

Families First Transformation Update for Headteachers November 2025

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National Challenges Facing Children's Services

Caseloads. More children coming into the social care system and more children in care.

Rising costs to deliver children's services. This is underpinned by accelerating cost of residential places.

Reduced spending on prevention and early help. Overall spend in Children's Social Care is increasing, but a much higher proportion is going on statutory obligations.

Workforce. High vacancy and attrition rates. There is also a high use of agency staff.



The Case for Change

The number of children in care (as at the end of March) has increased by 22% since 2014 - from 68,790 to 83,930.

The number of Section 47's has almost doubled from 127,190 to 224, 520 in 10 years.

Nearly two million children needed the support of a social worker before the end of their school years – the equivalent of five in every classroom.

Total spend on children's services has increased but is increasingly dominated by statutory services and not early help and support.

Vision

The vision is to deliver a fully integrated end to end system of family help and child protection that protects all children from significant harm, inside and outside of the home.

- ▶ Establishing Family Help Teams
- ▶ Improving information sharing between agencies through an information sharing duty and single unique identifier
- ▶ Legislation to embed family group decision making, advocacy and establish multi-agency child protection teams in every local area
- ▶ Strengthening the role of education in local multi-agency safeguarding arrangements

Universal Early Help	Vision for an integrated system			Children in Care
	Targeted Early Help	Child in Need	Child Protection	

Social Care Reform Overview

Where we were...

Tasked by the Government to reform and rebalance children's social care by March 2026

Set up boards, pillar groups, and enlisted our Change Champions

Developed draft Family Help Service structure model

Started extensive engagement with the community

Renamed and relaunched the family group conference service now called Family Decision Making Service

Carried out a skills audit and launched an updated staff training and upskilling programme

Draft Family Help Protocol developed

Draft Family Help Assessment and plan format developed

Drafted a proposed MACPT structure

Pillars underpinning work of Strategic Reform Board

- ▶ Workforce Development & HR Matters
- ▶ Data, Evaluation & Case Management System Changes
- ▶ Co-production, Communications, Networks and Advocacy and Co working, Family Decision Making and new service
- ▶ Integrated Family Help
- ▶ Multi-Agency Child Protection Team (MACPT)



MACPT

Purpose and Vision

- The MACPT is a newly established multi-agency team in Enfield designed to make statutory child protection decisions swiftly and effectively.
- It aligns with national frameworks including Working Together to Safeguard Children (2023) and Children's Social Care National Framework (2023).
- The MACPT aims to identify actual or likely significant harm and take rapid protective action, ensuring compassionate and clear practice for children and families.

Eligibility and Referral

MACPT handles cases involving intra- and extra-familial harm (e.g., exploitation, gang activity).

All child protection concerns are referred to MACPT via respective service area within strict timeframes (4–24 hours).

Continued allocation of Family Help Lead Practitioners (FHLs) ensures continuity of case worker relationships with the family.

MACPT Protocol Governance and Practice Framework

Governed by the Enfield Safeguarding Children Partnership in Enfield.

Uses the Strengthening Families Practice Framework, underpinned by Motivational Interviewing (MI) and Trauma-Informed Practice (TIP).

National framework enablers include:

Effective multi-agency working

Leadership for practice

Equipped workforce

Outcomes focus on family support, safety, and stability.



MACPT PROTOCOL CONSULTATION AND ENGAGEMENT CHANGE CHAMPIONS, MANAGERS, WIDER STAFF AND PARTNERS

Role of Change Champions

A change champion is part of the MACPT Pillar and will help shape the draft MACPT Operating Protocol.

Managers' Role

The draft MACPT Operating Protocol will be shared with Managers November – December for feedback and further refinement.

Role of Wider Staff and Partners

The draft MACPT Operating Protocol will be shared with wider staff and partners in December-January for feedback and further refinement.



Structure and Roles

Team Composition:

Senior Manager, L.A Lead Child Protection Practitioners (LCPPs), Police, Health, Education (L.A c Contextual Safeguarding Lead and Clinical Psychologists TBC)

Key Roles: All posts will provide child protection advice and consultancy and act as the technical child protection expert within their field

Senior Manager: Oversight, supervision, quality assurance, multi-agency coordination.

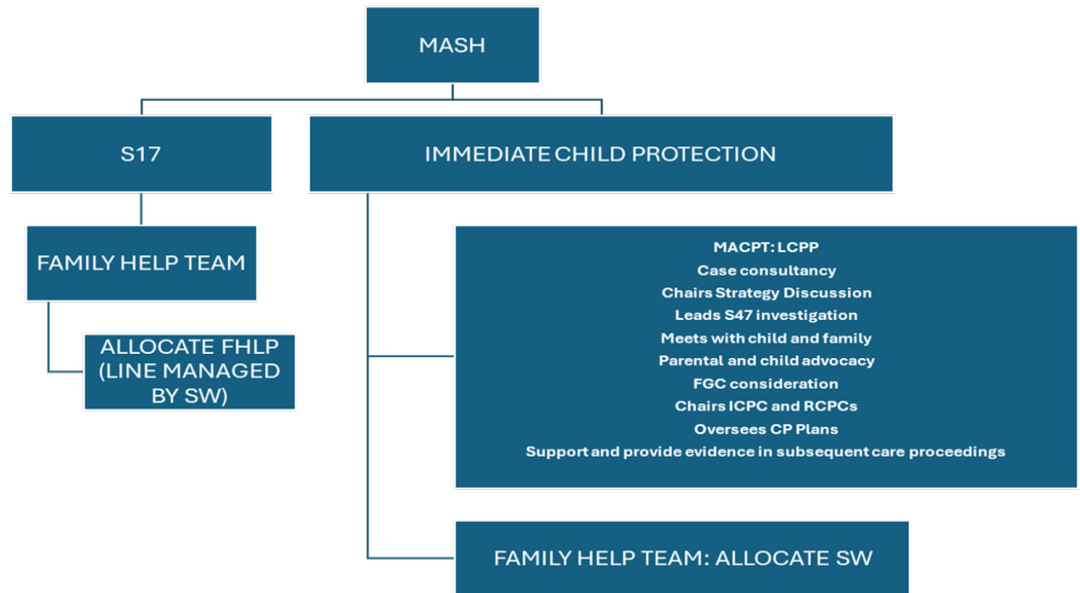
L.A LCPPs: Lead strategy discussions, S47 enquiries, child protection conferences, attended first core group and involved in PLO decisions.

Police Lead: Shared decision making, information sharing, joint investigations, quality assurance role including holding others to account.

Health Lead: Shared decision making, information sharing, liaison with health services and making strategy meeting contributions were health lead not available, quality assurance role including holding others to account.

Education Lead: Shared decision making, information sharing, liaison with health services and making strategy meeting contributions were education lead not available, quality assurance role including holding others to account.

L.A Child Protection Pathway



Core Functions of L.A Lead Child Protection Practitioner

Chair	Chair strategy discussions and child protection conferences.
Lead and oversee	Lead and oversee S47 enquiries and child protection plans.
Provide	Provide consultation, advocacy, and quality assurance.
Observe	Visit (at least one) to family home, observation of initial core group meeting

Practice Standards, Supervision and QA

Clear expectations for strategy meeting invites, attendance, and documentation.

Emphasis on anti-racist, anti-discriminatory practice and respectful professional challenge.

Defined escalation pathways for disagreements.

Clear expectations for conference meeting invites, attendance, and documentation.

Partner agencies maintain their own supervision but participate in MACPT group sessions.

Quality assurance includes audits, case reviews, and tracking child protection plans.

Where we are now...

- ▶ **Staff SharePoint Resource Hub has been launched for staff**
- ▶ **Developing a Homelessness Prevention Family Help Team**
- ▶ **Work with Digital Services and Liquid Logic is underway to make the necessary changes to the case management system**
- ▶ **Work with our partners for a co-located MACPT is well underway**
- ▶ **Staff away days have taken place to test out Family Help Protocol and decision making re thresholds and allocation of cases**
- ▶ **MACPT working protocol drafted with partners**



What's in store for the next four months?

- ▶ Finalise and launch Family Help protocol, family assessment and plan
- ▶ MACPT draft working protocol to go out for consultation
- ▶ Launch the formal restructure consultation, sharing the Family Help draft structure and transition plan with staff
- ▶ Transitioning into Family Help Teams and recruitment to vacant posts
- ▶ Ongoing case management system changes
- ▶ MACPT training programme to start
- ▶ MASA Executive group to approve the Family Help protocol and MACPT working protocol
- ▶ More conferences and seminars to apply the new ways of working in practice
- ▶ More listening/drop-in sessions
- ▶ Family Help Teams go live



