

Introduction

The Early Help Strategy is a key element in Torbay's commitment to improve outcomes for children and young people. The strategy defines Early Help and sets out why we are committed to delivering on this, and outlines how Partners will work together to plan, commission and deliver services that reach our children and families at the very earliest opportunity. The strategy will cover services and community assets impacting on the lives of children and young people between the age of 0-19, and up to 25 for those with special needs, disabilities and care leavers.

Our definition of Early Help

For the purpose of the strategy, we include both prevention and early intervention within the term 'Early Help'

Prevention is broad, universally available support that can develop resilience and confidence in individuals and communities, reducing the likelihood of risk factors facing children, young people and families. Access to these services is direct and universal and usually does not involve a referral or an assessment, nor does it usually collect outcomes data, but may collate information on numbers attending or user satisfaction.

Some examples of preventative services are:

- Neighbourhood Youth and community provision
- Immunisation programmes
- Schools: clubs and access to low level behavioural support or parenting seminars
- Family Learning
- Health visitors and School Nurses
- Job Centre Plus work coaches

Early Intervention is a range of services that may be targeted towards an identified need to prevent problems escalating. This relies on early identification of need which is then assessed and met through a support plan with actions towards desired outcomes with named individuals or services responsible for achieving these. The intervention will be as intensive as required according to the level of need identified or the range of difficulties. Interventions are usually evidence based and are measured for outcomes and impact.

Some examples of early intervention services are:

- Targeted parenting programmes such as Incredible Years or Triple P
- School nurse interventions and Health Visiting
- Young Carer's support services
- Camhs or substance misuse tier 2 services
- Sexual health outreach work

- Employability skills provision

Why Early Help?

The importance of giving every child the best start in life is well documented, and relates to health (Marmot Review, Chief Medical Officer Report) and emotional, social and educational development (Graham Allen). Recent Public Health and Early Years policies seek to establish a robust framework that reduces inequalities to create healthy, school-ready children with strong foundations for a happy life ahead. But some children are impeded from developing their full potential because of limiting circumstances within their families, and Early Help then needs to be available, easy and swift to access and it needs to relate to individual need.

Children and families need to be heard when they first ask for help to minimize adverse experiences for children and young people. We know from consultation that when parents face challenges, they first go to family and friends, and then to services within universal access such as their GP or their childrens' schools. This is where families first seek help and this is where support should make the most impact, quickly improving outcomes for the child. Where there is greater need, effective identification and clarity of thresholds and systems will enable access to targeted early help. Without access to early help, families and children need a lot of time and resource to re-discover their skills, or to catch up their development, and those resources helping them to do this are at high cost to the public purse.

The growing interest in early intervention as a policy issue reflects the widespread recognition that it is better to identify problems early and intervene effectively to prevent their escalation than to respond only when the difficulty has become so acute as to demand action. It is better for the individuals concerned, their families and society more broadly; it avoids a lot of personal suffering, reduces social problems and generally, it costs less than remedial action

(C4EO, Grasping the Nettle)

What are the drivers for Early Help?

Almost a quarter of the children in Torbay are living in relative poverty, with 67% of these within lone parent households and with 79% within workless households. We know that most of these children and their families live within four wards and that within these wards, not only is there poverty and worklessness, but health outcomes are poorer, anti-social behaviour is higher, and aspirations are often low. Many of these children and families access a range of resources and services, and some are high users of services due to the combination of poor health, poverty and a sense of disconnection from the wider community.

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Tough economic conditions nationally have led to benefits changes that will impact on some of our larger and more deprived families, and the employment market locally is predicated on temporary or part time, low paid jobs within the leisure industry. These conditions together compound to potentially create high need at high cost, leaving a legacy of unfulfilled potential and poor outcomes that stalls the economic and social recovery that is so clearly possible in Torbay.

A significant minority of families then face escalating issues that appear beyond their ability to resolve without a professional assessment and intervention. In Torbay, as nationally, we have seen an increase in the demand for a high level of support: families with multiple and complex issues that put the safety of their children at risk and that compromise them as a unit. Without early help, these families reach crisis and require costly services, potentially over a long period of time. Where the initial request for support is not effectively met, the sense for these children and families may be one of disempowerment where the future is hard to shape positively and where they become 'stuck' within a cycle of interventions.

Across the Public Sector, the same issues are creating a higher demand for services, whether within the criminal justice system, drug and alcohol treatment services or community adolescent mental health (Camhs) services or Safeguarding and Child Protection. High demand comes with high cost at a time when the budget to deliver is being reduced year on year. Continuing to meet demand at the point of crisis is unsustainable financially and it discounts the significant skills and talents that lie within these families, within our communities who could contribute to the overall health and buoyancy of Torbay if we were to change our approach.

Our key drivers for Early Help are poverty, cost, and experience:

- Reducing poverty: we are looking to maintain and develop the strengths within families and communities in order to maximise their contribution to their own families, their communities, and the wider economy. This should reduce poverty which effects every aspect of lives.
- Reducing cost: by understanding the costs and benefits of meeting demand for help at a lower level, we hope to prevent the need for high cost services and for repeat or failed services where need was not effectively targeted in the past.
- Improving the experience: we need to ensure the experience of interaction with services is a quality one that is both timely and brings purpose, benefit and progression with an overriding sense of enablement and purpose for the future.

What is our vision using Early Help?

Our vision is to establish an integrated service delivery model that is based on clear pathways and coherent arrangements for Children, Young people and Families that will

deliver better outcomes for those in greatest need. The change in direction and focus will result in a reduced use of statutory intervention and make more effective use of the total public sector resource through greater integration and the increased involvement of local communities.

In Torbay, we are committed to establishing a whole system approach to support. We will implement clear thresholds and clear pathways so that our families receive the right level of support according to their level of need. This integrated system is made up from support within our neighbourhoods, knitted to support from public sector services available to us all, and bonded to those specialist services that give us focus and direction when we need it most. This is not a one way system, however, but one that sees the strengths and assets within individuals and families, often masked by adversity, and fosters them. We want to recognise and enable those strengths realising the full potential of our communities, and building the resilience that will support prosperity.

Agreed Partnership Principles of Early Help

We have a Partnership for Families group that meets to drive forward our Early Help strategy and plans. The group agrees some common principles for this work

1. Integration of services to best meet the needs of children and families
2. A common set of outcomes and purposes to co-ordinate and focus our resources
3. To target resources proportionately to need
4. To work alongside and within the communities, respecting and promoting its strengths and assets.

Our Key Priorities for Children and Young People

Our priorities come from our Children and Young People's Plan and our Health and Wellbeing Strategy 2012-15. They are:

1. Children have the best start in life
2. Children and young people lead a happy and healthy life
3. The support of sustainable, safe and healthy communities
4. Participation and engagement in community and public life

To meet these priorities, key work areas will be:

Developing our Community Hub model of service provision

Establishing an accessible and clear information, advice and guidance facility

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Developing clear pathways for access to services at and between all levels of need, and that includes whole family assessments and integrated service delivery.

Driving forward support for employment and economic independence for all our families.

A learning and development programme that builds a core skills set and drives culture change within the workforce of the community and voluntary sector and the Public Sector Partnership.

Developing a youth training and employment strategy

Embedding participation and engagement as a central part of services

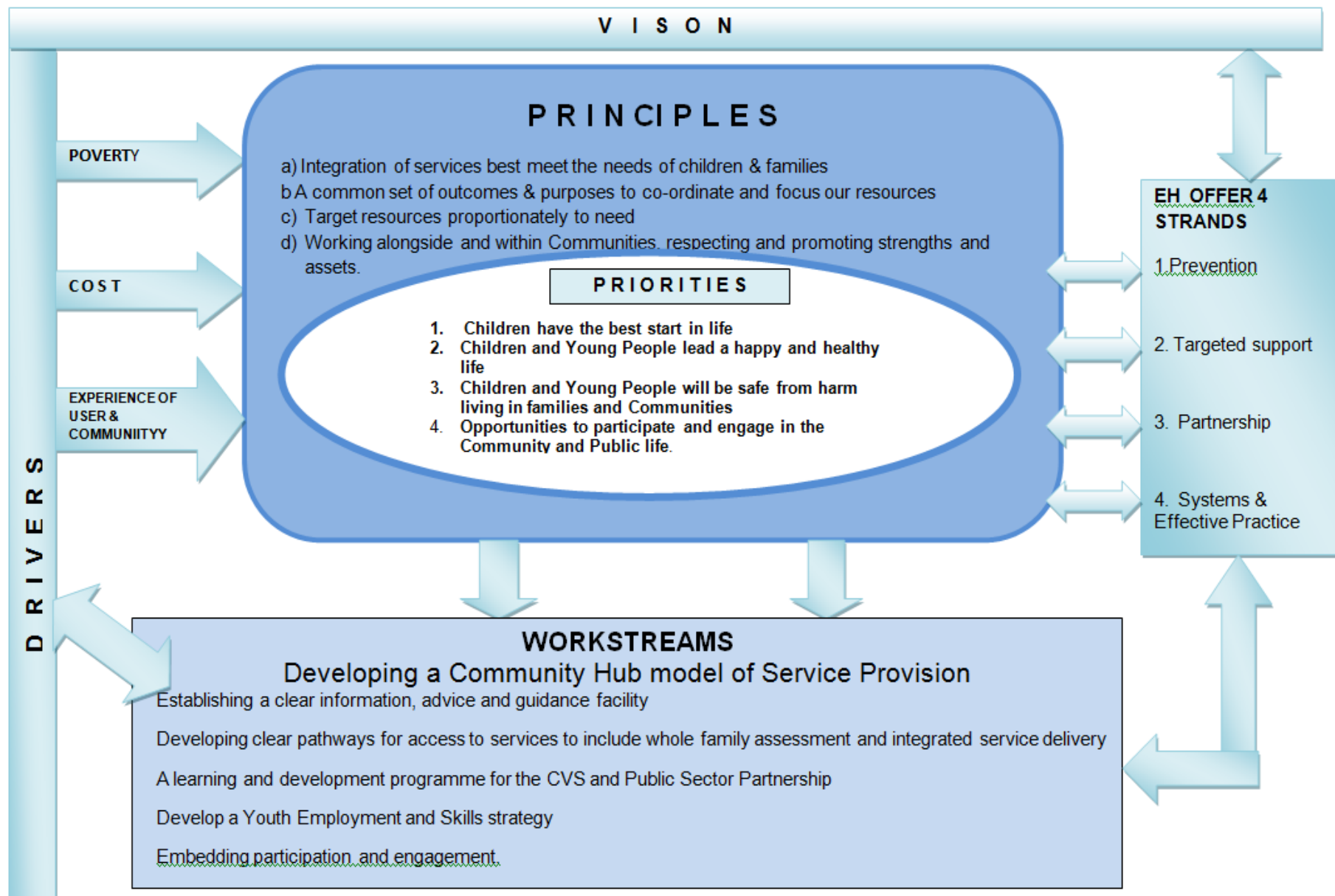
What is our Early Help Offer in Torbay?

We are re-thinking what we do and how we do it and have mapped out a new landscape of service delivery that we hope will be simple, innovative and matched to our combined resources. Our Offer sees a change in culture to truly enable communities and to put children and families firmly in the centre of our services. The offer comprises four key strands:

- 1. Prevention and universal services**
- 2. Targeted support**
- 3. Partnership working**
- 4. Systems and effective practice**

The diagram over the page illustrates our Early Help thinking and shows the relationship between the drivers, the vision, principles, priorities, work-streams and our 4 key strands.

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OUR FOUR EARLY HELP OFFER STRANDS

1 Prevention and universal services

Early access to preventive support at universal or community level is critical for children and families. Early Help begins with universally available provision such as Midwifery and Health Visiting and School Nurses, and with Early Years child care for 2 year olds for qualifying parents and a universal offer for 3 and 4 -year olds with schools, GP and dental services. And in our neighbourhoods, by bringing together health and social care provision across the age range we will develop 'community hubs' to foster community strengths, provide a local point of access for families for their own development and support services, and prevent the need for more intensive services. This is also a way for services to reach out to a population group, or identified cohorts matched to their specific needs. The foundations of good health, wellbeing and prosperity lie in the richness of opportunity open to everyone, and Torbay has a rich natural landscape, and numerous cultural, sports and educational opportunities. Our main concern must be to ensure there is equality of access to this provision and that we do all that we can to support this, because these opportunities are the building blocks of aspiration that will combat poverty.

Maternity, Health visiting and school nursing will all form part of a wider Healthy Child Programme available from pre-birth to age 19 and led by a growing number of Health Visitors. Within Torbay, these services are being shaped alongside the Community Hubs to bring them together with services like Job Centre Plus and community-based support such as Children's Centres and nurseries. A focus on 2-year old checks for health and development, good quality and sufficient nursery provision and school-readiness are all elements of our preventive and universal services that are measured through the NHS and Public Health Outcomes Framework, providing a benchmark for good health for individuals and communities and allowing for a proportionate use of resources to where they are most needed.

Many families are searching for help to meet their need, but do not know about the vast range of provision available with no need for a referral and available to access directly. Within the Partnership, the Community Development Trust is working to develop and host an information, advice and guidance platform that will provide a technological solution to find relevant local support and provision to meet most areas of need. And with a commitment to building community solutions, local people are working as Connectors to listen and connect people who can help each other, passing on information about what support and skills are freely available locally.

Linked to this is the work we have been undertaking with parents and the Community and Voluntary sector to develop a community-based buddy system of peer support for parents. We know that sharing experiences with peers who are trained to guide and stand alongside

others brings reassurance and provides support to parents experiencing difficulties. This peer support develops a culture of local problem-solving, prevents the need to access a higher level of targeted service and builds confidence and capability. However, for those who do need a higher level of support, we also have a pathway to access this, and then to help step them down back into the peer group support or one to one buddying support when their issues are less complex. Local, community-based organisations will co-ordinate this initiative supported by the Children's Services and Partners.

We have invested more than £300,000 through grant funding since 2012 into community youth provision to ensure a diverse and adaptable range of clubs, groups and services close to where every young person lives and meeting their local need. The commitment to this is ongoing, forming a key element of our Youth Offer to ensure that young people have access to informal learning, safe places to meet, and trusted adults to talk to, building their confidence, developing social and educational skills and raising aspiration. The provision is selected with a panel of young people and community members, and is supported and overseen to ensure safety and quality.

There is both a culture and a sports strategy underway in Torbay which deepens and broadens the experiences of individuals and communities, offering opportunities to participate in sport, music, art, drama and to understand and interpret the world around us through enrichment activities. Young people within schools are representing the world of the arts as 'culture vultures' and are developing their own miniature culture programmes, while the sports strategy will make the very best of the unique landscape of Torbay, promoting participation in sport with the health and wellbeing benefits that this brings.

A key issue for young people nationally and locally is that of youth unemployment. In a wide sector partnership, we have recently set a Torbay council target for apprenticeships through a new strategy; across Health, many apprenticeships are in place as well as the Project Search initiative to provide work experience for young people with disabilities. Torbay Development Agency is leading on 'Torbay Works' to bring employers into a strategic group to develop the right skills and training to support a healthy local jobs market with employment opportunities for all our young people and their families. We will progress this work over the next year to develop a full Youth Skills and Employment Strategy capable of supporting economic prosperity for the next generation.

2 Targeted Support

When children and families have complex and multiple difficulties, they need a more thorough assessment of their strengths and needs, and they need support to help them to work through the difficulties whilst building on the strengths. This type of help is accessed through referral, and a professional assessment to identify which service or services will best meet the need. We are introducing a Single Assessment to capture information and identify strengths and needs and this will move with the child and family should they need

to access a more intense service. The Single Assessment will form a basis to determine the right service to meet need. For some this will be a single service, while others may require several services working together. In this case, the child or family will agree an individual to co-ordinate the services and to be the main point of contact. This person will be the 'Lead Professional' who will ensure everyone in contact with the child and family works to a single plan in a team around the family approach.

Targeted support will be accessed through Early Help panels with knowledge of community and agency resource and assets and who will receive the referral and ensure it is acted on swiftly and that the right service or provision is put in place and is then working to an agreed plan. Our processes and pathways are outlined in section 4 below.

Many of our targeted services are carefully commissioned following a review of data, case study views from young people as well as their role in auditing, selecting and recruiting. We now have joint commissioning structures in place with our Health and Adult Social Care partners to undertake this work more cost effectively and with less sense of silo working across services. This will enable us to join up to meet broader outcomes at less cost.

For pre-birth and up to 5, our targeted services sit within the Healthy Child Programme. The Family Health Partnership works with young, vulnerable parents, and Family Support is available based within the Children's Centres. Health Visitors have trained in the Solihull parenting method and will use this model of parenting support in their everyday work.

Schools and educational settings are often the first to notice that a child is not happy or is not learning within their own range and alongside their peers. To reduce inequality, schools and settings receive a Pupil Premium for each child qualifying for free school meals, and in Torbay, our schools are jointly funding a new Camhs service, and two social worker posts to develop strong practice between education and Safeguarding services. These post holders will build confidence within educational settings in accessing the right level of support for children of concern and will help embed new pathways for support and services. Combined with other school-based services such as School Nurses, we will develop a 'team around the school' service to both directly deliver and gain access to the right service for the right child at the right time.

The government's Troubled Families initiative seeks to target families with multiple problems that are high users of services, particularly targeting workless families and seeking to improve their economic situation. In Torbay we will turn around 365 families by 2015, ensuring they are helped to build workplace skills and attain employment, and supporting better school attendance and less crime and anti-social behaviour. To ensure that we are identifying eligible families and doing all we can to support them in improving their financial, social and educational circumstances, this work-stream sits within our multi-agency Partnership for Families group whose role overall is to drive and monitor our Early Help work.

With a high rate of children in care per population in Torbay, we know that we need to be doing more to identify children and families most at risk of breakdown and to provide a targeted resource that will help to hold the family together as a unit. We have investigated models of intervention that may be effective, and now plan to introduce Functional Family Therapy. This is a relational-based therapeutic programme aimed at re-building positive family relationships. It will reduce entry to care with all of the emotional costs this brings as well as saving money that can then be better spent supporting families to stay together.

For adolescents, we are bringing together teams and services across the Partnership to develop an Integrated Youth Support Service. The team will co-locate in a new setting at Parkfield House where vulnerable young people such as Care Leavers or young people not in education, employment or training can access support using one site and one identified service. Targeted work such as independence skills, addressing risky behaviours, working with vulnerability and preparing for work will be undertaken in a 9am to 9pm service that will offer youth-centred, co-produced provision.

New SEND reforms and legislation has led to our mapping services available for children and young people with disabilities and better defining access and entitlement. The Local Offer has been influenced by the Children's Disability Council and the Parent Participation Forum and will be published by September 2014 so that parents will be able to see the range of services available to meet the needs of their child.

3 Partnership working

More effective Partnership working will help us unlock our combined resources and will help us to see where we are duplicating and where we are creating barriers and gaps.

Our Early Help strategy is driven by a Partnership for Families group made up of colleagues in Police, Social care, Health and Education and the community and voluntary sector. This group reflects the approach we are taking when designing or reviewing services in that it brings together our key targets, working in particular on those areas of concern to all and considering how clearer alignment across adult based and children based services will benefit the whole family. This approach will create one single plan for Early Help with full collaboration to achieving shared outcomes, and this will be translated into a joint commissioning plan that gives opportunities to share, pool and focus our limited resources towards the point of need rather than working separately.

New initiatives are in the development of joint commissioning and Peninsular based commissioning to maximise on economies of scale and seek to deliver a range of services appropriate to need within a principle of best value. And to make the most of the diversity of local provision, we are committed to a policy of 'Commissioning for Localism'. This will

build capacity in the our community and voluntary sector, retaining skills and employment at a local level.

Through the Pioneer programme, we are driving integration in services to benefit children and families. The work will take place around Community Hubs, with our first Hub in Torquay focusing on children and young people. Our front door for contacts will be a multi-agency Safeguarding Hub where decisions around risk and need will be confidently taken because of improved information and understanding across a range of disciplines and factors and will improve safety for children and young people. And with a new Schools Safeguarding Board, new partnership commitments have strengthened our sense of surety in holding children and young people safely and purposefully.

Partnerships are not just about agencies, but also about the people who receive the services. We are committed to a policy of participation and co-production, enabling individuals and communities to develop the sort of help they want and need, and supporting them to be involved in delivery. An example of this is our Buddy work with parents in Great Parks, Barton and Hele. Parents who had used targeted services were supported to develop skills to help others; they have undertaken training to provide peer support within their communities and are now working with a community and voluntary sector partner to provide weekly parenting sessions and to act as buddies for isolated parents or those facing difficulties. We will support other groups in different areas of the Bay as we learn from our first parent groups. Young people too are involved in recruiting, commissioning and inspecting their own services through a joined up arrangement with Healthwatch to train and work with young people across Health and Social Care regardless of agency boundaries under the Care Quality Commission. Our Participation Strategy puts in place varying levels of engagement that help us to hear the voice of the child and listen to this when we are designing, developing, delivering and reviewing our services.

4 systems and effective practice

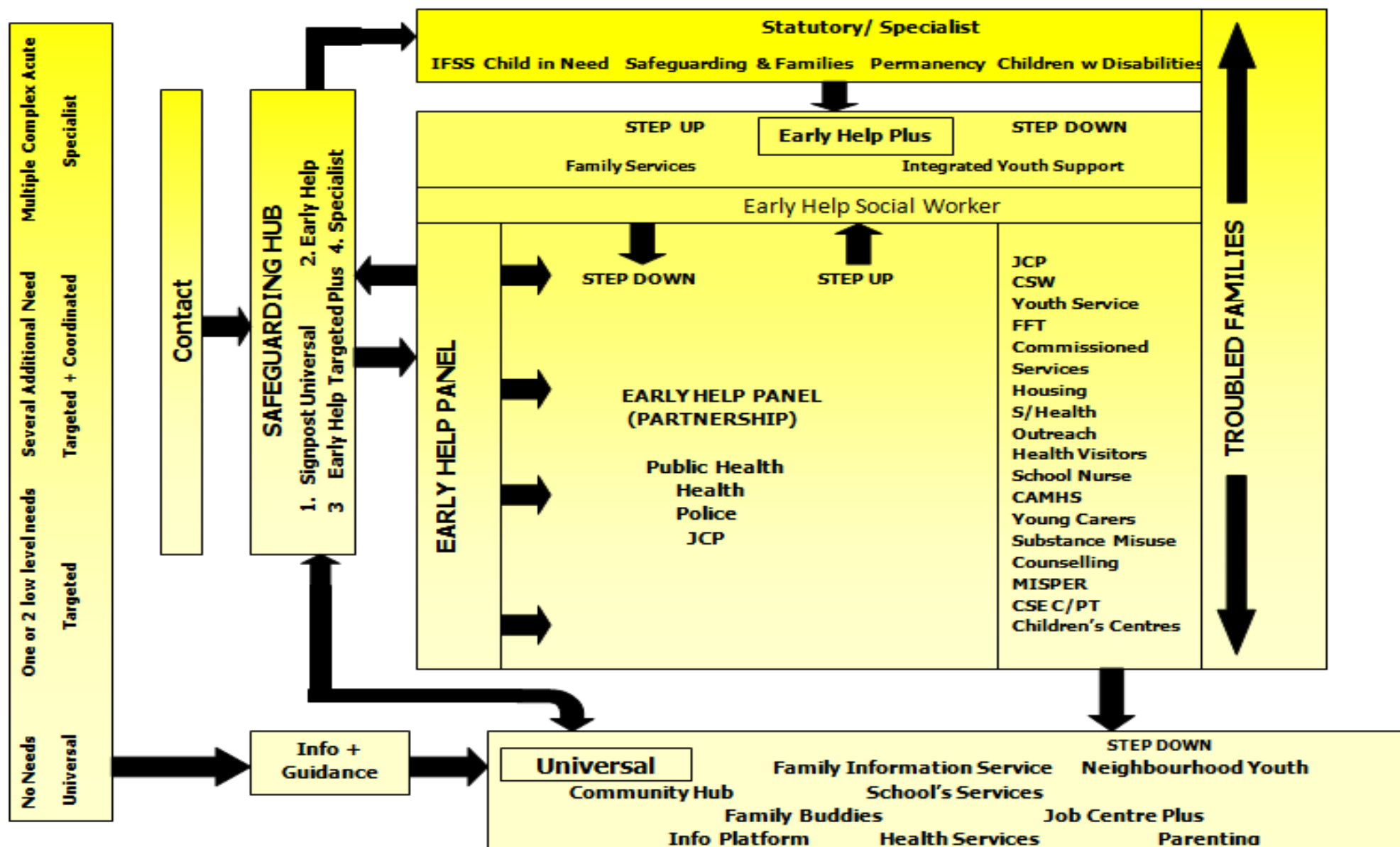
Underpinning our Early Help work is a structure of clear pathways and of defined practice methodology and processes. The volume of work coming in through the Safeguarding Hub, through Health and Criminal Justice services has increased and internal resources have decreased. The CAF/Early Help process needs to be co-ordinated to operate in the targeted way intended, and our Partnership thresholds and review processes need to be consistent and integrated. We are now putting in place new pathways and processes for Early Help work where CAF represents the multi-agency element of this, and our Early Help panel ensures that all relevant referrals for support are reviewed weekly and directed to the right service for the presenting need returning us to the principle of 'right child, right service, right time.

The introduction of a hub model as a means of co-ordinating early help and advice and for families bringing together resources within communities in the form of assets as well as universal services, will be a key early help system enabler.

The pathway is outlined below within a whole system, describing the demand or request in levels of need and charting the journey through the services and structures we have put in place.

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Measuring progress and quality

With every pound needing to pay its way, and with children and families deserving the right service at the right time, we will introduce a suite of tools and programmes that have been tried and tested. We will use a robust single assessment process to provide core information that can be built on as needed, this will then inform evidence-based, quality interventions that have a proven track record in delivering outcomes. Across the Partnership, we are aligning the tools we use for this, and are committed to using Outcomes Star across much of the Early Help provision whether in the community and voluntary sector, or within Health Visiting. This is very much an engagement tool that helps us to see things from the child and family perspective, and it strengthens the approach to asset balanced assessments that we are introducing.

We recognise that ongoing quality assurance is key to our understanding of good and bad performance. We are establishing shared baselines such as the Joint Strategic Needs Assessment Together to align priorities, and what and how we measure our performance. Increasingly, this will be through a triangular review of practice, service user and outcome. Using a constant cycle of quality assurance, we will build our workforce development programme and adjust both processes and tools according to evidence.

We include the development of our joint workforce within our systems and effective practice. Joined up and integrated working requires a culture shift for all staff involved and new skills crossing adult and children's pathways to embed whole family working. We will begin to commission a series of training events and core competencies that raises awareness of the whole family and that develops confidence in staff to ask pertinent questions regarding the family unit, ensuring that no member of the family is unseen. Enabling our staff will carry them with us on our journey while it will also give families confidence that the different services have a single approach in their support.

The strategy includes an action plan that has been agreed by our Partners. A set of key performance indicators and outcomes for the plan are taken from outcomes frameworks across Health, Social Care, Police and Education and reflect the priorities of the Health and Wellbeing Strategy and the Children and Young People's Plan to ensure consistency and integrity of direction and approach. Individual cases will be reviewed and tracked, and the impact of services will also be measured within a quality assurance framework in place for our Early Help work.

The plan will be monitored by Torbay Partnership for Families, reporting to the Safeguarding Children's Board and will have a first full annual review in July 2015.

Partnership consultation and Equality of Access

The strategy has been developed in consultation with partners from the Community and voluntary sector and from our statutory and public service partners. We have drawn out common themes from our work with parent service users and have also talked to some of our children and young people and asked them to talk through what their priorities for Early Help would be and whether they believe this strategy and its actions would make a difference to them. Within the consultations, we asked about barriers to access for individuals and groups to check this strategy provides fair assumptions and equally accessible services. An overview of the consultation and an Equality Impact Assessment can be found at annex 1 and 2. (Not yet in place).

Linked Strategies and Documents

Key documents linking to the Early Help Strategy are:

- Torbay Joint Health and Wellbeing Strategy 2012-15
- Torbay Child Poverty Strategy
- Torbay Children and Young People's Plan 2014-19
- 'The Child's Journey' Torbay thresholds document 2012
- Torbay Joint Commissioning Strategy 2014
- Devon and Cornwall Police and Crime Commission Plan
- Torbay Community Safety Partnership Strategic Assessment
- Children Act 2004 ('Every Child Matters')
- Working Together to Safeguard Children (2010, 2013)
- Grasping the Nettle: Early Intervention for Children, Families and Communities (C4EO 2010)
- The Munro Review of Child Protection (May 2011)
- The Foundation Years (Dec 2010) a review on poverty by Frank Field MP
- Early Intervention 1: The Next Steps and Early Intervention; and Smart Investment 2: Massive Savings (2011)
- The early Years: Foundations for life, health and learning, Dame Clare Tickell report on the Early Years foundation stage, 2011.
- The Marmot Review 2010
- Chief Medical Officer Report 2014
- South Devon and Torbay Clinical Commissioning Group Strategic Plan 2014-19

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EARLY HELP ACTION PLAN

Priority One: Children have the best start in life

Early Help offer	Action	Performance measure	Date
Prevention and Universal services	Implement the new Maternity Strategy Implement the Healthy Child Programme 0-5 Identify and map under 5s universal provision. Use information to redesign and strengthen the model of delivery for universal Children's Centre services.	65% or more of families access a universal service.	
Targeted support	Achieve positive outcomes for families identified within the Troubled Families cohort Extend the Troubled Families criteria to include families with children under 5. Review the Children's Centres contracts and intended provision for targeted services. Implement the 2 year old childcare scheme identifying qualifying families and ensuring access to high quality provision.	Identify and work with 365 families to 'turn them around' 770 families with 2 year olds identified and accessing early education.	May 2015 April 2015
Partnership working	Strengthen the membership and focus within the Under 5s section of the Early Help panel Deliver training for partners around the Early Help strategy and their role in supporting families and children including the role of Lead Professional.	Early Help TOR and attendance of 0-5 resources. TSCB training sub-group and schedule of events.	Jan 2015 Jan 2015
Systems and effective practice	To establish a "school readiness" framework for use with all professionals working with under 5s.	Baseline assessment on entry to reception demonstrates children are confident in school readiness criteria.	Sept 2015

Priority Two: Children and Young People lead a happy and healthy life

Early Help offer	Action	Performance measure	Date
Prevention and Universal services	Ensure access to good youth provision as specified in the Youth Offer Sexual Health services review with new implementation plan for young people	Annual Youth Offer questionnaire Rates of teenage pregnancy and STIs	July 2014/15 April 2015

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Targeted support	Youth Employment and Skills Strategy with focus on those at risk of NEET	Youth Employment and skills summit	Jan 2015
Partnership working	To jointly agree a model and subsequent strategy for enabling good emotional health and wellbeing across Devon and Torbay.	New model agreed by health and Wellbeing Board.	?
		New CAMHS service in school up and running.	Sept 2014
		Assertive outreach services agreed to prevent tier 4 admissions.	?
	To ensure CYP moving into adults services have a positive experience of transitions.	The experiences of young people/ parents/ carers being collated.	April 2015
	To develop a Children's Pioneer Hub which will Co-ordinate information and advice across both the voluntary and statutory sectors and will be a system enabler for early help.	Hub established and active. Reduction in high cost interventions, improvement in child health profile. Experiences of children/ young people/ parents/ carers/ professionals using the hub.	April 2015
	Develop a Parenting Offer to support parents and carers	Family Information Service performance reports Early Help performance reports	Jan 2015
Systems and effective practice	Develop staff training in effective whole family working	Numbers accessing training across the Partnership	June 2015

Priority Three: Children and Young People will be safe from harm living in families and communities

Early Help offer	Action	Performance measure	Date
Prevention and Universal services	Implement the Healthy Child programme 5-19	?	?
Targeted support	Prioritised action for children living in poor quality rented accommodation	Rogue Landlords programme	Oct 2014
	Access to fuel efficiency measure for those in	2014/15 campaign	

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	fuel poverty	with EON for £2million energy efficiency measures in Torbay	Current
	Housing Strategy to ensure focus on reducing poverty	Endorsed by Full Council & Health & Wellbeing Board	Oct 2014
	Development of a new therapeutic service such as Functional Family Therapy for young people 10-17 to prevent unnecessary entry to care	Numbers of young people entering care or other tier 4 service	April 2015
Partnership working	Effectively implement the newly commissioned services for Domestic Abuse in Torbay	As per contract	Sept 2014
	Deliver training for Partners around new Early Help services including Troubled Families programme	Numbers accessing training/evaluation of training	Sept 2015
	Establish a new Integrated Youth Support Service to support those with assessed risk and vulnerability	IYSS performance metrics	Sept 2015
Systems and effective practice	Implement the on line domestic abuse information tool to provide a central point for victims and professionals in Torbay	Domestic Abuse tool is available for use	March 2015
	Design new set of metrics to measure Early Help services	Early Help Metrics set And Quality Assurance Framework	Sept 2014

Priority Four: Opportunities to participate in the community and Public life

Early Help offer	Action	Performance measure	Date
Prevention and Universal services	The Community Development Trust will support the engagement of the community and voluntary sector in Torbay	CDT business plan	Dec 2014
Targeted support	Parents using Early Help services will be offered opportunities for volunteering, training and co-production to develop and sustain their skills	Family buddies scheme	Sept 2014
	Integration of youth representation/support groups to form effective Youth Voice for Torbay	Participation Strategy	Sept 2014
Partnership working	The Look-outers (Healthwatch and Children's Services) will report on the quality of services across health and social care and be involved in service design	Children and Young Peoples' Participation Plan/Review	July 2015
Systems and effective practice	Implementation of an Information, Advice and Guidance platform enabling all residents to locate relevant initiatives and provision	Joint Commissioning Plan	April 2015