

# Early Intervention & Prevention Strategy 2021-2022



Contents

<b>1.</b>	<b>Introduction</b>	<b>1</b>
<b>2.</b>	<b>Early Intervention and why we need it</b>	<b>3</b>
	2.1	What is Early Help?
	2.2	The Importance of Prevention
	2.3	Our Approach
<b>3.</b>	<b>Children &amp; Families Newcastle</b>	<b>5</b>
	3.1	Operating Principles
	3.2	3 'Big Ideas'
	3.3	Objectives
	3.4	Our City Footprint
	3.5	Leadership
<b>4.</b>	<b>Continuum of Support</b>	<b>9</b>
	4.1	Support for Families: 'Self Help'
	4.2	Support for Families: 'More Help'
	4.3	Support for Families: 'Specialist Help'
	4.4	Support for Sector: Early Help Advice & Workforce Development
<b>5.</b>	<b>The Early Help Pathway</b>	<b>13</b>
<b>6.</b>	<b>Early Help Governance</b>	<b>14</b>
<b>7.</b>	<b>Early Help and the Supporting Families Programme</b>	<b>14</b>
<b>8.</b>	<b>Children &amp; Families Newcastle: Performance &amp; Impact</b>	<b>15</b>

## Introduction

The lives of children, young people and their families are transformed by effective Early Help interventions in Newcastle. This is enabled by the broad partnership approach taken in the city, which is reflected at all levels from strategic decision making to front-line delivery.

In Newcastle, we are increasingly adopting the language of 'Early Intervention' to describe our Early Help Offer. This is useful in reinforcing both the multi-agency partnership nature of the offer and also the timing of help at the earliest opportunity, preventing escalation and assisting families to 'nip in the bud' issues as they arise. In this Strategy, Early Help and Early Intervention can be considered synonymous.

The whole-family, strengths-based approach taken by all partner agencies to support families: building on their skills, overcoming their difficulties and developing their resilience, has resulted in many families in the City being able to live safer, healthier and more fulfilling lives. Although there are successes to celebrate, there is still much to do to improve the lives of families who need help.

The recent Covid-19 pandemic has affected us all in a multitude of ways, but the impact of 'lock-down' on families with existing vulnerabilities or experiencing deprivation, is even greater. We have seen requests for basic necessities such as food, baby milk and nappies increase rapidly. Underlying these requests, there are potentially many other issues such as poor mental health, domestic abuse and financial difficulties. These are likely to be disclosed by families as relationships are established and trust developed.

In Newcastle, anchor organisations have come together in an innovative new partnership 'Collaborative Newcastle' which aims to improve the health, wealth and wellbeing of everyone in the City. Through new ways of closer joint working between some of the City's largest organisations <sup>1</sup> – including the hospitals, council, GPs, care homes, universities, the VCS and the mental health trust – Collaborative Newcastle aims to reduce inequality and provide better opportunities for all – children, families, adults and the elderly alike.

With a focus on early intervention and prevention, a new, whole city approach to working with children and families is being mobilised under the banner of 'Children & Families Newcastle' (C&FN). Taking a 'one-team' approach to support in the city, C&FN will ensure a wide range of support and activities are available locally through vibrant community hubs; integrate service provision into a holistic, person centred offer and empower families to take the lead in addressing priorities at the earliest opportunity.

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<sup>1</sup> Partners include Newcastle City Council, Newcastle and Gateshead NHS Clinical Commissioning Group, Newcastle Hospitals NHS Trust, Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust, Newcastle University and Northumbria University, working closely with the Primary Care Network and voluntary sector.

C&FN is helping to build a citywide consensus on relational practice as the way the city 'does business' and the importance of trust between families, communities and services, and between services themselves.

This Strategy sets out the aims and priorities of Newcastle City Council through Children & Families Newcastle, acknowledging that we are embarking on the first phase of exciting system change.

*Alison Priestley*

Service Manager – Early Help & Family Support

## Early Help and Why We Need It

### 2.1 What is Early Help in Newcastle?

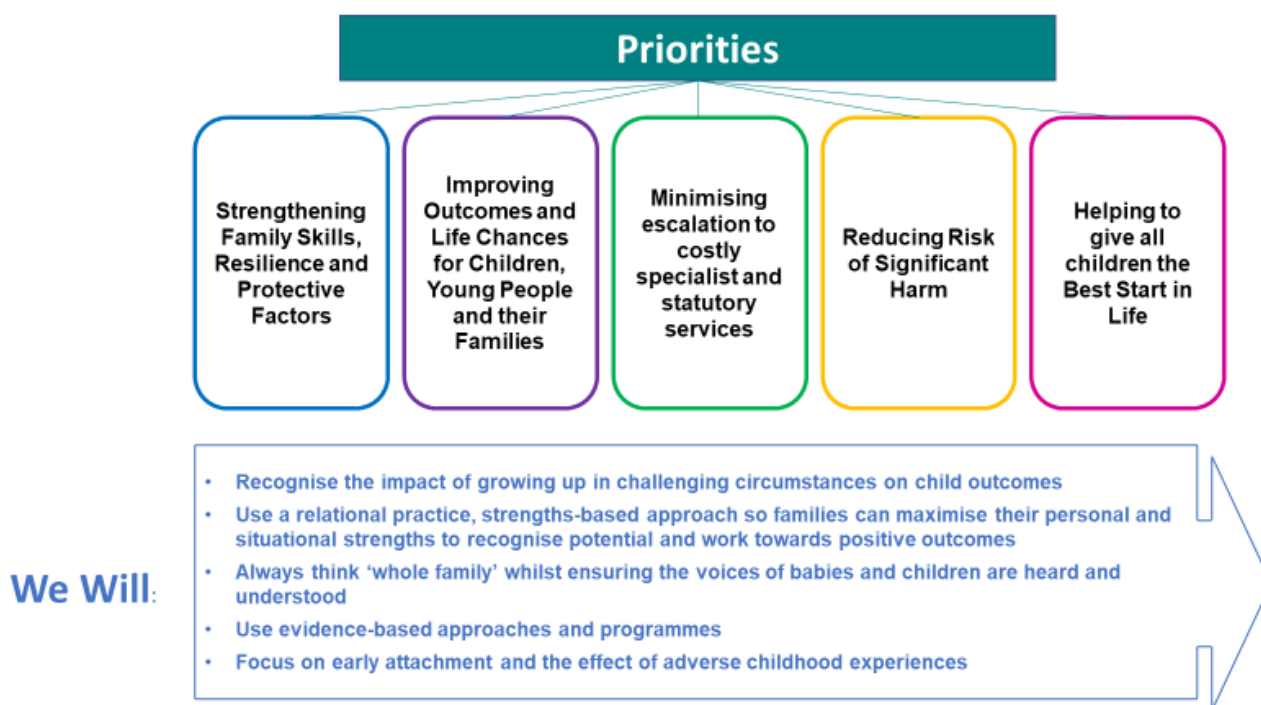
*'Early Help means providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years. Early Help can also prevent further problems arising'* (HM Government: Working Together to Safeguard Children, July 2018, p12).

### 2.2 The Importance of Prevention

*'Children do not arrive in extreme need overnight and many could be prevented from getting to that point if we helped them sooner in a more effective way..... They only have one childhood, one chance to grow up'.<sup>2</sup>*

In Newcastle we want to ensure that families who have multiple or complex problems are supported at the earliest opportunity with appropriate interventions, through multi-agency, whole family working. Early Help is intended to support those families with children and young people who are under 19 years old, including those with additional needs up to the age of 25 years.

### 2.3 Our Approach



This approach contributes to the wider Newcastle City Council Plan 19-20 to 21-22 'Shaping Our Future Together', which re-stated the Council's commitment to supporting children, young people and their families with the right support tailored to family needs, delivered by highly skilled professional staff to ensure family safety and well-being. It also supports the Newcastle City Council [Children Education and Skills Directorate Plan](#). Acting

<sup>2</sup> Children's Commissioner for England, *Public Spending on Children in England: 2000 to 2020*, Institute for Fiscal Studies - Elaine Kelly, Tom Lee, Luke Sibieta and Tom Waters, June 2018, pp. 2-3.

early can help build healthier, happier and more productive communities, and produce a range of economic benefits to wider society, contributing to the achievement of the City's key themed priorities:

- Employment: creating more and better jobs.
- Education and Skills: the best learning opportunities for all.
- Environment: a clean, green and safe Newcastle.
- Health and Social Care: a healthy, caring city.
- Housing: building more and better homes.

<https://www.newcastle.gov.uk/sites/default/files/MTP%20update%202020/Shaping%20our%20future%20together%20-%20post-consulttion.pdf>

## Children & Families Newcastle

In December 2020 the Collaborative Newcastle Joint Executive Group<sup>3</sup> identified, as a priority focus, the mitigation of inequalities and improvement of outcomes for children and young people in the city. Newcastle benefits from high-quality services for children and families, committed and expert staff teams across the public and voluntary sector, strong working relationships across organisations, as well as good resources and community infrastructure.

Yet we recognise that there are some outcomes for our city's children that we all want to improve. Newcastle has higher rates of children who are subject to child protection plans and higher numbers of children in care than our comparator cities. Our children do less well in school as they get into the older year groups. Our infants go to A&E more often than national average. We also have higher rates of childhood obesity. Together we know that by working together as Children & Families Newcastle we can tackle these challenges more effectively.

### Our Vision

A city that:

- provides a culture and environment in which families can flourish
- identifies risk at the earliest opportunity and responds swiftly with an easy, attractive and empowering offer
- addresses issues in partnership with families

will:

- build ongoing relationships with families and promote engagement
- promote partnership working
- improve outcomes for children and young people in the city and help to mitigate health and social inequalities.



<sup>3</sup> Comprising the Chief Executive Officers of NHS Newcastle Gateshead CCG, Newcastle City Council, Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust and the Newcastle upon Tyne Hospitals NHS Foundation Trust

Early Help in Newcastle is a collaborative approach delivered through a system, Children & Families Newcastle, rather than a single service. This system brings together universal and targeted services into a more integrated support offer. The majority of children and families in the city receive the support they require through universal services such as primary health care, early education and school. At times, some children and families will require additional support and Children & Families Newcastle aims to provide a citywide, holistic and systematic response to that need.

### 3.1 Operating Principles

Our aim is that children, young people and their families, particularly those with multiple and complex needs, have access to co-ordinated Early Help as soon as issues begin to emerge.

*“Wouldn’t it be great if families routinely felt confident to ask about issues when they were just a niggle, rather than a full-blown concern.”*

Community Hub Family Practitioner

In order to achieve this, we want to develop a system where we:

Catch things before crisis

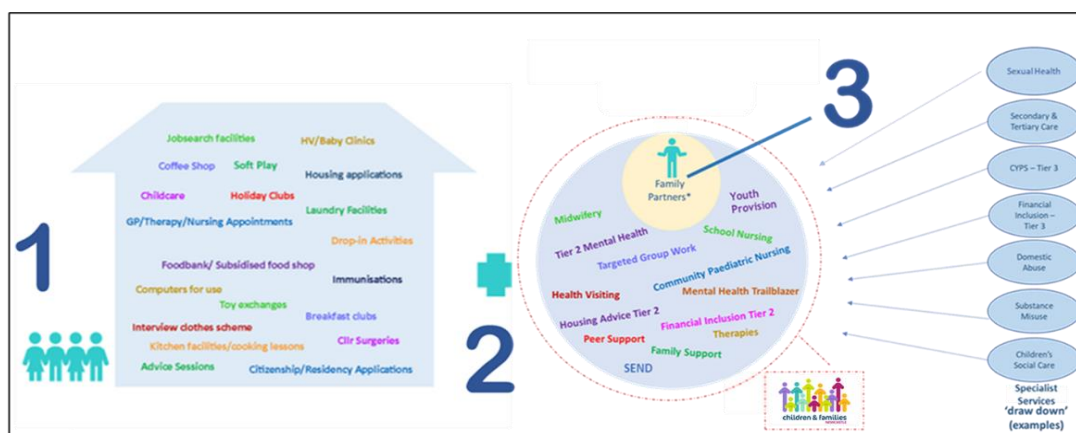
‘Work with’ children and families not doing to them – identifying and building on strengths

Make it easy to get help

Ensure smooth journeys through services – people only have to tell their story once

Recognise and build on community assets

### Three ‘Big Ideas’



**Vibrant community hubs and a wider locality offer** – places where people want to go and activities that are part of community life

**Better integrated services** – working in and part of community life

**A Family Partner** – that builds child/family strengths and helps connect with community assets

Central to the C&FN approach are three main ideas, developed collaboratively with partners and stakeholders, that aim to realise our shared operating principles:

### **I. Community Hubs and Locality Offer**

**We want** to reduce the fragmentation of the service offer. We want to minimise the logistical challenges faced by families who need to access support of various types. We want to empower families to make choices and feel positive about proactively seeking advice at the earliest opportunity. We want to reduce stigma sometimes associated with accessing support. We recognise that asking for support or connecting to a new group requires familiarity, confidence and trust. We understand that within communities there are people, buildings and networks that are well used and trusted by families.

**We will** partner with local communities to support hubs that are vibrant social spaces that offer a range of practical, educational and wellbeing activities for babies, children, young people and families. Activities offered in each local area are shaped by input from the local community.

### **II. An Integrated Offer**

**We want** to make it easy to get help. We want to reduce the pattern of successive onward referral. We want to minimise the negative experience of repeat assessment, having to tell your, sometimes painful, story again and the feeling of 'starting from scratch'. We want to minimise wait times and remove from the journey periods of inactivity whilst waiting for additional support. We want to increase the confidence of children and families that they are both held and empowered by the system, that support is connected and that they will not get 'lost'. We want to develop our multiagency workforce, creating collaborative staff teams and offering every day opportunities for joint case work and sharing learning.

**We will** bring together a wide range of universal and targeted services functions (as seen in figure 1 above) into a coherent single offer, 'Children & Families Newcastle' with a shared identity and 'branding'. These service functions will increasingly operate from shared delivery spaces – the community hubs and supporting buildings and will share collaborative office space to support integrated case working and faster connections between families and support teams. Data storage and case management systems will be explored for possibilities to align, such as creating systems that 'talk' to each other, data lakes/warehouses or even switching to a shared system where possible. This will support real time information share, robust risk analysis and, crucially, the aim of 'tell you story once'.

### **III. Family Partners**

**We want** families to have relationships of trust with services which make them feel confident to raise concerns early as a matter of routine. We want a system which focuses on the strengths that children and families have, that helps families to articulate their concerns and priorities and to feel empowered take charge of their support needs. We want it to be easy for families to access the opportunities in their



community. We want local stakeholders (schools, GPs, housing providers etc.) to have swift and effective ways of connecting families they work with into the wider community offer.

**We will** mobilise a new staff role within the system of 'Family Partner'. This role has as its purpose to establish enduring relationships of trust with families and to be available as a touch point for families as long as they live in Newcastle and have a child under the age of 18 (25 if the child has a special educational need or disability). The Family Partner will work with families taking a strengths-based and restorative approach, helping families to articulate their own concerns and priorities and connecting them into assets and support within their own networks and wider community. The team of Family Partners in each locality and team members will also have responsibilities to act as points of contact for specific stakeholders (e.g. schools, primary care and housing officers) to enable quick access to the wider early intervention offer.

### **3.3 Our Objectives**

- Embed restorative and relational practice across the system workforce as the underpinning way in which we all work with children, families and each other
- Build children, young people and families' resilience, using a strengths-based approach, so they are able to deal with future problems as soon as they arise
- Create a 'one team around the family' approach to the delivery of universal and targeted services: drawing down additional specialist support to a family when needed and moving away from onward referrals
- Build a partnership approach to making Newcastle 'Better for Babies' through development of a set of shared commitments
- Involve families as partners in planning for their child or young persons', and their own welfare
- Drive improvements in data-driven local partnership working so that vulnerable families receive the right support, at the right time
- Enhance our offer for families with children in the communities we know require additional support with the objective of narrowing the gap between their outcomes and those in the rest of the city
- Reduce the pressure on high level, statutory or specialist services by ensuring the needs of children, young people and families are assessed at the earliest opportunity.

### **3.4 Our City Footprint**

C&FN sees the city in 4 Localities: North, East, Inner West and Outer West, and commits to supporting a network of delivery venues (hubs and spokes) across each Locality. Each Locality is led on behalf of C&FN by a VCS partner, who takes responsibility for maintaining an oversight of the work with families in their area and cultivating the local 'Community Family Offer' (the name given to the programme of activity and support services available).

### 3.5 Leadership

C&FN has an overarching Integrated Leadership Team, a multiagency team of service managers responsible for effective management of the overall offer, collective workforce development, identification and actioning/escalation of opportunities for further collaboration and accounting for performance and success to the Place for Children Board.

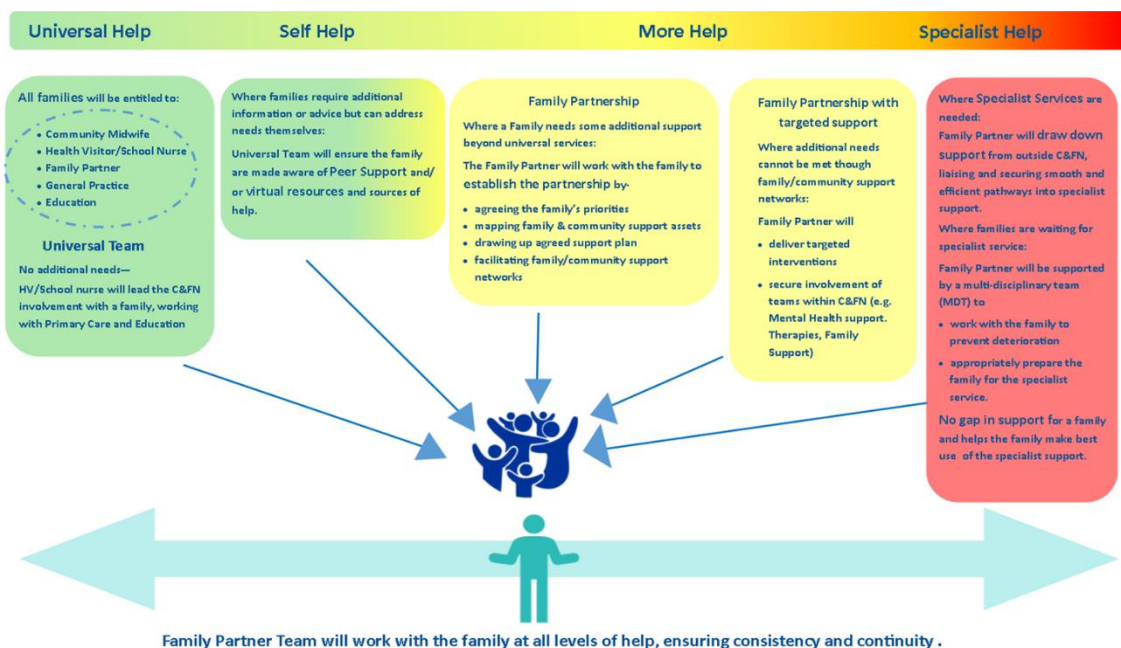
Each Locality will also have a C&FN Locality Team. This will bring together the local leads across the partners who will participate in the Locality Response meeting, ensuring help for families requiring multi agency support, and in the identification of local changes in presenting needs, emerging trends and opportunities for local innovation.

### The Continuum of Support to Families

Families’ needs are constantly changing and at different times in their lives they will have differing levels of involvement from a range of services, from universal, targeted and specialist support services. Early Help forms part of a continuum of support to them, as illustrated below. The Children & Families Newcastle focus on having the child at the centre of all that we do ensures that the transition between the different levels of support is effective. Thresholds of Intervention and Indicators of Need set out by Newcastle Safeguarding Children Partnership (NSCP), alongside the process for Early Help assessment and support, clarify all partner agencies’ responsibility for the wellbeing and safety of children and young people.

### The Family Partner Role on the Continuum of Support

C&FN places a Family Partner as part of the Universal team, wanting to remove any stigma attached to seeking early advice and support, whilst recognising that not all families will require this level of additional support.



The Family Partner team will grow in number and embed across the system in phases. In 2021-2022, phase 1 of the mobilisation of C&FN, we anticipate that the Family Partners will

operate predominantly in the 'More Help' space above – these are the 'Additional' and Integrated' levels in the NSCP '4 Levels of Need'.

#### **4.1 Support for Families: The 'Self Help' Offer**

Key to the strengths-based approach to Early Intervention is a conscious decision not to rush to professionalise support. Where families require additional advice or information, but can address their concerns themselves, they will be empowered to do so.

Within the C&FN Community Family Offer, service areas will ensure that a strong suite of virtual resources are available for families to access. Care will be taken to ensure virtual resources are accessible and inclusive, and consideration will be given to the use of a variety of platforms to reach particular cohorts, subject to considerations of security and privacy. A directory of support and calendar of events will be maintained, so that families are able to connect themselves to local activities. This will include, but not be limited to, drop-in activities in the C&FN Hubs themselves.

An essential part of the C&FN Community Family Offer is the cultivation of Locality based Peer Support. This important source of support is available to families without a requirement for involvement with or a referral from professional support.

#### **4.2 Support for Families: The 'More Help' Offer**

'More Help' is often provided through the C&FN Community Family Offer. Health professionals from a range of clinical specialisms within Children & Families Newcastle also offer 'More Help' to families over and above their universal offer, such as the Vulnerable Parents Pathway delivered by Health Visitors and School Nurses. Many schools and education settings provide 'More Help' in that they have their own staff trained to deliver specialised support or contract professionals such as counselling services to meet the needs of identified children.

The mechanisms by which such 'More Help' is provided to families are wide ranging and therefore the routes into multi-agency support diverse. All cannot be outlined but a number are detailed below:

- A Family Partner team, dedicated to long term relationship building with families, helping them to articulate their priorities and connecting them into assets and support within their own networks and wider community.
- The C&FN Locality teams across the city offer support and advice to families on one to one basis in respect of issues such as housing; finance, debts and benefit entitlement; employment, training and volunteering opportunities; childcare and school places.
- Intensive Family Support teams support families with multiple and complex needs. Cases are identified in Locality Meetings, according to their needs. Usually, IFS will be considered where there are at least 4 issues within a family and/or where families are likely to escalate to tier 4 services/Children's Social Care if intensive support is

not offered. It is a co-ordinated, time-limited, strengths-based and persistent approach with ongoing effort given to engaging families. The approach is assertive and outcomes focussed.

- Group and individual support is provided to parents to increase their own confidence and employability skills. C&FN Locality teams provide a range of accredited and non-accredited group courses and volunteering opportunities in localities in partnership with providers such as Newcastle Futures, Building Futures East, the Wise Group, Children North East, Action for Children and local colleges.
- Families who are eligible for Free Education and Childcare for 2-year-olds funded by the Department for Work and Pensions are contacted to make them aware of the offer. This contact includes an offer of a 'brokerage service' to support parents to identify and visit early years settings.
- Evidence based parenting programmes are commissioned from Barnardos by the Council as part of C&FN. The creation of an integrated delivery team utilising practitioners from a range of agencies has increased partnership working resulting in more effectively assessing and meeting families' needs. Referral numbers have grown and are received from a wider variety of agencies. Mechanisms of delivery have expanded to include a range of virtual and face to face options. The breadth of programmes available has also increased to include a range of opportunities from Incredible Years, Strengthening Families and Parenting Workshops through to cohort specific offers such as Real Love Rocks which works with Young People to look at healthy relationships and issues around exploitation, and to issue focussed programmes such as HENRY and the Sleep Programme.
- Under the Amazing Start banner C&FN Locality teams and commissioned partners work closely with health colleagues to provide information and tailored support to families both individually and in groups to aid the development of positive parent-child relationships from pre-birth to age 2, in accordance with the principles outlined in the First 1001 Days Movement. Research evidence has shown that this is a critical period laying the foundations for every child's future health, wellbeing and learning with sensitive parenting being key (<https://parentinfantfoundation.org.uk/1001-days/>).
- The City Council's contribution to the implementation of the citywide UNICEF Baby Friendly Initiative through the commissioning of infant feeding peer support services, enables a range of practitioners, including specialist health professionals, to come into contact with new parents and is often a route to accessing other support. This initiative has helped sustain a higher than national average breastfeeding rate in Newcastle in recent years.
- Partners in C&FN work together to ensure a vibrant and relevant offer for young people. This offer covers detached youth work, mentoring, volunteering opportunities and peer support as well as a programme of activities aimed at supporting young people to move towards employment such as money management, welfare advice and confidence building, and community-based learning such as languages, crafts, healthy eating and healthy lifestyles. Supporting community hubs that are attractive

'hangout' spaces for older children and young people is a key development goal for C&FN, recognising that the heritage of some of our buildings gives an Early Years flavour which could inhibit engagement. Co-production with older children of the youth offer is central to development.

#### **4.3 Support for Families: 'Specialist Help'**

For those families who require specialist support services beyond those included within the 'More Help' offer, the Family Partner will not disengage from working with that Family. Instead, the Family Partner will work to draw down specialist support to that family, as required. The Family Partners have close links to the specialist services, such as Sexual Health, Substance Misuse, Domestic Abuse and Tier 3 Financial Inclusion services. The Family Partners also connect the More Help offer to acute health services, such as mental health and paediatrics and statutory Children Social Care. Where intervention from a specialist or acute service is required, the role of the Family Partner is to maintain the feeling of a team around the family by drawing that support down into the existing support team, moving away from the culture of onward referral. Whilst it may be appropriate for a specialist service to then take a lead role in directing the support provided to the family, the continued involvement of the Family Partner ensures that specialist interventions are stitched into the wider family support, and that families are not subject to competing demands

The links between specialist services and the Family Partners also allow for early communication about prospective request for involvement, or 'draw downs'. This will promote:

- fewer inappropriate requests for specialist intervention where threshold deemed not met on assessment
- swifter access for those for whom specialist support is needed
- shared development of a support plan for families to prevent deterioration and maintain engagement during any wait time for specialist services

#### **4.4 Support for Sectors: Early Help Advice & Workforce Development**

Often specialist support is provided by the **Early Help Advisers** to universal service providers (e.g. schools and primary care) to enable them to implement best practice and identify families in need of additional support, thereby ensuring families receive help at the earliest stage.

Through the Council's specialist **Workforce Development team**, appropriate training and development opportunities are available to all practitioners in the city involved in providing Early Intervention to families, irrespective of which agency employs them. The focus has been on revising the Newcastle Early Intervention training to reflect latest research and best practice. This has been carried out by a multi-disciplinary group of practitioners and incorporated the identified needs of improving assessment and recording in the workforce.

Specific training for the workforce in relation to Reducing Parental Conflict was started in 2019 and is being further developed and disseminated in 2021. This Department for Work and Pensions funded project intends to tackle poorly resolved parental conflict (as opposed to domestic violence and/or controlling behaviour). It provides four referral routes for parents to access support, while upskilling the workforce with tools to help parents recognise their behaviour, the deep reaching effects of it on themselves and their children, and to address and change their communication styles.

The Workforce Development team provide support to early years settings and other partners through a variety of training and development opportunities. The Early Years Sector Support team facilitate government funding payments to early years settings in respect of free 15 hours childcare places and 30 hours childcare for working parents as well as supporting them with a wide range of workforce development solutions.

## **The Early Help Pathway**

C&FN is a clear statement that Early Help is not a service that families can be referred into, but an approach whereby all agencies work in partnership to enable and deliver the right support to families at the right time.

**The Early Help Pathway** is the framework through which Early Help is delivered in the city, being a multi-agency and referral pathway. Whilst all agencies are partners in supporting the most vulnerable children, enabling them to be ready for school, work and life, the Local Authority provides a co-ordination role which enables the Children & Families Newcastle system.

We want to ensure support is offered at the earliest opportunity. We recognise the reality of full **Early Help Assessment and Plans (EHAPs)** often only being completed at a time when issues have crystallised. C&FN offers us an opportunity to bolster the very early support offer, strengthening the emphasis on those first discussions as issues emerge.

**Early Intervention Conversations** are a renewed focus for C&FN, making sure that discussions are had at the earliest opportunity as issues emerge. Family Partners will play a key role in facilitating these Early Intervention Conversations, both with families directly and also with organisations working with children and families who are unsure of whether something is a concern and how to connect with wider support. Early Intervention Conversations will offer a process for a light touch engagement, with a streamlined registration process. This will be proportionate to the presenting needs of families, easy to complete for stakeholders and result in families being known to and connected with support at the very earliest opportunity.

If, following these Early Intervention Conversations, a family would benefit from a coordinated **EHAP**, the family will be logged with the Early Help Access Point (see below) and referred into the Locality response process for the C&FN Locality in which they live.

There is a central **Early Help Access Point** which provides system guidance and support for practitioners, logs Early Help Assessments and Plans (EHAPs) and collates information from parents contacting them directly, facilitating their entry into the Early Intervention Pathway and into the C&FN Localities. The purpose of the C&FN Locality is to co-ordinate Early Intervention in the area, developing and sustaining multi-agency links, agreeing shared objectives and having oversight of the effective provision of Early Help to families.

The Early Help Development Manager is part of the Multi Agency Safeguarding Hub (MASH) at the 'Front Door' of Children's Social Care. This enables **the interface between Children & Families Newcastle and statutory services to remain robust**. The focus of their work is: ensuring consistency and quality of responses to practitioners and families by C&FN through system and process development, leading and co-ordinating key auditing functions as well as monitoring and evaluating flow of cases to the localities to identify trends and challenges within the system.

This work is complemented by a C&FN representative at the Children's Social Care 'Front Door' who, on a daily basis, contacts families to offer support via a Family Partner, the Community Family Offer and/or an Early Help assessment and plan; liaises with practitioners to notify them where a referral did not reach the threshold for social care intervention and advise them to have an Early Intervention Conversation with a Family Partner or to complete an Early Help assessment and plan (as appropriate to the circumstances); as well as facilitating the efficient and effective flow of cases to C&FN Localities.

## **Early Help Governance**

**The Place for Children Board** has oversight of Children and Young People focused activity in the city. It meets every 8 weeks and consists of representatives from the local authority, police, health, voluntary and community sectors, who provide services to children, young people and their families and who share a joint commitment to partnership working and improving the life-chances of children and young people.

The board shares a common vision to address barriers to working together across traditional agencies and enables an Early Help strategy and system to operate in the city to improve outcomes for children and young people.

The main purposes of the Place for Children Board are:

- Champion outcomes for all children and families in Newcastle.

- Develop and implement a joint plan to improve outcomes for children and young people, which recognises the views and experiences of children and young people.
- Provide strategic leadership and drive towards better integrated working across partner agencies.
- Develop and manage a coordinated public communications strategy to communicate Newcastle's priorities and ambitions for its children and young people.
- Review evidence to identify opportunities for strengthening prevention, developing solutions and agreeing what partners will do to achieve best results.
- Hold all stakeholders to account for aligning their activities to the partnership vision in the best interests of children and young people in Newcastle.

The Place for Children Board is supported by the **Newcastle Early Intervention Forum (NEIF)**, a quarterly learning and development forum of wider stakeholders across the city that shares good practice, pinpoints underperformance issues within the partnership and proposes, creative solutions and provides constructive challenge. The NEIF also helps ensure the voices of parents, children and young people are heard and acted upon.

## Early Help and The Supporting Families Programme

The Supporting Families Programme (previously the Troubled Families Programme) is a government programme of targeted intervention for families with multiple problems, including crime, anti-social behaviour, truancy, unemployment, mental health problems and domestic abuse. C&FN Newcastle has been developed hand in hand with the key learning and resources from the programme, which is termed the Newcastle Families Programme (NFP) in the city. Oversight of both C&FN and the accountability for the Programme are provided by the Place for Children Board.

## Children & Families Newcastle Performance Measures

Services and agencies contributing to and facilitating C&FN in Newcastle, as well as delivering direct interventions to families, each take responsibility for their own performance management functions. However, as part of Phase 1 of C&FN and under the direction of **the Integrated Leadership team**, a multiagency data group has been formed to collate and share trend and performance data across the system.

Being increasingly data-driven is a key objective for the Council and for Children & Families Newcastle. We are working with data analysis to better probe and understand the dynamics of the flow of cases across the system. We are crafting increasingly precise performance measures that will better identify risk, escalation and case flow within the system and report impact.

Impact will be measured through a range of qualitative and quantitative indicators covering:

- **Improved child, young person and family experiences**



Perceptions of feeling valued, of telling their story once, of feeling supported to make progress and of accessing support in their locality

- **Positive ways we work together**

Staff perceptions of increasingly integrated ways of working, supporting innovation and 'try and test' initiatives, realising shared accountability and collective problem solving.

- **Improved impact with children and families**

Data on having their needs met sustainably through Children & Families Newcastle, for example

- reductions in escalations to statutory and acute services
- improvements in household stability (housing and financial)
- greater confidence in and engagement with community services and reductions in presentations to A&E
- reductions in contacts with criminal justice.

- **Improving system outcomes**

Longer term improvement in outcomes including, educational progress, hospital admissions, Public Health Outcomes, Child Protection and Children in Care

One of the ways in which the Council and Partners have agreed to record and monitor the impact we achieve with families is the [Newcastle Families Outcome Plan](#).