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Our Vision – Family Resilience

In Surrey, we all believe that every child should have the opportunity to reach their potential and that children are best supported to grow and achieve within their own families.

Parents and carers are usually the best people to understand their child's needs. Asking for help should be seen as a sign of parents being responsible and not of failure. Parents say that support works well when they are respected and listened to by those working with them.

In the majority of cases, it should be the decision of the parents when to ask for help or advice but there are occasions when those working with children and families may need to assertively engage parents to help them to resolve problems

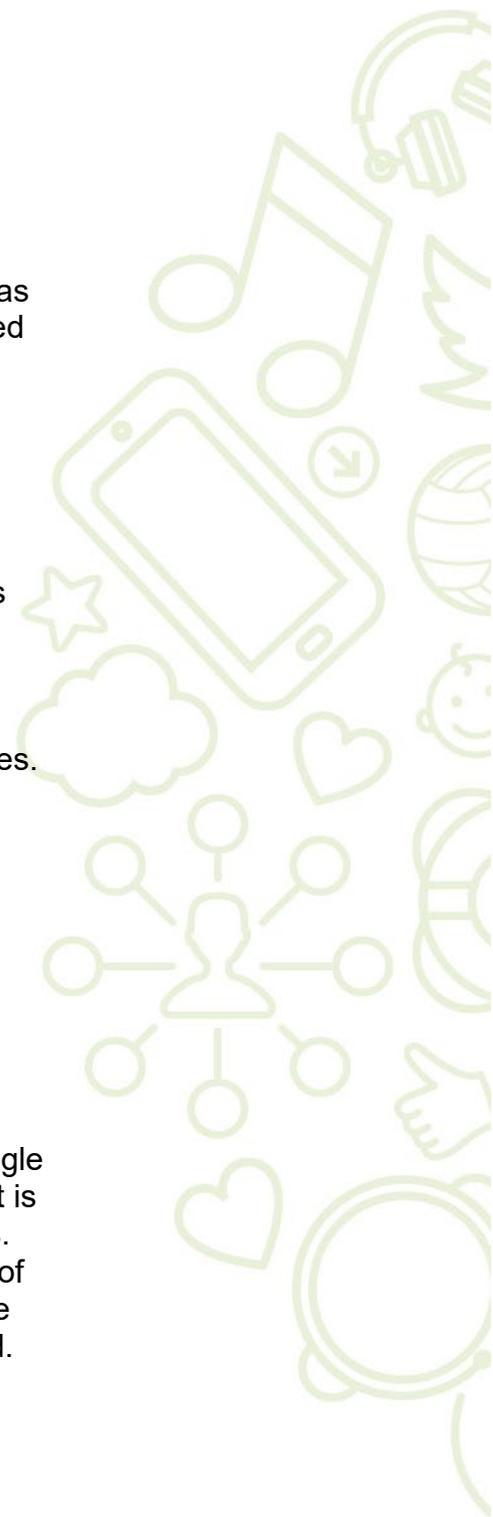
By working together, we will develop flexible services which are responsive to children's and families' needs and provide the right level of help at the right time. This will shift focus away from managing short-term crises, towards effective help and support for children, young people and their families at an earlier stage.

Family Resilience means that:

- Parents and/or care-givers feel supported to provide stable, consistent and appropriate care for their families.
- Children and young people achieve their education goals.
- Young people are equipped with the skills and attitudes to join the workforce and overcome barriers to employability.
- Children and young people achieve the best possible physical and mental health.
- Children and young people are safe and feel safe.

Principles of Family Resilience:

- Timely intervention - dealing with problems as soon as they arise and before they escalate. Wherever possible all children's and families' needs will be met by universal services.
- Integrated working - children, young people and families receive support for all of their needs through a single offer. We will offer tangible support to help families find their own sustainable solutions. Once improvement is made services will reduce or end so as not to create dependence and to be available to help other families.
- Flexible pathway and tools - that recognises children and young people will move between different levels of need as their needs and circumstances change. As soon as any practitioner is aware that a child may have additional needs they will talk to that child and their family and offer advice and guidance to meet that need.



- Participation and co-design - with children, young people and their families. Our core aim is to build resilience in children and families and the capacity to overcome their own difficulties for the remainder of their lives.
- Early help is everyone's responsibility – it requires everyone to work together to put the child or young person at the centre of everything they do to meet their needs and improve outcomes. Families will be supported and empowered to identify their own problems, needs and solutions. In most cases, outcomes for children will be improved by supporting and assisting parents/carers to make changes.

Principles and Ambition for Helping Families Early in Partnership

We are committed to the following principles which inform the way we work with children and families:

We will:

- Empower families to take responsibility by working with them, not doing things to or for them.
- Recognise that family, friends and community can be the most effective and sustainable forces of “help”.
- Enable support at the right time, in the right place, in the right way.
- Work in partnership to make best use of shared resource, skills and knowledge
- Embrace a strengths based, whole-family approach to finding sustainable solutions.
- Build our work on an evidence informed approach.
- Understand the power of good communications both with families and with colleagues.

Our Ambition

What children and young people can expect from the partnership helping early strategy:

- I will feel safe, valued and respected.
- I am recognised as an individual and am free from any discrimination.
- I will be at the centre of all decisions and will only need to tell my story once.
- My voice will be heard and will influence the planning of help and services.
- It will be understood that things that have happened to me might affect me at different times in my life, when I might need some extra support.



What parents, carers and families can expect:

- I am recognised as an individual, who has unique characteristics and needs, and am free from discrimination.
- The diverse needs of all of my family are recognised.
- My views and opinions are listened to.
- I am encouraged and empowered to support my family.
- It is recognised that some of my past and current experiences may impact on me as a parent.
- It will be understood that I may need support with other areas of my life in order to be a good parent.
- When things get tough, I know the relationships I have with my friends and community will help me.

What professionals and organisations can expect:

- I understand my role and responsibilities in relation to the Helping Families Early in Surrey.
- My employer, colleagues and partner agencies I work with are committed to the principles and processes that underpin the Offer.
- I am empowered to take responsibility to ensure that children, young people and families receive the support they need.
- I have access to training and support.

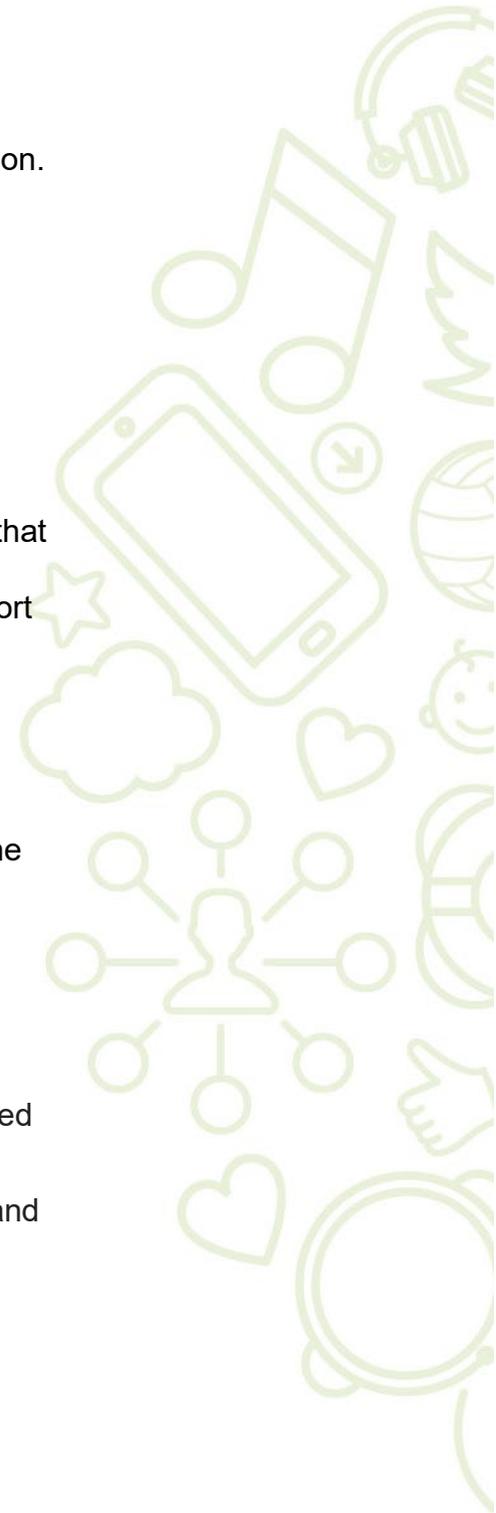
Introduction to how we help families early in Surrey

The majority of families will be able to access universal services and are encouraged to make use of the Family Information Service and Local Offer 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>) or the Local Offer (<https://www.surreylocaloffer.org.uk>). These directories provide a detailed list of a variety of services that are available in the community by typing in a keyword search.

Helping Families Early, means getting timely and effective support to children, young people and families who need it. It aims to enable children to flourish and to prevent long term and damaging outcomes.

Helping Families Early refers both to help in the critical years of a child's life (including pre-birth and pregnancy) and also to responding as soon as possible, at any age through childhood and adolescence when difficulties emerge. This strategy is predominantly relating to children and young people aged pre-birth to 18, but with an additional focus on supporting young people who need it across the transition to adult support and services.



Helping Families Early is the telephone call to a parent, a visit from a midwife, the parent in the headteachers office struggling to cope, the parent and child walking into a family centre or meeting with a friend at the cafe run by the local church. Every conversation, phone call, meeting or offer of support that builds families resilience, helps families early. Where an agency working with a family identifies additional support that is needed that their agency can deliver, 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.

Helping Families Early is not a separate service, it is an activity undertaken by almost everyone who works with children, young people and their families; such as schools, early year's settings, GP, and the police. There are also services whose entire function is to provide bespoke support to families and young people such as the Family Support Programme, Family Centres and Targeted Youth Support. Children and young people with Special Educational Needs and Disabilities (SEND) will have equal access to the help alongside the more specialist services they may require.

The concept of supporting families early is a partnership approach with everyone playing their role at the right time in the right way, at its core is a network of practitioners that are confident and supported to help families early. Creating a common language and messaging with the culture of 'we are early help' so that helping families early is something we all do rather than a service to refer to.

Developments to support the delivery of helping families early

The transformation of the way we work with families in Surrey has already put in place the foundations so that a fresh approach to helping families early can flourish. At its core is the Safeguarding Partnership Family Resilience levels of Need document that helps practitioners identify need and connect with the most appropriate help. Surrey County Council Services have been restructured so that need can be connected with the right help at the right time, the changes include:

Children's Single Point of Access and Early Help Hub

The Children's Single Point Access (C-SPA) and the Early Help Hub has transformed the way as a partnership we respond to requests for support. The Early Help Hub in particular ensures that the needs of families are more quickly triaged and allocated to targeted services or sign posted to services in the community that provide help. This has removed the need for numerous panels that were adding delay for families to get the right help at the right time. The Early Help Hub acts as the gateway to a number of targeted services provided by Surrey County Council with the opportunity for this to be developed further with partners in the future. The hub provides access to advice and



guidance through a dedicated consultation line and support in finding help on the Family Information System. Community Connectors are also now connecting families with support in their local communities, increasing our knowledge of the support that is available to families to help families build resilience and relationships within their communities.

Targeted Support

Whilst most of the needs of children and families can be met by universal services and providing help early some families need a number of different services and a coordinated response to meet their needs. Surrey County Council has remodelled its targeted services to meet the needs of children across the age range to provide comprehensive and seamless support when it is needed.

- The Family Centres are now located in communities where they are more likely to be needed, have extended their age range and now support families with children aged 0-11 years, prioritised the outreach worker role to support families in their homes and local communities.
- The Family Support Programme previously funded through the National Troubled Families Programme has now been fully incorporated into the Family Resilience model and provides targeted support for families with children aged 5-18
- The new Targeted Youth Support Teams work with young people (aged 12plus) and their families to reduce the need for statutory intervention. Both services deliver interventions that support young people who at risk of offending, exploitation and serious youth violence.
- Our response to safeguarding young people has been strengthened with the creation of Safeguarding Adolescent Teams working with the most vulnerable young people whose needs meet the statutory threshold for a Child in Need of Help or Protection.

These services are allocated directly by a request for support through the Children's Single Point of Access. In most cases these service will take the lead practitioner role and add value to existing services already engaged with the family and develop a plan with the family and other agencies to build on family strengths and increase resilience.

Early Help Commissioning

The services helping families in communities have been recommissioned to create lead providers in each district and borough to provide level 2 support for 0-19 years providing opportunities for local community and voluntary organisations to work together. To access these services there is no need to contact C-SPA and families can access the support directly in their local communities.



Other Transformation Strands

Helping Families Early is a key component of a number of different transformation strands and strategies including:

- Special Educational Needs and Disabilities
- Emotional Health and Wellbeing
- First 1000 Days
- Public health approach to serious youth violence

Each one of these important strategies have at their core the ambition to help families early and prevent the need for late and often high cost intervention. The priorities within this strategy will complement these and other transformation stands by focussing on the call to action priorities that builds an effective workforce, access to support and evidence impact and outcomes.

Helping Families Early Priorities – A call to action 2020-2023



Need

Understanding the diverse needs of children young people, families and the workforce



Information

Access to information, advice, guidance, support and signposting within the local community



Response

Effective partnership response, responsibility and accountability



Practice

Co-ordinated planning and provision of support



Impact

Demonstrating a positive impact on the lives of children, young people and families

Key Actions	How will we know we are successful?
<ul style="list-style-type: none"> • Implement the Helping Families Early Strategy for families, with key partner agencies understanding their role and accountability for the delivery of services. • Include outcomes for Helping Families Early in commissioned contracts and consider joint commissioning of services across partner agencies. • Produce a three-year Helping Families Early action plan. • Map essential and desired skills, training and provision of training across partners. • Guidance and training are developed by the partnership to support practice • Helping Families Early Champions are developed across the partnership with a focus on culture and behaviours • Partners include information about what help has already taken place if a request for support is made through the C-SPA. 	<ul style="list-style-type: none"> • Core competences for Helping Families Early are agreed across partners. • Practitioners and managers across the partnership access good quality, relevant training. • Families report that their experience of help has been well coordinated.

Priority 4 - Coordinated planning and provision of support.

Services and provision are planned, wherever possible, to be based within communities, making the most of local resources and delivering support at the most local level. All groups and ages, including adolescents and those with mental health needs, have been considered in planning. Smooth transitions are planned at key points in a child/young person's life, including transition to adulthood, between services, between school/settings and between professionals

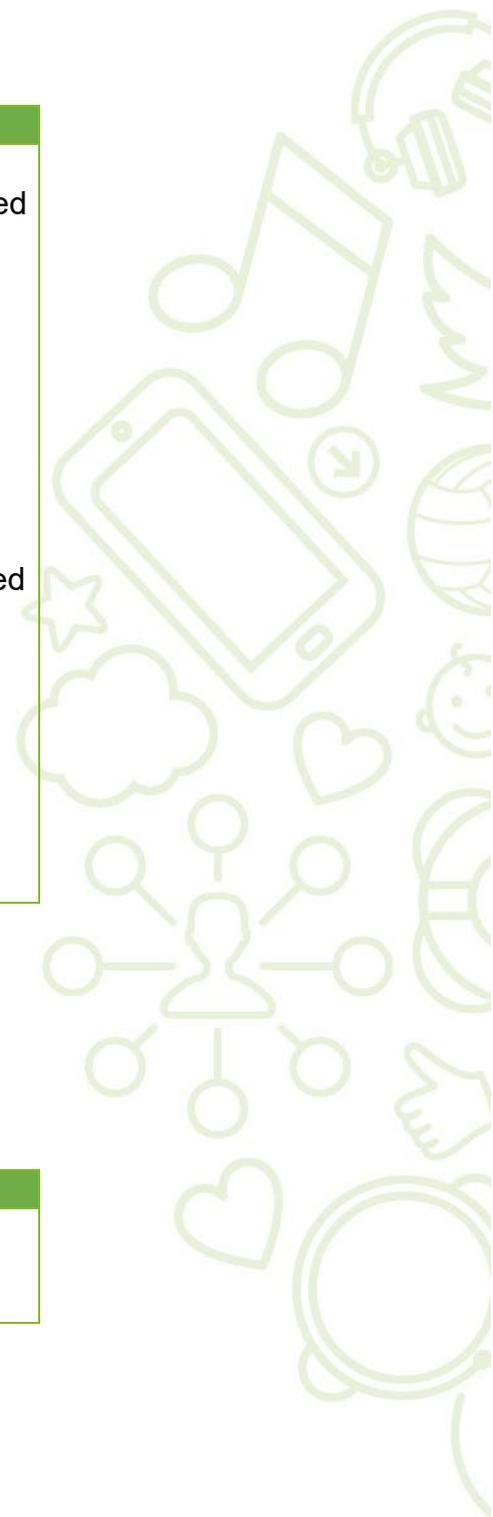


Key Actions	How will we know we are successful?
<ul style="list-style-type: none"> • Agree the future scope of the Early Help Hub and pathways to Targeted Support • Ensure coherence with the SEND transformation and Local Offer in relation to Helping Families Early. • Develop the Youth Offer to ensure help young people at risk of exploitation and serious youth violence • Identify the help for children, young people and families with emotional and mental health needs. • Provide opportunities for service users to participate and be involved in decision making regarding new and existing services. • Develop innovative ways of working that draw on local knowledge and experience and respond to the changing demographics in communities. • Develop and embed smooth transfers between schools and settings at key transition points. • Develop and agree a Parenting Strategy to support the delivery of Helping Families Early 	<ul style="list-style-type: none"> • Case audits and comments from families demonstrate family centric and community-based actions. • Children, young people and families report seamless transitions between services, practitioners and localities. • Services are family-focussed, working with children, young people and their families and involving them in service planning to meet their needs. • Families report that they experience timely access to services and prompt delivery of agreed actions. • There is reduction in the level of demand for specialist services. • A comprehensive parenting offer is in place across the partnership

Priority 5 - Demonstrate a positive impact on the lives of children, young people and families.

Outcome measures evaluate progress in achieving outcomes and capture sustainable change. Outcomes demonstrate that services are effective and make a difference to the lives of children, young people and families. Outcome measures include feedback from children, young people and families.

Key Actions	How will we know we are successful?
<ul style="list-style-type: none"> • Agree and implement an outcomes framework to monitor the impact for the child, young person or family ('distance travelled'). 	<ul style="list-style-type: none"> • All partners have methods of regularly seeking service user feedback.



Key Actions	How will we know we are successful?
<ul style="list-style-type: none"> • Agree a data set and key performance indicators to measure the impact of Early Help. • Develop feedback from service users so that it is integral to service planning, informs performance management and is used to design the future delivery of services. • Develop outcome measures that include direct input from service users. • Develop ways to deliver feedback to service users so that they are assured they are listened to. 	<ul style="list-style-type: none"> • Service users are confident that their views are used to inform decisions about their support and about the structure of service provision. • Children, young people and families are satisfied with and positively endorse the help and support they receive. • The impact of Helping Families Early is systematically analysed. • All partners are able to provide data on Helping Families Early outcome measures. • Senior leaders will regularly review data and report to partnership boards.



Paragraph extracts from Working Together to Safeguard Children 2018:

1. Providing Early Help is more effective in promoting the welfare of children than reacting later. 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 misuse.
2. 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.
3. Local authorities, under section 10 of the Children Act, have a responsibility to promote inter-agency co-operation to improve the welfare of all children. Identifying children and families who would benefit from Early Help.
4. Local organisations and agencies should have in place effective ways to identify emerging problems and potential unmet needs of individual children and families. Local authorities should work with organisations and agencies to develop joined-up Early Help services based on a clear understanding of local needs. This requires all practitioners, including those in universal services and those providing services to adults with children, to understand their role in identifying emerging problems and to share information with other practitioners to support early identification and assessment.
6. Practitioners should, in particular, be alert to the potential need for Early Help for a child who: is disabled and has specific additional needs; has special educational needs (whether or not they have a statutory Education, Health and Care Plan); is a young carer; is showing signs of being drawn into anti-social or criminal behaviour; is frequently missing/goes missing from care or from home; is at risk of modern slavery, trafficking or exploitation; is at risk of being radicalised or exploited; is in a family circumstance presenting challenges for the child, such as drug and alcohol misuse, adult mental health issues and domestic abuse; is misusing drugs or alcohol themselves; has returned home to their family from care; is a privately fostered child.
11. The provision of Early Help services should form part of a continuum of support to respond to the different levels of need of individual children and families.
12. Local areas should have a comprehensive range of effective, evidence-based services in place to address assessed needs early.... Services may also focus on improving family functioning and building the family's own capability to solve problems. This should be done within a structured, evidence-based framework involving regular view to ensure that real progress is being made.



Evaluating early help. A guide to evaluation of complex local early help systems. Early Intervention Foundation 2019

'Generating good quality evidence of impact, particularly of systems involving a range of agencies and services, is difficult. It takes time, and requires capacity, resources and capability, all of which are in short supply in local services. We need to build capacity to use and generate evidence in children's services. This means equipping those delivering early help with the skills and resources required to measure the impact of their service and, in turn, to generate good quality evidence. '

Developing an effective local early help offer for children and families - Local Government Association / Isos partnership March 2019

"An effective early help offer brings together local partners to provide good quality early support for children and families that builds their resilience, prevents difficulties from escalating and leads to better outcomes that are sustained."

Early Intervention: The Next Steps - Graham Allen January 2011

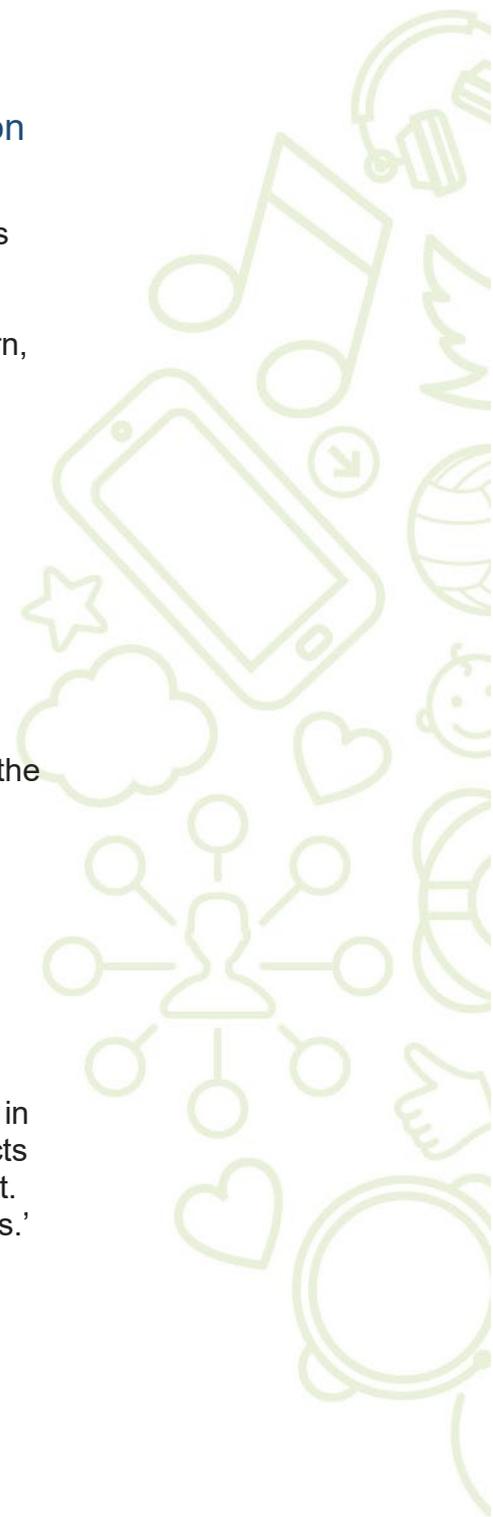
'I recommend that future expansion of early intervention programmes should favour those which combine strong evidence bases with impact of crucial stages in the development of social and emotional bedrock in children and the present network of children's centres should use such approaches to identify and meet the needs of vulnerable children and families.'

The Munro Review of Child Protection: Final Report, a Child- Centred System: Eileen Munro

'Preventative services can do more to reduce abuse and neglect than reactive services. Many services and professions help children and families so co-ordinating their work is important to reduce inefficiencies.'

Fair Society, Healthy Lives: Michael Marmot 2010

'The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. What happens during those early years, starting in the womb, has lifelong effects on many aspects of health and wellbeing, from obesity, heart disease and mental health, to educational and economic achievement. Later interventions, although important, are considerably less effective if they have not had good early foundations.'



Childhood Trauma

Trauma in early life and childhood can have an impact on future health and wellbeing throughout life. There is a significant and growing body of evidence that traumatic experiences during childhood have a profound impact on an individual's life chances.

These experiences alter development of the brain and of the hormonal, nervous and immunological systems. Research has shown a clear relationship between trauma and poor physical and mental health and socioeconomic outcomes. Evidence suggests that risk increases with the number of traumatic experiences. Adults who have experienced trauma as a child are more likely to be raising their children in similar environments.

Economic Benefits of Early Help

Nationally and locally public sector spending continues to be reduced and there is a need to look at reduction of high cost interventions. Finding robust evidence that demonstrates explicitly that investment in Early Help will realise direct future economic benefit has never been straight forward. However, a growing body of research is beginning to show that such investment can reduce the demand for high-cost intervention at a later stage. There are good grounds to believe that earlier rather than later investment will lead to ongoing benefits not only in saving expenditure of higher cost services, but by enabling children and young people to have a greater opportunity of acquiring skills and resilience which will lead to greater opportunities in adulthood.

Extracts from The Early Intervention Foundation (EIF) Realising the Potential of Early Intervention - October 2018

'Benefits from early intervention accrue to the whole of society and the wider economy, not just to public services and government bodies. The long-term 'pay-off' to society may be particularly large where early intervention offers the potential for labour market gains, such as improvements in employment and earnings'.

'One analysis using data from the British National Child Development Study suggests that people who have experienced either physical or mental health problems in childhood could earn around £400,000 less over their lifetime than those who have not. Even small improvements in attainment, particularly for children at risk of the poorest academic outcomes, have the potential for large economic payoffs. The Department for Education has previously estimated that individuals who achieve five or more good GCSEs (as their highest qualification) have lifetime productivity gains worth around £100,000 on average, compared to those with qualifications below this level. When compared to children with no qualifications, the returns



