



Family Centred Service System

System Participation Memorandum of Understanding 2013

Our shared understanding and commitment to a
Family-centred service system



Family Centred Service System

System Participation Memorandum of Understanding

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Overview of the System Participation Memorandum of Understanding

Introduction

Organizations in London are changing the way supports for children, youth and families in our community are provided. Through the establishment and operation of Family Centres located in neighbourhoods, and a culture of collaboration, system integration and inter-professional practice, organizations in London are creating a Family Centred Service System to improve outcomes for children, youth and families. Every organization that provides programs, services or resources to children, youth and families in London is welcome to join this collaborative network, and to participate as a full and equal partner in the operation of the Family Centred Service System.

This System Participation Memorandum of Understanding provides the mechanism by which organizations become partners in the Family Centred Service System. This System Participation Memorandum of Understanding reflects each organization's commitment to working together in achieving and sustaining our collective vision for a system of programs, functions and services that is easy for children, youth and families in London to find, access and navigate.

Partners in the Family Centred Service System share common values and core operating principles, at least within the context of their participation in the Family Centred Service System. All partners fully understand the expectations of the system, and the outcomes to which all participants agree to work toward. Organizations understand their roles and responsibilities as participants in helping to achieve the System expectations and outcomes, as well as the roles and responsibilities of all the other system participants. Finally, organizations agree that as a system participant, there is a set of policies, procedures and protocols that each participating organization will have or use.

This System Participation Memorandum of Understanding is not a commitment by any organization to deliver a particular program or service, or to dedicate resources to the Family Centred Service System. Rather, this is a commitment at the system level to implementing a shared vision and understanding of how the Family Centred Service System functions. The specifics relating to the way in which organizations provide services at each Family Centre, including their allocation/contribution of resources and their respective liabilities associated with service delivery, are detailed in separate Service Agreements between Lead Agencies and Service Delivery Partners.

It is understood that this System Participation Memorandum of Understanding is an evolving document. As the Family Centred Service System evolves, so will the shared understanding of the System's expectations and outcomes, and each Partner's roles and responsibilities. The expectation is that this Memorandum of Understanding will be reviewed and updated annually as the Family Centred Service System continues to evolve.

Benefits to Participation

There are several key benefits to an organization's participation in the Family Centred Service System. These include, but are not limited to:

- access to shared professional development opportunities, including the inter-professional communities of practice and community development materials;
- access to the Family Centre physical space;
- the opportunity to network and collaborate with other organizations in the delivery of programs, services and functions within specific neighbourhoods;
- access to technology and infrastructure supports that support the delivery of family-centred service;
- the ability to use the Family Centre logo, branding and related visual identifiers;
- access to information from Neighbourhood Engagement and Community Development work to help guide each organization's planning and service delivery;
- access to information from the Measurement and Evaluation process to help each organization evaluate its own success at improving outcomes for children, youth and families at both the neighbourhood and system level.

Participation Requirements

In order to be a participant in the Family Centred Service System, the leadership of each organization is required to annually complete and sign this System Participation Memorandum of Understanding. This System Participation Memorandum of Understanding describes the **System Values and Core Operating Principles** for the Family Centred Service System; the **Expectations and Outcomes, Roles and Responsibilities** for each partner in the Family Centred Service System; and the set of **Policies, Protocols and Procedures** that each participating organization is expected to have in place in relation to their involvement in the Family Centred Service System. The last page of the Memorandum of Understanding provides the opportunity for the organization to confirm its commitment to the Family Centred Service System.

Section A – Our Vision for the Family Centred Service System

The following is our collective vision for London’s network of Family Centres to which all system partners are committed to achieving.

Our Vision:

“In every London neighbourhood residents will open a single door to multiple opportunities that support children and families in achieving their full potential. These opportunities will be identified by the neighbourhood and implemented according to evidence-informed best practices using an integrative, inclusive and holistic approach.”



Section B – Values and Core Operating Principles

This section lists the Values and Core Operating Principles which all partners in the Family Centred Service System agree to abide by, at least in the context of their involvement in the Family Centred Service System.



Family Centred Service System Values

<i>These are the values that guide our shared work and define how the Family Centred Service System operates</i>			
VALUES	FAMILY	PROFESSIONALS	NEIGHBOURHOOD
Empowering	Families are experts in their own life experience.		
Engaging	Families are informed, engaged and experts on their child's needs.	Professionals believe that families must have the opportunity and the resources to make informed choices.	The input of all residents is valued. All residents have real influence in the operation of the Family Centred Service System
Respectful	Families show respect for other families and professionals in the Family Centred Service System. Families are respectful of the values of other partners; the legislative mandate of specific service partners; and existing employment and other agreements that might exist.	Professionals and families listen to each other and work together to develop strength-based solutions, knowing that respect builds trusting relationships between children, families and colleagues. Professionals respect the environment they are working in and understand how their actions impact others working in the space. Professionals are respectful of the values of other partners; the legislative mandate of specific service partners; and existing employment and other agreements that might exist.	Residents know that integrity, respect and active listening are at the "heart" of the Family Centred Service System. Residents are respectful of the values of other partners; the legislative mandate of specific service partners; and existing employment and other agreements that might exist.
Welcoming	Every family is welcomed. All families are able to access programs and direct support or are linked to appropriate supports in a timely and non-judgemental manner.	Professionals consciously work to provide a welcoming and comfortable environment for families.	Residents know that the Family Centred Service System provides a place of comfort, safety and belonging for all.
Inclusive	Families are able to fully participate in and use services regardless of culture, socioeconomic status, or differing abilities.	Professionals communicate openly with families, community members and other professionals in the Family Centred Service System. Wherever possible, professionals are transparent and encourage partnerships.	Residents believe that the Family Centred Service System provides neighbourhood destinations that are fun, appealing and that support community mobilization. Residents understand that the Family Centred Service System renews the sense of community and promote diverse partnerships.
Collaborative	Families collaborate with service providers and other members of their community in the governance and operation of the Family Centred Service System.	Professionals collaborate with one or more members of a team, each of whom makes a unique contribution from within their scope of practice to the achievement of a common goal. Through this collaboration, professionals develop and provide services that are comprehensive, accessible, understandable and respectful.	Residents expect that the Family Centred Service System creates a collaborative environment with strong linkages and shared resources; where the culture is that every door is the right door.
Creative	Families feel comfortable working with professionals and other community members to explore new and creative ways of serving the community.	Professionals are willing to work with families to find "out-of-the-box" approaches to meeting their needs.	Residents look to the Family Centred Service System for creative, flexible and focused solutions that are provided with clarity and simplicity.
Accessible	Families expect a barrier free environment and actively work with the Family Centred Service System to identify and eliminate any barriers that may exist.	Professionals are flexible and strive to accommodate everyone with accessibility issues.	Residents work with the Family Centred Service System to support the removal of all barriers.
Equitable	All families have equal access to consistent quality services and customized care in their neighbourhood.	Professionals strive to provide equitable services that are customized to best meet the unique needs of each family.	Residents believe that the Family Centred Service System promotes equal access to quality services and customized care in neighbourhoods.
Accountable	Families, Professionals and Neighbourhood Residents share the responsibility for keeping the Family Centred Service Systems accountable for the delivery of family centred services		

Core Operating Principles

Community and Parent/Family Engagement - Formal and informal structures and strategies are in place that support community and parent/family engagement in ensuring neighbourhood priorities are met.

Governance - All partners in the Family Centred Service System participate and are engaged in decision making processes.

Integration, Coordination, Collaboration – All partners in the Family Centred Service System are encouraged and supported to engage in greater degrees of joint service activity that moves us as a community from service awareness to service integration.

Intentional Connectivity – All partners in the Family Centred Service System share the responsibility for pro-actively connecting families to the functions, services and resources from which they can benefit; regardless of whether that service, function or resource is provided by the Partner's organization or another Partner or Stakeholder organization; or whether is provided at the Family Centre or elsewhere in the community.

Measurement, Evaluation and Accountability - Each partner in the Family Centred Service System takes responsibility for contributing to the achievement of the Family Centred Service System. Decisions are made and the monitoring, evaluation and accountability processes associated with those decisions are undertaken in a planned, known manner.

Openness and Transparency – Open communication lines are maintained to ensure that all partners in the Family Centred Service System are informed (i.e. have access to accurate, consistent and clear information) and have confidence in the decision making process. Information is freely available and directly accessible and is provided in an easily understandable form.

Professionalism and Integrity – All partners in the Family Centred Service System demonstrate honesty, objectivity and propriety. All partners in the Family Centred Service System use appropriately credentialed and/or qualified professionals to deliver the system's functions and services. All professionals working in the Family Centred Service System agree to collaborate in creating and sustaining an Inter-Professional Community of Practice.

Service Excellence and Innovation - All partners in the Family Centred Service System are open to learning from promising practices, taking appropriate risks, and are open to new opportunities and challenges with the objective of building a more effective and comprehensive family-centred service system.

Shared Framework - All partners in the Family Centred Service System agree to work together within the shared professional, operational, and financial framework established by the Family Centred Service System Governance Body.

Section C - Expectations and Outcomes

On the following two pages are the Family Centred Service System Expectations and Outcomes to which all partners in the system agree to work towards.

System Management

- All partners are committed to the Family Centred Service System Vision
- All partners are aligned with the Family Centred Service System Values and Core Operating Principles
- All partners agree that there are certain Policies, Protocols and Procedures that are necessary across the Family Centred Service System, and agree to align their respective organization's management processes with this core set of Policies, Protocols and Procedures, at least with respect to their involvement in the Family Centre
- All partners understand their specific roles and responsibilities as well as the roles and responsibilities of other partners
- Involvement and participation in a Family Centre is a privilege, not a right. There are defined Partnership Renewal and Termination Protocols in place at both the System and the Neighbourhood level

Functions and Services

- A full spectrum of Core Functions is available at each Family Centre. There is consistency across the Family Centred Service System with respect to the principles and approaches used in developing the content of each Core Function, yet each Core Function is delivered in a manner reflective of the neighbourhood in which the Family Centre operates
- Linkages to specialized and non-specialized services operating outside of the Family Centre are considered Core Functions, and are available at each Family Centre
- A culture and process of intentional connectivity exists to facilitate the connection of children, youth and families to services
- Non-Core Functions may be available at each Family Centre. The nature of these non-Core Functions and Services will be determined by each neighbourhood
- As much as possible, there is consistency between Family Centres in the physical environment, type and quantity of equipment and availability of technological services and supports

Community Development and Neighbourhood Engagement

- There is a shared culture of Community Development and Neighbourhood Engagement operating at both the System and the Neighbourhood level
- Residents play a key role in guiding the Family Centre in their neighbourhood and in making sure that Core and non-Core Functions are reflective of their community

Inter-Professional Community of Practice

- There is a shared culture of Inter-Professional Practice operating at both the System and the Neighbourhood level
- There is proactive, professional Communication and Information Sharing amongst all Partners, including both formal and informal processes
- There is a process for conflict resolution at both the System and the Neighbourhood level

Monitoring, Evaluation and Accountability

- There is an active and on-going process of Monitoring, Evaluation and Accountability at both the System and the Neighbourhood level
- Information from the Monitoring, Evaluation and Accountability process is actively shared between partners, and is used to continuously improve the Family Centre Network at both the System and the Neighbourhood level

Marketing and Communication

- There are active and appropriate Marketing and Communication strategies, materials and messaging at both the System and Neighbourhood level
- There is one common or Master brand, logo and identification for all Family Centres in the Network
- All partners agree to abide by the guidelines¹ established with respect to the use of the Master brand, logo and identification
- Subject to conditions required by legislative authority or school board policy, the use of individual partner's brand, logo and/or identification with respect to the Family Centre or functions provided at the Family Centre is secondary to the use of the Master Brand

Financial and Operational Sustainability

- In every way they can, all partners are expected to support the Family Centres and the Family Centred Service System. This may be through the provision of programs and services, participation in planning committees, and in-kind provision of personnel, equipment and/or resources, etc. There may also be occasions when partners are able to repurpose a portion of their finances and/or resources and direct them to Centre operations. It is understood that there are many different partners in the system and that each partner will have a different ability to contribute in-kind and direct financial supports. The intent is to reflect this understanding, not to say that any one partner's contribution is related to their size or budget or that all partners must contribute equally.
- There is a collaborative process in place for determining proportionate contributions of financial and in-kind supports at both the System and neighbourhood level

¹ Marketing and Communication:
http://members.londoncyn.ca/fcss_governance/node/305

Section D - Roles and Responsibilities

On the pages that follow in this section are the Roles and Responsibilities each participant in the Family Centred Service System has in achieving the system Expectations and Outcomes discussed above.

It is not intended that this is a comprehensive or exhaustive list of all of the roles and responsibilities that each Family Centred Service System partner may have. It is understood that system partners may have many more roles and responsibilities related to their direct participation in a particular neighbourhood, delivering a particular Core or non-Core function, or contributing to the system as a whole. Therefore, it is intended that these Roles and Responsibilities serve as a guide to how each system participant contributes to achieving the System's Expectations and Outcomes.

Roles and Responsibilities by System Expectations and Outcomes

Partner					
System Governance		School Board/School	Lead Agency	Service Delivery	Neighbourhood
Expectation/Outcome - System Management					
Role(s)					
System Management System Support		System Partner	System Partner	System Partner	System Partner
Responsibilities					
<p>Establish/annually confirm the Family Centred Service System Expectations and Outcomes. Establish and monitor the process by which System Partners commit to the Expectations and Outcomes</p> <p>Facilitate the development and periodic review of the Roles and Responsibilities of each System Partner. Establish and monitor the process by which System Partners demonstrated their knowledge of the respective Roles and Responsibilities of each System Partner</p> <p>Establish/annually confirm the Policies, Procedures and Protocols for the Family Centred Service System. Establish and monitor the process by which System Partners commit to Policies, Procedures and Protocols</p> <p>Establish/apply the Accountability resolution form and process</p>		<p>Annual review and commitment to the Family Centred Service System Vision</p> <p>Annual review and commitment to the Family Centred Service System Values and Core Operating Principles</p> <p>Annual review and commitment to the Family Centred Service System Expectations and Outcomes</p> <p>Annual review of the Roles and Responsibilities of every Family Centred Service System Partner</p> <p>Annual review and commitment to the Policies, Procedures and Protocols</p> <p>Participate in the development of the Accountability and Conflict Resolution processes, and agree to adhere to them as required, once they have been agreed upon</p>	<p>Annual review and commitment to the Family Centred Service System Vision</p> <p>Annual review and commitment to the Family Centred Service System Values and Core Operating Principles</p> <p>Annual review and commitment to the Family Centred Service System Expectations and Outcomes</p> <p>Annual review of the Roles and Responsibilities of every Family Centred Service System Partner</p> <p>Annual review and commitment to the Policies, Procedures and Protocols</p> <p>Participate in the development of the Accountability and Conflict Resolution processes, and agree to adhere to them as required, once they have been agreed upon</p>	<p>Annual review and commitment to the Family Centred Service System Vision</p> <p>Annual review and commitment to the Family Centred Service System Values and Core Operating Principles</p> <p>Annual review and commitment to the Family Centred Service System Expectations and Outcomes</p> <p>Annual review of the Roles and Responsibilities of every Family Centred Service System Partner</p> <p>Annual review and commitment to the Policies, Procedures and Protocols</p> <p>Participate in the development of the Accountability and Conflict Resolution processes, and agree to adhere to them as required, once they have been agreed upon</p>	<p>Understand and support the Family Centred Service System Vision</p> <p>Understand and support the Family Centred Service System Values and Core Operating Principles</p> <p>Understand and support the Family Centred Service System Expectations and Outcomes</p> <p>Understand and support the respective roles and responsibilities of each Family Centred Service System Partner</p> <p>Understand and support the Policies, Procedures and Protocols</p> <p>Participate in the development of the Accountability and Conflict Resolution processes, and agree to adhere to them as required, once they have been agreed upon</p>

Partner				
System Governance	School Board/School	Lead Agency	Service Delivery	Neighbourhood
Expectation/Outcome - Functions and Services				
Role(s)				
System Management System Support	Service Provision Landlord	Family Centre Management & Administration	Service Provision - Core and non- Core Functions	Consumer
Responsibilities				
<p>Establish/apply the process to deliver a full spectrum of Core Functions. Define and periodically update the definition of what constitutes the full spectrum of Core Functions.</p> <p>Establish/apply the process to ensure that Core Functions are available in every neighbourhoods at a service level appropriate to the neighbourhood need</p> <p>Establish/apply the process by which consistent Principles, Approaches and Outcomes are determined for each Core Function</p> <p>Establish/apply the process to ensure Core Functions are delivered in a manner reflective of the neighbourhood</p> <p>Define standards for the Community Connector function in each Family Centre</p> <p>Establish/apply a process to develop a culture of intentional connections to specialized and non-specialized services</p> <p>Establish/support processes that facilitates identification of non-core functions at the neighbourhood level</p> <p>Define standards for the physical environment, type and quantity of equipment and technological services and supports in Family Centres</p>	<p>Support the delivery of a full spectrum of Core Functions</p> <p>Support the identification and delivery of non-Core Functions as appropriate</p> <p>Support the development of consistent Principles, Approaches and Outcomes for Core Functions</p> <p>Support the development of standards for the Community Connector function</p> <p>Establish the Landlord-Tenant agreement to define the context by which the Family Centre operates in the School environment</p> <p>Provide and maintain appropriate physical environment, technological and equipment standards within the context of the Landlord-Tenant agreement</p>	<p>In collaboration with the Strategic Collaboration Team:</p> <ul style="list-style-type: none"> • Coordinate delivery of a full spectrum of Core Functions • Monitor that Core Functions are delivered based on predetermined Principles, Approaches and Outcomes • Monitor that Core Function delivery is appropriate to the specific needs of the neighbourhood • Ensure that the Community Connector role is provided at a service standard level as defined by the system • Establish and maintain a neighbourhood specific process to identify need for non-Core Functions. Ensure non-Core Functions at the Family Centre are delivered in a manner consistent with Family Centre Values and Principles • Monitor compliance with the established standards associated with the physical environment, technology, and equipment. Facilitate the development of strategies to remedy any identified deficiencies 	<p>Provide Core and non-Core Functions as per the Service Plan Agreement with the Lead Agency</p> <p>Participate in the process that determines the Principles, Approaches and Outcomes for each Core Function. Provide Core Functions based on predetermined Principles, Approaches and Outcomes</p> <p>Adapt program delivery to specific needs of neighbourhood</p> <p>Actively support the Community Connector function as per the Service Plan Agreement with the Lead Agency</p> <p>Maintain compliance with the established standards associated with the physical environment, technology, and equipment. Participate in the development of strategies to remedy any identified deficiencies</p>	<p>Provide input to service providers and Lead Agency as to service levels required in each neighbourhood</p> <p>Provide input to service providers and Lead Agency to identify unique needs of neighbourhood</p> <p>Assist with the identification of non-core functions. Assist with the feasibility analysis to determine if and how non-core functions can be provided</p> <p>Understand the established standards associated with the physical environment, technology, and equipment. Participate in the development of strategies to remedy any identified deficiencies</p>

Partner				
System Governance	School Board/School	Lead Agency	Service Delivery	Neighbourhood
Expectation/Outcome - Community Development and Neighbourhood Engagement				
Role(s)				
System Management System Support	System Partner	System Partner	System Partner	System Partner
Responsibilities				
Establish/monitor the Community Development process by which resident input is collected and used to ensure residents have a key role in guiding the Family Centred Service System at both the system and neighbourhood level	<p>Actively participate in the Community Development and Neighbourhood Engagement processes</p> <p>Establish/maintain a process where residents play a key role in the strategic planning for the Family Centre</p>	<p>Implement and participate in the Community Development and Neighbourhood Engagement process at the neighbourhood level</p> <p>Establish/maintain a process where residents play a key role in the strategic planning for the Family Centre</p>	<p>Within the context of their participation in the Family Centre and relative to each partner's capacity, implement and participate in the Community Development and Neighbourhood Engagement processes</p> <p>Establish/maintain a process where residents play a key role in the strategic planning for the Family Centre</p>	<p>Actively participate in the Community Development and Neighbourhood Engagement processes</p> <p>Actively participate in the strategic planning process for the Family Centre</p>

Partner				
System Governance	School Board/School	Lead Agency	Service Delivery	Neighbourhood
Expectation/Outcome - Inter-Professional Community of Practice				
Role(s)				
System Management System Support	System Partner	System Partner	System Partner	System Partner
Responsibilities				
<p>Establish/monitor the form and process to support the development of a culture of inter-professional practice at both the neighbourhood and system levels</p> <p>Develop/facilitate informal and formal communication processes and networks amongst system participants</p> <p>Establish/apply the form and process for conflict resolution at both the system and neighbourhood levels</p>	<p>Relative to their capacity, actively engage in the inter-professional communities of practice at both the system and neighbourhood levels</p> <p>Participate in the development of the conflict resolution processes at both the system and neighbourhood levels, and agree to adhere to them as required, once they have been agreed upon</p> <p>Participate in the communication processes and networks developed by System Governance</p>	<p>Relative to their capacity, implement and engage in the inter-professional communities of practice at both the system and neighbourhood levels</p> <p>Participate in the development of the conflict resolution processes at both the system and neighbourhood levels, and agree to adhere to them as required, once they have been agreed upon</p> <p>Participate in the communication processes and networks developed by System Governance</p>	<p>Relative to their capacity, actively engage in the inter-professional communities of practice at both the system and neighbourhood levels</p> <p>Participate in the development of the conflict resolution processes at both the system and neighbourhood levels, and agree to adhere to them as required, once they have been agreed upon</p> <p>Participate in the communication processes and networks developed by System Governance</p>	<p>Relative to their capacity, contribute to the inter-professional communities of practice at the neighbourhood level, as appropriate</p> <p>Participate in the development of the conflict resolution processes at both the system and neighbourhood levels, and agree to adhere to them as required, once they have been agreed upon</p> <p>Participate in the communication processes and networks developed by System Governance</p>

Partner				
System Governance	School Board/School	Lead Agency	Service Delivery	Neighbourhood
Expectation/Outcome - Monitoring, Evaluation and Accountability				
Role(s)				
System Management System Support	System Partner	System Partner	System Partner	System Partner
Responsibilities				
<p>Establish/apply the process to evaluate the effectiveness of the Family Centred Service System Governance approach</p> <p>Establish/apply the process for monitoring and evaluating the Family Centred Service System at both the system and neighbourhood levels</p> <p>Establish/apply the process by which information obtained through the Measurement and Evaluation process is used to improve the Family Centred Service System</p>	<p>Actively participate in the process to evaluate the effectiveness of the Family Centred Service System Governance approach</p> <p>Actively participate in the collection and analysis of information necessary to monitor and evaluate the effectiveness of the Family Centred Service System at both the system and the neighbourhood levels</p> <p>Pro-actively use the information and analysis obtained through the monitoring and evaluation processes to help improve the Family Centred Service System</p>	<p>Actively participate in the process to evaluate the effectiveness of the Family Centred Service System Governance approach</p> <p>Actively participate in the collection and analysis of information necessary to monitor and evaluate the effectiveness of the Family Centred Service System at both the system and the neighbourhood levels</p> <p>Pro-actively use the information and analysis obtained through the monitoring and evaluation processes to help improve the Family Centred Service System</p>	<p>Actively participate in the process to evaluate the effectiveness of the Family Centred Service System Governance approach</p> <p>Actively participate in the collection and analysis of information necessary to monitor and evaluate the effectiveness of the Family Centred Service System at both the system and the neighbourhood levels</p> <p>Pro-actively use the information and analysis obtained through the monitoring and evaluation processes to help improve the Family Centred Service System</p>	<p>Actively participate in the process to evaluate the effectiveness of the Family Centred Service System Governance approach</p> <p>Actively participate in the collection and analysis of information necessary to monitor and evaluate the effectiveness of the Family Centred Service System at both the system and the neighbourhood levels</p> <p>Assist partners to interpret and use the information and analysis obtained through the monitoring and evaluation processes to help improve the Family Centred Service System</p>

		Partner			
System Governance		School Board/School	Lead Agency	Service Delivery	Neighbourhood
Expectation/Outcome - Marketing and Communication					
Role(s)					
	System Management System Support	System Partner Landlord	System Partner Family Centre Management & Administration	System Partner	System Partner
Responsibilities					
	<p>Establish/apply Family Centre Marketing and Communications strategies at both the system and neighbourhood levels</p> <p>Establish Family Centre brand, logo and communication and marketing materials for use at both the system and neighbourhood levels</p> <p>Establish/monitor rules regarding the use of the Family Centre brand and logo at both the system and the neighbourhood levels</p> <p>Provision of communication and marketing materials in other language services based on the neighbourhood needs</p>	<p>Participate in the development and distribution of Family Centre marketing and communication materials, as appropriate</p> <p>Abide by the rules regarding the use of the Family Centre brand and logo</p> <p>Provide opportunities for signage and other Family Centre identification opportunities on/at school facilities, as appropriate</p>	<p>Participate in the development and distribution of Family Centre marketing and communication materials at the neighbourhood level</p> <p>Abide by/monitor the rules regarding the use of the Family Centre brand and logo at the neighbourhood level, including the expectation that the use of other brands, logos and identifiers is secondary (where appropriate) to the use of the Family Centre Master Brand</p> <p>Relative to capacity to do so, provision of French and other language services needed in the neighbourhood</p>	<p>Participate in the development and distribution of Family Centre marketing and communication materials at the neighbourhood level</p> <p>Abide by/monitor the rules regarding the use of the Family Centre brand and logo at the neighbourhood level, including the expectation that the use of other brands, logos and identifiers is secondary (where appropriate) to the use of the Family Centre Master Brand</p>	<p>Participate in the development and distribution of Family Centre marketing and communication materials at the neighbourhood level</p> <p>Abide by/monitor the guidelines regarding the use of the Family Centre brand and logo at the neighbourhood level, including the expectation that the use of other brands, logos and identifiers is secondary (as identified on page 8 – Marketing and Communication section) to the use of the Family Centre Master Brand</p>

Partner				
System Governance	School Board/School	Lead Agency	Service Delivery	Neighbourhood
Expectation/Outcome - Financial and Operational Sustainability				
Role(s)				
System Management System Support	System Partner	System Partner Family Centre Management & Administration	System Partner	System Partner
Responsibilities				
<p>Establish/communicate system level estimates of the revenue and costs associated with operating the Family Centre system at both the system and the neighbourhood levels</p> <p>Establish/facilitate processes at both the system and the neighbourhood levels to identify opportunities for system partners to contribute through direct financial contributions and/or in-kind supports to the resource requirements of the Family Centred Service System</p> <p>Pro-actively seek out financial and in-kind resources from individuals, organizations and governments external to the Family Centred Service System</p> <p>Establish and apply accountability processes at both the system and the neighbourhood level</p>	<p>Actively participate with other system partners to identify opportunities to contribute through direct financial contributions and/or in-kind supports to the resource requirements of the Family Centred Service System</p>	<p>Actively participate with other system partners to identify opportunities to contribute through direct financial contributions and/or in-kind supports to the resource requirements of the Family Centred Service System</p> <p>Manage the overall costs and the financial and in-kind contributions of partners specific to each Family Centre within the available resources</p>	<p>Actively participate with other system partners to identify opportunities to contribute through direct financial contributions and/or in-kind supports to the resource requirements of the Family Centred Service System</p>	<p>Actively participate with other system partners to identify opportunities to contribute through direct financial contributions and/or in-kind supports to the resource requirements of the Family Centred Service System</p>

Section E – Policies, Protocols and Procedures

*This section has two components. In the first is a list of the **policies each system partner must have as part of the management processes within their own organization**. It is not intended that every partner will adopt the same wording for these policies. Rather, the list identifies the intended purpose and/or benefit of the policy, and if appropriate, the minimum acceptable standard.*

*The second component contains a list of **protocols and procedures that participants agree to adopt within the context of their participation in the Family Centred Service System**. The specific nature of each protocol or procedure will be fully identified in the Service Plan Agreement developed for each Family Centre. It is expected that some or all of these protocols and procedures may be extensions of and/or connected to the protocols and procedures used by the participant as part of the management processes within their own organization.*

Policies

All partners will have organizational policies which address the following areas:

- **Child Abuse Reporting:** A policy relating to the reporting of suspected or reported child abuse.
- **Code of Professional Conduct:** A policy stipulating minimum standards of professional conduct of professionals, staff and volunteers working for the organization including appropriate use of Internet, email, relationship with participants and colleagues, etc.
- **Confidentiality:** A policy relating to maintaining the confidentiality of all oral or documented information about a client.
- **Employee Protection:** Policies reflecting the organization's required obligations in the following areas:
 - Health and Safety Training and Awareness
 - Insurance
 - Harassment and Discrimination
 - Safe Work Place
- **Liability Protection:** A policy relating to the maintaining of appropriate liability insurance coverage relative to the provision of the service or function which they provide.
- **Privacy:** A policy relating to the collection, storage, use and releasing of information about clients.

- **Records Management:** A policy related to the systematic administration of records and documented information for their entire life cycle, from creation/receipt, classification, use, filing, retention, storage, to final disposition.
- **Reference Check and Vulnerable Sector Screening:** A policy relating to the screening of individuals working or volunteering for the organization, including at the Family Centre. This policy should also include provision for an Annual Attestation by the individual.

Protocols and Procedures

To be established by the Family Centre Strategic Collaboration Team and included in the Service Delivery Agreement between each Family Centre Lead Agency and the Service Delivery Partners

- **Community Development and the use of “Community Development Framework”², “IAT”³, “IPCP Toolkit”⁴ and “Community Connector Curriculum”⁵:** Protocols and procedures relating to the use of a community development approach using these tools within the context of the participant’s involvement in the Family Centres. The community development process is based on:
 - Active, Creative, Engaged (ACE) Communities Model; this is a neighbourhood-driven model where community leaders work with service providers to engage the community, identify priorities, plan services and outcomes;
 - Integration Assessment Tool (IAT); this tool can be used to help organizations discover where they may need to concentrate their efforts;
 - Inter-Professional Community of Practice (IPCP) Toolkit; this tool fosters a culture of inter-professional communication, collaboration and planning;
 - Community Connector Curriculum; provides all partners in the Family Centre with consistent training in how to engage with and support families, and how to connect them to the appropriate services.
- **Conflict Resolution:** Protocols and procedures aimed at alleviating or eliminating conflict situations.
- **Crisis/Incident Reporting:** Protocols and procedures to identify and report incidents, events or situations attributable to any factor which could cause (a) an injury or illness to a staff or participant at the Family Centre or (b) material damage to the Family Centre.
- **Emergency Management:** Protocols and procedures detailing step-by-step procedures to follow in emergencies such as fire or a major accident. The Emergency Action Plan should also include information such as whom to notify, who should do what, and the appropriate communication processes.

² Community Development Framework: http://members.londoncyn.ca/fcss_governance/node/718

³ IAT: http://members.londoncyn.ca/training_education/node/314

⁴ IPCP Toolkit Link: http://members.londoncyn.ca/training_education/node/646

⁵ Community Connector Curriculum – (in development):
http://members.londoncyn.ca/training_education/node/686

- **Designated Authority:** Protocols and procedures to designate a representative who has the authority to commit the participant organization to decisions and agreements.
- **Inclusion:** Protocols and procedures to create an environment at the Family Centre that is inclusive of all participants/individuals regardless of their race, national or ethnic origin, colour, religion, sex, age, or mental or physical disability.
- **Use of Appropriately Credentialed Professionals:** A protocol or procedure to identify the level of professional accreditation and/or the experience needed to deliver professional services to families.

Section F – Commitment and Signature

In this section, authorized individuals sign on behalf of their organization's involvement in the Family Centred Service System.

On behalf of (insert name of participant/organization) _____, I/we confirm the following:

- ***We are committed to working collaboratively to realize the shared vision for the Family Centred Service System***
- ***We agree to abide by the Values and Core Operating Principles of the Family Centred Service System as outlined in this document***
- ***We understand the Family Centred Service System Expectations and Outcomes as outlined in this document, and agree to work towards achieving them***
- ***We understand the Roles and Responsibilities of each System Partner as outlined in this document and undertake to fulfill our Role(s) and Responsibility(s) to the best of our ability***
- ***We have and follow the required Policies as set out in this document***
- ***We agree to participate in the development of protocols and procedures relating to our participation in the Family Centred Service System and any Family Centre, and agree to adhere to them once they have been agreed upon***

Dated: _____

Signature: _____

Name and Title: _____

Signature: _____

Name and Title: _____

