



## 1 Commission design specification – Family centres

Family Centres as part of a wider Family Service to support families with children aged 0 -11 that are the most vulnerable.

The new Family Centres will work with children aged 0 to 11 and their families. The services will be targeted and referrals will come via our new Early Help Hub, this Hub will replace the current MASH (Multi Agency Service Hub) arrangements. This new approach builds on the Family Resilience model, based on early intervention and support, at the core of this approach is the idea that most families will be good enough parents and continue to care for their children. We are seeking to avoid children becoming subject to child protection or public care.

Family Centres do not exist in isolation, but are part of a local integrated system and a wide range of partners that builds family resilience in Surrey, improving the life chances of the most vulnerable children.

### Aim

Working together with everyone who supports children, young people 0 – 11 yrs. and their families, Family Centres will promote the upbringing of children within their birth families and work with partners and families to ensure that children can thrive whilst remaining safely at home.

To do this family centres will focus their work on improving outcomes for children aged 0 – 11 years needing additional help; these include:

- Children whose needs are complex and enduring (Specialist).
- Children whose needs are more complex with more than one service involved as part of a co-ordinated multi-disciplinary assessment and plan (Targeted Help).
- Children whose needs require some extra support which can be offered or organised by the centre with local partners (Early Help);

Family Centres will act as soon as problems emerge, share information and provide effective, timely support to enable children and families to overcome difficulties and become more resilient so that they can manage future life challenges independently.

### Core purpose

As part of a quadrant early help offer Family Centres will work together with children and families to meet their additional needs offering the right help at the right time to prevent needs escalating and reducing the need for specialist services.

Family Centres achieve this by:

- Offering early help to support families at the right time as part of an early help plan;
- coordinating targeted help and taking the lead practitioner role where appropriate for families needing a multi-agency response;
- participating in a multi-disciplinary plan as part of specialist support for families in crisis.
- contributing to a co-ordinated borough/district parenting offer for families;
- providing information, advice and guidance and enable access to appropriate local universal services offered by local partners and/or voluntary organisations; and
- offering the use of the centre to partners or volunteers to deliver additional services.

### Purpose

	<p>Outcomes</p> <p>Family centres will focus on the following outcomes for families referred to the centre needing additional help at levels 2, 3 and 4 or children who are less likely to achieve their potential due to challenging individual or family circumstances.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> <li>1. Reduced inequalities for disadvantaged children and families to prevent the need for statutory services</li> <li>2. Strengthened family relationships and enabling families to stay together</li> <li>3. Improved child and family health and wellbeing</li> <li>4. Improved outcomes at school</li> </ol> <p>As a result of being more resilient, families will increasingly enable children to be happy, healthy, learn, achieve their potential and become economically independent citizens.</p>
<p>Commission description</p>	<p>As part of the overarching family resilience approach, Family Centres will subscribe to the key principles set out in the Effective Family Resilience guidance. These are intended to inform the way everyone works with children, young people and their families in Surrey including statutory and non-statutory organisations, agencies and partners.</p> <p>The principles are:</p> <ul style="list-style-type: none"> <li>• Promoting the welfare of children and protecting them from significant harm is at the centre of all we do;</li> <li>• Working together across the whole partnership, aligning our resources so we can best support families and do what needs to be done when it needs to be done;</li> <li>• Using motivational interviewing to engage with families, seeking their consent and agreement;</li> <li>• Working to families’ strengths – especially those of parents and carers and taking the time to understand their needs fully. Parents say they are motivated by having goals that reflect their family priorities and working with practitioners whose actions are driven by the needs of the child;</li> <li>• Focusing on solving problems before they escalate and offer flexible responsive support when and where it is required;</li> <li>• Building the resilience of families and communities to support each other;</li> <li>• Basing all that we do on evidence, both of what is needed and of what works;</li> <li>• Being clear and consistent and open about the outcomes we want to achieve, to make a positive difference.</li> </ul> <p>Family Centres will contribute to a joined-up offer of family resilience and safeguarding services for families with children 0 – 11 years, based on a clear understanding of local needs across a district/borough. This will include a close partnership with the district/borough led Family Support Programme and the SCC targeted youth offer. The provision of services and deployment of staff and resources will link to the wider quadrant family resilience and safeguarding system to most effectively support children, young people and their families.</p>

Family Centres will receive allocations for families who need targeted help (level 3) and families requiring level 4 support from Children's Social Care through the Early Help Hub.

Family centres will work with district/borough councils, partners, local organisations and agencies to ensure that effective ways of identify emerging problems and potential unmet needs of individual children and families are in place. This can be achieved by linking with universal services, for example schools, early years settings, health visitors, midwives and those providing services to adults with children, sharing information that will support early identification and assessment. Family centres will work with the local authority to contact and support vulnerable families identified from the Department for Education (DfE) list of 2 yr. olds eligible for FEET funding.

Services will be designed to gain families' confidence, identify strengths and needs and support practical and achievable solutions as early as possible through the right amount of information, advice and support.

Family centres will connect with locally based professionals and agencies as part of a seamless offer of support for families. Charging for use of the Family Centre by other agencies is in accordance with the Family Centre charging policy (see section 5).

Family centres will provide centre based services and hire community venues to reach vulnerable families anywhere within the district/borough where a need has been identified. Outreach support for individual families will be included as part of the centres offer. Mobile provision will also be available to support target communities.

To maximise capacity to support families needing early help or targeted help, this model will maintain or increase where possible the number of family support workers and reduce the proportion of funding spent on overheads. This will be achieved by ensuring a focus on direct work with families, reducing the number of centre buildings and streamlining management costs.

Over time Family Centres will work towards supporting increased community resilience. Centres will be encouraged to innovate and be creative, working alongside partners to promote volunteering and community self-reliance.

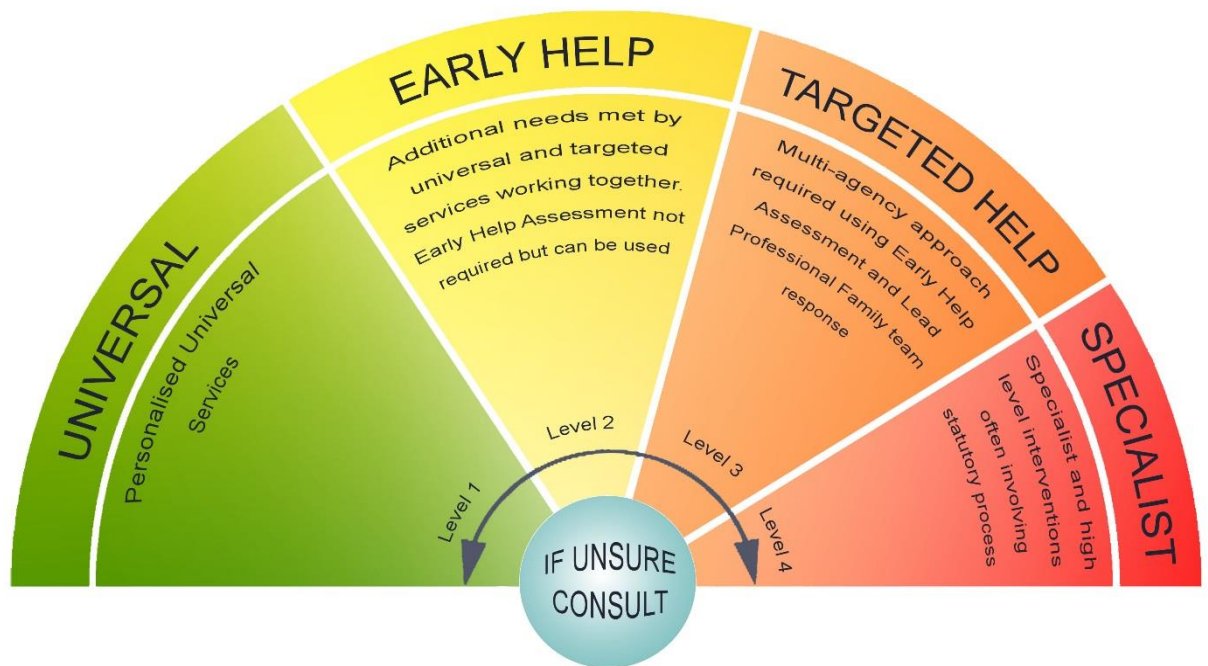
Family Centres will be expected to use the same case management system as the wider Family Services (EHM). The Level 3 and 4 families (see below) will be allocated to Family Centres by the Early Help Hub using the EHM system. EHM will be used to record early help assessments, plans record of intervention and management oversight.

Service standards include:

- The family to be contacted within 5 working days from point of allocation to the Family Centre
- Initial meeting with the family within 10 working days from the point of allocation to the Family Centre
- Where required, complete the Early Help assessment within 20 working days of allocation
- All cases reviewed with effective management oversight at a minimum of every 12 weeks or sooner if circumstances change significantly.

## Graduated response to need

### The Surrey Effective Support Windscreen



## Supporting Specialist, Early Help and Targeted Help

### Specialist (level 4)

Family centres will participate in a multi-agency approach and effective local partnerships particularly between social workers, health visitors and family workers where children's needs are complex and enduring and cross many domains. Working alongside other professionals family centre staff will be trained in motivational interviewing and apply this in their work with families.

These families will be supported to access a continuum of wider services as needed, ensuring appropriate referrals to statutory social care services are made if necessary, supporting them through and out of interventions. The Effective Family Resilience indicators of need should be used to identify children and families needing this level of support. Typically families may include those where:

- there are Child Protection Orders in place
- a Child in Need plan is in place
- there is known domestic abuse



- they are accessing CAMHS services
- there are Looked After Children.

Typically family centres may offer interventions to these families as part of a plan. These interventions may be:

- early help services for example evidence based parenting programmes
- targeted help services for example linking with specialist services for families where there are more complex health or social care needs.

Family centres may offer space in the centre for supervised contact where appropriate for the family.

### **Targeted Help (level 3)**

Family centres offer services to children and families identified as needing Targeted Help as part of a multi-agency approach. Their needs are likely to be complex and range across a number of domains in depth or significance. Centres will link to Surrey's family resilience processes to:

- casehold families that have been referred through Surrey's Early Help Hub.
- support individual families needing one to one support; outreach worker's (Full time equivalent) caseload to support between 12 – 15 families at any one time.\*
- complete and record Early Help assessments with families and take the role of lead professional where this will lead to the best outcomes for the family. The early help assessment will help to identify which early interventions might be appropriate and help ensure families in greatest need receive the services that will make a difference to their lives
- offer solution focussed and strength-based approach to working with families
- use motivational interviewing as an approach to practice
- use Outcomes Star as the approach to assessment, planning and measurement of impact to improve practice

\*Individual one to one work with families could take place in the home, centre or community whichever best supports families' circumstances. This support would be part of a time bonded plan agreed with the family using evidence based interventions and regularly reviewed through the use of the Outcome Star. This work will be part of a Team Around the Family approach.

The aim of this support is to increase family resilience, build close and loving relationships and improve parenting skills and capacity to enable children to experience effective parenting.

#### **Families needing Targeted Help may present with the following:**

- child previously had periods of Local Authority care
- Refugee families
- Young carer
- parent/carer failing to provide adequate care and child not meeting developmental milestones
- child subject to neglect
- Domestic abuse in the home
- Consistently poor nursery/school attendance
- Family unable to gain employment due long term substance misuse

- Family have serious physical, mental health, substance misuse issues, learning disability or physical disability impacting on their child
- child has significant disability

**Targeted Help support could include activities provided by family centres or partner agencies to improve:**

- Health and emotional development
- Behavioural development
- Family and social relationships
- Self-care and independence
- Learning and child development
- Basic care, ensuring safety and protection
- Housing, work and income
- Family functioning and wellbeing

**Early Help (level 2)**

These services may be provided for individual families or where population groups are targeted for intervention for example families living in pockets of deprivation or traveller, military or young inexperienced parents whose needs require some extra support. Families at this level do not require a multi-agency approach but a Team Around the Family meeting to share information and agree an Early Help Plan maybe helpful.

The following factors individually may have no impact on the family but combined they may contribute to poorer long term outcomes and should be taken into account when considering the level of services needed. These include:

- lone parent families
- non-working families
- families on low income (under 20k) or on benefits
- families with three or more children aged 0-14 years
- families living in one of the 30% most deprived areas of the country
- families where low or no qualifications have been achieved
- families where at least one parent has a long term illness or disability
- families in rented accommodation as a proxy for social housing or in temporary or overcrowded housing
- families where at least one child has a special educational need or long term disability or illness.
- families suffering trauma or bereavement
- families where there is domestic abuse, substance misuse or mental health affecting the child
- member of family in prison
- military families
- English as a second language
- Roma/Traveller families
- family member offending/anti-social behaviour

**Early Help support could include activities provided by family centres or partner agencies to improve: to improve:**

- Health and emotional development
- Behavioural development
- Identity and self esteem
- Family and social relationships
- Self-care skills and independence
- Learning and child development
- Basic care, ensuring safety and protection
- Emotional warmth and stability
- Family functioning and wellbeing
- Guidance, boundaries and stimulation
- Housing, work and income
- Social and community inclusion

Services could include:

- evidence based programmes for parenting, building close family relationships, wellbeing and family support
- evidence based programmes to build positive parental relationships and reduce conflict;
- signposting to RELATE and Domestic Abuse Outreach Services;
- support groups for young parents;
- support groups for parents of children with additional needs;
- support to families eligible for FEET funding to access appropriate early years provision and parenting support;
- evidence based communication and language programmes and groups supported by SALT services and health visitors;
- evidence based programme to support healthy lifestyles and healthy weight of young children;
- cooking sessions to support families needing to improve nutrition and/or budgeting skills;
- outreach work to traveller sites to encourage participation in education/health services
- signposting to family and adult learning courses alongside partner agencies such as Family Learning and training providers.
- Signposting to preparation for work courses CV writing, interview skills.



## Core characteristics

### **Working together to support families in greatest need**

- Funding allocations reflect the 0 – 4 yrs population with each child contributing to the borough/district total. Funding is weighted to ensure that children in the highest areas of need attract the highest funding with an allocation for those living in a middle and lower areas of deprivation. Funding is based on the IDACI index of deprivation.
- Resources targeted to need, at a countywide and local level, to tackle inequality and disadvantage – the most resourced buildings will be located in the areas of greatest need with satellites and community venues offering some family centre services in areas with a lower concentration of need. Families will be able to access any centre.
- We will maximise investment in front-line staff and reduce investment in overheads, including some buildings and management costs.
- Strong partnerships with schools and PVI organisations managing family centres, health and other partners will be maintained whenever it is possible
- Partnership agreements between family centre providers across the borough or district to maximise resources and have flexible approaches to managing demand
- Family centres will respond to and inform the development of local priorities through the Early Help governance arrangements.
- Children’s centres build on existing strengths and relationships in the local community
- There are opportunities for local creativity and innovation in creating a sustainable model

### **Strong partnerships building stronger communities**

- Partnership is at heart of the family centre model and building stronger communities is key to delivering a district/borough-wide whole family offer.
- Partners are able to deliver from buildings to maximise their impact
- Co-delivery of specific programmes and interventions in partnership with health and other partners
- Integration with other Surrey CC in-house and externally commissioned services for example Family Support Programme.
- Social work support and advice is available to all professionals working in Family Centres
- Information, advice and provided by family centres, family information service and the Early Help Hub.

### **Practice model based on Family Resilience**

- Family Centres will form part of the new whole system family resilience model for Surrey
- Effective and purposeful relationships with the families at the heart of our approach
- Securing consent and working with families rather than doing to (see Family Resilience document)
- Motivational interviewing will be the model of practice for all targeted help and specialist work with families

	<ul style="list-style-type: none"> <li>• Expertise and skills of existing staff is retained whenever possible</li> <li>• Support workforce development through Surrey Children’s Academy</li> <li>• Complies with practice standards set by Surrey County Council</li> <li>• Practitioners are expected to receive regular effective supervision and management oversight.</li> </ul>		
<b>Development characteristics</b>	<ul style="list-style-type: none"> <li>• Increased use of social capital</li> <li>• Create wider opportunities for volunteering and peer support</li> <li>• Connection to the Early Help Module to record and monitor case work</li> </ul>		
<b>Timeframe</b>	<b>Start date: (tbc)</b>	<b>End date: (tbc)</b>	<b>Duration:</b> 3 years + 1 year + 1 year
<b>Target groups</b>	<p><b>Age:</b> Supporting whole families with children 0 - 11yrs</p> <p>Focus on 0-3yrs in line with First 1000 Days.</p> <p><b>Typical needs:</b> Family centres will support families needing early help and target help as well as contributing to a plan for families needing specialist support. Targeted groups of children and families who have characteristics that may contribute to poorer long term outcomes include:</p> <ul style="list-style-type: none"> <li>• lone parent families</li> <li>• non-working families</li> <li>• families on low income (under 20k) or on benefits</li> <li>• families with three or more children aged 0-14 years</li> <li>• families living in one of the 30% most deprived areas of the country</li> <li>• families where low or no qualifications have been achieved</li> <li>• families where at least one parent has a long term illness or disability</li> <li>• families in rented accommodation as a proxy for social housing or in temporary or overcrowded housing</li> <li>• families where at least one child has a special educational need or long term disability or illness.</li> <li>• families suffering trauma or bereavement</li> <li>• families where domestic abuse, substance misuse or mental are affecting the child</li> <li>• member of family in prison</li> <li>• military families</li> <li>• English as a second language</li> <li>• Roma/Traveller families</li> <li>• family member offending/anti-social behaviour</li> </ul>		

<b>Geography</b>	<p>Each Family Centre provider will be responsible for a specific area within a district/borough as part of a wider Family Centre offer which is county wide. Family Centres will work together to maximise resources and deploy staff to best meet the needs of families in the local community. Main Family Centres with the most resources will be located in areas of high need, supported by a number of satellite premises, partner and local outreach venues in communities across the county.</p> <p>Centres will link to the quadrant family resilience offer, Family Safeguarding Hub and Early Help Hub</p>		
<b>Delivery vehicle</b>	Contracts	<b>Total Funding each year per District/Borough</b>	See Annex A
<b>Quality</b>	<p>We will use the following approaches to ensure the quality of Family centres in Surrey:</p> <ul style="list-style-type: none"> <li>• <b>Compliance with relevant national and local guidance, including Surrey Safeguarding Children Board Policy and Procedures; Data Protection and Information Sharing Protocols – including requirements of GDPR) and our service standards</b></li> <li>• <b>Provider quality assurance</b> – providers will be expected to include consultation with children and young people, their parents and carers, and referral stakeholders in their monitoring and evaluation of the service provided. This should focus on customer satisfaction, quality improvement and, crucially, the outcomes achieved for children, young people and families, through direct feedback about “I” statements being realised. This feedback will be collated and shared with the council as part of the contract review process. Approaches to gather feedback could include: appropriate questionnaires and feedback forms; consultation sessions and activities; and involvement in service planning and review.</li> <li>• <b>District and Borough Annual Reviews</b> – we will seek customer feedback from children, young people and families through the local early help governance structures, in relation to the quality of provision and impact on outcomes in our outcomes framework. Providers will support and encourage collation of feedback from children, young people and families.</li> <li>• <b>Observation, engagement and or site visits</b> – the purpose of these at least annual visits will be to observe practice, activities and relationships between the workforce and children and young people. This will assess provision against key quality standards set out by the Council and the approaches identified by the provider in their bidder response. We will also use these visits to engage and consult with children, young people and families.</li> <li>• <b>Management information reports</b>, will be produced from the EHM case management system for use by the provider and commissioner to monitor performance against service standards.</li> </ul>		
<b>Working with other commissions and partners</b>	<p>For this commission, local providers with experience of working with individuals (aged 0-11 years) and with families will work together within a district and borough to deliver all elements of the specification as underpinned by a local partnership agreement (as needed).</p> <p>Providers will need to work with a wide range of other commissions, SCC departments and partners based around the needs of a family to achieve the best possible outcomes for children and young people.</p> <p>Key agencies that the provider will be expected to work with include:</p> <ul style="list-style-type: none"> <li>• Children’s Social Care Teams</li> <li>• Family Support Programme</li> </ul>		

- SCC's targeted youth services
- Early years settings
- CAMHS Provider and Sub-contractors
- Domestic abuse outreach
- Local Social Prescription Service
- Surrey Schools in the areas they are delivering (special and mainstream)
- District and boroughs to include Housing and Family Support Services
- Public health providers (including 0-19 health teams – midwifery, health visiting and school nurses)
- Substance misuse services for adults who have children aged 0-19
- Services provided by Adults Services and Health partners (e.g. Clinical Commissioning Groups and their providers)
- Other local voluntary, community and faith sector organisations (mainstream and specialist) who could provide additional services to support children, young people and families coming to the attention of the provider (including local domestic abuse expert support services)
- Criminal justice agencies e.g. Police, Probation and Youth Offending Service.

## 2 Children's centre Outcomes Framework

Ultimate Early Help Outcome: <i>Surrey children and young people get the right help at the right time. They are resilient and have safe, nurturing relationships which enable them to thrive and build skills they will need for adulthood (Early Help Strategy 2018 – 2022).</i>				
Ref	Commissioning Plan Outcome	Ref	Local Offer Outcome	"I" or "We" statements
1	Children, young people and families will have nurturing relationships, free from harm	1.1	Family life is enhanced	<p><i>Whole-family feedback including:</i></p> <p>Our home life is calm.</p> <p>We understand each other's needs and what works to help our family.</p> <p>We have a toolbox of skills to help our child[ren] and to improve our situation at home.</p> <p>We feel much more able to face the future challenges</p> <p>I feel very much empowered to improve our life as a family</p> <p>We are having fun as a family.</p>
		1.2	Parents / care-givers develop skills that enable them to cope and build positive relationships with their children through key life-stages	<p><i>Focus on feedback from parents on what matters most to them to support their child to get best outcomes; focus on specific support for families at key points of transition including:</i></p> <p>I feel less anxious about the future and better equipped to deal with tantrums and things that may occur.</p> <p>I know how to talk to my child and manage challenging behaviour.</p> <p>I can cope and help my child when times are hard.</p> <p>I feel equipped with the skills and to help my child move forwards.</p> <p>I realise that there are other families in the same boat and talking about experiences in dealing with difficult situations allowed me to learn practical strategies</p> <p>I feel more confident as a parent and more hopeful for the future.</p>
		1.3	Young parents feel supported to give their child the best possible start to life	<p><i>Focus on feedback from young parents and specific requirements for support including:</i></p> <p>My child is happy and healthy.</p> <p>I know I can do the best for my child[ren]</p> <p>I feel that my relationship with my child has improved and my own confidence in my parenting ability has improved.</p>

		1.4	Families with children with SEND are supported to be resilient	<p><i>Focus on feedback from families with SEND specifically linked to parenting support identified including:</i></p> <p>I understand the needs of all of my family and what resources I have to support individual and whole-family</p> <p>I feel much better equipped to deal with my child's behaviour</p> <p>I have opportunities to spend quality time with the different members of my family, including all my children</p> <p>I feel positive about the future and how to support my child[ren] as they go through life.</p> <p>I am not on my own and help is available if we need it.</p>
		1.5	Parents / care-givers strengthen relationship between adults involved in care-giving for children	<p><i>Focus on reduction of inter-parental conflict and or knowing where to ask for help when needed to keep children and young people safe including:</i></p> <p>I feel able to talk to my partner about how I am feeling</p> <p>I know what we need to do to improve our relationship to strengthen the care for our child[ren]</p> <p>I understand the impact that my relationship with my partner has on my children.</p>
		1.6	Children and young people form and develop supportive relationships	<p>My family relationships are stronger</p> <p>I have healthy relationships with my peers</p> <p>I have positive role models in my community</p>
2	Children, young people and families are healthy and well and feel connected to their local communities	2.1	Children and young people recognise and manage their feelings and emotions	<p>I understand my feelings better</p> <p>I recognise when my feelings change</p> <p>I am more able to manage my behaviour when my feelings change</p>
		2.2	Young people feel supported to participate and are ready for adulthood	<p>I enjoy learning and am hopeful for the future</p> <p>I know where to go for help when I need it</p> <p>I know I am not on my own and feel supported to transition</p> <p>I feel more prepared to face problems</p>
		2.3	Children, young people and families feel supported locally	<p>I know I am not alone and I feel less isolated</p> <p>I have opportunities to talk with others in similar positions (parents, carers, young people, children)</p> <p>I feel supported to develop positive solutions to the challenges I face</p>
		3.4	Parents and carers are able to look after their own wellbeing	<p>I feel more confident to manage at home</p> <p>I feel less stressed and exhausted</p> <p>I feel more able to face problems when they happen</p>



### 3 Key performance measures for the commission

Ref	Key performance indicators (KPIs)	Source of verification
1A	Number of families supported to improve early help outcomes as referred by: <ul style="list-style-type: none"> <li>- Surrey Families Services Early Help Hub (level 3 families)</li> <li>- Direct referral (including self referral) (level 2 families)</li> <li>- Average and caseload range of FTE outreach worker</li> </ul>	<ul style="list-style-type: none"> <li>• Provider data returns</li> <li>• EHM Management reports</li> </ul>
1B	% of families re-referred to Surrey Family Safeguarding Hub or Early Help Hub within 6-months of case-closure	Families Service data returns
1C	Performance against family centre standards for assessment, planning and review	EHM Management reports
1D	Outcomes at point of case closure: Closed successfully/ referred or signposted to another agency/refused to engage/family's declined further support after period of engagement.	EHM Management reports
2A	Proportion of children and young people (and/or their parent carers) feedback that they have made positive progress in relation to identified outcomes in the early help outcomes framework during each year of the commission, through the process specified by Surrey County Council	<ul style="list-style-type: none"> <li>• Evidence of positive progress from provider</li> <li>• Annual SCC Early Help Survey</li> </ul>

2B	Needs analysis and evidence of impact by district and borough identified through family characteristics and outcomes	EHM Management reports
2C	For all cases closed within monitoring period: Improvement in family resilience as a result of intervention	Provider returns <ul style="list-style-type: none"> <li>• Outcomes Star Analysis</li> </ul>
3	Impact of additional financial or in-kind social capital delivered to enhance the offer to achieve better outcomes during each year of the commission*	Provider data returns

\*This value will be assessed using SCC's Social Value Charter, which provides a standard way of calculating the financial value of a number of different forms of social value and social capital.

## 4 Approach to performance management

4.1 SCC is taking an outcomes-based approach to performance management of our early help services. This means we will focus on the long-term positive changes that those services have helped children and young people and their families to achieve, rather than simply on what activities have been delivered. We have described the positive changes we are seeking to achieve in our Early Help Outcomes Framework. The measurement of these outcomes will demand a structured approach, based on outcome indicators, principles of good evidence and appropriate data collection tools. As well as impact on outcomes, performance management will also involve: assessing the quality of activity delivered; and monitoring progress in relation to the key performance measures. Through this process, Providers and the Council will work in partnership to ensure 'community early help' makes a real difference to vulnerable children and young people and their families.

4.2 To support effective mobilisation of services and address any early issues, there will be 'light-touch' partnership discussions between the Provider and the Council:

- within 1 month of award of funding by the Council's Cabinet;
- during the first month of the contract; and
- after three-months of the contract for an initial review of performance.

These partnership discussions may or may not be required, at the discretion of the Council.

4.3 The main forum for performance conversations will be the regular monitoring meetings between the provider and SCC. A contract management plan will be drawn up and agreed between the provider and SCC that sets clear expectations in this regard. The frequency will be agreed post-contract award and will be proportionate to the level of service commissioned. SCC or the Provider may request additional meetings where there are concerns about delivery against the contract or the quality of provision, or other issues that need to be addressed. An end of year review meeting will be held for each contract. Meetings will be administered by the Council (unless otherwise agreed) and will be attended by the designated representative from the organisation.

4.4 To ensure performance conversations are effective and add value, the Provider will need to keep appropriate records of their activity and key performance measures, feedback from their internal quality assurance and evidence of impact on outcomes for children, young people and families, and make information available to the Council at particular times. The main requirements are summarised in the following sections, although additional information may be requested during the Contract, as appropriate.

4.5 At these meetings the Provider will need to come prepared to demonstrate how their delivery has contributed to the outcomes set out in the service specification. In doing so the Provider will cover, but not necessarily be limited to, the following elements:

- an **overall performance narrative** describing delivery so far against the requirements of the contract and service specification;
- evidence of the **impact of their work on outcomes for children, young people and families**, based on data collection from an appropriate tool;
- evidence of how their offer has been **co-designed** with children, young people and families;
- a self-assessment of **quality of their delivery so far**, alongside assessment reports from any relevant external regulatory bodies; and
- evidence of how they have **secured and deployed social capital** to enhance their delivery.

4.6 Providers are required to submit quantitative data about their delivery on a bi-annual basis. A monitoring form template will be provided by the Council that requires the following information relating to families accessing their services: numbers of families supported; total number of children and young people supported; hours of provision accessed during the last bi-annual period; home postcode; ethnicity; outcomes targeted; and disability. Providers will also need to provide a summary of how they have been performing against the KPIs identified in section 3. The Council may also request the following additional information: application numbers; referral rates; unmet needs; waiting lists; cancellations; and non-attendances.

The first reporting period will be between September 2019 and March 2020. A report on this initial period will be required by 25 April 2020. Routine bi-annual reports will then be required by the following dates for 2020/21: Biannual 1 – 25 October 2020; Biannual 2– 25 April 2021.

4.7 The Provider will be required to employ a robust process, as agreed with SCC, for monitoring the setting of goals and progress made by individual families, in relation to outcomes in the community early help outcomes framework. SCC will be entitled to access and review records of individual families, to quality assure the Provider’s implementation of this approach.

4.8 The Provider will be proactive in monitoring its own performance against the Contract and immediately report to SCC any areas where it is unable to fulfil its commitments. The Provider should propose to SCC the actions to be taken to rectify the situation.

4.9 For each monitoring period of the grant each Provider will be assessed against the profiled KPI performance levels that they set out in their Bidder Response, alongside any feedback on quality and collaboration. As a result of this process they will be categorised as in one of four performance zones – ‘Exceptional performance’, ‘On target’, ‘Under review’ and ‘At risk of decommissioning’.

Exceptional performance	A Provider will achieve ‘exceptional performance’ when they are delivering more than their profiled target performance through strong use of social capital and the quality of their delivery is judged to be an example of best practice.
On target	A Provider will be performing ‘on target’ when: achieving an average of between 80% and 100% of its profiled quarterly performance for KPIs 1 and 2, with performance for neither below 70% of agreed delivery; provision is judged by SCC to be of sufficient quality to contribute to commission outcomes; and progress in performance for KPIs 3 is judged to be sufficient, subject to review at Partnership meetings.  If at any point during the Agreement any of these criteria are not fulfilled, providers will be categorised as ‘under review’.
Under review	A provider who is ‘under review’ will be required to work in partnership with SCC to develop and agree an informal improvement plan, with agreed milestones for development and timescales. In some cases SCC may choose to issue a formal written ‘Notice to Improve’. During the next two quarters of reporting they will be required to show improvement in line with agreed milestones. If they are unable to do this or, at any stage, SCC judges that action taken by the Provider is insufficient to address underperformance they will become ‘at risk of decommissioning’.  A ‘Notice to Improve’ or move to ‘at risk of decommissioning’ may be delayed where: there are reasonable extenuating circumstances, agreed with SCC, that

	have led to lower than expected performance; and/or the exceptional quality of activity is judged by SCC to be making a contribution that delivers the agreed outcome performance.
At risk of decommissioning	<p>When a provider is 'at risk of decommissioning' the Council shall be entitled to terminate the Contract and/or require repayment of funding in accordance with the terms of the Contract.</p> <p>As above, the quality of provision that is being offered by the Provider to children and young people, and any extenuating circumstances, will be considered as part of any decision to end the Contract.</p>

## 5. Arrangements for charging.

When working in partnership with statutory partners and agencies to provide services for families as described in the specification, Family Centres should offer free use of accommodation for activities agreed in the Service Delivery Plan. A charge can be made however for additional consumables and services provided by the centre for example photo copying, refreshments.

As a guide the following organisations should not be charged for accommodation where the use involves children or families:

- Health
- Jobcentre Plus
- Portage Early Education Support Service
- Surrey Early Support Service
- Children's Social Care (Family Safeguarding)
- Targeted Youth Support
- Family Support Programme.

The above partners however can be charged in the following circumstances:

- Sessions that occur outside of normal opening hours which incur additional expenses e.g. staff.
- Supervised contact where it is the responsibility of a local authority other than Surrey CC

Refreshments may be offered free as part of the centres contribution to joint working.

Centres may offer free use of the accommodation to other organisations working in partnership with the Family Centre by negotiation. For example if the Citizens Advice Bureau is offering a service agreed in the Service Delivery Plan and has no funding available for venue hire this can be offered free of charge.

Any organisation that is not charged for the use of premises must have Public Liability Insurance of at least £5 million.

### Organisations that can be charged

Your priority is to use your Family Centre to deliver the services in accordance with the Family Centre Specification. However, organisations and groups can use your Family Centre premises as long as they do not

affect your ability to meet the needs of vulnerable families. You can either hire the premises to third parties or lease office space for administration use if space allows.

Use of the premises by third parties whose activities are not related to the service specification should be regulated under the host organisations normal hiring policy.

As a guide the following organisations can be charged for accommodation:

- Any partner agency requesting to use the space for meetings or training that do not include children and families.
- Childminding groups – agreed locally and in consultation with local home based child carers
- Children’s activity providers

## **Service Users**

### **Free activities, charging and voluntary donations**

Charging for or asking for a donation towards the cost of an activity is at the discretion of Family Centres. It is important however that there is an agreed policy to ensure fairness and transparency and equality of access for all users of the centre.

Services offered for families most in need should be free at the point of use. Where appropriate to do so a small voluntary donation can be suggested to encourage commitment and ownership.

When asking for a voluntary donation you must make it clear that the contribution is voluntary. Where users are unable to contribute centres must ensure that families are treated in the same way as those that can.

Where you have to pay for resources that accompany a course, you can pass the charge onto users for example, the parenting puzzle book for the course delivered by Family Links.



**Annex A: Full Year Funding 2020/21 onwards per District and Borough**

District / Borough	Full Year Funding 2020/21 onwards
Spelthorne	£746,577
Elmbridge	£849,576
Epsom & Ewell	£418,228
Woking	£636,709
Runnymede	£469,037
Surrey Heath	£436,691
Guildford	£780,447
Waverley	£529,912
Reigate & Banstead	£885,752
Mole Valley	£336,518
Tandridge	£416,766