

Enfield Family Resilience Strategy

2016-19

Enfield

Safeguarding

Children Board

... because safeguarding children
is everybody's business



Enfield Children's Plan 2016-2019

“ We want all our children to be safe, confident and happy, with opportunities to achieve through learning and reach their full potential as they become adults”



This plan offers an amazing initiative and insight into the way children are able to fit into a functioning society; it tackles common and everyday problems faced by young people”
Enfield Youth Parliament



We recognise that the current context of reduced public spending, growing population and the prevailing characteristics of urban life create challenges for our community. However, against this backdrop we are clear about our priorities and will work in partnership to address them.

Help families to deal with challenges, embrace opportunities and stay together whenever possible	Make sure all children attend school regularly so they can achieve and excel with the support of the best teachers	Support children and young people through transitions to become adults who contribute to society
WE WILL...	WE WILL...	WE WILL...
...Increase and enhance the effectiveness of early interventions to reduce the need for specialist services wherever possible	...Ensure children's centres remain of the highest quality, serving those families who need them most and preparing children for school	...Ensure all children participate in high quality education and training, from early years to adulthood, preparing them to be active citizens
...Prioritise specialist and tailored services for vulnerable children at risk of significant harm	...Commission sufficient high quality school and early education places enabling children to enjoy and achieve through their learning	...Develop the partnerships between schools and local employers to create real opportunities for young people within our community
...Ensure children with special educational needs and disabilities are given opportunities to succeed and thrive	...Support and challenge schools and settings to improve attainment for all children and strive for excellence in teaching and leadership	...Ensure children in care and care leavers are safe, healthy and have opportunities to succeed
...Offer appropriate and wide ranging support for parents and families with complex needs enhancing opportunities for them to achieve their potential	...Improve attendance and behaviour in schools to reduce exclusions and enable children to progress and succeed	...Promote children and families experience in decision making to influence and develop services to meet their needs and build aspiration and long term resilience
AND WE WILL...improve the physical, emotional and mental health of children, ensuring the best start in life and long term healthy lifestyles.		

Councillor Ayfer Orhan
Cabinet Member for Education, Children's Services & Protection

Tony Theodoulou
Director of Children's Services

Our vision

We want children and families to thrive and be resilient. Our aim is that all children and young people in Enfield live in families where they are safe, confident and happy and have the opportunity to achieve their full potential and strengthen their community.

Supporting the family to maximise their wellbeing is at the centre of our approach: Empowering and enabling the family by providing the right services, in the right measure at the right time, when a problem is first identified, ensuring children can thrive, is our goal. We will build on the Government's Troubled Families agenda by using a whole family approach, keeping the child at the heart of our work, building resilience and enabling families to achieve positive outcomes and a positive future through efficient, effective and economic partnerships with the family at their core.

We want all our children to be safe, confident and happy, with opportunities to achieve through learning and reach their full potential as they become adults.

We want families to:

- be resilient, thrive and strengthen their community
- preserve family life wherever possible
- have the best physical and mental health and wellbeing
- support children in their learning and education
- be as economically self-sufficient as possible
- live free of crime and domestic abuse

We will achieve this by working closely with partners across Council services, the Clinical Commissioning Group and its providers, the voluntary and community sector – including Parent Champions – and the Police and by making best use of resources.

We will ensure that the implementation of this Strategy continues to give due regard to our duty and commitment to promote and maintain equality.

Enfield's Context

Enfield is faced with a number of demographic challenges, including increasing levels of poverty and deprivation, a shortage of school places and a rising number of families with a range of complex needs.

The Council must also continue to sustain and strengthen existing relationships with key partners and provide high quality services with reducing levels of funding and increasing pressure on limited resources.

Despite challenges we have several opportunities on which to capitalise, including:

- Excellent examples of partnership working

- 97% 'Good' and 'Outstanding' schools (March 2016)
- A skilled and committed children's workforce
- High quality Children's Centres able to demonstrate improving outcomes for young children, particularly in terms of their speech, language and communication
- A well-developed model for Troubled Families

The positive impact of early help

Effective and coordinated early help is already having a positive outcome on children and families in Enfield. Our focus in children's centres on child development, school readiness, parenting aspirations and parenting skills is having a positive impact on family health and life chances.

This practice has enabled professionals within and aligned to children's centres to work closely with schools, leading to improvements in outcomes when measured at the end of the Early Years Foundation Stage.

A year on from the reconfiguration of Enfield's Children's Centres, over 1,500 children had been profiled using the Play and Communication toolkit, which aims to identify early and support children with speech, language and communication needs (SLCN). Measurements of the programme's success conducted in Spring 2016 showed 78.9% of children accessing the scheme and identified with SLCN reached their expected level of development after the intervention and without having to access additional speech and language services.

We are also successful at improving life chances in families where problems have started to emerge. In phase one of our Change and Challenge Programme (Enfield's response to the Government's Troubled Families agenda) we moved 339 families off benefits and back into work and improved outcomes for 436 families through improving attendance at school and reducing crime and antisocial behaviour.

To continue our success, we need to continually adapt and develop our approach. Levels of need are rising, while resources for all agencies delivering services in Enfield are decreasing. The new challenges being generated as a result mean that we need to provide the **right services at the right time, think family**, build **family resilience** and **develop our workforce** so that we continue to improve outcomes for families.

The right services at the right time

Different children, young people and families have different needs. Some children will flourish in a family who is accessing universal services which are available to everyone, such as health visiting, children's centres, schools and leisure services. Others will require more targeted intervention to tackle emerging additional needs, such as family support services, or additional help and support at school. Some families will have more complex issues which require either a multi-agency response from targeted services, or specialist services from children's social care, youth offending teams or specialist health services.

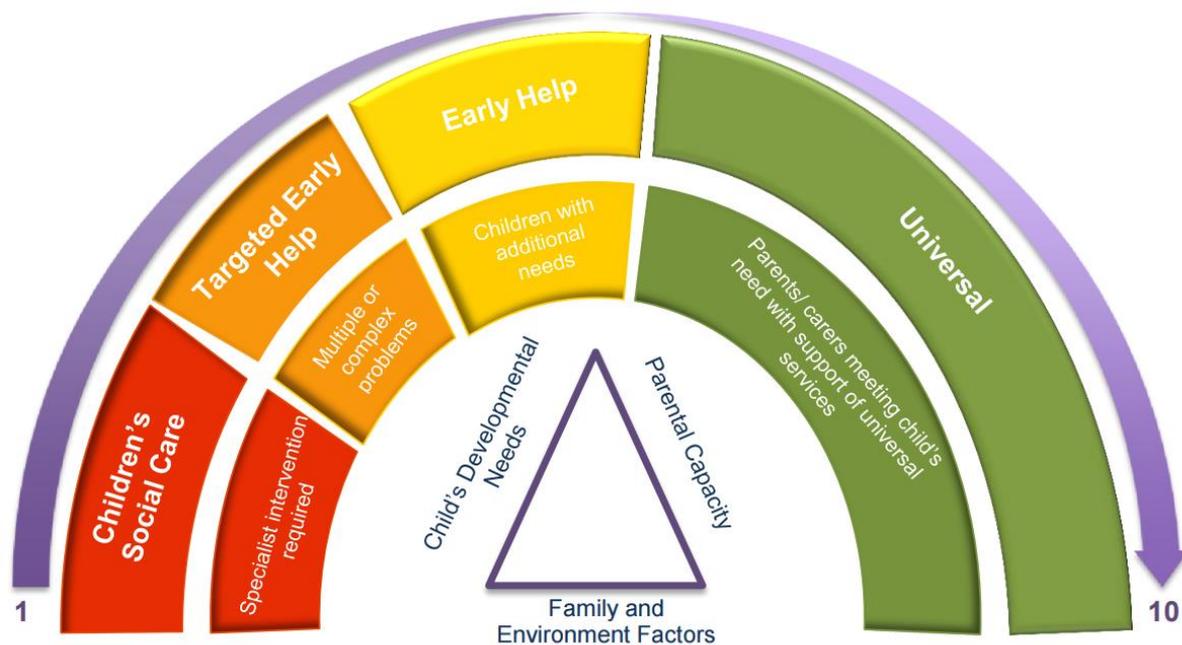
We will assess the need for early help services by utilising the Enfield Safeguarding Children Board Children's Services Threshold Guidance, which is a tool designed to inform

practitioners, volunteers and those working with children, young people and families in Enfield, how to assess and identify a child's level of need and how to access the right level support.

Our approach to providing the services will be informed by this and delivered using Signs of Safety, which has been adopted by Enfield. Signs of Safety is a tool intended to help practitioners with risk assessment and safety planning in child protection cases. Its purpose is to enable practitioners across different disciplines to work collaboratively and in partnership with families and children.

These principles of Signs of Safety will guide our work with families:

- What we are worried about
- What is working well
- What needs to happen



Our Single Point of Entry (SPOE) is designed to make it easier for professionals and agencies to access relevant early intervention and support for a child, young person or family who requires targeted or specialist services. The SPOE includes our Multi Agency Safeguarding Hub (MASH), with representation from parent support, education welfare, social care, police, Change & Challenge and health services. These professionals will jointly risk assess referrals and decide which services need to be involved and which agency should take the lead.

We are developing the way we work together to support families by improving the way we collect, analyse and share data. The Change and Challenge Programme is helping us to do this, by giving us an overview of families who are not achieving two or more positive outcomes; and tracking improvements. We are also improving the way we monitor changing outcomes for families by completing comprehensive assessment and family plans for each family on the

programme, and establishing the financial benefits achieved through helping each family. This information will inform commissioning and decommissioning decisions.

We also recognise an increasing level of need around social and emotional mental health for our families. We therefore propose to incorporate the Thrive Model into our service delivery, which brings services together in a way that is more responsive to the needs of children and young people.



How will we know if this is happening?

- All referrals for early help services are being assessed against a clear and simple vulnerability scale.
- We can evidence the cost and benefit of early intervention with families who have completed the Change and Challenge Programme and demonstrate a financial saving
- We are using a common referral mechanism for all early help services
- Outcomes for families are improving

Think family

We will ensure that all agencies recognise their responsibility to think in terms of the whole family, in order to provide holistic support.

Rather than individual agencies working with individual family members in isolation, agencies will work as part of a team around the family, recognising the needs and aspirations of all family members, and supporting them to make positive changes. Families' information will be shared with other relevant agencies once explicit consent is given, with exception to child protection concerns where no consent is necessary. Practitioners will help family members consider all the issues impacting on their family life and what their priorities are for change, in

order to create an action plan with the family. This will be used to measure progress over time, so that everyone is working toward measurable improved outcomes for the whole family.

To coordinate an effective multiagency approach, professionals will agree a lead practitioner who will act as a single point of contact for the family. They will be someone that the family can trust, who is able to engage and support them in making positive choices and in effecting change. The lead practitioner could be from the family's children's centre, school, health service provider, or family support service. If a specialist or statutory service is working with the family – for example if there is a child protection case or a youth offending order – the practitioner from that service will take the lead.

To maximise our ability to work collaboratively with the whole family in a consistent and meaningful way, we will develop a framework underpinned by the criteria used to deliver the Troubled Families agenda:

1. Parents and children involved in crime or anti-social behaviour
2. Children who have not been attending school regularly
3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan
4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness
5. Families affected by domestic violence and abuse
6. Parents and children with a range of health problems

How will we know if this is happening?

- Families requiring early help and support will be referred into services using a whole family assessment which identifies outcomes against which to measure progress
- Families with complex needs will have an allocated lead practitioner, working as part of a team around the family
- Outcomes for families are improving

Family resilience

Effective universal services will enhance families' unique qualities, strengths and skills to encourage them to cope with future challenges. We will work with families in a way that empowers and motivates them to develop routines, relationships and coping strategies so that they can respond as positively as possible to any future difficulties.

Targeted and specialist support services to families have to be time-limited. We will empower families by giving them tools, skills and information that they will be able to use for themselves, after their support programme has ended and they no longer have a lead practitioner working with them. Before lead practitioners stop working with a family, they will have helped the family to establish longer term support networks in their community - whether through children's centres, school, family and friends and the voluntary and community sector, including services such as the Parent Engagement Panel.

Enfield's parent engagement panel (PEP) is a network of parents and carers who share ideas, give each other support, take part in events and activities and represent the views of parents

in consultations and meetings with the council. Parents and carers who would like to gain further skills and knowledge can take part in parent champion Training. Parent champions offer support to other parents or carers in their communities and volunteer in a range of organisations. They can offer important support for parents and carers when their family finishes a more intensive intervention programme with the council, health or police or voluntary sector.

PEP offers community support and information for vulnerable families, and helps to raise aspiration and family resilience by equipping families with new skills and knowledge to support their own and other families.

Empowering families means listening to what they have to say, respecting their views, priorities, goals and aspirations – and also listening when they have something to tell us about the way we have provided our services. We will listen to families throughout our working relationship with them, and we will also ask them to give us feedback on how we have provided our services.

How will we know if this is happening?

- All families will 'step down' from targeted and statutory intervention to a support network that they can continue to access over the medium term so that the number of families being re-referred into targeted or specialist services reduces.
- Increasing numbers of parents are engaging with the Parent Engagement Panel.
- The updated online directory of early help and SEND services is being utilised by our families.
- Outcomes for families are improving

Developing our workforce

We will only turn around the lives of families needing support and facing complex and multiple disadvantages if front line staff have the competencies and tools to work effectively with them. This means practitioners across all agencies having access to the right training, information and guidance at the right time which equips them for taking an effective whole family approach to working with families.

How will we know if this is happening?

- We are holding workshops, regularly communicating, consulting, and learning from all partners.
- Practitioners from all services working with families attend partnership training on working in a team around the family, on family resilience, and adopting the signs of safety.
- Outcomes for families are improving

Embedding new ways of working

We want to be providing family focused and outcome based services long into the future, and are working to embed this way of working so that we can continue to work holistically with families despite future funding reductions. Funding for Change and Challenge will end in 2020, and so by then we need to be working with families to improve outcomes without relying on resources currently funded by this programme.

We recognise the important role that Children's Centres play in providing support to families with children under the age of five. By broadening the remit of Enfield's Children's Centres we will develop 'Family Hubs', which will provide holistic support for all Enfield families with school age children, encompassing:

- Health and child development
- School readiness
- Employment support and access to childcare
- Parenting
- Support for families with more complex needs
- Early identification of Special Educational Needs

Enfield's model will build upon the existing Children's Centre format, which has undergone transformation since September 2015 and now delivers a range of standardised services across the borough. Building upon existing relationships, we will take a collaborative approach to co-locating and delivering services using a lead professional and Team Around the Family model.

Providing support around the health and development of children aged 0-5 will still form a large part of the work undertaken by these hubs, as it is known that it is in the early years that this support has the biggest impact on long-term outcomes. However, we will expand the offer to include wide-ranging family support for local communities, in line with the findings of the All Party Parliamentary Group on Children's Centres.

How will we know if this is happening?

- The lead practitioner role will be taken by practitioners in all relevant agencies, with the number of cases with the change and challenge team leading decreasing over time, in preparation for change and challenge funding ending in 2020
- Completed mapping of our collective priority needs are adequately addressing issues of concern such as gangs, child sexual exploitation and missing children.
- Partners have an agreed common pathway through early help and will utilise common mechanisms for recording information, data, actions and outcomes. Guidance and protocols on this are regularly being reviewed. The Council's IT department will prioritise ensuring that the new case management system, which will hold all of this data, is fit for purpose, responsive to change and features an early help module.

- Data collection requirements from central Government and other funding bodies are adequately being monitored by the Quality Assurance Group, a sub-group of the ESCB.
- Outcomes for families are improving

Relevant documents

Enfield Change and Challenge Outcomes Plan

Enfield Safeguarding Children's Board Threshold Guidance

Enfield Child Poverty Strategy

Enfield Health and Wellbeing Strategy

Enfield SEND Education Strategy and Local Offer

Enfield Children's Centre Intervention and Support Strategy

Enfield Strategy for Education

Enfield Safeguarding Children from Sexual Exploitation Strategy

Enfield service map