

Children and Families Newcastle Community Family Offer

Proposed Commissioning Model

Consultation

August 2024



Introduction

Newcastle City Council's current contractual arrangements for our Children and Families Newcastle Community Family Offer are due to end on 31 March 2025.

Following a period of engagement with providers and stakeholders, we are proposing to put in place four locality-based contracts which will bring together key services in each area under one contract.

We anticipate that this integrated model will allow the successful providers to deliver the elements of the contracts flexibly, catering to the needs of the locality in a holistic way with a variety of community partners, identifying and responding to locality specific issues.

The contracts will be established through a competitive procurement process conducted in accordance with the Public Contract Regulations 2015.

This document is our final consultation with stakeholders prior to commencing the procurement process and follows a six-month period of engagement with stakeholders. Specifically, it sets out proposed contracts and contract values for the Children and Families Newcastle Community Family Offer.

In producing this proposal, we aim to create a more transparent and cooperative approach to service design, prior to making a final determination on the commissioning model and commencing the procurement process.

We would like to hear your views on our proposal. You can do this in writing by contacting:

Linzi McMeekin, Commissioning Programme Lead (Education and Early Help) – linzi.mcmeekin@newcastle.gov.uk

Shamsun Choudhury, Commissioning and Procurement Lead Specialist (Children and Families Newcastle) – shamsun.choudhury@newcastle.gov.uk

Responses to this proposal should be submitted no later than **5pm on Wednesday 25 September 2024**.

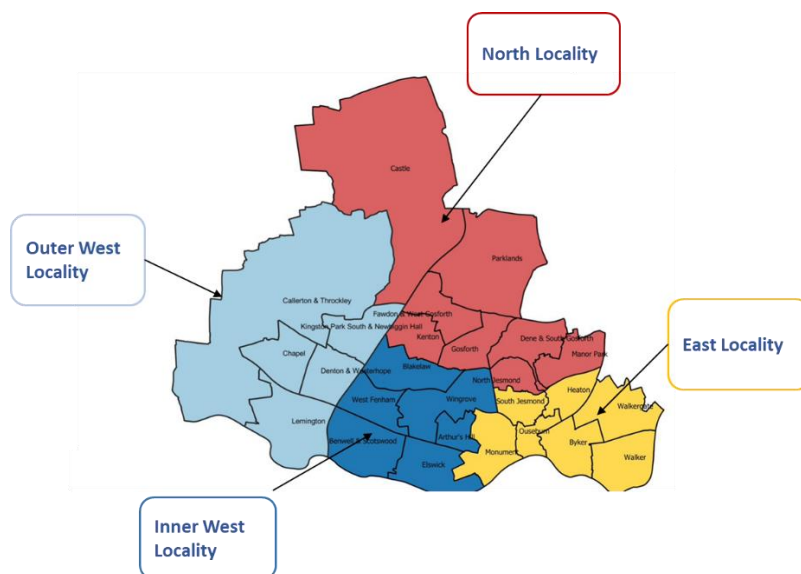
We will consider the feedback received prior to determining the final Commissioning Model.



Background

Children and Families Newcastle is our approach to ensuring services and support is available and accessible to babies, children and families in the city. It brings services together so they can support children and families to get the help and support that they want and need. Children and families can use a range of services and activities that are important to them in their local area. We want to make sure that children and families only have to tell their story once, and that they get the support they need, when they need it.

Phase 1 of the Community Family Offer within Children and Families Newcastle began on 1 June 2021. Services that make up the offer are currently aligned to four localities as shown below:



There are currently 11 contracts in place for services within the localities, which are tailored to respond to the different needs within each area. These contracts are currently delivered by 3 organisations (with 2 additional organisations via sub-contracting arrangements).

The first phase of the offer has seen a number of successes, particularly in relation to:

- Integrated working
- Joint leadership
- Community buildings network
- Relational and restorative practice
- Family Partners being linked to every primary and secondary school
- Co-location of services
- Developing strong links with schools, contributing to effective Team around the School support



- Integration of strategic visions

Moving into the next phase of the offer, we want to continue to build on what is working well, the strong partnerships with stakeholders, and relationships with communities across the city.

From February to June 2024, we engaged with providers and groups of key stakeholders to discuss our intentions going forward. Our ambition was to commission a single, integrated delivery model for the Community Family Offer to help us move further towards a “one team approach”. This integration was to include the elements proposed in this consultation and the Healthy Child Programme (the 0-19 health visiting and school nursing service). Feedback from the market was that providers were supportive of this in principal but that more time was needed to successfully integrate all of the components that currently make up the offer.

We are therefore proposing to commission four contracts - one for each locality in the city - which will provide an offer for families that is able to respond effectively and responsively to local needs. The Healthy Child Programme will be commissioned as a separate, standalone contract for the next 24 months, but will remain a key component of the offer with strong links maintained between the 0-19 service and the successful providers of these locality contracts.

Our belief is that this proposal will allow for greater resource and flexibility. It will provide a holistic view of each area and bolster the provider’s ability to design a responsive offer tailored to that locality, which will be more effective for children and families in each area.

We have considered the impact of this proposal on VCS organisations, as we recognise that this reduces the number of contracting opportunities available to the sector. However, we don’t anticipate that number of organisations involved in the delivery of the offer will greatly reduce, as we would welcome partnership bids or bids that demonstrate how a provider will work with community partners in their Locality to deliver a locally tailored Community Family Offer. It is also worth noting that the 11 contracts that are proposed for integration are currently held by 3 organisations (with an additional 2 sub-contracting).

We see this proposal as the next step on our journey towards a fully integrated Community Family Offer. By putting in place the new arrangements for 24 months, we give ourselves a timeframe for continued work with providers to explore how we can move to the next phase of integration, incorporating the Healthy Child Programme.

The locality boundaries, which were established by Collaborative Newcastle, will remain the same for this proposal. Having a shared interpretation of the geography of the city allows for conversations about emerging needs, service gaps and locality challenges which is easily understood and mapped across agencies, and this geography is used across health and care services for the whole population.



The four contracts and our expectations of the key services within each area are as follows:

1. Community Family Offer North

- Children and Families Newcastle Hubs
- Locality Leadership
- Family Partners
- Responsive Groups including evidence-based programmes

2. Community Family Offer East

- Children and Families Newcastle Hubs
- Locality Leadership
- Family Partners
- Responsive Groups including evidence-based programmes

3. Community Family Offer Inner West

- Children and Families Newcastle Hubs
- Locality Leadership
- Responsive Groups including evidence-based programmes

4. Community Family Offer Outer West

- Children and Families Newcastle Hubs
- Locality Leadership
- Responsive Groups including evidence-based programmes

Please note that this list is not exhaustive, and we anticipate that within each area the provider may wish to develop additional services to support the local offer.

Essential Delivery Requirements

This section sets out some essential elements relating to the delivery requirements for the Community Family Offer. It seeks to help stakeholders, including potential providers, to understand the nature of the requirements that will be included in the contracts. It is not intended as a full specification but sets out some key elements that will inform the final specifications that will be published following consultation.

Below is a summary of the key elements which will make up each contract. Further information will be included within the Service Specifications at the point of Tender.

Children and Families Hubs

The Children and Families Hubs should be a network of vibrant community buildings. They will be conveniently located, accessible for all, familiar to residents within a locality and should offer a wide range of services including but not limited to:

- Information, advice and support services
- Therapeutic services



- Social activities
- Education and training

The Hubs provide a space for lots of different organisations to meet residents, and there will be 2 or 3 key buildings within each locality. These will be identified by the Council in the service specifications. Rental costs in connection with the identified buildings will be met by the Council outside of the contract values indicated in this consultation document. Hubs should feature a programme of drop in and bookable activities and be important centres of coordinated holiday activities for families.

The Provider will deliver some activities themselves and may also choose to buy in the services of other organisations to deliver specific activities in the Hub as part of the core CFO offer. Where a provider decides to buy in services to enrich the core CFO delivery, this would need to be met from the contract value. Where an organisation, whose activities are compatible with the family hub aspirations, is looking for a community venue to deliver a service that they are already separately funded to deliver, space can be provided if available at no additional cost to the organisation looking to deliver.

The Hubs will facilitate and actively develop peer support groups and networks. This can include providing physical space within the Hubs and by helping to coordinate and establish virtual groups. This may include volunteer groups.

The Hubs can also offer opportunities for residents to get involved in the operation of the buildings, either as volunteers or through local employment.

Locality Leadership

Each Locality must have a Locality Lead who will be a key system figure for Children and Families Newcastle, providing both the Council and the wider CFN Integrated Leadership team with:

- Oversight of the effective delivery of the Community Family Offer in each Locality
- Oversight of support offered to families within the locality
- Coordination of the cultivation of the locality offer (services, partnerships, community buildings etc.)
- Needs analysis of the locality (emerging themes, data, trends, gaps etc.)
- Providing a key role in the structure of the multi-agency governance of early intervention and prevention in the city
- Attendance at a weekly meeting of the Community Family Offer leadership team. Other attendees include Service Managers from the Council, and the 0-19 service matron, as well as other key Council officers.

Given the status of this role within the system, it is necessary for this Locality Lead to be a senior manager or equivalent. Whilst duties can be shared, each Locality will have 1FTE capacity allocated to the role of Locality Lead.



Family Partners

The Family Partner role is a lynchpin role within the Children and Families Newcastle system. It is intended to be both an enabler and a connector within the wider Children and Families Newcastle system.

The Family Partner will:

- Be an initial point of contact for families who maintains an enduring relationship with them and becomes a 'go-to' contact if further needs arise
- Support families to set out their priorities and ambitions, and work *with* them to draw up plans to achieve them including accessing a wide range of health & wellbeing, social and educational opportunities in their local community
- Facilitate support at the earliest opportunity through the use of *early intervention conversations or an Early Help Assessment and Plan* when need first identified through open conversations about what the family wants
- Take a whole family approach to support, ensuring the voices of babies, children and adults are heard and responded to.
- Persuade and motivate families and aim to remove barriers to support
- Have 'champions' within the Family Partner team with specialist areas of knowledge/responsibility
- Provide partner organisations with an easy access point to the wider offer so that partners only have to know one contact within the C&FN system – the Family Partner can then provide swift access to the wider specialist support team within C&FN

Our Family Partners are a multiagency workforce. In the Inner and Outer West localities, they are employed directly by the Council. In the East and North localities they are, and will continue to be, externally commissioned. There will be at least 10 FTE capacity of Family Partners in each of the East and North localities funded from within the contract value.

Whilst Family Partners are line managed by their employing organisation, to ensure a team ethos and a consistent approach, overall matrix management of the multiagency team is provided by the Support for Families Lead within the Council. Confirmation of the matrix management arrangements will be set out in the relevant service specifications for North and East localities.

Responsive Groups including evidence-based programmes

In each locality, the support offer must include a range of responsive groups that families can access in connection with a variety of presenting needs. The nature of these groups can vary between localities, as they will be selected and delivered in order to meet the presenting needs of children, young people and their families in that area. They will be accessed on referral including, where appropriate, self-referral. They can include both evidence-based and evidence-informed programmes.

In each locality the offer must include a range of evidence-based parenting



programmes. As a minimum, there must be an offer either of Solihull Approach Parenting courses or Incredible Years interventions. These are two evidence-based models that are central to Newcastle’s current early intervention offer. These models can be supplemented by other parenting programmes, courses and workshops. The Responsive Groups can be delivered directly by the Provider or the Provider may also choose to buy in the services of other organisations to deliver them.

The services outlined above are not exhaustive. We would like to see an element of volunteering support and the provider can decide on the most suitable way to coordinate this according to the requirements of the individual locality.

Some citywide elements of the offer such as Parent/Toddler group support and the Parent/Carer panel will be commissioned outside of the four locality contracts. This will also be the case for services which are dependent on grant funding given to the Council.

3.2 Contract Value and Duration

We are proposing that the length of the contracts will be for a period of 24 months from 1 April 2025 – 31 March 2027 and the total contract values are as follows:

Contract	Annual Value	Total Contract Value
Community Family Offer North	£921,113.00	£1,842,226.00
Community Family Offer East	£921,113.00	£1,842,226.00
Community Family Offer Inner West	£616,613.00	£1,233,226.00
Community Family Offer Outer West	£532,613.00	£1,065,226.00

Single/collaborative bids

We recognise that one provider may not be able to deliver all of the requirements of the contract and would welcome bids from providers which set out how they will work collaboratively with community groups to build a vibrant community family offer.

Bids can be submitted individually or collaboratively through consortia bids, as long as they meet the requirements of the Selection Questionnaire. In the case of bids involving more than one organisation, the bid would need to set out which elements will be delivered by which organisation.

Aside from the requirements listed above regarding capacity for family partners and locality leadership, we will not be prescriptive about the allocation of funding within the envelope, allowing providers the opportunity to think flexibly about the delivery of the requirements.

Given the breadth of the requirement and the key role that the Community Family Offer will play in meeting the support needs of children and families in the city, it is vital that the Council have visibility of the delivery of all elements of the contract.

In the event of a contract with subcontracted elements, whilst the lead provider will have the contractual relationship with the Council, we envisage that it will be



important that there is the opportunity for regular direct dialogue between the Council and all the delivery partners. This will help to build the shared oversight and understanding of our system response.

Indicative Procurement Timeline

Proposed Commissioning Model published for 4-week consultation	28 August 2024
Consultation period proposed Commissioning Model closes	25 September 2024
Review of consultation feedback and final model	26 to 30 September 2024
Tender process commences	01 October 2024
Tender closes	6 November 2024
Evaluation of tender responses	November 2024
Intention to Award notices sent to successful Providers	December 2024
Award notices sent to successful Providers	December 2024
Pre-start activity	January to March 2025
Contract commences	1 April 2025

Please note that all dates are indicative and may be subject to change.

All Tender documentation will be published on the NEPO Electronic Tendering portal at website – <mailto:https://www.nepo.org/>

In order to be considered for the opportunity, please register your details free of charge on the above NEPO Electronic Tendering Portal.

Responding to the Consultation

We would like to hear your views on our proposal. When submitting your feedback, we ask that you consider the following questions:

1. Do you agree that by integrating the current arrangements into 4 locality contracts, this could bring each locality greater flexibility to design a Community Family Offer that effectively and responsively meets the need of that locality?



2. Can you foresee any challenges in this proposed way of working?

Comments can be provided via email to:

Linzi McMeekin, Commissioning Programme Lead (Education and Early Help) – linzi.mcmeekin@newcastle.gov.uk

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