

# Hertfordshire Family Centre Service



Public Health Nursing (PHN), who provide Health Visiting and School Nursing services, and Children's Centres will be re-launched from 1st October 2018 as the Family Centre Service.

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## Introduction to the Family Centre Service

Public Health Nursing (PHN), who provide Health Visiting and School Nursing services, and Children’s Centres will be re-launched from 1st October 2018 as the Family Centre Service

The Children’s Centre service will be known as the Family Support Service (FSS) and will work closely with PHN to deliver the Hertfordshire Family Centre Service. The providers who have been awarded the contracts for the revised service are:

- Hertfordshire Community NHS Trust - Public Health Nursing across the whole County
- InspireAll – South and West Quadrants - Family Support Service
- One YMCA – East Quadrant – Family Support Service
- Barnardo’s – North Quadrant – Family Support Service

We at Barnardo’s, Hertfordshire Community NHS Trust, InspireAll and One YMCA are all extremely excited to be working together to bring the new Family Centre Service vision to life.

The vision is that every Hertfordshire child has the best possible start in life to give them the best opportunities throughout their education and working lives and to enable them to become healthy, resilient adults and able to contribute to their community. Together we want children, young people and their families to thrive, to achieve the best physical, psychological, emotional, social, health and educational outcomes, and to be as independent as possible.

To achieve this we believe that early help for families and enabling a healthy start for children and young people through the delivery of an aligned Service is a way of working which will improve outcomes for children, give families timely access to advice and support, and make efficiencies in service provision.

### Family Centre Vision

That every Hertfordshire child has the best possible start in life to give them the best opportunities throughout their education and working lives and to enable them to become healthy, resilient adults and able to contribute to their community.



<b>Who will deliver the service?</b>	<p><b>Public Health Nursing Service</b> Health Visiting Team (0 - 5 years) and School Nursing Team (5 - 19years)</p> <p><b>Family Support Service</b> Family Support Team (antenatal - 11 years) targeted support and <b>Early Start Team</b> (specific universal and emerging needs intervention)</p> 	<b>Outcome measures</b>	 <b>INCREASED</b> Breastfeeding rates  <b>REDUCTION</b> in smoking  <b>IMPROVED</b> oral health  <b>SUPPORT FOR</b> young parents
<b>How will it be delivered?</b>	<p>In a <b>SEAMLESS PARTNERSHIP</b> approach that reduces duplication</p> <p>Through a <b>FLEXIBLE WORKFORCE</b> that fits around the needs of families</p> <p>In an <b>ACCESSIBLE</b> and <b>RESPONSIVE</b> way</p> 		 <b>HEALTHIER</b> diets  <b>REDUCTION</b> in obesity rates  <b>IMPROVED</b> parenting skills  <b>SATISFACTION</b> for parents with the Family Centre Service
<b>What will be delivered?</b>	<p>The <b>Public Health Nurse Service</b> is based on a 4-5-6 model. There are 4 levels of intervention, with both <b>Health Visiting</b> and <b>School Nursing</b> having its own 5 reviews/contacts and 6 high impact areas.</p> <p><b>Family Support Service</b> will be delivered through 2 teams: <b>Early Start Team</b> providing universal needs information, advice and guidance, universal and emerging needs programme and Public Health universal and early help activities. <b>Family Support Team</b> providing needs led 1-1 and group targeted interventions.</p>		 <b>REDUCTION</b> for children on CP and CIN needs  <b>INCREASE</b> in 2,3,4 year olds accessing free early education  <b>INCREASED</b> achievement rates for all children  <b>SUPPORT FOR</b> families with additional needs
<b>Long term outcomes</b>	<p><b>6 Outcome Bees =</b></p> <p><b>Be Happy Be Resilient Be Independent</b>  <b>Be Healthy Be Safe Be Ambitious</b></p> 		

## Family Centre Service Partnership Network meetings - Save the date

We are pleased to share the dates for the first Family Centre Service Partnership Network meetings in November 2018. If you have previously been involved with local Children's Centre Advisory Boards / Partnership Networks or would be interested in learning more about Hertfordshire Family Centre Service, please do book a place.

Districts	Date	Venue	Time	Eventbrite link	Led by
North Herts	Wednesday 28 <sup>th</sup> November	Oughton Family Centre, Hitchin	9.30am- 11.30am	<a href="https://www.eventbrite.co.uk/e/north-herts-family-centre-service-partnership-network-meeting-tickets-50953232490">https://www.eventbrite.co.uk/e/north-herts-family-centre-service-partnership-network-meeting-tickets-50953232490</a>	Barnardo's and HCT
Stevenage	Tuesday 27th November	Broadwater Family Centre, Stevenage	1pm-3pm	<a href="https://www.eventbrite.co.uk/e/stevenage-family-centre-service-partnership-network-meeting-tickets-50953046935">https://www.eventbrite.co.uk/e/stevenage-family-centre-service-partnership-network-meeting-tickets-50953046935</a>	Barnardo's and HCT
East Herts	Monday 26th November	Beane Valley Family Centre, Watton-at-Stone	9am - 12.30pm	<a href="https://www.eventbrite.co.uk/e/family-centre-service-partnership-network-meeting-26112018-tickets-50067961621">https://www.eventbrite.co.uk/e/family-centre-service-partnership-network-meeting-26112018-tickets-50067961621</a>	One YMCA and HCT
Welwyn and Hatfield	Thursday 22nd November	Peartree Hostel, Welwyn Garden City	1pm - 4pm	<a href="https://www.eventbrite.co.uk/e/family-centre-service-partnership-network-meeting-221118-tickets-50067796126">https://www.eventbrite.co.uk/e/family-centre-service-partnership-network-meeting-221118-tickets-50067796126</a>	One YMCA and HCT
Broxbourne	Tuesday 27th November	High Trees Family Centre, Broxbourne	9am - 12.30pm	<a href="https://www.eventbrite.co.uk/e/family-centre-service-partnership-network-meeting-271118-tickets-50068358809">https://www.eventbrite.co.uk/e/family-centre-service-partnership-network-meeting-271118-tickets-50068358809</a>	One YMCA and HCT
Hertsmere	Tuesday 20th November	Allum Lane Community Centre, Elstree	9.30 – 12.00pm	<a href="https://hertsmere.eventbrite.com">https://hertsmere.eventbrite.com</a>	InspireAll and HCT
Watford and Three Rivers	Wednesday 21st November	Stanborough Centre, Watford	9.30 – 12.00pm	<a href="https://watfordandthreerivers.eventbrite.com">https://watfordandthreerivers.eventbrite.com</a>	InspireAll and HCT
Dacorum	Thursday 22nd November	Warners End Community Centre, Hemel Hempstead	2pm – 4.30pm	<a href="https://dacorum1.eventbrite.com">https://dacorum1.eventbrite.com</a>	InspireAll and HCT
St Albans	Friday 23rd November	St Albans Civic Centre, St Albans	9.30 – 12.00pm	<a href="https://stalbans1.eventbrite.com">https://stalbans1.eventbrite.com</a>	InspireAll and HCT

## Hertsmere Leisure changes its name to InspireAll

From the 1st September 2018, Hertsmere Leisure will be operating under a new trade name and will be known as 'InspireAll, Leisure & Family Support Services'. The Charity's Board of Trustees and Leadership team will not change.

Hertsmere Leisure was set up in 2002 to manage leisure facilities on behalf of Hertsmere Borough Council. Between 2006 – 2018, Hertsmere Leisure won contracts to manage leisure facilities on behalf of Three Rivers Borough Council and Milton Keynes Council. Also in 2006, Hertsmere Leisure expanded its management portfolio to include Hertfordshire Children's Centres. The number of facilities steadily increased and expanded further following the recent award of the Family Support Service contracts for South and West quadrants by Hertfordshire County Council.

Hertsmere Leisure Board of Trustees and Leadership Team believe that our new name and new brand, InspireAll, better reflects our organisation and emphasises our wider business objectives, that of the provision of leisure services across Hertfordshire and Buckinghamshire as well as our increasing number of family support services.

Chief Executive David Brame says " This is an exciting time for Hertsmere Leisure. Our new name InspireAll embodies the changes and improvements that we are currently making to our services".

## Key dates including service training dates

To deliver the new service specification within the funding available, Barnardo's, InspireAll and One YMCA are proposing to reorganise the workforce. Obviously this is an unsettling time for all the Children's Centre teams and as such we would appreciate your understanding during the coming months.

The timeline for the reorganisation has recently been shared with the Children's Centre teams, please see below for key dates:-

- 3<sup>rd</sup> September - Collective consultation on staffing structure opens
- **1<sup>st</sup> October – New Family Centre Service begins (No Family Support Services running)**
- 3<sup>rd</sup> October - Collective consultation closes
- 5<sup>th</sup> October – Consultation outcome
- 5<sup>th</sup> October – Selection process begins
- End of October / early November – Selection process ends
- **12<sup>th</sup> – 16<sup>th</sup> November – Closure week for all Family Centre Service staff (induction into new roles and training). Reduced PHN service during this week.**

Due to the levels of complexities and significant change required as we transition to one new service we will need to close/reduce the service offer as outlined above. On those dates, safeguarding support will still be in place and available. The PHN duty line will also be provided.

## Our approach

In order to ensure we focus on the right thing at the right time we wanted to share our phased approach to the integrated Family Support Service. We believe this will allow us, with our partners, to create a transformational service embedded in considered decisions and widespread engagement.

These are:

Induction October – December 2018. At this time we will welcome staff and induct them into their new organisations. By the end of this period, we will have our new staffing structures in place and following a planned week of integration, starting on 12th November, the new service will be launched.

Phase 1 – January – July 2019 (Spring and Summer term) This phase will see the full programme of service delivery and we will continue to build on our teams skills and knowledge with an ongoing programme of training.

Phase 2 – September 2019 – July 2020 (Academic year) With an integrated service and having developed our knowledge of local needs, there will be a consistent, countywide service tailored to the needs of the community.

Phase 3 – September 2020 onwards the service will continue to develop in response to the community, sharing good practice amongst providers and ensuring every child in Hertfordshire has the best possible start in life.

## Culture

In community health, working with our partners is a concept we are familiar with; we often liaise and consult with a range of professionals in the interests of the family we are working with. So it would be a natural assumption to think, a new service, designed in partnership with other providers of community health services, will be very similar. In many ways there will be similarities, but in subtle ways, there will be differences. It's the subtleties which are important, because these subtleties define our culture.

Organisational culture can be defined as 'the way we do things around here'. It refers to the philosophies, attitudes, beliefs, behaviours and practices that define an organisation or service. As we shift towards a service designed on the basis of co-delivery with partners, it's inevitable our culture will also need to shift and mould to 'the new way we do things around here'.

The good news is that culture is something we have the power to define and shape. This is not something which is defined for us. In fact, it is how we behave individually, and in teams, which will define the evolving culture. Our new culture will also include how we behave and work with our partners in the day-to-day delivery of the service. So now is a good time to pause, and think what are the behaviours we want to take with us into our new culture (I'm sure there will be many,) and what are the ones we might to leave behind as we enter a new partnership? For some it may be more personal, we may need to ask ourselves; how do I shift my attitude to enable the new service be achieved?

These questions are not easy to ask ourselves in a time of change when we are learning new processes and in some cases, new employers or locations. But research has shown, if teams take the time to reflect and jointly define the behaviours they want, relationships will form faster against common goals, and performance of the team will improve further, compared to a team which only focusses on processes and transactional element of the job.

A recent study in the UK found 60% of business performance can be attributed to workplace culture. So, part of striving to deliver the best service we can, and be the best we can be as professionals, is keeping workplace culture and behaviours at the fore front of our minds as it is key to our success.

## HCT leadership arrangements for the new quadrants and districts

The new Family Centre Service will be managed in four quadrants which divide Hertfordshire into four roughly equal areas. HCT has now realigned leadership arrangements for both health visiting and school nursing. The new arrangements are detailed in the following table. Operational Managers Nikki Sharkey, Liz Little and Kim Bilsby have taken on responsibility for their new geography and the Team Leaders will then be in their posts by week commencing 17 September.

New Quadrants and Districts	Public Health Nursing (Health Visiting) Operational Manager and Team Leads	Public Health Nursing – School Nursing Operational Manager and Team Leads
Hertsmere, Three Rivers and Watford	Nikki Sharkey (Operational Manager)	Andrea Harrington (Strategic Lead and Operational Manager)
Hertsmere	Sandra Magyar	Diane Carrington
Three Rivers	Nicola Drake	Diane Carrington
Watford	Ce Ward	Diane Carrington
St Albans and Dacorum	Liz Little (Operational Manager)	Andrea Harrington
St Albans	Gill Gibson Mairi Bunce	Sally Dussek
Dacorum	Felicity Bonwick Tess Gartside	Sally Dussek
North Herts and Stevenage	Fiona Petty (Interim Operational Manager)	Andrea Harrington
North Herts	Julia Miller	Sue McCabe
Stevenage	Elaine Beech (Interim)	Sue McCabe
East Herts, Broxbourne and Welwyn Hatfield	Kim Bilsby (Operational Manager)	Andrea Harrington
East Herts	Val Haines Rebecca Rapson (mat leave) Interim position TBC	Tracey Lingley
Broxbourne	Gemma Beckerman Jane Cabon	Tracey Lingley
Welwyn Hatfield	Sarah Barrett	Tracey Lingley

### Safeguarding:

Partners have been working closely together to ensure safeguarding policy, guidelines and procedures within each organisation compliment and support seamless working for all staff members of the new Family Centre Services.

Current Safeguarding supervision models will be retained by each organisation as these are effective and staff are familiar with them. There will however be further work on introducing a group reflective or peer supervision model across services with plans to pilot this from January 2019, to further strengthen joint working and sharing lessons in practice. The production of an overarching supervision strategy will help to consolidate this joined up approach.

Work on aligning training and education across FCS is well underway with emphasis on the use of current in house expertise to strengthen joint safeguarding staff training where possible.

The Duty line offering safeguarding advice currently covered by HCT Safeguarding team during weekdays 9-5 will be made available to partner staff to use for concerns related to a health issue they may come across. Further guidance will follow and the use will be monitored to see how beneficial this service might be.

Enhanced training on domestic abuse is being considered and may be rolled out using a train the trainer model.

### Charging for using space in the current Children's Centre premises.

The new contracts for the Family Centre Service, which commence on 1 October 2018, have a significantly reduced contract value and an increase in service specification. In particular, the contract providers are expected to work together, co-locating family support and Public Health Nursing services where possible. This added pressure on the limited space most children's centre premises have available and the reduction in budget means that providers will have to charge partners that want to book rooms in a children's centre building. Standard charging rates have been agreed across the county, and these include a low rate for partners which is just a contribution towards the costs and not full cost recovery.

We are considering how this can be managed centrally through an annual charge based on the partner hourly rate for county-wide organisations such as Family Safeguarding Teams, midwifery, HPFT etc. The Family Centre Service Partnership Board will continue to review both the usage and charging rates over the next year.

## Contact details

As our key partners, we are sure that you will have some questions for us, during this mobilisation period. Please contact us using the email addresses below with any questions or enquiries.

- South and West Quadrant enquiries - Hertsmere Leisure [partnerenquiries@hertsmereleisure.co.uk](mailto:partnerenquiries@hertsmereleisure.co.uk)
- East Quadrant enquiries - YMCA – [partnerenquiries@oneymca.org](mailto:partnerenquiries@oneymca.org)
- North Quadrant enquiries - Barnardos – [partnerenquiries@Barnardos.org.uk](mailto:partnerenquiries@Barnardos.org.uk)
- PHN – HCT – [hct.engagement@nhs.net](mailto:hct.engagement@nhs.net)

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