

September 2021

# Partnership Early Help Model Induction

Getting families the right support at the right  
time

Version 21 September 2021

Torbay Early Help  
Implementation  
Board

# Welcome to the Early Help Partnership Model Training

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This training is delivered to help those working with children, young people and their families understand how the Partnership Early Help Model works in practice, how they can contribute to it and how it can support their role.

The training is delivered on behalf of the Early Help Implementation Board, which is accountable to the Torbay Sufficiency Board and Health and Well Being Board.

The Partnership Early Help Model supports the following principles of the legislation as described in Working Together to Safeguard Children, 2018:

**“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.”**

**Working Together to Safeguard Children, 2018**

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## 2 Background

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Peopletoo were commissioned in February by Torbay Council to support the Children's Transformation Programme by undertaking a review of some key areas of Children's Services, including Early Help.

The review of Early Help found the following:

- There was a lack of a co-ordinated approach to Early Help in Torbay which did not provide partners with the sufficient support that they needed to deliver Early Help. This meant that whilst it was clear that there was a lot of good work being undertaken in Torbay that could be described as "early help", it was disjointed and missing a significant opportunity to bring partners together under one overall framework for Early Help and make the most of this good work.
- The lack of a co-ordinated approach meant that there was no clear understanding of what the needs were in Torbay as a whole, and then within specific parts of the Bay. This information was known by partners "on the ground" but there was nowhere for them to take this intelligence and influence decisions about investment. This also meant that it was not fully able to direct resources at those areas that need the support the most, and evidence the requirement for additional or targeted investment.
- It also meant that there was a risk of both duplication and a gap in services, and / or partners competing for finite resources when a more co-ordinated approach may be both more successful in securing resources as well as these resources be better used.
- Ultimately, a disjointed approach to Early Help means a greater risk that children, young people and their families would not have their needs fully met at the earliest opportunity, meaning that they may escalate – meaning a poorer experience of growing up in Torbay and of poorer outcomes later in life, which in turn can create a "cycle" for any children that they may have.

The review recommended that a new partnership Early Help Model should be developed. Peopletoo then worked extensively with partners to develop this model, and this training represents an induction to this model.

Key features of the model that are included in this training are:

- The development of Integrated Locality Teams / Networks, in Torquay, Paignton and Brixham respectively, which bring partners to together on a bi monthly basis to build relationships, skills and knowledge across partners, and be the focal point for gathering intelligence around local need and the voice of communities.
- The development of Early Help Hubs – at least one in each area – which promote ease of access to services via co-located delivery where appropriate. The one central and identifiable “hub” would be supported by other co-located venues called “spokes” – this recognises that there may be more than one place in a locality that lends itself to this model of working. What these venues must have in common is that they are seen as safe spaces for children, young people and their families, that they are accessible to them, and that they promote the concept of “no wrong door”.
- Clear pathways that show what needs to happen at each stage of a family’s journey within the system to help manage their needs at the earliest opportunity.
- The function of the CAF Mentor role to be re-introduced, focussing on supporting partners to make the connections that they needed to manage needs at an early stage, without the need for a referral to the Integrated Team / Network, and have a “social prescriber / community connector” type function which links community-based provision to the partner to support them in supporting the family.
- As per the governance model, a clear line of communication which enables the Integrated Teams / Networks to convey both their and the community’s knowledge of any gaps in provision or commissioning that need to be heard by key decision makers.
- Referrals to the Integrated Teams would be considered via a new Early Help Assessment. This would be supported by a pre assessment tool known as the “Resilience Framework” that identifies and builds on the strengths of the family to support the self-management of needs at an early stage.
- Embedding of the principles of Family Group Conferencing within Early Help.

### 3 Aims and Objectives of This Training

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#### AIMS

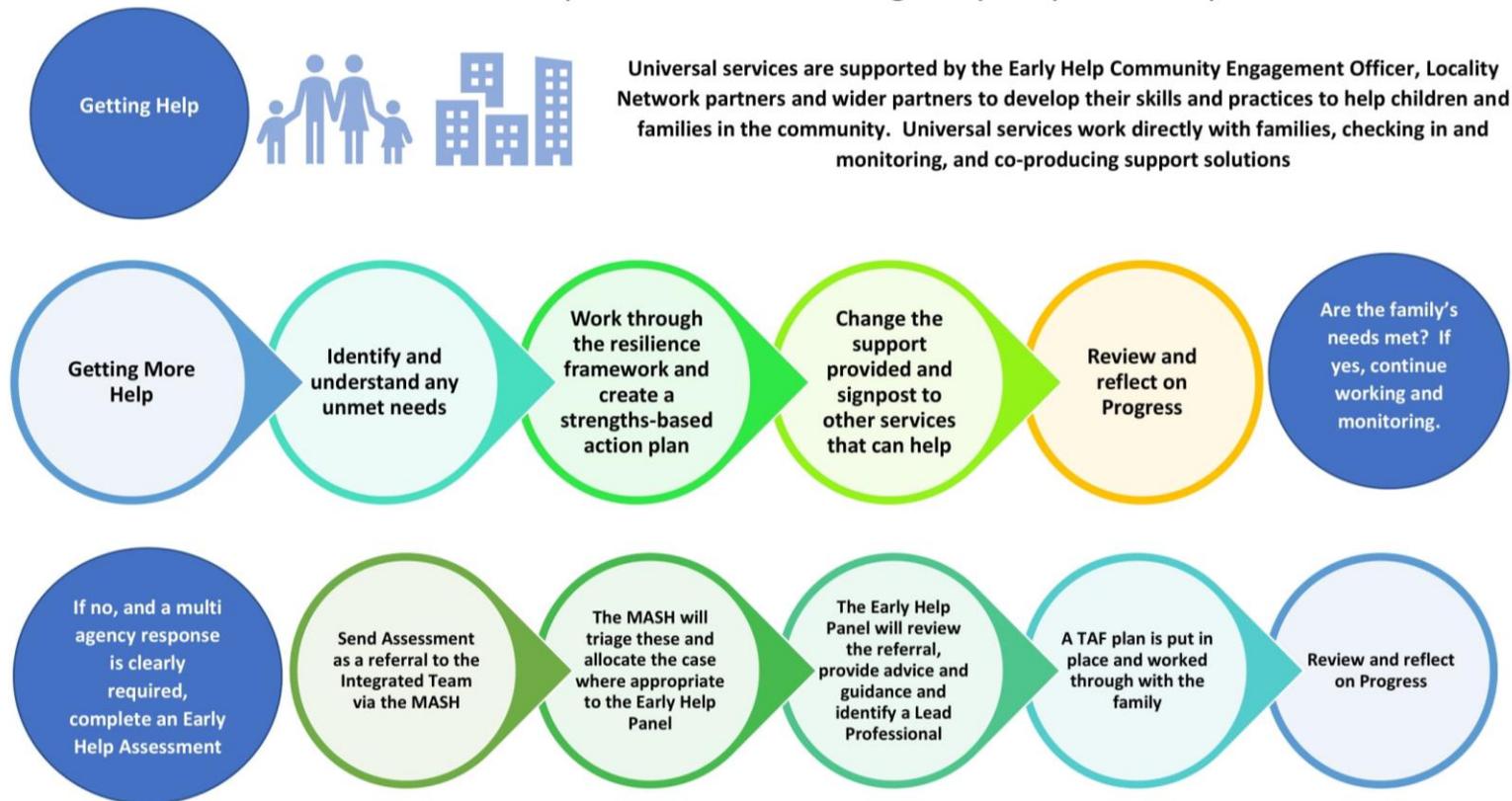
- To inform partners of the detail of the new Partnership Early Help Model, how it will work, and how they may both contribute and be supported by it

#### OBJECTIVES

- By the end of this training module, participants will be able to articulate the key features of the Partnership Early Help Model
- By the end of this training module, participants will be able to articulate how their role and organisation can both contribute and be supported by the Partnership Early Help Model

## 4 Partnership Early Help Model

### A Partnership Model for Delivering Early Help in Torbay

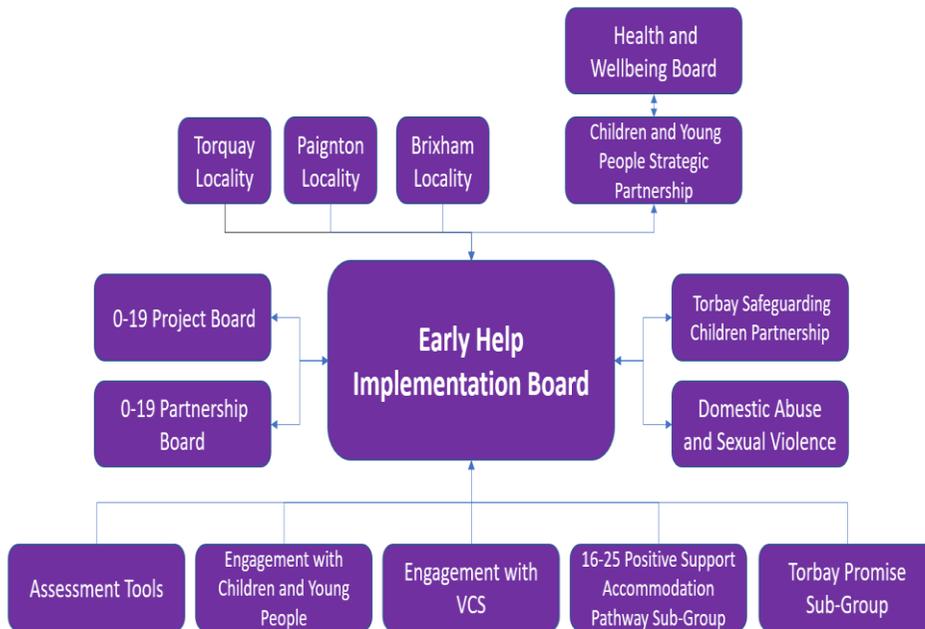


If you are unsure about whether an Early Help Assessment is needed, please contact the Early Help Community Engagement Officer for consultation and advice.

If you are worried about a child or young person's safety or welfare at any point, Torbay's safeguarding children procedures must be followed which you can find more information on [here](#). The Early Help Community Engagement Officer and Early Help Service Manager can advise you if you are uncertain about making a referral to the MASH.

## 5 Governance Arrangements for the Partnership Early Help Model

The implementation of the Early Help Model is overseen by the **Early Help Implementation Board**. This in turn is accountable to the Children's Sufficiency Board and the Health and Well Being Board. The Early Help Implementation Board links in with complementary groups, and then has 5 "task groups" that support its work. The diagram below demonstrates this.



## 6 Putting Our New Ways of Working into Practice

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### 6.1 Early Help Integrated Teams / Networks

The new partnership model for delivering Early Help in Torbay is about the integration of key professionals and community-based organisations in three localities. Three Early Help Integrated Teams / Networks will operate, one each in Torbay, Paignton and Brixham. They are not “teams” in the sense of shared management arrangements but moreover “networks” brought together on a monthly basis as the basis for better integrated and collaborative working within their localities. These groups will have a Terms of Reference agreed at initial meetings which will then be reviewed as required. Longer term chairing of these groups is to be agreed by these networks – there may be a different arrangement in each depending on local arrangements - an interim arrangement led by Peopletoo will be established for all 3 until these arrangements are agreed.

The network meetings will have a core standard agenda to ensure a degree of consistency, but will then have full jurisdiction to add agenda items relevant to the group.

The primary purpose of the networks will be to:

- Build relationships, skills and knowledge between partners in a way that promotes the linkages with a wide variety of services that can help children, young people and their families
- Share good practice and “problem solve” where partners may need advice and support from their peers as to how to address challenging or emerging needs

- Hear the voice of communities, including children and young people, in terms of an up-to-date picture of needs, priorities or opportunities in the locality and evaluating how services should be delivered. It is envisaged that each locality will have either clear links with existing fora where they exist and may wish to additionally develop a small advisory group to feed into it.
- Identify common needs and priorities in relation to service gaps to meet needs which can either be met through partners identifying joint solutions or which, if this is still insufficient to address the need, may require escalation to the Early Help Board and commissioners through the governance structure
- Receive feedback and engage with representatives from the Early Help Implementation Board in relation to strategic developments and any relevant information for wider discussion
- Share knowledge of funding streams or opportunities which would benefit individual partners or a collaborative approach to bidding
- Be able to invite guest speakers on particular topics of interest, including members of the groups to share knowledge of their work
- Receive relevant Intelligence Reports from the Local Authority
- Receive feedback around the usage of the hubs and identify any further opportunities through these
- Identify common Workforce Development needs and have access to opportunities through the Partnership Workforce Development Strategy

**Importantly, the networks will have a key role in shaping the Partnership Early Help Model as it emerges. In a sense, the model will start with the Network Meetings and the Pathways as core functions, but the other parts of the model will be developed iteratively in collaboration with partners. This is to make sure that partners feel that they can influence the detail of the model going forward.**

For consistency, the Early Help Team / Network meetings will have core agendas, beyond which they will have the flexibility to discuss issues directly relevant to them.

The core agenda will include:

- 1) Welcome and introductions
- 2) Review of actions from previous meeting
- 3) Feedback from Early Help Implementation Board that is relevant to local services and communities
- 4) Focused discussion on an area of the early help offer and / or the Model if required
- 5) Updates from partners (for example any key developments)
- 6) Updates from the Torbay Promise (a pilot project in Lower Barton and Hele)
- 7) Feedback from Communities
- 8) Intelligence gathering of what is happening in communities /trend analysis/gap analysis and how we may address this
- 9) Training and workforce development opportunities
- 10) AOB
- 11) Planning next meeting

Periodic / optional agenda items could include:

- Bay wide and locality data reports
- Guest speakers on particular topics of interest
- A rota of presentations by network members on the service they provide

**Early pieces of work which we would like the Locality Networks to support on are:**

- **Engagement around the function, location and format of the Early Help Hubs**
- **How to engage best with communities**
- **The development of a Partnership Outcomes Framework for Early Help**
- **The development of a Partnership Workforce Development Strategy and Training Plan**

The current list of partners engaged in the 3 Locality Forums are identified in the table below. Please note that this will inevitably change over time – please therefore check that you have the most recent version of this Induction Guidance or refer to whichever digital vehicle is used to keep these lists updated. If your organisation is not on these lists – please let us know!

<b>Torquay</b>	
<b>Service Deliverer</b>	<b>Service Delivered</b>
<b>0-19 Torbay</b>	
0 to 19 Torbay -Zig Zags	Family Support
0 to 19 Torbay -Zig Zags	Child Development
0 to 19 Torbay -Zig Zags	Baby Massaging
0 to 19 Torbay -Zig Zags	Infant feeding support
0 to 19 Torbay -Zig Zags	Low level speech & language support
0 to 19 Torbay - St. Edmunds	Health visiting
0 to 19 Torbay - St. Edmunds	School nursing
0 to 19 Torbay - Victoria Road	Young People Substance Misuse
0 to 19 Torbay - Victoria Road	Young People Advocacy
0 to 19 Torbay - Victoria Road	Young People Independent visitors
<b>Torbay CSC - Early Help</b>	
Torbay CSC - Early Help	Family Intervention Team
	Supporting Families Team
	Youth Homelessness Prevention Team
	Community Engagement Worker
<b>Early Years Settings - 27 Childminders</b>	
Abbey School Nursery	0-5years & Wrap around
Acorns Pre-School	0-5years & Wrap around

Furrough Cross Pre-School	0-5years & Wrap around
Hatfield Nursery	0-5years & Wrap around
Holy Angels Pre-School	0-5years & Wrap around
Kiddi Caru	0-5years & Wrap around
Little Palms Nursery	0-5years & Wrap around
Mama Bears (BR)	0-5years & Wrap around
Peekaboo Childcare Torquay Ltd	0-5years & Wrap around
Phoenix Childcare	0-5years & Wrap around
Rainbow Day Nursery	0-5years & Wrap around
Southernwood Nursery	0-5years & Wrap around
St Matthias Pre-School and Childcare Centre	0-5years & Wrap around
Tops Babbacombe	0-5years & Wrap around
Watcombe Children's Centre Nursery	0-5years & Wrap around
<b>Imagine This Partners and Associated Services</b>	
Chelston Action Group	COMMUNITY CENTRE/DEV
Children's Society, Torquay	YOUTH SERVICES AND TARGETED INTERVENTION
Chill'd Out Youth Project	COMMUNITY CENTRE/DEV
Eat That Frog	TRAINING PROVIDER
Fort Apache Adventure Playground	PLAYGROUND
LiveWest (Torbay Foyer)	HOUSING/YOUTH SERVICES
PHAB Torquay	COMMUNITY CENTRE/DEV
Play Torbay	PLAY SERVICES + ALTERNATIVE EDUCATION
Sendiass	SEND
South West Family Values	FAMILY INTERVENTION
Torbay Community Development Trust	COMMUNITY DEVELOPMENT
Torbay Youth Trust	YOUTH SERVICES

Torre Abbey	YOUTH SERVICES
Turning Heads	EDUCATION SERVICES
<b>Other Engaged Partners</b>	
Abbey Adventures Holiday Club	HOLIDAY CLUB
Acorn Centre	COMMUNITY CENTRE/DEVELOPMENT
Air Cadets (Torquay)	UNIFORM
Carers Aid Torbay	SUPPORT
Checkpoint	MENTAL HEALTH
Children with Disability Team (CWD_ Torbay Children's Services	SEND/FAMILY SUPPORT
Children's Learning Disability Health Team	SEND
Christians Against Poverty (CAP)	MONEY/SUPPORT
Community Larder	FOOD BANK TORQUAY
DeCiDe	SEND/FAMILY SUPPORT
Disability Support Torbay	SEND/SUPPORT
Ellacombe Community Partnership	COMMUNITY CENTRE/DEVELOPMENT
Family Matters	FAMILY THERAPY
FIPCAN (Family Information and Play for Children with Additional Needs)	SEND/FAMILY SUPPORT
Hatfield Nursery Zoo Club	HOLIDAY CLUB
Have Your Say	MENTAL HEALTH
Helping Hands	YOUTH SUPPORT
Medway Centre	COMMUNITY CENTRE/DEVELOPMENT
Phoenix Childcare Holiday Scheme	HOLIDAY CLUB
PLUSS	EMPLOYABILITY/ADULT SUPPORT
RELATE	CHILD CARE AND FAMILY SUPPORT
Riviera Life Church	CHURCH/CHURCH BASED
SALT - Speech & Language Therapy	THERAPY

Shekinah	EMPLOYABILITY/MENTAL HEALTH/ADULT SUPPORT
St Mary Mags	CHURCH/CHURCH BASED
St Marychurch Pre-School	PRE-SCHOOL
St Matthias Church	CHURCH/CHURCH BASED
The Mooring	MENTAL HEALTH
Tissues and Issues	SEND/FAMILY SUPPORT
Torbay District Scouts	UNIFORM
Torbay Drug and Alcohol Service	SUBSTANCE SUPPORT
Torbay Olympic Gymnastics Club	SPORTS
Torquay United Community Sports Trust	SPORTS
Upton Vale Baptist Church	CHURCH/CHURCH BASED
Watcombe Children's Centre Nursery Holiday Club	HOLIDAY CLUB
Windmill Centre, Torquay	COMMUNITY CENTRE/DEVELOPMENT

Paignton	
Service Deliverer	Service Delivered
0-19 Service	
0 to 19 Torbay - Kings Ash House	National childhood measurement scheme
0 to 19 Torbay - Kings Ash House	Bladder & Bowel support
0 to 19 Torbay - The Beehive	Family Support
0 to 19 Torbay - The Beehive	Child development support
0 to 19 Torbay - The Beehive	Parenting support - antenatal & under 5's
0 to 19 Torbay - The Beehive	Infant feeding support

0 to 19 Torbay - The Beehive	Baby massage
0 to 19 Torbay - The Beehive	Low level speech & language support
<b>Early Years Settings</b>	
Braeside at Sunflowers	0-5years & Wrap around
Collaton St Mary Pre-School	0-5years & Wrap around
Mama Bears (LR)	0-5years & Wrap around
Mama Bears (MR)	0-5years & Wrap around
Muddy Wellies Nursery	0-5years & Wrap around
Preston Community Pre-School	0-5years & Wrap around
Roselands Community Nursery & Playschool	0-5years & Wrap around
St Pauls Second Steps Pre-School	0-5years & Wrap around
White Rock Pre-School	0-5years & Wrap around
<b>Imagine This Partners and Associated Services</b>	
Doorstep Arts	YOUTH SERVICES - ARTS
Foxhole Community Association	COMMUNITY DEVELOPMENT
Foxhole Unique Neighbourhood (FUN)	COMMUNITY DEVELOPMENT
Gaia Giving	COMMUNITY DEVELOPMENT
Great Parks Community Association	COMMUNITY DEVELOPMENT
HealthWatch Torbay	HEALTH
Home-Start, South and West Devon	CHILD CARE AND FAMILY SUPPORT
Imagine Torbay Multi Cultural Group CIC	MULTI-CULTURAL GROUP
Libraries Unlimited	LIBRARY SERVICES
Love Enterprise Group/Glo Church	YOUTH SPORTS + RELIGION
Paignton Community & Sports College	SPORTS
Play Torbay	PLAY SERVICES + ALTERNATIVE EDUCATION
Sanctuary Housing	HOUSING
Sound Communities CIC	YOUTH SERVICES
Wild Fox Adventure Playground	PLAYGROUND

YMCA (South Devon)	YOUTH SERVICES AND CHILD CARE
YMCA South Devon - Jungle Holiday Club	HOLIDAY CLUB
Youth Genesis Trust	YOUTH SERVICES
<b>Other Engaged Partners</b>	
6th Torbay Britannia Sea Scouts RN29	UNIFORM
Centrepeace	MENTAL HEALTH
Children & Families in Grief	SUPPORT
Christ Church Youth Club	YOUTH SERVICES
Church 180	CHURCH/CHURCH BASED
Community Larder	FOOD BANK PAIGNTON
Crafty Fox	CAFÉ
Curledge Street Academy & Nursery	PRE-SCHOOLS
Daybreak (Step One), Paignton	SUPPORT
DOVES	SEND
Down South	SEND
Goodrington Methodist Pre-School	PRE-SCHOOLS
Great Parks Chapel	CHURCH/CHURCH BASED
Integrated Youth Support Service (IYSS)	TARGETED YOUTH INTERVENTION
Kids Matter	FAMILY SUPPORT
Living Waters Church	CHURCH/CHURCH BASED
Mencap	SEND/SUPPORT
Paignton Baptist Church	YOUTH SERVICES
Paignton Library	LIBRARY
Parkfield Torbay	OTHER
Polonia Youth Club	YOUTH SERVICES
Reach Outdoors	SPORTS
ROC Aspects, ROC Active, ROC Creative Torbay	SPORTS/LEARNING/EMPLOYABILITY
Salvation Army, Paignton	CHILD CARE AND FAMILY SUPPORT
St Matthias Church	CHURCH / CHURCH BASED

TALKWORKS (prev. DAS)	MENTAL HEALTH
Torbay & District Lifesaving & Lifeguard Club	SPORTS
Torbay BMX	SPORTS
Torbay Carers Service	SUPPORT
Torbay Citizens Advice	ADVISORY SERVICE
Torbay Special Needs Playscheme & Saturday Club	HOLIDAY CLUB
What's Your Problem	ADVISORY SERVICE/EMPLOYABILITY
Youth Offending Team (YOT)	YOUTH INTERVENTION/SERVICES

<b>Brixham</b>	
<b>Service Deliverer</b>	<b>Service Delivered</b>
<b>0-19 Service</b>	
0-19 Service - The Barn	Family Support
0-19 Service - The Barn	Child Development
0-19 Service - The Barn	Baby Massaging
0-19 Service - The Barn	Infant feeding support
0-19 Service - The Barn	Low level speech & language support
<b>Early Years Settings</b>	
Butterflies Pre-School (Brixham)	0-5years & Wrap around
Galampton Pre-School	0-5years & Wrap around
The Nest Neighbourhood Nursery	0-5years & Wrap around
<b>Imagine This Partners and Associated Services</b>	
Indigos (Play Torbay)	PLAY SERVICE

YES! Brixham	COMMUNITY DEVELOPMENT /EMPLOYABILITY/HOUSING/YOUTH SERVICES
Indigos Go Wild Adventure Playground	PLAYGROUND
Lupton House	THERAPEUTIC SUPPORT
Play Torbay	PLAY SERVICES + ALTERNATIVE EDUCATION
<b>Other Engaged Partners</b>	
Air Cadets (Brixham)	UNIFORM
Boys Brigade (1st Brixham)	UNIFORM
Brixham Baptist Church	CHURCH/CHURCH BASED

## 6.2 Early Help Hubs

As part of the model, we are seeking safe places that children, young people and families can identify with as “hubs” from which multiple services could be delivered as part of a truly integrated approach.

It is envisaged that each locality will have at least one definable “hub” but then a range of other existing delivery venues which are then known as the “spokes”. Delivery of services from the “hubs” is by no means mandatory but encouraged and facilitated where there are opportunities for more integrated and accessible services.

**One of the first tasks of the Integrated Teams / Networks is to engage with communities about what these Hubs and Spokes need to consider, look like and how / where they may deliver or be based. Below is a table of some very early considerations of possible options based on where we know that there may some potential venues to build upon and which partners have put forward.**

If you know of any other potential “hubs” or “spokes”, please let us know!

Torquay		
Location	Services Currently Delivered	Address
LiveWest (Torbay Foyer)	Housing, Youth Services	Brunswick House, TQ1 4DZ
The Burton Academy	Educational Facilities	S Parks Road, Torquay, TQ2 8JE
ASC Hubs	Various	TBD

Paignton		
Location	Services Currently Delivered	Address
Parkfield Torbay	Youth Services, Sports	Colin Road, Paignton, TQ3 2NR
Crafty Fox Cafe	Café, Information Service	Foxhole Road, Paignton, TQ3 3SU
Brunel Academy	Educational Facilities	Torquay Road, Paignton, TQ3 2AL
GLO Torbay	Café, Community Space	Unit 5 Victoria St, Paignton TQ4 6PE
ASC Hubs	Various	TBD

Brixham		
Location	Services Currently Delivered	Address
YES! Brixham	Employability, Youth Services, Housing	Bolton Street, Brixham, TQ5 9DH
Brixham Baptist Church	Faith Based Practice	Market Street, Brixham, TQ5 8EU
Brixham Town Hall	Town Council Operations	New Road, Brixham, TQ5 8TA
ASC Hubs	Various	TBD

# 7 Early Help Partnership Model Pathways and the Roles and Responsibilities of Partners

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## 7.1 Summary of the Pathway

- In the majority of cases, partners may complete their own assessment with the family's consent when a family needs help, and partners will support families directly to tackle their challenges and meet their goals. Alternatively, they could use the strengths-based **Resilience Framework** and develop an action plan based on what actions need to be taken as a result of this. The **Resilience Framework** identifies a family's strengths as well as their development needs. The action plan is then put into action and monitored. **Further detail and a session on the Resilience Framework will be offered via the Locality Partnerships when this is ready to be shared.**

### The Pathway as of June 2021

- If a family's needs are escalating and it is clear to partners that a multi-agency response is needed, they should complete an **Early Help Assessment**. (Early Assessment Training is a separate training module – a copy of the Early Help Assessment is attached as Appendix 2)
- If they are unsure whether they should refer, they should in the first instance have a conversation with the duty Early Help ATM (Assistant Team Manager) as part of the MASH **OR** the Community Engagement Officer to see (a) whether a referral into the Early Help Panel via the MASH is needed or (b) to discuss if there is any other known source of support through the Locality Networks that could support the child/young person or family. **Partners are encouraged to do this wherever possible as it is likely that support is available in the community that can be accessed more quickly for the family than going through the referral process**

The Community Engagement Officer is Lorrie Lane, contact: [lorrie.layne@torbay.gov.uk](mailto:lorrie.layne@torbay.gov.uk), tel: 07771 806870

- Where it is agreed that a referral to the Early Help Panel is necessary, partners should complete an **Early Help Assessment**. (Early Assessment Training is a separate training module – a copy of the Early Help Assessment is attached as Appendix 2)
- If partners need support with the **Early Help Assessment** or need information and advice around a family's needs, support can be provided by the Community Engagement Officer
- The **Early Help Assessment** is sent as a referral via the MASH. Where a single agency response is appropriate and a Lead Professional can be easily identified, this is referred to that single agency for action
- Where a multi-agency response is required and there is no obvious Lead Professional at this stage, the case is referred to the weekly **Early Help Panel** to identify what needs to happen. It is highly recommended that lead professionals are those who have the best relationship with a family to ensure successful family engagement. Lead professionals should access support of other partners from within their Locality Network / Team or from any relevant Bay wide services.

### **The Intended Future Pathway**

- It is the intention to build upon the excellent work being undertaken to develop a Community Helpline and make this into the Early Help “front door” as opposed to the MASH. These discussions are ongoing, but we are keen that the partners via the Locality Networks are involved in shaping what this may look like.

### **Digital Service Information Portals**

- Torbay Council currently has a Families Information Service which acts as a portal for information around a range of services that is accessible for professionals and the public alike. We are in discussions about the future of this as we are also liaising with the Community Development Trust about the Torbay Together platform, and whether there is an opportunity to build on this to develop one platform for Torbay.

## **7.2 The Use of Family Group Conferencing**

- Family Group Conferencing is a model that tends to be more known within higher tier cases such as those in Children's Social Care. However, as part of the development of Early Help, we plan that the “principles” of Family Group Conferencing be embedded within Early Help practice.

- This will be picked up as an early example of a Partnership Workforce Development Strategy, but partners are encouraged at this stage to consider how wider members of a family or a family's wider network can bring strengths that can support the family.

## 8 Restorative Practice – An Approach to Working With Children, Young People and Families

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### What is Restorative Practice in a Social Care and Early Help

In recent years, there has been a resurgence of interest in social work towards relationship-based practice.

The Centre for Social Work Practice state that **“Meaningful and effective social work always entails the provision of an attuned, reflective, and professionally thoughtful relationship with service users, carers, networks, social work colleagues and colleagues from other disciplines – even under conditions of conflict. Good services are by definition services provided through, or in the context of, such relationships”**.

Over the last eight years local authorities have increasingly taken the decision to embed a strength - based methodology across children's services' in order to improve practice, consistency of approach and most importantly, outcomes for children and families. One of these is “Restorative Practice”. The approach is not simply a model of social work practice; it is a methodology that can be easily adopted across the children's workforce presenting opportunities for a future roll-out across partners.

Restorative Practice is a relationship and strength-based approach that embodies a set of core beliefs, principles and a way of being with people that proactively promotes building a sense of community. It is a “high support, high challenge” model that creates a common language and a common approach to engaging families. The key principles of this approach and what it means for how we work with families in an Early Help situation is described in the diagram below.

## “High Support – High Challenge Approach

What support is:	What challenge is:
Respect, empathy, compassion, nurture, kindness	Setting clear expectations
Encouragement, empowering	Maintaining high aspirations
Active listening, understanding their perspectives	Boundaries and limit setting (bottom line and consequences)
Being more than “just professional”	Holding people to account and to take responsibility for their actions and inactions
Being available and approachable	Professional curiosity and remaining reflective
Giving time to people	Conflict dialogue
Being genuine	Being open and honest
Non judgemental, anti -discriminatory and anti -oppressive	High challenge is not confrontation
Identifying strengths	Strictness and discipline

## 9 Early Help Outcomes Framework

We are keen to acknowledge the contribution that partners make to positive outcomes for children, young people and their families through the delivery of Early Help.

Measuring the impact of Early Help is notoriously difficult, as measuring something that “didn’t happen” because you have prevented it is not as easy as measuring something that did.

However, other areas have tried to develop an “Outcomes Framework” that enabled them to have some indication of how effective their approach to Early Help is. We would like to develop one of these in Torbay, collaboratively with partners.

One example from another area does this via some an Outcomes Framework is in two parts.

Part 1 takes some overarching outcomes for children and young people that partners agree would be achieved if we were getting Early Help right.

Part 2 is then an indicator framework with a range of performance indicator metrics which, if partners work collaboratively towards the sub outcomes in Part 1, would be impacted upon.

This is just one example of how some areas evaluate their approach to Early Help – in Torbay we may decide to do this differently and would like the Locality Networks to consider what would work best. We would also be keen to ensure that we captured the voice of children, young people, their families and communities in evaluating the approach to Early Help and, again, will seek the views of partners about how best to do this.

## 10 Workforce Development

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As part of the development of the Partnership Early Help Model, we are keen that all partners and practitioners feel supported to do so.

It is important to understand that a Workforce Development Strategy is more than a training plan. Moreover, it should articulate the approach to achieving a highly skilled workforce who share and live common values and who understand both their and others' contribution to the lives of children, young people and their families and how these interact.

We would like to develop the Workforce Development Strategy collaboratively with partners via the Locality Networks.

## 11 Linked Initiatives

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### 11.1 The Torbay Promise

The Torbay Promise is a pilot programme supporting a cohort of 20 families in a defined geographical area. It aims to deliver what is effectively an “Early Help +” offer to these families.

The Promise is:

1. We promise you will be born into a family that is ready for you.
2. We promise that from week 1 your mother will have a sustained relationship with a HV.
3. We promise you will thrive emotionally through being loved and nurtured.
4. We promise that your home (HLE) will have the resources to ensure you have fun learning as you grow and develop.

5. We promise that for the 1st year of your life there will be a readily available network of people who care about you

This pilot programme will be offered to the first 20 families in that area from the pilot start date that is registered with the Midwifery service as expecting a baby. The geographical area is the ward of Lower Barton and Hele and the “offer” is described below:



## 12 Contact Details

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Peopletoo will be supporting the implementation and facilitation of the Partnership Early Help Model until December 2021.

For any queries, comments or feedback until then, please contact:

Mark Gray – [mark.gray@peopletoo.co.uk](mailto:mark.gray@peopletoo.co.uk) Tel: 07825002567

Rosie Thomas – [rosie.thomas@peopletoo.co.uk](mailto:rosie.thomas@peopletoo.co.uk) Tel: 07384 119337



**Family contact details**

House Name/No	
Street	
City	
Postcode	
Telephone No.	
Mobile No	
Email	

**Who is undertaking this assessment with our family?**

Name & surname	Organisation	Phone	Email

**Who else is working with our family?** Please consider all universal services and any additional services working with adults or children

Organisation	Services	Name & Contact details

**Useful information to know when working with our family?**

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**Your family's consent and privacy**

We would like to contact other agencies so we can gather information for the purposes of completing the Early Help Assessment. This information will include contact with agencies, immunisations, disability, any drug or alcohol misuse, any mental health issues.

We will be asking those agencies for information about the adults and children in your family.

Please tell us below whether you are happy for us to contact these agencies. You can withdraw your consent at time by informing your social worker.

**Consent**

<input type="checkbox"/> <b>I Consent to the Early Help Assessment (PLEASE TICK)</b>
I consent to the Torbay Early Help Assessment being undertaken and confirm I have parental responsibility for the child or children in this assessment. I understand that I may withdraw from this process at any time. I /we agree to information being shared about me/us and my/our family with the Council's partner organisations in order to provide me/us and my/our family with Early Help Services and Support.

<b>Name of parent/carer</b>	<b>Signature</b>	<b>Date</b>
<b>Name of family member</b> (Including children and Young People)	<b>Signature</b>	<b>Date</b>

<b>Name of professional</b>	<b>Signature</b>	<b>Date</b>

Is there anyone else who has parental responsibility for this child/ren and needs to be informed of this assessment process?  
 Yes  No

If yes, please give details:

Name:

Address:

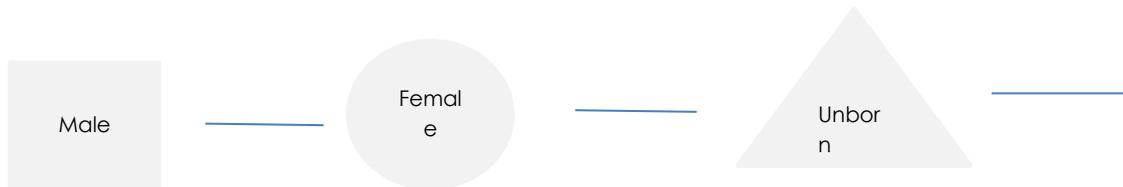
Phone/Email:

**Family Genogram**

Please draw the family genogram below including all children, parents and any unborn children:

**My family and important people to me**

Key:



**Our family story** - what has happened in the past and what is happening now?

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**What are you worried about and why?**


**What is going well for your family?**

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I feel happy when....

I am proud of...because...

What support would help to address my worries and concerns?

On the scale below, how concerned are you about your current difficulties:

1	2	3	4	5	6	7	8	9	10

What will be the hardest thing for me in making changes?

**Observations/behaviours of child/young person (particularly if aged between 0-5 years):**

**Voice and views of the child/young person (include the views of all children in the family):**

These people are important to me...

Me and my family need to make the following changes to make things right:

<b>School and Early Years achievements</b>	
Current School Name (provided on contact)	
All Educational	
<b>Child's school attendance</b>	
School attendance last year	
School Attendance this year	
<b>Educational achievement</b>	
<b>Date of Assessments (EHCP etc):</b>	
<b>24 months ago</b>	
<b>12 months ago</b>	
<b>Now</b>	
Is there evidence of child exploitation?	
Any relevant supporting documentation received and where	

<b>Recommended Outcome of assessment (next steps):</b>	
1. Single Agency Referral	<input type="checkbox"/>
2. Early Help Plan and TAF	<input type="checkbox"/>
3. Present to Early Help Panel	<input type="checkbox"/>
4. No further role for Early help	<input type="checkbox"/>

Name of Practitioner completing	
Signature:	
Name of Practitioner's Manager	
Signature:	

**Once completed, this assessment must be sent to**

The Duty Assistant team Manager  
The Early Help Service,  
Torbay Children's Services

[Targetedhelp@torbay.gov.uk](mailto:Targetedhelp@torbay.gov.uk)

# Early Help Plan

Team Around the Family Meeting date:

Meeting attendees/apologies:

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Summary of meeting discussion points:

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**Our Family Plan (what will be our next steps)**

**What are the first steps to making things better and moving towards the goals?**

<b>What are we going to change/ improve/ strengthen?</b> (Link to needs identified in 'What's going on in our family?')	<b>What are we going to do to make this happen?</b> (Activities)	<b>Who in our family or professional network will do this and what support will we need?</b>	<b>By when?</b> (Specific timescales)	<b>Outcome for our family</b> (How will we know when things have improved / what will life be like for the child(ren)/family)?

**When should we get back together again to review the plan and the progress?**

Date & time:

Venue:

Lead Professional:

**Date completed:** .....

**Parents'/Carers' signature:** ..... **Date:** .....

**Young person's signature:** ..... **Date:** .....

**Worker's signature:** ..... **Date:** .....

**Manager's signature:** ..... **Date:** .....

**Once completed, this plan must be sent to**

The Duty Assistant Team Manager  
The Early Help Service,  
Torbay Children's Services

[Targetedhelp@torbay.gov.uk](mailto:Targetedhelp@torbay.gov.uk)