for residents, families and those who work with Surrey Children. The SPA is the conduit for access to services at levels 3 and 4 of Effective Family Resilience, it also provides direct information, advice and guidance to residents and people who work with children in Surrey about where and how to find the appropriate support for families. We are committed to children and their families receiving the right help at the right time and our SPA will better enable us to fulfil this commitment.

The way to contact the SPA has not changed.

- **Phone:** 0300 470 9100
- **Out of hours phone:** 01483 517898 to speak to our emergency duty team.
- **Email:** emails are dealt with during normal office hours

- **For concerns for a child or young person:** csmash@surreycc.gov.uk

The success of our new model is based on having strong relationships with families and we have to start this relationship in an open and transparent way. We are asking for everyone who seeks support for a family via the SPA to have express consent from the parents (or Gillick competent young person) when submitting that request. There will be some exceptional circumstances whereby to speak to the parents would likely cause harm to the child and we would not expect consent to be sought. The multi-agency referral form (MARF) has been withdrawn and has been replaced with a form called 'request for support'. When people request support it is implicit that the family is not being handed over but that the request is for children's services to join the existing network around the family.

All requests for support and contacts with the SPA will be directed through the contact centre to the **Children's Request for Support team**. The team is based in the corporate contact centre. Operating from a detailed guidance document and with support from a qualified social worker, the team will perform initial triage on all contacts from members of the public and professionals. Where there are information requests, they will deal with these direct. Where contact details clearly indicate that a response is required from a specific team they will send the service request to the appropriate team to respond. The team is trained in motivational interviewing so that they can begin that positive relationship between service user, partner and Surrey County Council from the outset.

Requests for support that reach level 4 of Effective Family Resilience will be sent straight to the Quadrant Assessment Teams. The duty manager will assess and record whether the needs of the child require assessment under s.17 Children Act 1989 or if a strategy meeting is required to determine whether the assessment should be under s.47.

Requests for support up to Level 3 of Effective Family Resilience will be directed to the **Early Help Hub**. The Early Help Hub is staffed by advisors from early years, family information service, SEND, youth

homeless, education, Surrey Police and early help. The Early Help Hub will offer information advice and guidance to residents and those working with children in Surrey. All of the Early Help Hub staff will be trained in motivational interviewing and they will assist families to seek help using the online [Family Information Service \(FIS\)](#), will offer advice to those working with families about how best to support them and connect them to other people or services who can join them to support a family.

The Early Help Hub will act as the main conduit for support for families at Level 3 of Effective Family Resilience. Surrey County Council commissions targeted support for children up to the age of 11 through **Family Centres**. The Family Centre Model will be effective from September 2019, in the meantime they work with families up to the age of 5 offering a range of support at levels 2 and 3 of Effective Family Resilience. From September there will be 21 Family Centres based in communities with the greatest need offering a range of evidence based interventions for children up to the age of 11 at levels 2 and 3 of Effective Family Resilience. The Centres will provide outreach to families who do not live nearby. Family Centres will have access to EHM from September and will undertake Early Help assessments, plans and reviews for level 3 families.

The [Family Support Programme \(FSP\)](#) will also support families with children aged 5 – 18 and is delivered by 6 teams covering the 11 Districts and Boroughs. The FSP staff are trained in evidence based interventions and will undertake early help assessment and plan and will also move to recording on EHM this year.

Support from the Targeted Youth Support Service will also be accessed through the Early Help Hub.

CAMHS and SEND will be co-located in the Early Help Hub. Both services will have their front door triage co-located with partners in the Hub, including our SEND advice and advocacy service (SSIAS). The plan is to move toward a fully integrated Hub from September 2019. We know that children can be referred to multiple agencies and sometimes they may be referred to the wrong service but wait for an assessment or to be directed to a different source of

help. Working with our partners in SEND and CAMHS we will have an integrated initial response whereby we are able to determine which service is best placed to meet that child's needs. This will provide a swifter service and prevent multiple assessments.

Family Group Conferences will be located in the Early Help Hub as we are keen to deploy this service early in the presentation of a problem, of course we will continue to offer a FGC service to children who are subjects of formal child protection processes and in pre-proceedings.

The Multi-Agency Partnership (MAP) receives requests for support when it is unclear if the need is at level 3 or 4 of Effective Family Resilience. The MAP is a multi-agency team, staffed by qualified social workers, education advisors, police and 0-19 public health nurses. The team is supported by MAP officers and administrators. The MAP will research and analyse information about a child in order to determine whether this is a level 3 or level 4 need.

Schools and Settings Consultation line. Most of our young people in Surrey are in schools and early years settings and we are committed to supporting colleagues who work in this sector. We are providing a dedicated consultation line whereby they can access advice from a qualified social worker to support the school or setting to help the child and family or decide whether they need to discuss with the family that a request for support to children's social care is submitted. Formal requests for support cannot be made through this service it is for consultation only.

Effective Family Resilience and Early Help

In Surrey, our approach is changing in order to ensure that children, young people and families receive the right support, at the right time by the right service.

We know that providing early help is more effective in promoting family resilience than reacting later. Effective Early Help means providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years. Early Help can also prevent further problems arising; for example, if it is provided as part of a support plan where a child has returned home to their family from care, or in families where there are emerging parental mental health issues or drug and alcohol issues. As referenced in Working Together 2018 (Department for Education), Effective Early Help relies upon local organisations and agencies working together to:

- identify children and families who would benefit from early help;
- undertake an assessment of the need for early help;
- provide targeted early help services to address the assessed needs of a child and their family which focuses on activity to improve the outcomes for the child.

The majority of families will be able to access universal services and are encouraged to make use of the Family Information Service to identify services in the community that may be able to support them and the needs of their children.

Any practitioner, child, young person or family member can directly access the Family Information Service (<https://www.surreycc.gov.uk/people-and-community/family-information-service>). This directory provides a detailed list of a variety of services that are available in the community by typing in a keyword search.

Where an agency working with a family identifies additional support that is needed that their agency can deliver under Early Help, they should use their own internal processes for doing so. Sometimes, it is helpful for them to use an Early Help Plan to identify how they will support the particular needs of the family.

Where the family needs other services to support them, the agency must seek consent from the family and then contact can either be made directly to the other agency or, using the Early Help Hub, advice can

be sought about the other services that can be approached.

Parents should always provide consent for any request for support. In the spirit of openness and respect it is important that we ask young people who demonstrate understanding and competency, to also give their consent.

What has changed?

The new approach builds on existing strengths whilst implementing best practice from other local authorities. The [Effective Family Resilience](#) levels of need document has already been introduced, and clearly sets out examples of needs for families requiring early and targeted help.

At the heart of the changes is the creation of the new Early Help Hub which is part of the new Single Point of Access (SPA) arrangements. (See Family Resilience – Family Safeguarding information sheet)

The Early Help Hub will:

- Triage the request for support;
- Allocate it to the most appropriate service;
- Inform the person making the request of the outcome of the request;
- If a Surrey County Council Service is not appropriate the hub will endeavour to suggest alternatives.

Our ambition is for the Early Help Hub to act as the pathway for a wide range of services including CAMHs and SEND. Initially the following level 3 support services can be accessed by requesting support from the hub with more to follow as further pathways and services are collocated/integrated.

Targeted Youth Support (12 years plus)

This is a new service replacing Surrey Family Services and will provide support for young people (12 plus) and their families on issues such as:

- Self-esteem
- Self-confidence
- Understanding feelings, emotions and associated behaviours

- Social and peer relationships
- Family relationships
- At risk of homelessness
- Personal safety e.g. exploitation, sexual exploitation, online safety, healthy relationships and risk taking behaviour
- Personal and social development (including skills for life, learning and work),
- Support to build Resilience and decision making skills which contribute to their wellbeing
- Preventing offending behaviour
- Preventing school exclusion

Family Support Programme (5 – 18 years)

The Family Support Programme is managed by the District and Borough Councils in response to the Troubled Families Programme. Whilst the teams will continue to offer the same style of intervention they do now, it will now be part of the overall approach to improving family resilience and allocations will be made through the Early Help Hub.

The interventions will not be time limited but will have clear plans and reviews to determine when the family no longer needs the support from FSP. The capacity of the teams will be increasing in the next few months with the addition of Social Work qualified Family Support Workers.

Children Centre/Family Centre outreach workers (0-11 years)

The existing Children's Centres are being transformed to create Family Centres that will support level 2 and 3 families.

Level 2 support can be accessed directly from Family Centres who will be providing appropriate interventions to meet local needs. Support for level 3 families can be requested through the SPA and Early Help Hub, the hub will then allocate for support from a Family Centre Outreach Worker. Further updates on when individual Centres are changing to the new model will be available on the Family Information Website as they become known.

Family Group Conferencing/Community Connectors/Family Information Service/Local Offer

All of these functions will now sit in the Early Help Hub to ensure families' needs are not only met by the provision of level 3 services and that families are supported to make full use of extended families, communities, level 2 and universal provision.

Requests for Support

The multi-agency referral form (MARF) has been withdrawn and has been replaced with a form called 'request for support'. When people request support it is implicit that the family is not being handed over but that the request is for children's services to join the existing network around the family.

The Early Help Panels are no longer necessary as the Early Help Hub will triage and contact services directly to allocate families for support or signpost agencies and families to appropriate support.

Surrey County Council commissions a wide variety of voluntary and community services to provide early help. Whilst these arrangements are also being transformed, they will continue as they are for now, with a revised approach and offer being available later in the year.

A Coordinated Parenting and Group Work offer

The new model includes four new Parenting Coordinator positions that will coordinate a quadrant parenting offer. Practitioners in TYS, FSP and Family Centres will all be co-delivering parenting groups. TYS practitioners will also use group work interventions to support young people. As this is developed the information will be on FIS with information about how to access the groups.

Youth Offer

The offer for young people is also being reviewed in order that it meets the wide range of needs for young people across the levels of needs. This work includes improving our digital offer, better use of Youth Centres where they are needed, deployment of Youth Workers to support vulnerable communities and community capacity building.

Assessment Service

The **Assessment Service** operates at level 4 of Effective Family Resilience and responds to needs for children pre-birth to 18. Each quadrant has a number of small assessment teams, made up of statutory social workers, a family support worker and a youth support practitioner. Our practice across the whole service is based upon consent, strong relationships with families and with partners who are also supporting our families. The first contact any family or professional has with our assessment service sets the tone for our entire working relationship with them.

Taking direct requests for support from the SPA, the Assessment Service will determine whether the identified needs require a strategy meeting and s.47 child protection enquiry or an assessment under s.17 of the Children Act 1989. Using motivational approaches the assessment social worker will engage both the family and the network supporting them in both understanding the presenting worries and working out whether a statutory social work service is required, or if a plan to support the family at a lower level of need can be put in place to meet the need of the child and family.

Those children who require a S.47 intervention will receive a service that puts initial safety plans in place and if a Child Protection Conference is required this takes place within 15 days of the s.47 commencing. The service will support all families through this process by working transparently with them to develop the conference report, an outline plan for the child, and arranging advocacy for the child and the parent to participate fully in the conference.

It is important that from the first engagement with a new family the Assessment Service is thinking ahead to the next step for that child and creating support around that child to either resolve family problems using their kinship and professional support networks ultimately without statutory support or, when there is potential that the child will be significantly harmed in their family, that they are thinking about the best next steps to arrive at permanency for that child.

Our family support workers and youth support workers will be trained in both motivational interviewing and in family network meetings. The assessment service will take on the return home

interviews (RHIs) for those missing children who are previously unknown, respond to 16 and 17 year olds presenting as homeless and they will run family network meetings to enable families to develop their own resilience plans at the earliest opportunity.

The Advanced Social Worker in each team will work with a small number of families and will support and develop practice and less experienced practitioners in their teams. Because we will have excellence across each quadrant the ASWs will be working alongside the other ASWs in their Quadrant and across the County to support, challenge and develop excellence in Assessment.

For the first year of this new way of working, the Assessment Service will be supported by an additional team manager who will provide capacity for real time practice support, challenge, improvement and benchmarking. This is a real opportunity for us to develop a culture of real time learning and practice improvement so that every child gets a service to meet their needs, build their resilience and to ensure that, if further statutory services are required, the start to their journey with Surrey Children's Social Care is excellent.

At the end of an assessment, the service will develop a plan with the family and with partners. Every assessment will be shared with those with parental responsibility for the child unless there are specific reasons why this would be unsafe. The service will develop expertise in appropriately sharing assessments and plans with children and young people.

If the assessment and plan has identified need that does not reach level 4 of Effective Family Resilience, the family and professional network will decide on who is best placed to coordinate the work and will nominate a lead professional to coordinate the plan going forward. If additional services at level 3 Effective Family Resilience are required the EHH will arrange for this service to be provided to enhance the plan that the assessment has produced.

Supporting Adolescents

We know that for some adolescents their needs cause huge anxiety for their families, teachers,

police, social workers and communities. We are clear in our understanding that children who are exploited cannot consent to their abuse and our role is to support them assertively. Our service for adolescents will see frontline staff being better equipped to work with worrying young people and feel hopeful about their ability to make a difference. For some of these young people their needs will stem from factors within their family, for some it may be factors in their community, and for some both familial and contextual factors will play a role.

There has been an increase in criminal and sexual exploitation and knife crime in Surrey. We do not want youth violence and exploitation to become a way of life for children and families therefore we have to develop our ways of working with young people, their families and communities that draw on what young people tell us, different agencies and disciplines and interventions that have a proven evidence base of success.

We are working on a clear articulation of the support to adolescents at levels 1 and 2 of Effective Family Resilience. We are doing this in consultation with young people, schools and a range of partners, particularly those in the voluntary, community and faith sector who are already providing great support to young people in Surrey.

In the meantime there are a range of activities and services on the Surrey [Family Information Service \(FIS\)](#) that the public and professional community can access to identify support for young people. Together with the targeted Youth Support and Safeguarding Adolescent service, our offer to young people across the Effective Family Resilience levels of need will respond to issues of place and person to keep our young people safe.

Targeted Youth Support (TYS) and Safeguarding Adolescent Teams (SAT) have been established in each quadrant to work seamlessly using motivational interviewing skills and our established restorative practice to develop an approach to working with young people that takes the best from national contextual safeguarding initiatives including 'No Wrong Door'.

We will be working with these teams and our partners and young people to develop a robust local

response to local need. Staffed by a combination of social workers and youth support practitioners, the teams will be supported by co-located Surrey Police officers and CAMHS social workers to bring a multi-skilled and multi-disciplinary approach to the work. We want to stick with our young people and avoid changes in worker as far as possible, we know we have to work at making and maintaining relationships with our young people.

Targeted Youth Support (TYS)

Targeted Youth Support teams work with young people whose needs are at level 3 of Effective Family Resilience. The teams are embedded in each quadrant and will be out and about actively working with young people and their families in their communities.

Each team includes a youth support workers and a social worker, who will draw on their knowledge of young people, the local community and community resources to develop outstanding targeted support for our young people. They will all actively case-hold individual young people and this work will include Youth Offending Team work when the young person's needs sit at level 3 of Effective Family Resilience. In addition to case-holding, each worker will co-lead an evidence based group work intervention for young people.

We will map out the need across each quadrant, map what already exists with our voluntary, faith and community sector colleagues and match the need against evidence based interventions. The TYS service will work assertively with young people to promote their resilience.

Safeguarding Adolescent Teams (SAT)

In each quadrant two Safeguarding Adolescent Teams (SAT) will work with young people whose needs are at level 4 of Effective Family Resilience. Our new service will provide a single response for those young people who are CIN and who are in need of youth offending support, this need will be met in the SAT and this will ensure we have a focus on their offending and safeguarding needs through a single lens and a single plan.

Each pair of SAT teams will be supported by a co-located CAMHS social worker and a Surrey Police Officer who specialises in missing and exploited young people. The SAT teams will provide wrap around support to young people who are at risk of significant harm and at risk of coming into care. As we develop our work with young people, this will involve working closely with some of our residential homes in Surrey and some Surrey foster carers using the No Wrong Door principles.

We know that when adolescents come into care their safety, wellbeing and education outcomes do not improve and because of the dislocation with their schools, communities and families they can often get worse. The SAT teams will work alongside partners to keep these young people in their families, in school and in their communities.

Youth Offending Service

The **Youth Offending Service** in Surrey has operated a child first principle since 2010 and our new approach with adolescents will build on this. We have put a partnership approach and restorative justice at the very heart of how Surrey works with young people at risk of entering or in the youth offending system. We work hard to get to the root cause of the offending behaviour and addressing their needs, because we know that by putting children into the criminal justice system, and by labelling young people as criminals, they are more likely to re-offend.

To this end our workers in TYS and SAT will carry out the YOS function with young people to avoid duplication of worker, of effort, and to keep the young person and their needs at the heart of our practice. The workers in TYS and SAT will be supported by the Restorative Practice and Court Support Team in the Early Help and Hubs division. This service will assist with court rotas, managing the Youth Restorative Intervention Panel (YRI) with Surrey Police, Education support for young people, quality assurance, tracking and, most importantly, practice support for TYS and SAT teams.

Family Safeguarding

Family Safeguarding operates at level 4 of Effective Family Resilience. There are 22 Family Safeguarding teams across the county. The model is an evidence based model of practice and is a way of keeping families together where it is safe to do so. This is achieved through a more collaborative way of working where we motivate parents to identify the changes needed within their own families. This helps achieve better outcomes for children.

Family Safeguarding will improve the quality of work we do with families, and thereby outcomes for children and parents. Key elements of the model include: specialist workers with domestic abuse, substance misuse and mental health expertise joining teams; training in Motivational Interviewing as a framework for practice for all staff; a move to group case discussions; and structured tools to support direct work.

Family Safeguarding teams will be trained in Motivational Interviewing and will implement evidence based therapeutic programmes aimed at engaging parents to change their behaviours that impair their children's health/development or subject them to significant harm. Wherever compatible with the welfare of the child, the aim of these teams will be to work alongside parents to support them to change their behaviours and keep children safe within their families.

Family Safeguarding practitioners work openly and honestly with families about their difficulties and how we can support them to change. The model is reliant on informed consent and our practitioners will always work hard to actively engage families as the agents of their change. We try to work with families under child in need however we always place the child's safety at the heart of our plans and we will continue to work with families under child protection plans when required.

Family Safeguarding works with families predominantly with children up to age 12. However, if a child is older than 12 and has younger siblings

and/or the overriding concern is familial maltreatment this child may receive help from Family Safeguarding. Young people aged 12 plus whose main concern is contextual safeguarding or beyond parental control will receive a service from the Safeguarding Adolescent Team.

Each pair of Family Safeguarding teams will share an adult mental health worker, two domestic abuse workers and a substance misuse worker. Our approach is about more than simply introducing adult workers; it is about creating a structure of truly integrated practice. In this respect, group case discussions will be a pivotal component to integrate the different perspectives of adult specialists to create a more informed understanding of how to help families and an attainable plan to support them. Perhaps just as important are the opportunities for informal discussions about families: for instance, before or after a difficult visit.

Family safeguarding aims to help parents tackle the challenges in their lives that get in the way of their parenting, the workers in the team will develop a plan with families that build on strengths and enables them to make changes so that children can remain in their care. This is a strong emphasis on relationship – relationship with worker and family, relationship within families, relationship within the Family Safeguarding team. The barometer of success is, of course, what children experience in their families and if after we have supported the adults to make changes, this has no impact on children's lives we will have to consider next steps to secure children's futures.

Where this is the case, the teams will draw together their multi-disciplinary parenting assessments and use their work as a basis for initiating PLO process and care proceedings where this does not succeed in engaging the parents in the therapeutic programmes the teams can offer. In these circumstances Family Safeguarding teams will commission fewer external expert assessments as we rely on our expertise as social work, adult mental health, substance misuse and domestic abuse professionals to understand the experience of children and families.