



SOME SERVICE FOR BRENT FAMILY WELLBEING CENTRES SPECIFICATION WITH WIDER INFORMATION

1. Introduction

1.1 The Brent Children's Trust Early Help Framework 2017-2020 describes a vision where *'every child and young person from 0 to 18 years (25 where the young person has an additional education, health or social need) in Brent should have the best start in life, thrive, and be prepared for a successful adult life.'*

'Most children and young people in Brent grow up and thrive in a supportive environment without the input of targeted and specialist services. When this is not the case, children and young people may require additional high quality, evidence based support at different times in their life.'

1.2 Family Wellbeing Centres are at the very heart of our borough's Early Help offer. These are a priority in our Borough Plan (2019-23). Brent's eight Family Wellbeing Centres will provide an integrated 'whole family' service, bringing together core health visiting, school nursing, children's centre services and some parenting and family support services into a single service. A range of partner services will also be delivered through each centre, relevant to the needs of the local community. This could include midwifery services, early language support, youth provision, family support services, housing, adult education and employment services and possibly others. The contract with the current 0-19 Public Health services is being extended for 2 years. This tender process relates to some parts of the hub services that include:

- a) Crèche service
- b) Volunteer programme
- c) Family mentors
- d) Early years / SENCO

1.3 Family Wellbeing Centres work across community clusters with other partners and the community, to offer services for children and young people aged 0-18 (25 where the young person has additional needs) and their families. While all Family Wellbeing Centres are inclusive for all, which includes support for children with additional needs, the Willow Family Wellbeing Centre is a specialist one-stop shop for families with children with disabilities and additional needs (known as the Willow SEND Family Wellbeing Centre). All centres will have some provision for SEND service delivery

1.4 Family Wellbeing Centres will operate under a model of 'joint arrangements' (hybrid) where some core services would be delivered in-house from September 2020. This will include the operational management of the Family Wellbeing Centre buildings and delivery of retained services (e.g. parenting programmes, family support and some services for 0-5 year olds and their parents). The specification is for part of the services currently tendered to a voluntary sector provider and that will not be delivered in house. The current contractual arrangements for the Public Health 0-19 years' service would be extended for two years with the current provider, Central London Community Healthcare (CLCH), and would include negotiating a contract variation to accommodate any operational changes required for the service to work from the new Family Wellbeing Centres and achieve the required integrated services. This would

create a hybrid model with the clinical services (and challenging clinical infrastructure requirements) remaining with an external provider, some of the elements of service remaining with a current provider and the remaining core elements of the old Children's Centre / new Family Wellbeing Centre service returning in-house following the end of the contract with the current provider. Note that the SEND centre will be managed directly by the local authority the Fawood Family Wellbeing Centre will be managed by the Curzon Crescent and Fawood Partnership. A Family Wellbeing Centres operational board will be in place to ensure oversight and appropriate governance arrangements are in place.

1.5 While some universal, community-led services will be provided from Family Wellbeing Centres (midwifery and health visiting services) other statutory service provision will be targeted at the most vulnerable children, young people and their families.

1.6 Family Wellbeing Centres Design Principles:

- a) Accessible and Safe: An easily accessible service in an inclusive, safe and welcoming environment
- b) Integrated: A professional service that is committed to working as a partnership, with truly integrated pathways
- c) Whole Family Approach: A whole family approach is embedded across the service
- d) Universal and Targeted Services: A service that includes a universal offer and targeted provision for those most in need
- e) Community Focused: A service which is shaped by the community voice and builds on and connects with local community assets (including organisations and groups)
- f) Early Intervention: A flexible and collaborative service which responds early to the needs of Brent families
- g) Outcome Focused: A quality service which achieves improved and measurable outcomes for families

1.7 The key priorities for the Family Wellbeing Centres are:

- a) A reduction in referrals to higher level interventions.
- b) Prevention of family breakdown resulting in entry to care.
- c) Addressing the growing challenge of serious youth violence.
- d) Building capacity in universal service so that they can support children earlier.
- e) Successful delivery of the Healthy Child Programme (0-19).
- f) Successfully discharge statutory responsibilities with respect to children's centres.

1.8 This service specification sets out information on:

- 2 Context
- 3 Service overview
- 4 Delivery of services
- 5 Service to be tendered out
- 5 Management
- 6 Governance and performance management
- 7 Safeguarding

2. Context

- 2.1 Brent is a diverse and changing borough. It is a place where new communities have always settled, regularly adding to its distinctive diversity, and this continues today. There are high levels of population mobility, with a population turnover rate of 202 per 1,000 population in Brent (22nd highest across the UK). Regeneration is also changing the face of the borough, most particularly in Wembley, South Kilburn, Alperton, Harlesden and Church End.
- 2.2 Almost two thirds of the population are from BAME groups, the third highest in London. Brent has a large Asian population: one third of residents are from Asian groups compared with 20% across London, with one in six residents of Indian ethnicity. There are considerable differences in the age profile of the borough's different ethnic groups. Those from mixed ethnic groups are typically younger: almost half are children aged under 18. Other groups with younger age profiles include the Black African, Arab and Other Black groups (in all these groups more than one third of the population are children). Within Brent schools, more than 90% are from BAME groups.
- 2.3 Brent is growing fast. There are around 335,000 residents, projected to grow to almost 350,000 by 2023, and over 375,000 by 2030. Across 1997- 2017, the population grew by 29% or an additional 73,800 residents, which is faster than the average for Outer London (22%) and more than double growth rates nationally (14%). The GLA projects continued population growth in Brent, with about 3,000 extra residents per year, every year, for the next 20 years (18%). Additional contextual information is detailed in appendix 1.

3. Service overview

- 3.1 Brent Family Wellbeing Centres aim to identify families with multiple needs as early as possible, no matter what service they first come into contact with. The aim is to make sure that any contact with a practitioner leads to the right intervention at the right time, with greater accountability across all agencies for identifying need earlier. This offers the best route to families understanding and making changes that improve their coping skills and life chances. As a one-stop shop for families, Family Wellbeing Centres will bring together on an ongoing basis services including:
- a. Antenatal care, with targeted support and opportunities to build well-being and resilience amongst key groups such as young parents and mums with pre and/or post-partum symptoms of feeling low/depressed.
 - b. An integrated public health offer for children and young people aged 0-19 years (and 25 for young people with additional needs). This includes:
 - o Health visiting and School Nursing for 0-19 year olds and their families, incorporating delivery of the Department of Health *Healthy Child Programme 0-19 years*.

- Intensive, evidence-based support for young or vulnerable pregnant women using the Maternal Early Childhood Sustained Home Visiting (MECSH) programme or an agreed equivalent/alternative.
 - Weight management programme for children, young people and their families.
 - Breast feeding support for women in Brent including volunteer breastfeeding peer support.
- c. Early learning opportunities, such as early language support, new parent groups and support for effective transitions for children into nursery/school. This would include targeted support for groups/individuals identified as possibly not achieving expected age related outcomes in preparation for school
 - d. Parenting interventions including relationship support, parenting workshops and parenting programmes, coupled with drop-in advice and guidance for parents/carers who need support to overcome challenging behaviour(s) of child/ren and or young people.
 - e. Family support key workers will be based from Family Wellbeing Centres. The Accelerated Support Team will also be operating some sessions from the Family Wellbeing Centres.
 - f. Access to some tier two / three mental health support for children, young people and families.
 - g. Youth work and youth mentoring including for those at risk of entering the Youth Justice System.
 - h. Adult education including ESOL, employment support programmes and support with healthy lifestyles.
 - i. Information about childcare, including at least termly drop-in surgeries with the Child and Family Information Service (CFIS) for families seeking specific advice relevant to their circumstances.
 - j. Support for peer support programmes including domestic abuse, parenting and substance and alcohol misuse.
 - k. Information, advice and guidance for families such as related to welfare, food and energy poverty, financial literacy and housing.
 - l. Weekend and evening activities for families, including those that support parents with more limited custody of child/ren and/or to support family reunification.
 - m. Support for registering a school place and transition activities.

Many of these services will be bought together as a core offer.

3.2 The family support work will be aligned to the CYP Practice Framework. Underpinning the framework is a theoretical evidence base, combined with principles and values that shapes the work so that families experience a consistent approach and a positive experience. In providing early help and preventative support to children, young people and families, practitioners will use the Signs of Safety (SoS), trauma-informed approaches and contextual safeguarding.

3.2 In addition, specific activities/sessions will be scheduled at individual Family Wellbeing Centres, depending on local needs. For example, it may be that there is a need for housing appointments to be offered at the Granville Plus Family Wellbeing Centre (sourced from Housing Need). Conversely, a need for supporting parents who find parenting teenage children challenging at St Raphael's Family Wellbeing Centres may have been identified (and so the Youth Offending Service or Brent Family Solutions, for example, may be sourced to deliver the Teen, Strengthening Families Parenting

Programme).

3.3 Given the high degree of expertise associated with the integrated whole family service, we will be collaborating with a range of organisations of which at least two are voluntary sector organisations. There will be clear and distinct roles in the Early Help and Public Health teams and all will be expected to contribute to performance and governance arrangements.

Early Help will be responsible for the day to day management of the Family Wellbeing Centres with our Public Health colleagues delivering the key elements to the family health services across our centres and some outreach sites.

3.4 The proposed Family Wellbeing Centres sites have been chosen after taking many issues into account, such as the levels of deprivation, target groups, usage, size of the centres and the geographical location. It is also a legal requirement to ensure Children's Centres remain accessible across the borough.

3.5 Family Wellbeing Centres will operate from:

- a. Fawood and Curzon (managed as one centre by Curzon Crescent and Fawood Partnership)
- b. Alperton
- c. Church Lane
- d. Granville Plus
- e. Preston Park
- f. St Raphael's
- g. Three Trees
- h. Willow (predominantly a SEND centre)

Figure One: Sites of Family Wellbeing Centres



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3.6 While Family Wellbeing Centres operate as one-stop shops for information, advice and assistance, significant elements of service delivery will be delivered in the community. For example, some of the Healthy Child Programme and MESCH programme. This should reflect choices made by families about visits which best meet their needs, e.g. GP surgeries, home, health centres, etc.

4. Delivery of services

4.1 : As an Early Help service we will:

- a. Provide a high quality, outcomes focused integrated whole family service comprising core health visiting, school nursing, children's centres and some parenting and family support services some of which are part of the tender process. This is at the seven Family Wellbeing Centres; as well as components of the service providing relevant information, advice and assistance to practitioners and children, young people and families accessing the SEND centre.
- b. Provide day to day management and coordination of seven centres (each with their own manager). We will deliver an integrated whole family service as set out above, the Fawood Family Wellbeing Centre will be managed by the Curzon Crescent and Fawood Partnership.

- c. Develop schedules for each Family Wellbeing Centre that set out planned activities for each day including evening and weekend sessions. This will be driven by local community needs, ensuring that we produce timely data in prescribed formats to inform decision making and local and strategic understanding of community needs.
- d. Schedule services at times that best suit specific cohorts of children, young people and families that will benefit from assistance to build resilience and coping skills. It is expected that much youth provision, for example, will be scheduled in twilight and evening hours and at the weekend to help support their participation. Similarly, for many full-time working parents, access to support in the evening and weekend will help support their participation. At a minimum, each Family Wellbeing Centres is expected to have extended opening times for the majority of Monday- Friday and to have some weekend provision. This will be built up over a period of time following the opening of the centres.
- e. Ensure that there are active and properly constituted Local committees operating in each centre that perform functions as outlined at section 6.
- f. Ensure that an effective governance and performance management arrangement is in place for the continuous monitoring and review of our Family Wellbeing Centres.
- g. Ensure **all** staff are equipped to engage purposefully with families, especially those in crisis or are in other ways more vulnerable, so they can help identify with them what the right support is and how a family member/family can access it.
- h. For all families requiring multidisciplinary support to address multiple needs, we will ensure an Early Help Assessment (EHA) with the family is in place. See section on Family Support.
- i. Embed safeguarding into all parts of all services and operations associated with the Family Wellbeing Centres. Family Wellbeing Centres have an essential role in child protection and safeguarding children and vulnerable adults, and these must be essential components of the service. Family Wellbeing Centres will be delivered in line with local safeguarding policies and guidelines. This includes, for example, joint working arrangements in place to respond to concerns about the welfare of children and young people due to the impact of their parents or family's needs and circumstances. See Section 7.
- j. We will ensure that contact data is recorded in all our Family Wellbeing Centres to support with the monitoring processes of who are benefiting from our services. We will use this data to inform decision making and evidence achieving of targets and KPI's set.
- i. Provide a volunteer recruitment and coordination service that helps:

- i. Facilitate improved confidence and skills development for young people and parents, supporting their well-being and resilience and progression towards employment.
 - ii. Enhance service capacity as volunteers deliver services within or from the Family Wellbeing Centres.
 - iii. Make available services within the wider community e.g. stay, play and learn activities for children aged 0-4 years, self-help groups.
- j. Promote and provide opportunities for children, young people and adults to know more about healthy lifestyles. More generally, this includes ensuring that healthy food and drink policies are in place in all environments and that there are programmes that enhance knowledge and skills in healthy eating and physical activity both for parents and for other staff working with children (of different ages and stages) and families within each Family Wellbeing Centre area.
- k. Ensure that each Family Wellbeing Centre provides welcoming, inclusive supportive services for all. Such services will be delivered in an environment where everyone is accepted and free to participate without being judged. Specific effort must be taken to monitor attendances and ensuring the nine characteristics in the Equality Act 2010 are protected (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) to reduce inequalities in our service.

Health services

As stated in 3.1 (add statement from Public Health)

Children, young people and families with disabilities/SEND

4.3 We will have at least one early years worker within each Family Wellbeing Centres who is appropriately trained and designated to act as a focal point for early years support for children with additional needs/disabilities. These early years workers (SENCO) will have access to ongoing advice and guidance from the SEND centre lead who is responsible for borough wide coordination of early years support for children with additional needs/disabilities.

4.4 All Family Wellbeing Centres will work closely with the SEND centre as follows:

- a. Contributing to the identification of children and young people with SEND to plan and deliver packages of support for children, young people and families. This includes fully participating in the Early Support Programme which supports parents and carers of disabled children aged five and under.
- b. Promoting the SEND centre to families that will benefit from available support and facilitating and supporting families to access this support, as required.
- c. Accessing any information, advice and guidance about how to effectively interact with and support individual children, young people and families where children and young

people have SEND (whether diagnosed or not) as part of any agreed support packages.

- d. Operate the Local committee relevant to the SEND centre in relation to the work around the SEND children across the borough.

4.5 All staff will contribute to the identification of adults with learning difficulties and disabilities and carers of adults with learning difficulties and disabilities and provide relevant information and advice to assist these adults.

4.6 Centres will make all reasonable adjustments to ensure that children, young people and adults with disabilities can access support on an equal basis from each Family Wellbeing Centre. Given that there are no legal requirements for individuals to disclose disabilities but there are requirements to reasonably anticipate that at least some service users and staff will have (visible and non-visible) disabilities, it is essential that we ensure an inclusive and expansive approach to providing reasonable adjustments.

Parenting

4.7 Early Help will ensure relationship support, parenting workshops and parenting programmes, coupled with drop-in advice and guidance for parents/carers who need support to overcome challenging behaviour(s) of child/ren and or young people is available in partnership with other providers. The universal offer is drop-in advice and guidance and parenting workshops for parents to be and new parents.

4.8 Early Help will ensure accredited parenting programmes are delivered each term at each Family Hub for relevant cohorts of Brent parents/carers identified as likely to benefit most from the specific programme. These will be facilitated in partnership with multiagency partners.

- a. Programme selection will be based on community needs forming part of schedules agreed with service coordinators and will reflect different parenting needs at different ages and stages.
- b. Family Wellbeing Centre staff will be qualified to facilitate the Freedom Programme for women victims of domestic abuse which is expected to be delivered at least once termly across the borough.
- c. Additional parenting courses may be accessible, as relevant, from partners.

4.9 The expectation is that increasing numbers of parent volunteers will be identified trained and delivering accredited parenting programmes. This will enable increased provision in relevant community languages.

4.10 Best practice approaches to encouraging parental participation and completion in accredited parenting programmes is expected. This includes:

- a. Undertaking face to face preparatory work with parents/carers prior to the commencement of the programme. This is an opportunity to introduce the programme,

reassure parents that they won't be stigmatised or labelled 'a bad parent', assess parents' readiness to engage with the programme and identify whether parents have any additional needs to facilitate attendance and/or have other support requirements throughout the programme duration to support their ongoing participation.

- b. Overcoming any practical problems, the parents/carers may have such as childcare, language support and transport. Where the programme involves parents with young children, Family Wellbeing Centres will provide a fully staffed on-site crèche, with suitable, qualified and skilled crèche workers.

Family support

- 4.11 Family support that builds resilience and coping skills for the whole family and so avoid problem escalation and reliance on high cost public services is fundamental to the objectives of Family Wellbeing Centres and a key priority for Brent.
- 4.12 As set out at 4.1, **all** staff are equipped to engage purposefully with families, especially those in crisis or are in other ways more vulnerable, so they can help identify with them what the right support is and how a family member/family can access it. For example, a dad comes into the Family Wellbeing Centres frustrated and wants help in how to deal with his teenage daughter's moods and behaviours. The expectation is that any staff member, including reception staff, will have the right knowledge, skills and confidence to conversationally assess dad's needs and provide relevant information, advice and/or support to access the right assistance.
- 4.13 As set out at 4.1, Family Wellbeing Centres staff must complete an Early Help Assessment (EHA) with all families that require multidisciplinary support to address multiple needs. These **must** be completed in prescribed formats within prescribed timeframes and in keeping with review and recording processes wholly consistent with the Multi-agency Early Help framework and processes.

The EHA is expected in all cases where a child, young person or family requires multidisciplinary support to address multiple needs. This includes support where a family accesses universal support via the Healthy Child programme and targeted support via a parenting programme.

- 4.14 Family Wellbeing Centres will employ a lead practitioner approach to support families that require multidisciplinary support to address multiple needs using the process and tools in the Early Help Pathway. This includes linking families to other services, coordinating these services' engagement with EHA reviews and chairing Team Around the Family (TAF) meetings.

Health visitors, school nurses, early years workers, parenting practitioners and family support workers working in the Family Wellbeing Centres are best placed to operate as lead practitioners because these workers are often an initial source of contact for a family, offer non-stigmatised services (i.e. not 'social services') and simplify engagement for families i.e. reducing requirements for referral, retelling one's story.

- 4.15 For families with more complex needs, key workers will be in place to work alongside children, young people and families. The requirements for accessing this service are set out in Brent's Early Help framework. The key worker will also attend and contribute to all relevant TAF meetings/EHA reviews.
- 4.16 Wherever possible, TAF meetings will be held at Family Wellbeing Centres, schools and other community venues. Families should choose the location that best suits them with all reasonable efforts made to ensure the family's preferences are accommodated.
- 4.17 For families with young people between the ages of 11 and 17 that require a rapid-response service, the Accelerated Support Team intervenes when the situation at home appears to be getting more serious; as well as where there is a risk of the child/children entering the care system if the situation at home does not improve.
- 4.18 Family Wellbeing Centres will comply with all relevant policies, processes and procedures in relation to children, young people and families engaged with statutory social care provision. This includes working closely with Brent Social Care teams to support families where there is or has been a CIN Plan, CP Plan, Looked After Child (LAC) Plan, Fostering and Adoption Plan etc. in accordance with the ISA.
- 4.19 All staff carrying out 1:1 targeted work with families as part of an EHA, will receive a high level of clinical case supervision by a suitably qualified / experienced practitioner within Early Help.
- 4.20 In addition to 1:1 work with families, the Family Wellbeing Centres will operate drop-in groups for specific target cohorts of families to support mutual aid, create supportive community networks and to enable access to bespoke information and advice. The development of these within Family Wellbeing Centres will be driven by community needs and local and strategic priorities. At a minimum, this will include groups for:
- a. Young parents
 - b. Care leavers
 - c. Dads/male carers
 - d. Parents with teenage children
 - e. Young Carers
 - f. Parents of Children with SEND

The SEND centre will operate regular drop-in groups specifically for families with children and young people with SEND.

- 4.21 Working closely with Children's Social Care, Early Help will make available opportunities to support family reunification activities and supervised contact arrangements.

4.22 Children and young people are supported through the key transitions that occur during their lives that may cause disruption to their well-being, including transitions between Early Years settings and schools, between services, between professionals and between localities.

5 Service by successful organisation to be provide as part of this tender process

5.1 The tender process includes the employment and management of the following role types to achieve specific tasks / outcomes. They will work in an integrated way as part of the whole Family Wellbeing Centre service.

- a) Crèche provision and Crèche Coordinator (x1 part time (0.5))
- b) Volunteer programme and Volunteer Coordinator (x1 full time)
- c) Family mentors service (x 6 FTE)
- d) Early years / SENCo service (x6 FTE)

Detailed responsibilities for the roles in relation to these areas to be tendered are included in Appendix 2. Service representation in the governance structure will be provided at the operational management board.

Crèche provision

5.2 In order to further support parents participating in targeted parent workshops and accredited parenting programmes, the successful provider will make available a high quality crèche provision and will operate as follows:

- a. a part time (0.5) crèche coordinator who will coordinate and deliver the provision across the centres in the borough.
- b. a bank of as and when crèche workers for the whole Family Wellbeing Centre service who will be managed by a crèche coordinator. These are to be employed under a flexible contract
- c. a lead crèche worker with minimum Level 3 or equivalent for each crèche that is delivered.
- d. all crèche staff will be expected to work in accordance to the policies and procedures within the provider service, this includes data protection and safeguarding.
- e. crèche workers will be expected to contribute and liaise with key workers who are known to be supporting families whose child is attending the crèche provision.
- f. a quality provision that will allow children to thrive and learn in a safe and stimulating environment in accordance to the Early Years Foundation Stage (EYFS).
- g. a quality provision that will allow parents / carers to leave their child with confidence whilst they attend workshops / parenting programmes.
- h. ensuring that the staff:child ratios are kept to as follows:
 - i. under two-year olds 1:3
 - ii. three to four-year olds 1:4
 - iii. five to eight years olds 1:8

- i. children who will be attending regularly will have a progress profile created to track their learning and development.
- j. crèche registration with Ofsted will not be necessary for:
 - crèches for children under 8 for 4 hours or less each day.
 - the children's parents are within the immediate area
 - there is no long-term commitment to provide childcare
 - this is offered to parents or carers as a short-term convenienceShould any legislation change with Ofsted, the provider will ensure these are actioned.

Volunteer programme

5.3 In order to support the Family Wellbeing Centre service, particularly with those who would like to volunteer to build on developing their skills, the provider will make available a high quality volunteer programme that operate as follows:

- a. a volunteer coordinator who will coordinate the programme across the centres in the borough.
- b. each centre to have a bank of volunteers who are actively volunteering in their chosen centre(s).
- c. continual promotion of the volunteer programme across the centres.
- d. recruitment, training and retention of volunteers.
- e. identify volunteers who can be trained to deliver prescribed parenting programmes.
- f. regular evaluation and reporting of the programme.

Family mentors

5.4 The provider will need to ensure that Family Mentors service is in place as part of the integrated service across 6 centres and will operate as follows:

- a. a Family Mentor in each centre
- b. work closely with the triage officer support vulnerable families to access universal services that meet their needs.
- c. complete outreach and home visits for vulnerable families who are not able to access Family Wellbeing Centres services.
- d. family mentors will be required to use the mosaic system to record case notes for all families with multiple needs as part of our safeguarding processes
- e. contribute to writing EHA action plans
- f. family befriending

Early years / SENCo service

5.5 We are committed to ensure that there is dedicated early years and SENCo support integrated throughout the centres to be able to support families appropriately. The provider will need to ensure that this service operates as follows:

- a. delivery of the targeted intervention groups that the Local Authority have identified such as early learning for targeted groups.
- b. work closely with the family mentors to ensure there is seamless support for identified vulnerable families.
- c. link closely with the dedicated SEND centre to ensure families receive the appropriate support

Staffing arrangements

- 5.6 All staff within the service areas named above will all be part of a wider integrated multidisciplinary team. Staff will be required to attend and contribute to joint meetings as needed. Due to the way the operational structure has been set out, there will also be some level of matrix management across these roles with the family centre managers, which is part of the local authority in-house management arrangements.
- 5.7 The provider will be responsible for all aspects of recruitment of all staff under this contract to meet the specification. This will include ensuring that staff are appropriately qualified, competent, trained, skilled and experienced. Staff employed directly to work with parents and children will need to hold a minimum Level 3 qualification in a relevant subject.
- 5.8 The provider will be responsible for the undertaking of Disclosure and Barring Service (DBS) checks for all staff employed for this contract. This information will be made available to the Local Authority to ensure that our safeguarding duties are upheld.

Information sharing

- 5.9 The provider will be expected to share information on families as necessary and will agree to sign-up to an information sharing protocol and comply with General Data Protection Regulations (GDPR). The provider will ensure that relevant GDPR policies and procedures are in place and kept-up-to-date.

6 Management requirements

- 6.1 As set out at 4.1, Early Help will provide day-to-day management and coordination of seven Hubs (each with their own manager). For Fawood Family Wellbeing Centre, the Curzon Crescent and Fawood Partnership will provide day to day management.
- 6.2 The community provider of the services listed in section 5 and to which this specification relates will have overall management responsibility for the staff listed in the specification but will ensure they are widely integrated and function as part of the wider centre team as stated in 5.6.
- 6.3 The Public Health team will be managed by the commissioned provider and will ensure they are working in an integrated way and function as part of the wider centre team.
- 6.4 Given the arrangements set out at 6.1, the expectations, at least for the initial four months of implementation, are of:
- a. Fortnightly meetings involving the operational manager, and Curzon Crescent and Fawood Partnership, the Public Health nursing leads and service managers of the roles of the commissioned service.
 - b. Fortnightly meetings involving the operational managers, and all eight centre managers in respect of partnership work within the SEND centre.
- 6.5 A local centre manager has day to day responsibility for managing the Family Wellbeing Centres, including all core teams that operate from the centres. Family

Wellbeing Centre Managers will have diverse professional backgrounds reflective of the multidisciplinary expertise required for each centre. Where appropriate, the centre managers will provide clinical supervision to key workers. The deputy service manager of Early Help, will provide supervision to remaining key workers. Supervision of the centre managers will be carried out by the Early Help service manager.

- 6.6 All centre managers will be line managed by the two operational service managers of the local authority, who will also be responsible for professional supervision. Family Wellbeing Centre Managers will also report to their Local committees (see section 6).
- 6.7 Family Wellbeing Centre teams will prioritise engagement with more vulnerable children, young people and families identified as requiring support by the service.
- 6.8 Family Wellbeing Centre teams will be required to contribute to and support new initiatives, trials and programmes which aim to encourage improved outcomes for more vulnerable children, young people and families.
- 6.9 Services will be expected to be delivered at the Family Wellbeing Centres and other outreach venues including homes, schools and community buildings.
- 6.10 Family Wellbeing Centre staff will record all children, young people and families that they interact with i.e. those that they deliver a direct service to and those that are accessing the Family Wellbeing Centres for one-off information and advice or to seek assistance from a partner service. This is a safeguarding requirement, given that children and young people are likely present during most opening hours.
- 6.11 Family Wellbeing Centres staff will register all children, young people and families at point of first contact. This requires full completion of a standard registration form (TBC) with the young person (if Gillick competent) or parent.
- 6.12 The expectations are that all:
 - a. registration details are entered into the developed system and that this occurs within 10 working days.
 - b. Contact details are entered into the developed system and that this occur within 10 working days.
- 6.13 For all health contacts, the Family Wellbeing Centre health staff must maintain appropriate electronic records in the CHIS (commissioned by NHS England) to enable data collection to support the delivery, review and performance management of services by the Provider.
- 6.14 There are currently requirements for the following to be used within Family Wellbeing Centres; however all digital services are being reviewed and updated so this may change;

- a. MOSAIC for all families with multiple needs (e.g. in all cases where there is an EHA or some type of plan associated with Children's Social Care or Adult's Social Care)
 - b. E-Start for all families with children aged 0-4 years.
- 6.15 The Family Wellbeing Centre teams must ensure high quality and on time, data collection, recording and reporting. This is essential to demonstrating the volume and impact of Family Wellbeing Centres, as well as informing an understanding of local community needs - which helps drive decision making about what other services are necessary for scheduling from individual Family Wellbeing Centres.
- 6.16 There will be information and data collected at various levels, for individual service providers, for local centres, KPI's are being developed to measure the overall impact of the Family Wellbeing Centres. The provider will be expected to contribute to all.

7 Governance and performance management

- 7.1 The overarching governance structure will be the Working with Families Strategic Board reporting to the Brent Children's Trust.
- 7.2 The Family Wellbeing Centres Operational Board will have representatives from Public Health, Early Years and School age Education, Early Help, Inclusion, SEND, Social Care and commissioned provider and will have overarching responsibility for monitoring the delivery and performance of the Family Wellbeing Centres. The board will report to the Working with Families Strategic Board and is expected to meet quarterly, with operational service managers attending and providing reports. At the early stages of Family Wellbeing Centres delivery, these meetings are expected to be more regular meeting on a monthly basis.
- 7.3 The board will have a key role in overcoming any challenges in access to partner services and informing and agreeing priorities for scheduling activities at each Family Wellbeing Centres based on community needs and wider strategic and operational considerations.
- 7.4 Two operational manager's (one each for East and West) have day to day responsibility for driving programming, brokering additional partner resources and facilitating access to any professional development opportunities relevant to the workforce at the Family Wellbeing Centres. This is based on performance data (made available centrally and supported by the data collected and reported from centre activity, as per above). Operational managers will have line management responsibility of the centre managers and working with them, will undertake the scheduling of services at each centre.
- 7.5 Consistent (i.e. at least weekly) partner services that may be scheduled include midwifery services, adult education and in at least some Family Wellbeing Centres access to tier two mental health support for children, young people and families, youth work and youth mentoring. Depending on need, other types of partner services that

might get scheduled include:

- a. community safety initiatives
- b. programmes to support victims of domestic abuse (including children)
- c. programmes for perpetrators of domestic abuse
- d. drug and alcohol services
- e. employment support programmes
- f. highly targeted parenting programmes
- g. housing advice/at risk of homelessness appointments
- h. support with dental hygiene
- i. refugee and asylum seeker family groups
- j. support with school applications
- k. support with fuel poverty
- l. support with sexual health

7.6 Local steering groups for each Family Wellbeing Centres will bring together representatives of the key partner services, as well as community and service user representatives, on a two monthly basis. This must include at least some parents with very young children and representation of services delivering support to families with very young children, given that these local steering groups discharge the Authority's statutory responsibilities in respect of children's centre advisory boards, they will also include representatives from those centres not converting to Family Wellbeing Centres. It is expected that this group will elect a chair for their individual local steering group.

7.7 The local steering group provides a local forum for sharing information, identifying need, support requirements for families and service gaps/pressures, challenging performance and quality of the Family Wellbeing Centres, acting as local agents for integrating services and drawing in additional resources (e.g. through local voluntary sector partners).

7.8 Early Help will ensure the management and delivery of a high performing local steering group for each Family Wellbeing Centres.

- a. This includes one local steering group that supports the Willow SEND Centre. The SEND centre manager will attend and present reports to each meeting. This will also be attended by the operational manager.
- b. The Fawood Family Wellbeing Centre local committee is the responsibility of the Curzon Crescent and Fawood Partnership to manage and deliver. This may be a sub group of the governing body. This will also be attended by the operational manager.

7.9 To guarantee continued delivery of an efficient, safe and effective Family Wellbeing Centres service, a performance management framework will be established. Quarterly performance and standards group meetings will take place for Family Wellbeing Centres, qualitative and quantitative information will be reviewed between the Centre

Managers / Operational Managers and the Triage and Quality Improvement Manager. This group will be chaired by the triage and quality improvement manager. The group will be responsible for development and review of key performance measures and progress on delivery of targets relevant to Family Wellbeing Centres. Individual review meetings will take place as part of the continued development of the individual centres.

7.10 Areas of concern in delivery will be addressed by the operational manager outside of the formal review meetings. The Family Wellbeing Centre managers / Operational managers will be responsible for continually improving and developing the service offer in line with our objectives for Family Wellbeing Centres.

7.11 An "Issues Log" will be created at the meetings for issues or concerns which require more detailed and strategic consideration at the quarterly meetings.

7.12 Key performance and outcomes indicators for the Family Wellbeing Centres are currently being developed.

7.13 Family Wellbeing Centre Managers will be responsible for ensuring there is a forum for service user feedback, as well as a process for complaints and compliments. Formal complaints will be investigated in accordance to Brent processes.

8 Safeguarding

8.1 In this section the word 'staff' refers to all staff including clinical, non-clinical, paid, voluntary and honorary staff members: *Safeguarding is the action we take to promote the welfare of those who are vulnerable and protect them from harm, it is **everyone's responsibility** and everyone who meets children, families and vulnerable adults has a role to play.*

8.2 The Family Wellbeing Centres service will contribute to the Brent Safeguarding Forum or its successor bodies, policies and procedures. The service will safeguard and promote the welfare of all children and young people through the identification of children who are vulnerable or in need of protection and provide early intervention in their support. Early Help will ensure that:

- a. All staff in the service have appropriate levels of both single-agency and multi-agency training in safeguarding policies and procedures and that staff comply with legislation and guidance.
- b. All staff are able to recognise and respond to specific safeguarding issues, including but not limited to Child Sexual Exploitation (CSE); Female Genital Mutilation (FGM); Child Early and Forced Marriage (CEFM); Domestic Abuse (DA); Dis/honour Violence (DHV); substance misuse; sexual health, consent and Fraser competence; neglect; physical abuse, emotional abuse; witchcraft and spirit possession; self-harm; eating disorders; low body image; young carers, mental ill health; gang affiliation; radicalisation; grooming; allegations against staff.

- c. All staff are to be aware of issues relating to contextual or transitional safeguarding.
- d. A lead person (or persons) for Safeguarding children and Prevent is nominated in each Family Wellbeing Centre, this would usually be the manager.
- e. All staff are aware of their safeguarding responsibilities and are aware of our safeguarding policies and procedures, adhering to safeguarding policies and procedures, aware of who their safeguarding lead is, aware of how to make an internal safeguarding referral and aware of how to make an external safeguarding referral to the Brent Family Front Door (0208937 4300 - family.frontdoor@brent.gcsx.gov.uk)
- f. The Designated Officer is informed when a safeguarding (children) allegation is made against a member of staff, in line with procedures set out by 'Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children' 2018
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779401/Working_Together_to_Safeguard-Children.pdf
- g. Ensuring that all children and young people with a statutory plan (e.g. CIN, CP and LAC) have a Care Plan developed with the parent/family with the aim of safeguarding the child as paramount. This Care Plan will include the Provider's collaborative work with other agencies and records of attendance at relevant multiagency meetings. Children and young people with a CP Plan and LAC Plan will have a single allocated named School Nurse or Health Visitor. All children and young people with a disability, whether in mainstream or special schools, will have a single allocated School Nurse to ensure continuity of input.
- h. In addition to data sharing and participation in inspections/serious case reviews that may be required by legislation, relevant Family Wellbeing Centre staff will also engage in the development of any local, multi-agency safeguarding quality indicators, plans and/or inspections when requested by the Authority.
- i. Contributing to the development of CP, CIN, EHA and LAC plans and undertake interventions in accordance with these plans.
- j. Reviewing notifications when a Merlin report is received by Brent Multi Agency Safeguarding Hub (MASH) in respect of a child or young person following discussion with Children's Social Care as to the nature of the Merlin notification and deciding on the action to be taken by the Provider in accordance with safeguarding policies and protocols.
- k. Required to ensure that the Service has policies and procedures for safeguarding children and young adults and should be developed with reference to relevant legislation and national guidance, Policies and procedures should also be reviewed and agreed at a senior level then disseminated to all staff on an annual basis.

9 Financial arrangements

9.1 Source of funding

9.1.1 Funding for this Service is provided by Brent Early Help

9.2 Use of funding

9.2.1 The Service Provider will use funds paid wholly and exclusively for the aims and objectives set out in this Service Specification, unless written approval from the Council is obtained in advance of any change. Funds cannot be used to support projects or programmes elsewhere within the Service Provider's organisation. Any profit or the intention of reinvesting profits back into the Service Provider's organisation should be clearly outlined within the pricing schedule.

9.3 Invoicing arrangements

9.3.1 The Service Provider will be paid in arrears for the Services invoiced. Invoices should be submitted quarterly and should include details of the work carried out during that period. Payment will be authorised once the quarterly monitoring meeting has taken place and the Commissioners are satisfied with performance.

10 Contract review / End of contract management

10.1 Contract review

10.1.1 The contract will be regularly reviewed as per the contract monitoring arrangements detailed in section 7 above.

10.2 End of contract

10.2.1 It is anticipated that the contract will expire on 30 August 2023 with an option to extend further by 2 years subject to performance and funding.

10.2.2 The Council will provide confirmation that a contract is due to expire no later than 3 months prior to the contractual end date. Any tender arrangements for the continuation of the service beyond this date (if applicable) will be communicated to the Service Provider when available.

Appendix

Appendix 1 Contextual Information

Appendix 2 Detailed responsibilities for roles specific to tender

Appendix 3 CC Statutory Obligations

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