

**stronger
futures**

**Portsmouth Children's Trust
Stronger Futures Programme:
Prevention and Early Help Strategy 2016 -2019**



**Enabling children, young people and families to develop and sustain
safe and healthy lives and create the foundations for future success
- achieving their stronger future**

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1. INTRODUCTION

Giving every child the best start in life is crucial to reducing health and welfare inequalities across the life course. Successive national reviews have demonstrated the economic and social value of good and effective prevention and early help programmes and the critical place of high quality community and universal support across health, education and voluntary sectors to prevent problems occurring.

In Portsmouth, prevention and early help is about enhancing the capabilities of every parent to provide a positive and supportive environment for their children to grow up in. Then the next generation has the best chance to thrive with the skills to engage in positive parenting themselves. We want every family to develop an inter-generational cycle of positive parenting, relationships and behaviour.

"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.

Effective early help relies upon local agencies working together to:

- *Identify children and families who would benefit from early help;*
- *Undertake an assessment of the need for early help; and*
- *Provide targeted early help services to address the assessed needs of the child and their family which focuses on activity to significantly improve the outcomes for the child.*

Local authorities, under section 10 of the Children Act 2004, have a responsibility to promote inter-agency co-operation to improve the welfare of children"

(Working Together 2015)

The vast majority of families in the city are very able to provide the positive care that children need to thrive. The role of all agencies working with families in Portsmouth (from the health, education, care and voluntary sectors) is to empower them to provide the best possible care and support and prevent poor outcomes. Some families may have needs which will require additional support - or early help - to enable them to reach their full potential. At different times families might present

different levels of need, which might require limited support or intensive support depending on need.

The purpose of our Prevention and Early Help strategy is to improve the life chances of children and families and benefit society at large, whilst being cost-effective. This requires all our professionals working with children and families to identify children and families that may be at risk of running into difficulties and provide timely and effective early help. The aim is to offer support and services to help families find their own sustainable solutions. Once improvement is made services will reduce or end so as not to create dependence.

We will give our workforce the skills to work alongside children, young people and carers and empower them to find solutions that work for them. Sometimes supporting families to create sustainable changes requires challenge as well as support and our workforce will use their skills to help build and maintain healthy relationships, resolve difficulties and repair harm where there has been conflict.

Our prevention and early help strategy has been informed by key national reports¹ and builds on a wide range of local developmental work over the past few years.

This strategy sets out how we will ensure that there is consistent, high quality, prevention and early help support for children, young people and families in Portsmouth. We will focus on enabling family self-help and community support to prevent problems occurring. We will deliver a joined-up early help system that will promote the identification of emerging needs based on a whole family approach and intervene to address these needs and prevent them escalating.

We recognise that the single most important determining factor on child outcomes is the quality and consistency of parenting and much of our focus will be on enabling parents and carers to parent well.

We are also committed to co-production with families and all of the work on improving prevention and early help has been informed by significant work alongside families.

This strategy is part of a wider document set - under the banner of Stronger Futures - which sets out our transformation plans for children and family services in Portsmouth.

These documents include

- The Restorative Practice Strategy

¹ Marmot, Graham Allen, Frank Fields

- Single Assessment Framework Practice Guidance
- Future in Mind Transformation Plan
- The Portsmouth Safeguarding Thresholds (PSCB²)
- Portsmouth Safeguarding and Early Help Compact (PSCB)

Additionally, this strategy sits within a wider set of strategies across the system to improve outcomes for children and families, including for example the regional response to Better Births following the National Maternity Review.

² PSCB: Portsmouth Safeguarding Children Board

2. WHY DO WE NEED TO FOCUS ON PREVENTION AND EARLY HELP IN PORTSMOUTH

Over the past few years we have seen some significant improvements in outcomes for children and families. We have reduced rates of teenage pregnancy, increased participation in post-16 education, employment and training, improved educational attainment, reduced school absence and reduce youth offending.

However there remains more to do to secure the very best outcomes for children and families and also to retain our good progress whilst managing reductions in public sector spending.

Since 2008, a number of projects and programmes have deepened our understanding of what we have to do to improve early help in the city. These include;

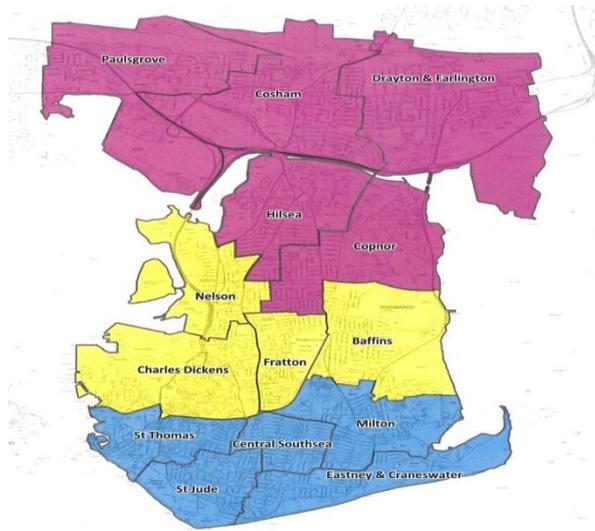
- Enhancing and redesigning the pre-birth to 5 pathway
- Rolling out early assessment and planning processes
- Developing new parenting programmes
- Delivering training and other forms of professional development
- The "system's thinking" intervention into families experiences of their journey though services
- Understanding cost and demand into high-tier services

We know that we have many good services in the city and a great many skilled and experienced practitioners. However we also know that too often we do not provide robust early help to families in distress. We need to change the culture of 'assess and refer' towards a culture that works with families at the right point of emerging need.

We also need to change the relationship between families and public services as the public sector continues to contract - moving toward supported self-help and volunteer and peer-led support for families with low levels of need.

Portsmouth has a long history of inter-agency working to deliver well-coordinated services to children and their families. During 2014 - 2016, building on the work outlined above, the Children's Trust set up three locality Multi-Agency Teams (MATs), co-locating services for children and families to serve the three localities (North, Central and South) outlined in the map overleaf.

Each Multi-Agency Team is made up of a range of professionals including Children's Centre staff, health visitors, public health professionals, family support workers and social workers. We have started to see some improvement in particular outcomes for the children and young people of the city, and part of this improvement is due to improved partnership working.



However, as part of our continuous improvement journey, we still have some way to go to fully embed multi-agency working and co-ordinated service support based on clearly identified and understood needs and strengths in families. Further, we have facilitated a number of consultation exercises with parents and families and this is what they have said is important to them:

- "We need to be engaged and empowered to develop a solution that works for us - not fit us in to 'service boxes'"
- "Any support should be based on a clear assessment of my family"
- "Multiple assessments are difficult and confusing - and we don't want to keep repeating our stories"
- "Support should be proportionate to what we need and does not have to be lengthy"
- "Where possible one worker should provide the intervention, with support from the wider workforce as necessary; this enables us to develop a relationship and trust one worker."

Integrated multi-disciplinary working is central to our prevention and early help strategy. Meeting need at an earlier point is critical for producing good long-term outcomes for children and families and wherever possible we have to avoid the need for statutory interventions and reduce duplication in the system. A clear measure for the success of this strategy will be the reduction in demand for high-cost services.

3. AMBITION, OUTCOMES AND APPROACH

In Portsmouth we aim to work with children, young people and families to help them sustain safe and healthy lives and create the foundations for future success - **their stronger future**. The outcomes we are aiming for are that children, young people, families and communities are:

Our Stronger Futures programme aims to build a system of support for children, young people and families which gets the balance right so that we do not put more pressure on statutory services in the long term.

It is based on an approach which empowers families, drawing on the strengths which even the most vulnerable families possess. Support will be targeted very carefully, aiming to build a system which is affordable and sustainable in the long term.

If we get this right, we will provide better and more effective support for children, young people and families.

We will empower families more effectively so that they know how to get the information and advice they need and can face problems without needing service support.

Our outcomes framework focussed on six key outcomes:

REDUCED CRIME AND ANTI-SOCIAL BEHAVIOUR: Children and families are not offending or engaged in criminal, anti-social or other challenging behaviours.

IMPROVED EDUCATION: Children attend school and parents are supporting their children's education and ensuring that they are ready and able to learn.

IMPROVED SAFETY: Parents are keeping their children safe from harm and parenting them well.

SECURE EMPLOYMENT and HOUSING: Families are protected from the impact of poverty by reducing parental worklessness and the risk of youth unemployment and ensuring secure housing.

REDUCED DOMESTIC ABUSE: Families have healthy relationships including reduction in risk around domestic abuse

IMPROVED HEALTH: Parents and children have good physical, mental and emotional health

The responsibility for caring for children and young people rests primarily with families. The role of the public sector is to create the best possible environment for them to do that; providing a range of information, advice, guidance and service support where appropriate and, in a small number of cases, to intervene where necessary to safeguard and protect children and young people.

Key to our approach in Portsmouth is to use a range of interventions, recognising that prevention and early help is a collaborative endeavour and not a service. Within this we are committed to:

- All children and young people accessing the appropriate universal services and ensuring that families are encouraged and able to access good quality information, advice and guidance about parenting and care from a combination of family friendly digital platforms, community resources including volunteers, and staff in local services, settings and schools working together.
- Creating opportunities for a wide range of people in the city to volunteer to support children, young people and families in different ways, and supporting those volunteers effectively
- As soon as any professional is aware that a family has any additional needs that may impact adversely on a child he/she will have a starting

conversation with the child and their family and offer advice and support to meet that need.

- Where children, young people and families need targeted guidance and support, providing the minimum level of intervention required to help them achieve the necessary changes in the short term, and create and maintain long-term sustainable sources of support across their family and friendship groups.
- In all our work with families we will draw effectively on all the support within families and their communities to provide sustainable solutions for children and young people and long-term family resilience.

In Portsmouth, we have articulated our vision to embed restorative practice as 'the way we work with families in Portsmouth'.

Restorative practice is a way of behaving which helps to build and maintain healthy relationships, resolve difficulties and repair harm where there has been conflict. We will support the development of family capacity, resilience, and independence by building on strengths and enabling them to identify their own solutions - and take responsibility for their **stronger future**.

4. OUR PRINCIPLES: 'we believe therefore we will...'

The principles that underpin our approach are focused on producing ways of working that add value to families and the ambition over time is to shift the focus of this work to prevention.

1. Support all families through our universal services in Portsmouth, therefore we will...
<ul style="list-style-type: none">• Build, support and develop strong universal provision which will meet most of our families' needs, most of the time;• Increase the use of technology and digital platforms to promote key messages and provide electronic resources;• Work with the voluntary, independent and private sectors to provide support and activities for children, young people and families.
2. Provide support to families, who have additional needs at the earliest opportunities, therefore we will...
<ul style="list-style-type: none">• Ensure that services are locally accessible; working within the three locality area structure to develop multi-agency responses which are clear about the local early help offer and how it can be accessed;• Listen to what families are telling us about what works for them, rather than presuming that we know what is best for them;• Working together across the partnership to share information and identify needs at the earliest opportunity;• Using access points across the locality areas so that families can receive support where they feel comfortable using them;• Reaching out to those families and communities who are reluctant to engage to ensure that the needs of vulnerable children and young people are met. Building relationships and trust with children, families and communities and providing a range of services from practical support to specialist provision.
3. Work to build strong families, therefore we will...
<ul style="list-style-type: none">• Building skills across the workforce so that our practitioners have the confidence and ability to work with families to identify appropriate solutions that enable them to make and sustain improvements. We will focus training for staff on how to build strong families and communities and to develop sustainability by working with a wide range of networks in families and neighbourhoods, maintaining proportionate involvement until the family no longer needs it;• Give children, young people, families and communities the skills and confidence to do things for themselves by working with families rather than 'doing for' or 'doing to' families. We will help them to develop skills and capabilities which will prevent their needs from escalating and support them to thrive with minimal public service support.• Providing targeted support for families who are struggling -

focussing hard on building parental capacity and confidence through evidence-based interventions.

4. Build strong relationships to achieve and sustain change, therefore we will...

- **Engage with families to assure that their needs are being met**, recognising the strengths and resources of family and community networks in securing the best outcomes. We will not overly 'professionalise' and will seek to use multi-agency networks indirectly to support the whole family rather than offering lots of different practitioners to deliver separate intervention;
- Where necessary, provide a **Family Lead Professional** to work with families facing multiple challenges. Families have asked us for this.
- Employ practitioners who can listen to and where necessary challenge children, young people and carers to establish transparent working relationships. Practitioners and their services will know and **understand what works best** with the families they are working with.

5. Provide timely and flexible support to meet the needs of families, therefore we will...

- Create a straight forward pathway to access services so that **we provide families with the right support at the right time**;
- Ensure that our **workforce feels responsible** for providing a timely response and enabling successful family outcomes;
- Use simple assessment and intervention tools to identify need, plan and provide support, and monitor progress;

6. Place quality assurance at the heart of our practice

- Ensure that our commissioning and procurement processes build our services and interventions from the bottom up, **using the voices of children young people and families to shape service delivery**;
- Embed a performance framework that demonstrates impact as well as outputs.
- Provide our practitioners with **high quality supervision** to drive excellent practice
- Learn from the **evidence-base** about what works and respond accordingly
- **Challenge** ourselves to deliver excellence

5. PREVENTION AND EARLY HELP AS PART OF THE CONTINUUM OF NEED

5.1 THE TIERS OF NEED

During the national implementation of the Children Act 2004, the national Every Child Matters: Change for Children agenda helpfully developed a conceptual framework differentiating between levels (or 'Tiers') of need for children, young people and families. This is widely used and understood by practitioners and forms a key building block for embedding effective multi-agency working around early help and safeguarding.

The Tiers of Need can be represented as a continuum as illustrated in the diagram below. Early Help is broadly understood to be both Tiers 2 (additional offer) and Tier 3 (Targeted offer).



Tier 1 describes children who are doing well, are expected to have good outcomes, and are safe and well supported through universal service delivery through nurseries, schools and universal health services. If problems arise, families are encouraged to access self-help support on-line or through friends, wider family and networks in the first instance.

Tier 2 describes children with early identifiable needs, often around a specific issue. These children will require some additional support to meet their needs. Support offered at Tier 2 is usually offered by a single agency approach and may include children where specific needs are identified (e.g.

need for Speech and Language Therapists). Practitioners will want to engage families in a conversation about how best to support their needs and might consider completing an early help assessment for these children if it is helpful to make a record of their needs, strengths and goals, leading to a plan of intervention to achieve them. It is at Tier 2 that we have to sharpen our identification of children whose needs are not being met and are at risk of moving into Tier 3.

Tier 3 describes an increased level of complex needs where children may face a range of difficulties that are increasingly challenging. They will require a clear understanding of their circumstances in order to provide purposeful support. When practitioners identify that a family's needs have reached this level a conversation should take place with the family and an early help Single Assessment should be completed so as to inform the multi-agency response that is required. Practitioners should have a conversation with the MASH to discuss the level of concern and ensure that the family has access to the right services to meet their needs. Effective assessment, case planning and intervention here is critical to avoid the need for statutory intervention.

Tier 4 describes children and young people who are highly vulnerable and require statutory intervention to meet needs and bring them back down the Tiers.

It should be noted that:

- Children will always be engaged with universal services
- As needs escalate and risk increased the service response becomes more structured and coordinated
- Appropriate information sharing between practitioners is vital
- The aim is always to provide a proportionate response to identified need and to support families for only as long as is necessary for them to sustain changes
- The assessed response to children's needs may move from one tier of need to another all agencies (including universal services) may offer support at more than one tier.
- Not all children will move up the tiers of support in a sequential manner.

For more information about the continuum of need please refer to the Portsmouth Safeguarding Children Board Thresholds Document.

5.2 UNIVERSAL SERVICES

EDUCATION

Education settings are key to ensuring there is an effective prevention and early help offer for children and indeed for families. Clearly, a good education provided by early years settings, schools and post-16 education providers is critical for giving children and young people the skills, knowledge and confidence to lead fulfilling lives and achieve not just good educational outcomes, but a wide range of wider health, safety and economic wellbeing outcomes.

Additionally, education settings are well placed to spot the sign that children are not flourishing and that additional early help support is required - whether at additional (Tier 2) level or more targeted and intensive at Tier 3. Needless to say, schools have safeguarding responsibilities at Tier 4 too which in Portsmouth is a significant area of strength.

Education settings are part of the prevention and early help offer to children and families and it is notable that many schools invest in 'pastoral support' for children and their families who are vulnerable.

Education settings are major partners in delivering this strategy and through the Stronger Futures Board and the Portsmouth Education Partnership, we will be:

- Building strong links between the MATs and education settings
- Working with schools and early help professionals to further build the quality of practice with vulnerable families
- Establishing 'trailblazer' 'restorative schools' and rolling out the lessons learnt for other schools to consider
- Strengthening the relationship between early years settings and the pre-birth to 5 offer to ensure co-ordinated prevention and integrated targeted support
- Responding to the request of schools (in 2015) to provide supervision to the pastoral workforce in schools

HEALTH SERVICES

Universally provided and universally accessible health services (midwifery, health visiting, school nursing and primary care) are similarly vital for achieving not just health outcomes but a wide range of child and family outcomes. In addition to preventing and responding to health concerns, health services play a major role in enabling parents to parent confidently and effectively.

Through this strategy we will be:

- Changing the way that families receive support through the universal elements of the Healthy Child Programme 0 - 19, ensuring that it is a truly partnership endeavour and what families need and want
- Ensuring that community health settings are full utilising the SAF process
- Embedding restorative practice in community health delivery
- Building strong pathways for children and families around emotional wellbeing, resilience and mental health

6. DELIVERING EFFECTIVE PREVENTION AND EARLY HELP SUPPORT IN PORTSMOUTH

This section outlines our ambitions for improving Universal and Early Help in Portsmouth, building on several years of good and effective practice in the city.

Threaded through our ambition and our improvement activity is our commitment to developing effective restorative practice in the city. Following significant work in early 2016 to explore the evidence for a range of practice models and principles, we have agreed that restorative approaches are most likely to improve outcomes for families, drive integrated practice and reduce demand for high-cost, high Tier services. Our strategy for rolling our restorative practice in the city is not set out in detail here but in the accompanying Restorative Practice Strategy.

We have identified eight key areas where we want to see further improvement in universal and early help support:

1. Family Self-Help: Information and Advice
2. Early Help Pathways Guidance
3. Assessment, Planning and Review Processes
4. Systems
5. Structures and Accountability
6. A highly confident and competent workforce
7. Remodelling the offer through high quality service providers
8. Quality Assurance

6.1 Family Self-Help: Information and Advice

Our ambition

Information, advice and guidance is central to empowering families and young people to get the best possible outcomes for children.

Our ambition is that good quality information, advice and guidance is readily available and accessible to all children, young people and families so that they can help meet their own needs without recourse to public services.

To achieve this we will:

- a) Promote self-help and access for families through the promotion of approved national technology platforms (website, smartphone apps etc) and develop local ones if needed
- b) Ensure that local websites have up to date information on services, events and advice - including the Local Offer website for children with Special Educational Needs and Disabilities and the Family information Directory.
- c) Ensure that all professionals coming into contact with families can signpost to (or provide it themselves) good advice on particular issues a family is worried about
- d) Ensure all professionals have basic skills and knowledge on key issues that affecting the confidence of parents - negating the need to refer on
- e) Enable self-help through Information and Advice as the default position for low need families
- f) Achieving efficacy through parent-led and volunteer-led programmes of support
- g) Build the 'no wrong door' approach so that families have the same high quality information and advice wherever they present

6.2 Prevention and Early Help Pathways and Guidance

Our ambition

Our ambition is for families and practitioners to navigate and access the right early help support at the right time, without delay.

The needs of families increase and decrease over time. We want to ensure there is a proportionate response and to get sharper at transitioning families between different intensities of support.

We will challenge the 'dependency culture' and the 'refer on' culture so that families are enabled to care for themselves with minimal (but sufficient) public

service support.

To achieve this we will:

We will:

- a) Clearly articulate the universal preventative offer for all children and families
- b) Develop Early Help Co-ordinator role in each locality to provide a link between those professionals inside the Multi-Agency Teams (health visitors, children's centres, social workers) and those aligned with the localities (e.g. GP surgeries, schools)
- c) Develop effective and efficient decision-making processes to allocate Family Lead Professionals to families requiring targeted and intensive early help support
- d) Ensure that there is a clear pathway (workflow) between the MASH and the Multi-Agency Teams in the three localities
- e) Ensure the workforce has access to and is using the multi-agency threshold document published by the Portsmouth Safeguarding Children Board
- f) Encourage practitioners to have conversations with the MASH to determine the right level and intensity of response for families with complex needs

6.3 Assessment, Planning and Review Processes

Our ambition

Portsmouth has had a long established process map for early help structured around the key stages of 'identify, assess, plan, lead and deliver'.

With our commitment to embedding restorative language and restorative practice in the city, we have now adopted the following process:

- **Identify** children who may be vulnerable to poor outcomes
- **Assess With Families:** needs and strengths using the Single Assessment Framework (SAF)
- **Plan With Families:** the right responses, interventions or services to meet the needs
- **Work With Families:** to achieve the outcomes
- **Record With Families:** so that there is clear agreement with the family on the next steps
- **Review With Families:** so that progress can be celebrated and monitored

- **End With Families:** so that families can go on the next stage of their journey with reduced support.

There are the five key practice components that support our collaborative early help work in Portsmouth and these are outlined in detail in our SAF Practice Guidance:

- The Early Help Single Assessment Framework
- The Team Around the Family (TAF) Practice
- The Lead Professional
- The Multi-Agency Safeguarding Hub (MASH)
- LSCB Safeguarding Children Procedures

Our ambition is to ensure that every relevant practitioner feels clear and confident in using these processes.

We will also be responding to a key message we receive from families - that too often there are too many professionals involved in their lives and their families. We expect to see smaller Team Around the Family meetings and will be majoring on the Team Around the Worker model to improve the quality and efficacy of frontline lead professional work (see Section 6.6).

To achieve this we will:

- Revise the early help SAF paperwork around restorative principles
- Publish a clear competency framework for Family Lead Professionals
- Revise (and slim down) the number of tools that support assessment - focussing on those that are linked to our most concerning outcomes, CSE, neglect, domestic abuse and parental capacity to change
- Update our SAF Practice Guidance as we roll our restorative practice
- Ensure every practitioner understands the Portsmouth Thresholds

6.4 Systems

Our ambition

As a partnership we will ensure that there is a uniform approach and process to early help. Whilst each agency will have their own recording system and risk management processes relevant for their own service it is important that the processes outlined in this document are properly adhered to across the children's system.

To achieve this we will:

- Maintain a central recording system for early help assessments

- b) Develop and implement the Early Help Profile to help us identify families where outcomes may be concerning
- c) Develop and implement a central tracking system to monitor family level progress - linked to the national Troubled Families Programme
- d) Work strategically with Portsmouth Health and Care Executive to reduce the number of separate IT case management systems

6.5 Leadership and Accountability

Our ambition

Our locality Multi-Agency Teams (MATs) will continue to be the centrepiece of our strategy and represents our operational deliver model. This strategy however also recognises that the MATs were specifically designed to be 'all Tier' (for example they include co-located statutory services) and also that a significant amount of early help work takes place outside of the MATs.

Nonetheless, a significant amount of early help work takes place through the MATs and we will continue to ensure that the MATs provide a focal point for excellent early help practice.

Our ambition is to ensure that we have the highest quality management in the MATs with the skills, capacity and support to drive effective integrated practice at the front-line. More broadly we aspire to enabling high quality leadership of early help practice across the full children and family system including midwifery, nurseries, schools, primary care, community and adult services.

To achieve this we will:

- a) Strengthen the management of universal and early help services in the MATs including improving accountability for embedding high quality early help process and service delivery in the localities.
- b) Strengthen leadership at all levels across the early help system by providing all leaders and managers with coaching to improve early help practice based on restorative principles.
- c) Provide early help and safeguarding training based on the Portsmouth Compact to ensure every partner has the very best early help systems in place.
- d) Ensure the PSCB is provided with the right information to hold individual agencies to account for the quality of early help process and practice.



6.6. A Highly Confident and Competent Workforce

Our ambition

The children and families workforce is our single biggest asset in driving forward our ambition for supporting families to provide effective and safe care for their children.

Our ambition is that every single professional who works with children and families has the right skills, knowledge and competencies to identify needs early and provide an appropriate response. We want more professionals in the workforce to be able to complete good quality early help assessments, undertake the lead professional role and participate in any single agency or multi-agency response to family need.

We want our workforce to be able to respond to need as it presents and only 'refer on' when appropriate to do so. We expect the workforce to work restoratively with families, work in partnership with each other and focus relentlessly on improving outcomes for children and families.

We will be remodelling parts of the workforce to provide dedicated Family Lead Professionals whose practice will be supported by the Team Around the Worker model. We will be moving from a culture of 'refer-on'.

We want practitioners to choose to work in Portsmouth because we have the highest aspirations for children and excellent support for front-line practice.

To achieve this we will:

- a) Develop and embed the Team Around the Worker model to ensure specialist advice, guidance and supervision is available to Family Lead Professionals and others working with families
- b) Work with the Portsmouth Safeguarding Children Board to provide high quality early help and safeguarding training
- c) Use the Portsmouth Safeguarding Compact to drive up early help and safeguarding standards at individual agency level
- d) Commission a training provider for restorative practice and deliver a range of professional development opportunities to embed restorative practice across the city
- e) Build the skills and knowledge of practitioners to provide immediate advice and guidance to families on a range of issues using the framework of Making Every Contact Count.

- f) Put in place inter-disciplinary supervision model to drive integrated restorative practice
- g) Put in place supervision opportunities across the MATs and schools pastoral workforce
- h) Create a cadre of Restorative Champions to drive through new practices in each agency
- i) Provide best practice masterclasses and reflective practice workshops
- j) Establish locality networks for the schools pastoral workforce and MATs to ensure consistency of practice.

6.7. Remodelling the offer through high quality service providers

Our ambition

Children and families in Portsmouth currently access a range of good quality support delivered by a wide range of organisations.

Some of these we have brought together into the MATs (co-located alongside Social Care and the YOT), chiefly,

- Health Visiting
- School Nursing
- Intensive Family Support
- Children's Centres
- Parenting services
- Public Health Delivery Team - substance misuse, healthy relationships, sexual health, young carers

Additionally, some of the other major players in delivering early help support include:

- Maternity Services
- Family Nurse Partnership
- CAMHS
- The Voluntary and Community Sector
- Behaviour support services
- Pastoral support from schools
- A wide range of 'targeted' adults services responding to the toxic trio (mental ill-health, domestic abuse and substance misuse)

In addition to improving the pathway through these service outlined above, we also intend to reshape the offer, guided by these principles:

- Focusing hard on parental capacity and confidence

- Ensuring we have sufficient resource to provide Family Lead Professionals for families requiring intensive support
- Reshaping interventions in line with the Restorative Practice continuum

To achieve this we will:

- a) Develop a volunteer programme to increase the number of volunteers working with families
- b) Remodel parts of the workforce to provide more Family Lead Professionals
- c) Develop Family Group Conferences at an early help level
- d) Implement Family Circles models across a range of focus outcome areas
- e) Redesign the parenting pathway, rebuilding our capacity around Triple P and Incredible Years and reshaping in line with restorative practice
- f) Develop more group-based provision so we can reach more families
- g) Reshape our Children's Centres to provide a 0 - 19 offer delivered by all MATs Partners

6.8. Quality assurance

Our ambition

The Stronger Futures Board -reporting into the Portsmouth Children's Trust Board will oversee the progress of this strategy and will be responsible for the quality assurance and performance management of the early help system.

We want to ensure that our universal and early help system is efficient, effective and economic therefore it is necessary to monitor the quality of the work and the impact it is having.

Our ambition is to build on the good quality assurance mechanisms in place across partners to put in place a shared quality assurance process - driving quality practice through accurate and meaningful performance data and regular multi-disciplinary audit activity of early help practice.

To achieve this we will:

- a) Develop a quality assurance framework that will include regular auditing activity of early help assessments and plans to identify good practice and share learning
- b) Develop a reporting framework that affords regular progress measures in

relation to both performance and quality assurance.

- c) Create a performance framework that affords reporting arrangements for outputs and impact of the early help offer linked to the Outcomes Framework

7. Governance arrangements

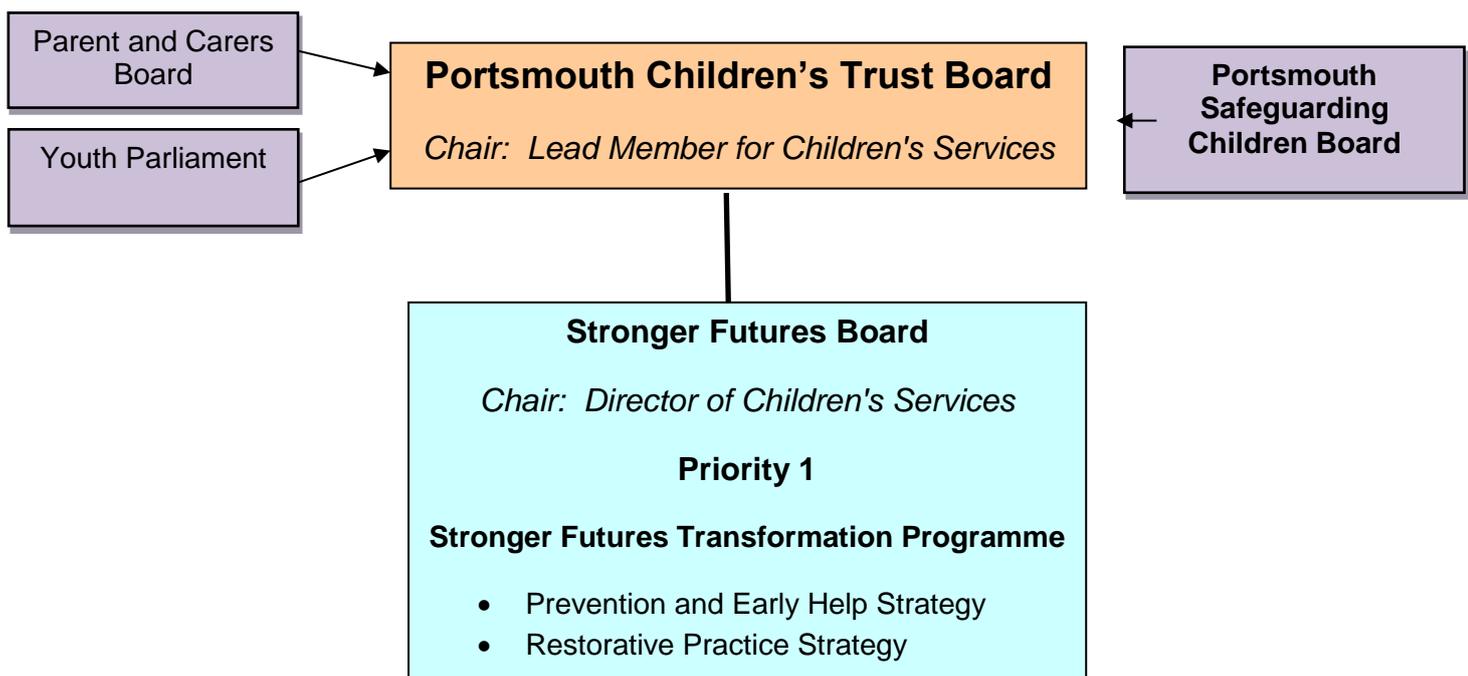
Early Help is a partnership endeavour. This strategy is therefore governed by the Portsmouth Children's Trust, a mature multi-agency strategic partnership with a long record of delivering local strategies to improve outcomes for children and families. The Children's Trust Board acts on behalf of the Portsmouth Health and Wellbeing Board to deliver strategies aimed at improving child and family wellbeing.

The Children's Trust Board delegates the implementation and monitoring of this strategy to the Stronger Futures Board which is chaired by the statutory Director of Children's Services.

The Portsmouth Safeguarding Children's Board (PSCB) is the statutory body with responsibility to challenge and scrutinise the effectiveness of early help. The PSCB is independently chaired with multi-agency representation at senior level. Progress against this strategy will be regularly reported to the PSCB.

In addition, the PSCB, as part of its wider audit and scrutiny responsibilities, will be provided with a range of information on the effectiveness of early help through;

- Section 11 audits (which in Portsmouth includes early help)
- Multi-agency and single agency audits of practice
- Audit on the application of thresholds



Appendix 1 - Prevention and Early Help - Map



