

Service	Family Wellbeing Centre (FWC) support services
Service period	1 September 2021 – 31 August 2024 (with the option to extend plus 1, plus 1)

1. Introduction

1.1 The Brent Children’s Trust Early Help Framework 2021-2024 describes a vision where *‘every child and young person from 0-18 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 FWC 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 FWC provide an integrated ‘whole family’ service, bringing together core health visiting, school nursing, some retained children’s centre services and some parenting and family support services into a single service delivery model. A range of partner services will also be delivered through each centre, relevant to the needs of the local community. This includes midwifery services, early language support, youth provision, family support services, housing, adult education and employment services and others. It is also a legal requirement to ensure Children’s Centre services remain accessible across the borough, see appendix 1 for the Councils statutory obligations.

1.3 The FWC link to a number of strategic objectives and action plans for the Council including the Black Community action plan, Poverty Commission report, Inclusion strategy, Early Help Framework, Youth strategy (being developed at the time of writing), Young Carers and Digital inclusion.

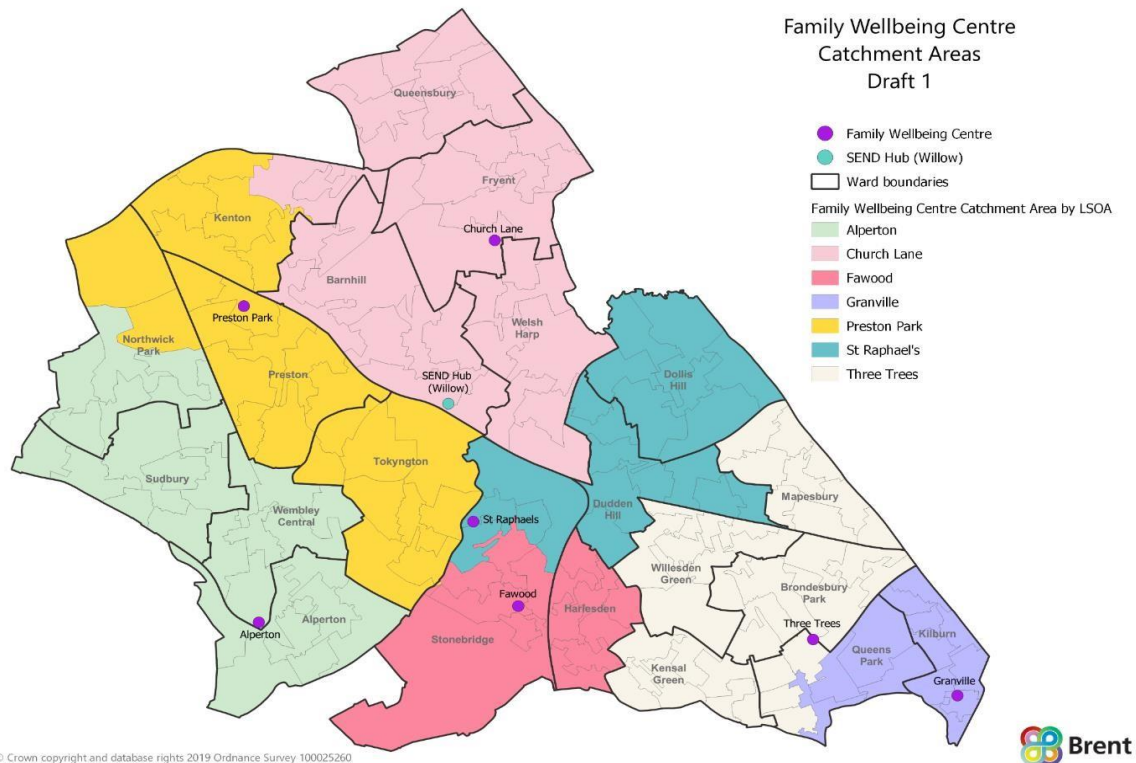
1.4 FWC are delivered from the following locations:

- 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)

1.5 One feature of FWCs that improves accessibility for families is the ability to access any FWC to meet their needs, not just the one they are registered to. For example, the family may live in the Church Lane FWC catchment, but parents might access a parenting programme offered at Granville FWC and ante-natal appointments at Preston Park FWC.

The eight FWCs are split managerially between East and West. The East and West locality model aligns with Children’s Social Care and Family Solutions.

Figure 1: FWC delivery sites and catchment areas.



1.6 FWC work with 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 FWC are inclusive for all, which includes support for children with additional needs, the Willow FWC is a specialist one-stop shop for families with children with disabilities and additional needs (known as the Willow SEND FWC). However, all centres will have some provision for SEND service delivery.

1.7 FWC operate under a model of 'joint arrangements' (hybrid) where some core services are delivered in-house. This includes the operational management of the FWC buildings and delivery of retained services (e.g. parenting programmes and family support) or similar. **This contract specifically relates to services for under 5's and their families with some provision such as parenting groups and transition work catering for families of up to 11 year old children.**

1.8 The current contractual arrangements for the Public Health 0-19 years' service have been extended with the current provider, Central London Community Healthcare (CLCH) and a Partnership Agreement is in place setting out requirements for the service to work from the FWC and achieve the required integrated services. Note the SEND FWC will be managed directly by the Council and the Curzon Crescent and Fawood FWC will be managed by the Curzon Crescent and Fawood Partnership. A FWC operational board will be in place to ensure oversight and appropriate governance arrangements are in place. Key partners will be expected to contribute to governance and performance management arrangements.

1.9 The key priorities for the FWC 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.

1.10 This tender **specifically** relates to some elements of the FWC services that include:

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

1.11 This service specification sets out information on:

- 2 Context
- 3 Service overview
- 4 Service activity and outputs
- 5 Staffing
- 6 Access
- 7 Management requirements
- 8 Governance
- 9 Performance management
- 10 Consultation
- 11 Safeguarding
- 12 Financial Arrangements
- 13 Contract review/ End of contract arrangements

2 Context

2.1 Brent is a diverse and changing borough and detailed contextual information is provided in appendix 2. 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 Black and Minority Ethnic (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%).

2.4 Each FWC has a catchment area that is a basis for registration and for gathering, analysing and reporting on the needs of families and communities and performance outcomes. West FWCs have higher populations due to the area comprising 3 FWCs (as Willow is a SEND hub serving the whole borough). There is also considerable new housing development, which will increase the population. The East has more areas of multiple deprivation with some FWC catchments having only or a majority of lower super output areas (LSOAs) within the 30% most deprived LSOAs in England. Detailed information on the FWC catchment areas is provided in appendix 3.

3. Service overview

Brent FWC 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 FWC will bring together services into a Core Offer, as detailed in appendix 4. There will be some services that are unique to each FWC to provide the flexibility to meet local needs and priorities.

3.2 The family support work will be aligned to the LA Children and Young People (CYP) Practice Framework, appendix 5. 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.

3.3 While FWC operate as one-stop shop for information, advice and guidance, some services will be delivered in the community. For example, some of the Healthy Child and MESCH programme. This should reflect choices made by families about visits which best meet their needs, e.g. GP surgeries, home, health centres, community venues, etc.

4 Service activity and outputs

4.1 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 FWC service. There is flexibility for the provider to use different titles and part time staff if this better fits their service model, as long as the key tasks and outcomes are achieved.

- a) Crèche provision including a Crèche Coordinator (x1 part time (0.5)) and bank of as and when crèche workers
- b) Volunteer programme and Volunteer Coordinator (x1 FTE)
- c) Family Support Assistants (x 6 FTE)
- d) Early Years / SENCOS' (x6 FTE)

4.2 Each FWC has a reach area that has been weighted for deprivation. The provider could allocate the number of hours for each role to each FWC based on the same weighting.

Detailed responsibilities for the roles in relation to these areas to be tendered are included in appendix 6. Service provider representation in the governance structure will be at the FWC Operational board and Performance and Standards Group.

Crèche provision

4.3 To 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 FWC and linked settings.
- b. maintain a bank of as and when crèche workers for the FWC service who will be managed by the crèche coordinator. It is advisable to employ these staff under a flexible contract.
- c. a lead crèche worker with a minimum Level 3 or equivalent qualification for each crèche that is delivered.
- d. the service provider will develop a simple charging system for crèche with support from the council.
- e. all crèche staff will be expected to work in accordance to the policies and procedures within the providers service, this includes data protection and safeguarding.
- f. 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.
- g. 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).
- h. a quality provision that will allow parents/ carers to leave their child with confidence whilst they attend for example workshops/ parenting programmes.
- i. 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
- j. children who will be attending regularly will have a progress profile created to track their learning and development.
- k. 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 convenience.
- l. Should any legislation change with Ofsted, the provider will ensure these are actioned.

Volunteer programme

4.4 In order to support the FWC 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 FWC.
- b. each FWC to have a bank of volunteers who are actively volunteering in their chosen centre(s).

- c. continual promotion of the volunteer programme across the FWC and borough.
- d. recruitment, training and retention of volunteers.
- e. managing volunteers and developing their skills through feedback and targeted training.
- f. identify volunteers who can be trained to deliver for example parenting programmes, early years group sessions, administrative/ reception duties, family befriending, supporting families with registration and access to services, etc.
- g. looking for opportunities for volunteers to enhance the FWC service offer.
- h. collating feedback from staff and families regarding the use of volunteers and regular evaluation and reporting of the programme.

Family Support Assistants

4.5 The provider will need to ensure that a Family Support Assistant service is in place as part of the integrated service across six FWC and will operate as follows:

- a. a family support assistant in each centre.
- b. work closely with the triage officer to 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 FWC services.
- d. use the mosaic system to record case notes for all families with multiple needs as part of our safeguarding processes.
- e. contribute to writing EHAs.
- f. family befriending and support.
- g. facilitate appropriate group-work work and deliver parenting programmes and other group interventions.
- h. cover for other staff within the FWC from time-to-time for example reception.
- i. make welfare calls to vulnerable and targeted children.
- j. provide virtual and face-to-face support for families.

Early years / SENCO service

4.6 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 targeted interventions and group work that the Council has identified such as early learning for targeted children, parenting programmes, etc.
- b. plan and evaluate targeted intervention sessions.
- c. support children with SEND according to their needs and the SEND Code of Practice.
- d. Ensure the creation of safe, welcoming and inclusive environments.
- e. work closely in collaboration with Willow SEND FWC to ensure that families with SEND children are receiving appropriate support.
- f. work closely with the family support assistants to ensure there is seamless support for identified vulnerable families.
- g. cover for other staff within the FWC from time-to-time for example reception.
- h. make welfare calls to vulnerable and targeted children.
- f. provide virtual and face-to-face support for families.

5 Staffing

5.1 Recruitment

5.1.1 The Service Provider will be responsible for the recruitment of staff. Where funding is being allocated to a new or vacant post(s), the post(s) should be filled within 30 working days either on a permanent or temporary basis.

5.1.2 The Service Provider shall be solely responsible for ensuring that there is sufficient staff cover available to deliver continuous services in the event of staff sickness, annual or other leave. The Council will not provide funding for vacant posts under the guise of another post covering the work.

5.2 *Qualifications*

5.2.1 The Service Provider shall deploy staff that are appropriately qualified, competent, trained, skilled and experienced, and it shall ensure that all staff are properly instructed and supervised in the provision of the Service. Staff employed directly to work with parents and children will need to hold a minimum Level 3 qualification in a relevant subject.

5.3 *Disclosure & Barring Service checks*

5.3.1 The Service Provider shall be entirely responsible for the undertaking of Disclosure and Barring Service (DBS) (or any other similar) statutory checks, or any such replacement, and the conditions of service of all employees engaged in the provision of the Service. These shall be in accordance with the requirements set out in the Service Specification and the Contract.

5.3.2 The Service Provider and all its staff shall co-operate fully with the CYP Department processes and procedures for any DBS, police and security checks which the Children and Families Department conducts on staff or prospective staff who may be used to provide the Service.

5.4 *Staffing arrangements*

5.4.1 All staff within the service areas named above will all be part of a wider integrated multidisciplinary team and the staffing structure is detailed in appendix 7. 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 FWC managers and FWC operational managers, which is part of the local authority in-house management arrangements.

6. **Access**

6.1 *Eligibility criteria*

6.1.1 The service will be available to all CYP up to 18 years old, 25 if they have an Education Health and Care Plan (EHCP) and their families.

6.1.2 The Family must be resident in the London Borough of Brent.

6.2 *Location of service delivery*

6.2.1 The service will primarily be delivered across the FWC and linked settings, but some home visiting may be required.

6.3 *Time of service delivery*

6.3.1 The Service Provider will ensure there is adequate service provision in place during 9am to 5pm from Monday to Friday, and some evenings to 8pm, and weekends from 10am to 4pm. It is anticipated that FWC will be open late some evening and weekends on a rota basis to ensure extended opening hours.

6.3.2 Other times for service delivery must be agreed in advance with the Early Help Service Contract Monitoring Officer.

6.3.3 The Service Provider must work flexibly to meet the needs of the CYP and families.

7. Management requirements

- 7.1 As set out at 4.1, the Early Help service will provide day-to-day management and coordination of seven FWC (each with their own manager). For Fawood and Curzon Crescent FWC, the Curzon Crescent and Fawood Partnership will provide day-to-day management.
- 7.2 The provider of the services listed in section 4 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 FWC multi-agency team.
- 7.3 The local FWC managers have day-to-day responsibility for managing the FWC, including all core teams that operate from the centres. The FWC managers have diverse professional backgrounds reflective of the multidisciplinary expertise required for each centre. The FWC managers provide clinical supervision to the key workers. Clinical supervision of the FWC managers will be carried out by the Early Help service manager.
- 7.4 All FWC managers will be line managed by the two Early Help operational service managers, who will also be responsible for professional supervision. FWC Managers will also report to their Local Steering Groups, see the Governance structure in appendix 8.
- 7.5 FWC teams will prioritise engagement with more vulnerable children, young people and families identified as requiring support by the service.
- 7.6 FWC teams will be required to contribute to and support new initiatives, trials and programmes that aim to encourage improved outcomes for vulnerable children, young people and families.
- 7.7 Services will be expected to be delivered at the FWC and other link settings including homes, schools and community venues.
- 7.8 FWC 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 centre 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.
- 7.9 FWC staff will encourage self-registration of all children, young people and families at point of first contact. If the family cannot do this staff **must** support the family to register. This requires full completion of an online registration form with the young person (if Gillick competent) or parent.

7.10 The FWC use the IT systems below, however this is not an exhaustive list and subject to change:

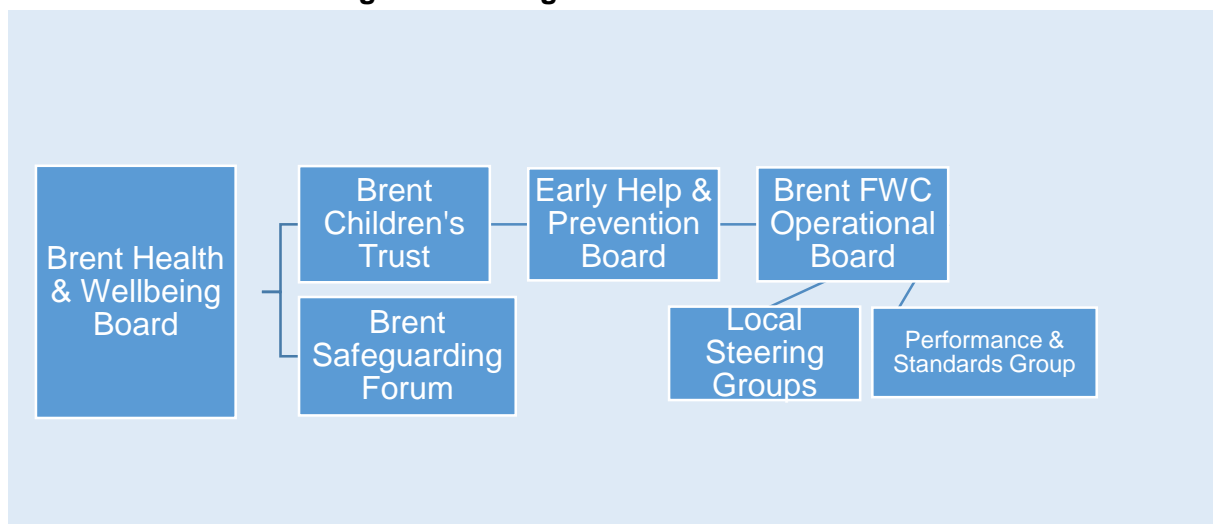
- a. MOSAIC for families with multiple needs (e.g. in all cases where there is an EHA or support plan associated with Children's or Adults Social Care)
- b. Dynamics to register families and enable families to book activities and sign-in and out of the buildings.
- c. E-Start database to capture data for all children, young people and parents.
- d. Microsoft Office.

7.11 The FWC teams must support high quality on time data collection, recording and reporting. This is essential to demonstrate the volume of use and impact of FWC, as well as informing an understanding of local community needs - which helps drive decision making regarding what other services are necessary. Data relating to service performance and Key Performance Indicators is detailed in section 9 below.

8. Governance

8.2 An overview of the FWC governance structure is shown below and detailed information is provided in appendix 8.

Figure 2: FWC governance structure



8.3 The FWC Operational Board has representatives from for example Public Health, Early Years, Schools, Early Help, Inclusion, Social Care and the commissioned provider. The Board has overarching responsibility for monitoring the delivery and performance of the FWC. The Board reports to the Early Help and Prevention Board and meets quarterly, the FWC Operational Managers attend and report on performance.

8.4 The Board has a key role in addressing challenges that partner agencies may experience regarding access to the centres and informing and agreeing priorities at each FWC. The Board takes into consideration community needs and wider strategic and operational considerations.

- 8.5 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 FWC. This is based on performance data (made available centrally and supported by the data collected and reported from FWC activity, as per above). Operational managers have line management responsibility of the FWC managers working with them and undertake the scheduling of services at each FWC.
- 8.6 FWC Local Steering Groups (LSG) bring together representatives from key partner services, as well as community and service user representatives, on a quarterly basis. The LSG includes some parents with very young children and representation of services delivering support to families with very young children. The LSG discharge the LAs statutory responsibilities in respect of children's centre advisory boards, and include representatives from those FWC not converting to FWC. Further details of the relationship between the LSG and the Operational Board is detailed in appendix 8.
- 8.7 The LSG provides a local forum for sharing information, identifying need, support requirements for families and service gaps/ pressures, challenging performance and quality of the FWC, acting as local agents for integrating services and drawing in additional resources (e.g. through local voluntary sector partners).
- 8.8 The Early Help service will ensure the management and delivery of a high performing LSG for each FWC.
- a. This includes one LSG that supports the Willow SEND FWC. The SEND centre manager or deputy manager will attend and present reports at each meeting. The LSG will also be attended by the operational manager for that area.
 - b. The Fawood and Curzon Crescent FWC 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 Board. The committee will also be attended by the operational manager.

9. Performance management

- 9.1 Performance monitoring against priority outcome areas is measured through Key Performance Indicators (KPIs). Brent FWC work on the principle of not gathering or asking partners to provide more than what data is already collected. Rather, the aim is to bring together data from various partners to demonstrate how we are working in an integrated way to achieve agreed outcomes. The only new data collected relates to registrations of families and attendance at established and new activities.
- 9.2 The Early Help and Prevention Board may review and change KPIs for the FWCs, as necessary. The Operational Board may also establish additional local performance measures. The Operational Board has access to a FWC performance scorecard that provides a visual update on progress towards achieving KPIs. KPIs are at three levels:
- **Level 1 High:** strategic KPIs agreed and monitored by the Early Help and Prevention Board. These are to assess the effectiveness of integrated family working in FWCs.

- **Level 2 Local:** KPIs agreed by the Operational Board. Partners share information regarding services delivered at FWC i.e. contacts, outcomes, client feedback, etc. These KPIs demonstrate that local need is being addressed.
- **Level 3 Organisational:** To provide information for levels 1 and 2, partners capture their individual data to meet the organisation's KPIs in the usual way and will not be asked to collect any information in addition to what they usually collect and monitor.

9.3 The Brent FWC Performance and Standards Group has operational oversight of the FWC performance management framework. This includes: reviewing key performance measures and progress on delivery of local targets relevant to FWC; providing critical challenge and support to improve performance and raise standards resulting in improved outcomes for families; and contributing to the better integration and alignment of FWC services and the development and monitoring of FWC improvement and delivery plans. See appendix 9 for details of the FWC Level 1 KPIs that the Service Provider will contribute towards.

9.4 Areas of concern in delivery will be addressed by the FWC operational managers outside of the formal review meetings. The FWC managers / Operational managers will be responsible for continually improving and developing the service offer in line with agreed objectives.

9.5 All funding is subject to formal quarterly contract monitoring to review activity and resource levels. The Service Provider will collate performance monitoring information in line with the indicators as detailed in the attached monitoring report, see appendix 10. All monitoring reports will be submitted to the Early Help Contract Monitoring Officer no later than one week prior to the scheduled monitoring meeting.

9.6 The Service Provider will complete an Annual Review at the end of each financial year, in line with the format provided by the Early Help Contract Monitoring Officer.

9.7 The Service Provider shall give every assistance to the compilation of data required for and by the evaluation process of this Service.

9.8 The Service Provider shall respond to reasonable requests for information from the Council. The Service Provider may also be required to attend meetings with any nominated external or national evaluator for the Council, as required.

9.9 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.

10. Consultation

10.1 The Service Provider will be expected to consult with families on a regular basis. This feedback should be used to shape and develop the Service in order that it can best meet the needs of families in Brent.

10.2 FWC 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 with Brent procedures.

11. Safeguarding

11.1 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.*

11.2 The FWC service will contribute to the Brent Safeguarding Partnerships policies and procedures. The service will safeguard and promote the welfare of all CYP 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.

A lead person (or persons) for Safeguarding children and Prevent is nominated in each FWC, this would usually be the manager.

- d) 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 (Tel: 020 8937 4300 or email: family.frontdoor@brent.gcsx.gov.uk)
- e) 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
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.

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.

Contributing to the development of CP, CIN, EHA and LAC plans and undertake interventions in accordance with these plans.

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.

- f) 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.

12 Financial arrangements

12.1 Source of funding

- 12.1.1 This Service is commissioned to fulfil delivery of the Council's Borough Plan and Early Help Framework. Funding for this Service is provided from Core funding.

12.2 Use of funding

- 12.2.1 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.

12.3 Invoicing arrangements

- 12.3.1 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.

13 Contract review / End of contract management

13.1 Contract review

- 13.1.1 The contract will be regularly reviewed as per the contract monitoring arrangements detailed in section 9 above.

13.2 End of contract

- 13.2.1 It is anticipated that the contract will expire on 31 August 2024 with an option to extend further by plus 1 year, plus 1 year, subject to satisfactory performance and funding.

13.2.2 Brent 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.

Appendices

No	Document
1	Statutory Children's Centre Obligations
2	Contextual information
3	FWC locality and catchment areas
4	Core Offer
5	CYP Practice Framework
6	Roles and Responsibilities
7	Staff Structure Charts
8	Governance structure
9	High level KPI's and Performance Score Card
10	Contract reporting requirements