Families First Partnership Programme



Practice Week
November 26

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Our hour

1. Welcome and discussion
2. Family Help and Practice
3. Multi-Agency Child Protection Teams
4. Family Networking and Family Group Decision Making
5. Your Questions

Opening discussion

Using the Chat Function let us know..

Your starting point

How familiar is FFPP?

New to the programme, some knowledge, or already involved? All starting points are welcome.

One question

What would you like this session to help you understand?

The family's experience

A joined-up response

What do you think we could do to get families more involved in co-design?

FFPP purpose and expectations

England's system of help, support and protection

Mar 2027

Fully operational reforms across all localities

Earlier, effective support

Wrap skilled help around families before difficulties escalate. The goal is to keep families safely together.

Focused child protection

Bring expert partnership decisions to situations where there is actual or likely significant harm.

Stronger family networks

Support safe family-led plans throughout the child's journey.

The connected programme of work

Family Help	Targeted Early Help, Child in Need and Protection support form one offer. A consistent lead practitioner coordinates help around the family.
Child Protection	Multi-Agency Child Protection Teams bring expert decisions and oversight alongside Family Help.
Family Networks	Family Group Decision Making and practical support help families develop safe, sustainable plans.
Shared foundations	Shared leadership, skilled staff and information support the whole system.

Family Help

Multiple or complex needs

One offer combines targeted early help and child in need support.

Support adapts as needs change, with continuity wherever possible.

The child's needs stay central within whole-family support.

Other support

The goals of FFPP aims for join up with the wider system and support for vulnerable groups

Family hubs and community services offer routes to help.

CWD or SEN cohorts being able to access the same support

Birth parents, carers and adoptive families can need tailored help.

Safe return home with Family Help.



Each area is led by 2 Heads of Family Help – one of these is required to be SW qualified. They work in partnership to ensure the area is meeting the needs of children and families. They are jointly responsible for the performance across their whole area.

Each Family Help team is led by 2 Team Managers – one of these roles is required to be SW qualified.

The team around the Family approach means that one or both Team Managers may take an active role in overseeing decisions on individual cases.

The Decision-Making Form captures all decision making in a single place chronologically and details which manager is ultimately the decision maker, ensuring accountability is explicit.

Where risk is a concern, this may require Child Protection planning, a SW qualified manager and Head will always oversee.

Key Facets of our Family Help model



Family Help Teams are large multi disciplinary teams

We recognise that a family's journey isn't linear, so we strive to build and maintain consistent relationships.

The team around the family responds directly to need with the wider team coming around the family and lead practitioner as needed

Cases in Family Help span targeted support, CiN and Child Protection.

Some families will draw down support from a range of professionals while for other the team around them will be smaller

All case holding practitioners will be involved in a diverse mix of cases alongside other colleagues





Team Managers provide case oversight, decision making and support to the whole team – pairs to team managers work together to support teams of this size.

They hold joint responsibility for performance, quality of case work and staff well being.

Their skills, experience and qualifications reflect that of the practitioners in our teams

Family Help teams also draw in support from specialist managers in Child Protection, Court Work and Interventions.

This ensures that the right support is set around complex cases as required

Depending on the unique needs of the family support can also be drawn in from therapeutic or youth services to deliver specific interventions or outcomes



Key Facets of our Family Help model



An Enhanced Family Help Team has been established that operates countywide

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They also have a multi-disciplinary approach but hold smaller case loads. They provide intensive and targeted interventions to families who have needed support from Children's Services in the longer term and who struggle to sustain positive outcomes

In 2025 we have a newly launched Court Work Service. This provides support to all case holding teams to underpin the quality of our work. There is dedicated support available to social workers and practitioners

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This service also oversees Community Assessments and Family Time as agreed by the Courts.

The Petal Project, our pre birth and recurrent care team completes this offer





Multi disciplinary working has been embraced by all our case holding teams.

Parity of esteem is central to our ways of working.

The goal has been the development of broader more diverse workforce, removing hierarchy of skills and qualifications.

This is reflected at all levels in our teams and leadership structure.

At all levels we are striving for compassionate and impactful support for families.

Our model is underpinned by consistency for the family, reducing transitions and keeping family's safely together

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Family Networking is central to this approach, and all teams work on this independently as well as via the support of dedicated advisors



Family Help Lead Practitioner

Relationship	The FHLP remains the family's main contact and provides direct help, while coordinating other support.
Best match	Allocation considers knowledge, skills, experience, capacity and the family's needs and views.
Social work role	The FHLP must be a qualified social worker when a child needs a child protection plan.
Oversight	Local protocols set out who can lead section 17 support, with social work qualified management oversight.
Support	Reflective supervision and development apply to all FHLPs, and the wider team around the family

A Family's Single Assessment and Plan

The plan stays with the family and evolves

Picture

A complete picture

Build on existing assessments. Include the child's daily life, family strengths and wider circumstances.

Goals

Clear and measurable

Agree what should improve for the child, who will act, and how progress will be reviewed.

Family Network

Ensuring the Right Support is around the family

How can we challenge our practice around getting this right and encouraging families to rely on the networks around them

Review

Support responds to change

Update the live plan as needs change, with child protection alignment when needed.

What we've done

- New streamlined single assessment and plan built around what's working well, what are we worried about and professional analysis
- Trialled in North, East and Broadland since May 2026
- Quality Assurance of the pilot – analysis completed end of August 2026
- Testing a plan that spans targeted early help, CIN and CP
- Gradual role out taking place in the other two areas allowing other teams an opportunity to test and feed back on their experience

Next:

- New Year, whole county roll out – all teams. Build into LCS.

Access and information sharing

1. Integrated front door: triage contacts to universal support, Family Help or MACPT expertise, with clear connections between services.

2. Family conversations: accessible, relationship-based routes help families understand support and reduce barriers to engagement.

3. Relevant information: partners share information to identify needs, understand risk and coordinate a timely response.

4. Clear governance: data sharing agreements, impact assessments, protocols and training support lawful, secure information use.

5. Shared recording: one Family Help workflow spans TEH and section 17.

Practice reflection

Please use the chat function to tell us:

Continuity for families

A helpful change

Where could one lead practitioner and one live plan reduce repetition for families?

A practical barrier

What gets in the way of joining up your service's contribution?

Clear responsibility

A question to resolve

What more do you feel you or your partners need to know about Family Help, A Single Assessment and Plan or the FH Lead Practitioner Role.

Multi-Agency Child Protection Teams

Expert decisions alongside continuing Family Help

MACPT

A dedicated multi-agency child protection team

Core membership

Social worker LCPPs, senior police, health and education expertise.

Authority and resource

Members need expertise and authority to make decisions and mobilise support.

Wider expertise

Additional specialists should reflect local need and patterns of harm.

National expectations

By the end of March 2027

Operational teams leading child protection decisions and MACPT providing the oversight, challenge support and expertise

Dedicated social work, police, health and education expertise

Shared practice, sustainable resources and support for parents and carers

Local choices

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How we deliver in Norfolk

Evaluation criteria

Team locations and staffing

Links with Family Help, and MASH

How we organise functions within agreed safeguards

Family Help LP

The family's lead relationship

Provides direct help and coordinates the family's support.

Brings knowledge of the child's daily life to protection decisions.

Continues as a qualified social worker when a protection plan is needed.

LCPP

Child protection expertise

An experienced social work qualified post embedded in the MACPT.

Makes statutory decisions and provides skilled oversight and challenge using the wider team's expertise.

Guides and oversees child protection activity and plans.

The FHLP keeps the lead relationship with the family.

Child protection functions

The national model covers the full protection process

Advice

Expert advice and strategy discussions

The MACPT supports practitioners to understand concerns and convenes and leads strategy meetings.

Enquiries

Section 47 leadership

The team leads enquiries and brings the agency perspectives needed for timely protective decisions.

Planning

Conferences and child protection plans

The team convenes and chairs conferences, leads plans, and keeps their effectiveness under review.

Transitions

Closure and next stages

Clear links support closure, wider services and pre-proceedings.

Our Local Approach: MACPT Test and Learn

Co-Location	Norwich and South will host the test and learn with formal co-location taking place on the 4th Floor and with Family Help Teams. We will also explore police bases and the impact of this
What Roles will form part of the Test and Learn	The MACPT will be led by a Service Manager and a Detective Sergeant. They will be joined by Lead Child Protection Practitioners, an Education Lead, a Health Role and Business Support
Timescales	The pilot began on 2 November with a target end date of March 2027 but this date is subject to change.

How progress will be judged

Goal Better decisions, timely help and protection, and an improved experience for children and families.

Practice and experience

- Do decisions improve?
- Does the right help arrive sooner?
- Do children and families experience a more coordinated response?
- Does the partnership use its collective expertise more effectively?
- Does family participation influence plans and service design?

Delivery National quarterly monitoring tracks implementation. Norfolk's MA pilot learning will inform clear next-phase decisions.

Family Group Decision Making

Voluntary family-led planning with clear safeguards

Network

People who matter to the child

Identify relatives and connected people early. Consider the child's views and who can participate safely.

Planning

A trained facilitator

Explain concerns and safety requirements. Prepare the child, parents and network, with informed consent.

Family plan

Space for the family's proposals

Offer private family time where safe. Agree a lawful plan that addresses the concerns, with clear support.

Review

A continuing process

Integrate and review the family plan within help and protection planning.

Family Network Support Packages

Practical funding to make a safe family plan possible

Purpose

A specific barrier

A Family Network Support Package helps the network provide support that the child needs.

Examples in the guide

Travel, child equipment, furniture, childcare or home adaptations, linked to a safe family plan.

Agreement and review

Local approval route

Agree support through FGDM, include it in the main plan, and review delivery and benefit.

Norfolk development priorities

1. Family Help: refresh thresholds and assessment protocols, with clear FHLP eligibility, oversight and fewer avoidable handovers.

2. Workforce: develop a partnership approach to training, knowledge and skills across Family Help and child protection roles.

3. Shared practice: agree links between the front door, Family Help and MACPT, including decision-making and recording responsibilities.

4. Information and participation: strengthen data sharing and lived-experience input across the programme's workstreams.

5. Delivery: pilot learning informs the model and partner commitments.

6. Co-design and learning from children and families with lived experience

Summary for practice

Support, protection and family networks

Continuity of help

A consistent relationship

One lead practitioner and a live plan should support continuity as needs change.

Clear accountability

Family Help and MACPT responsibilities need explicit local protocols and effective supervision.

Family participation

Safe, practical plans

The child's voice and family network matter throughout. FGDM and practical support can help agreed plans work.