



Excerpt from Ballymun SFP Handbook, courtesy of Ballymun Local Drugs & Alcohol Task Force

Overview Roles and Descriptions

SFP Team Description and Roles

Ballymun SFP is facilitated and supported by a number of local agencies who work together on an interagency basis to deliver and implement the programme. The Programme Manager (BLDTF) and SFP Management Committee oversee the implementation and delivery through ongoing review, monitoring and evaluation. Agency representatives engage in SFP through the roles of:

- 1. Management Committee**
- 2. Programme Manager**
- 3. Site Coordinator**
- 4. Facilitator / Assistant Facilitator / Floater**
- 5. Referral Agent**

Contracted & Ancillary Roles:

- 1. Caterers**
- 2. Childcare Workers**
- 3. Transport providers**
- 4. Porter**

1. Management Committee

The primary role of the Management Committee is to support the implementation and development of SFP in Ballymun and in line with good practice and aims and objectives.

Management Committee Members:

The SFP Management Committee is made up of agencies from the Ballymun Network for Assisting Children and Young People who support Ballymun SFP through the following:

- Refer families to the programme
- Facilitate/Site Coordinate
- Provide the venue
- Guide its development.
- Review family applications to SFP through the Family Referral Committee.
- Supervise/support staff who facilitate on SFP.

Roles and Responsibilities

- To guide and oversee the management, development and strategic direction of the Strengthening Families Programme.
- To provide members for the SFP Referral Committee each term, and support the engagement of facilitators onto the programme.
- To positively promote, encourage and raise awareness of Ballymun SFP within their organisation, among other local organisations and the general community.
- To provide guidance and policy support on issues relating to the Programme.
- To participate in three management committee meetings per SFP term, with the possibility of extraordinary meetings should the need arise.

2. Programme Manager (Ballymun Local Drugs Task Force)

The Programme Manager coordinates the overall implementation of the Strengthening Families in Ballymun and oversees its development and funding, on behalf of Ballymun Local Drugs Task Force and SFP Management Committee. The Programme Manager reports to the Management Committee on programme operation, development, and overall progress.

Programme Development:

- Monitor fidelity to the programme.
- Coordinate feedback reviews with Management Committee, facilitators and referral agents, where necessary.
- Review and revise programme implementation and evaluation.
- Deliver/organise SFP trainings as requested and needed for Ballymun.
- Ensure policies and procedures are implemented and reviewed.
- Coordinate the National SFP Council of Ireland.
- Liaise with programme developers (LutraGroup) and Evaluation Manager (BLDTF).

Referral Process:

- Process applications for SFP referrals.
- Meet with families and referral agents pre – selection (and/or Site Coordinator).
- Feedback to Referral Committee on applicants.
- Notify families of “approval” (post selection panel).

Logistics:

- Oversee and administer the SFP budget.
- Liaise with Site Coordinator / Parent Advocate Worker weekly for updates.
- Ensure the programme is staffed and resourced sufficiently to meet the needs of its delivery including recruitment of personnel (facilitators, site coordinator, etc) and contracted staff including caterers, transport providers, childcare workers, porter and others where necessary.
- Secure suitable venue for delivery of the programme.
- Coordinate trainings/workshops for the Ballymun community; referral agents; facilitators; etc.
- Coordinate graduation activities such as photos, certificates, framing, etc.
- Coordinate booster sessions at 3 / 6 month intervals, depending on need.

Meetings:

- Attend and assist in coordination of SFP evenings and briefs/debriefs.
- Coordinate Management Committee meetings.
- Meet weekly with Site Coordinator/Parent Advocate for progress report.
- Coordinate induction meetings/trainings with facilitators, referrals agents & families.

- Liaise regularly with Evaluation Manager to update on programme and collaborate with evaluation needs.

Community Promotion/Engagement:

- Promote SFP through presentations, engaging with agencies & community residents. Receive and process requests for such information.
- Design and disseminate promotional information.
- Organize community events to promote the programme and encourage further participation.
- Engage in community events to promote SFP.
- Promote Ballymun SFP at external events, conferences, and share learning with other communities.
- Coordinate and chair the National SFP Council (Ireland), to promote national cohesion and shared learning nationwide.

Evaluation:

- Liaise with Programme Developer (LutraGroup) and Policy & Research Officer (BLDTF) regarding outcome evaluations for families.
- Provide information regarding evaluation processes.
- Arrange evaluation meetings for families and referral agents to complete the SFP Evaluation Questionnaire.
- Organise facilitator's reviews to contribute to the learning of SFP.

3. Site Coordinator

The Site Coordinator is the main weekly link throughout the duration of the programme - between families attending the programme, facilitators delivering the programme, and referral agents who support the families. The Site Coordinator is present at all sessions of SFP and plays a central role in the delivery and implementation of SFP. The role demands the ability to ultimately lead and support a team of facilitators with confidence, energy and enthusiasm and also support families before, during and after the programme.

A Site Coordinator is an agency representative who should:

- Have attended and completed the 2 day SFP Group Leader Training.
- Be able to relate well to and communicate well with a wide range of people, including young people, adults, facilitators, referrers, committee members, funders, etc.
- Be supported by their agency to take on this role.
- Demonstrated understanding of SFP, preferably experience on at least one programme.
- Be positive, enthusiastic and willing to lead a team of facilitators confidently; promote reflective practice; and support families throughout the process of SFP.
- Experienced and comfortable in multi-disciplinary and interagency working and processes.
- Be flexible enough with time to respond and adapt to new/unexpected situations quickly and also flexible with time allocation to SF Families, Referral Agents, and Programme Manager.
- Self motivated and organised.
- Trained in Children First and brief intervention and comfortable applying same.
- Familiar with and comfortable applying relevant SFP policies and procedures such as Children First and other relevant national good practice guidelines.
- Have support from their relevant agency, where applicable, to undertake these duties and have supervision allocated.

SFP Planning:

- Meet with Programme Manager regarding general preparations for upcoming programme.
- On receipt of family applications from Programme Manager & Site Coordinator follows up with all families and referral agents to assess suitability of programme to the family's needs.
- Attend and update Family Referral Committee regarding meetings held with families and referral agents.
- For those accepted, assign families into appropriate groups for facilitation of programme modules and assign relevant facilitators.
- Conduct up to two half day induction/team meetings with facilitators in collaboration with Programme Manager.

During SFP:

- Contact families and Referral Agents to confirm attendance and follow up on any issues/concerns that may arise on the programme.
- Apply all SFP policies and procedures as detailed in this handbook.
- Contact transportation provider to inform of any changes/trips that do not need to be made.
- Act as the designated contact person for SFP for child protection concerns that arise on the programme.
- Prepare course materials in advance (e.g. handouts) for use by the facilitators.
- Supervise the delivery of the programme (e.g. start and end on time)
- Coordinate the venue to meet the needs of the night (e.g. kitchen set up; rooms for parents and teen/child; family room; etc)
- Brief facilitators before the beginning of each evening to update on relevant information regarding families' attendance and issues that may necessitate attention.
- Debrief facilitators after the programme and provide informal support where necessary. Supervision should be provided by the facilitator's agency, where appropriate.
- Ensure childcare workers have materials & rooms needed to mind children of families attending the programme.
- Support childcare workers in their role as/if the need arises.
- Ensure incentives are purchased in advance to disseminate on the night as appropriate.
- Maintain regular contact with the Programme Manager throughout the duration of SFP and update regarding any matters that may arise, particularly child protection concerns.

Family Support:

- Family support may extend to responding to child protection concerns, referral to appropriate services, dealing with family issues that may come up on an SFP evening or during the week, and providing appropriate brief interventions where needed and appropriate.
- Liaise with SFP Parent Advocate Worker on relevant matters for further support needed by parents particularly in relation to catch-up sessions, home visits, and other necessary and appropriate follow up, in agreement with the parent.
- Ongoing support should be referred back to the Referral Agent, where available and appropriate.
- Liaise with Programme Manager on issues that require follow up, and as issues may arise.

Graduation Evening:

- For the graduation evening (15th evening), ensure venue is coordinated adequately; seating is allocated etc. *Planning is carried out with Programme Manager.*
- Brief SFP Team and families on arrangements for the evening.

- Incentives and tokens (e.g. photos) should be purchased in advance in preparation for the evening (Programme Manager)

Booster Sessions (3/6 months post programme):

- For each family who graduates, a booster session is carried out 6 months after their graduation.
- Notify and invite relevant families to participate in this booster.
- Aid in the coordination and delivery of this session (contact relevant facilitators, brief and debrief facilitators, contact families, etc).

Meetings:

- Regular meetings with Programme Manager to update on progress; attendance of families; attendance of childcare workers; and general updates.
- Attend Management Committee meetings (3 per programme, usually Mondays; 12 hours in total per year). Other extraordinary meetings may be scheduled where the need arises.
- Meet with families and referral agents (before acceptance) to assess compatibility of needs with SFP.
- Attend and update Family Referral Committee on families' applications.
- Liaise weekly with referral agents to ensure insofar as possible, support for family is ongoing and to update on progress. *Families can choose not to engage in this SFP support, if they so wish. However, where statutory organisations are involved in the support of the family and/or have referred the family to SFP (such as the Social Work Department), SFP must have access to and ongoing communication with the relevant agency as disengaging from a statutory organisation may not be a choice for the family. SFP is not a replacement for any pre-existing support or ongoing work/support needed by a family and should not be treated as such. Please see Policies and Procedures regarding referrals and referral agents role.*
- Evaluation meetings after the programme which may include management committee; facilitators; referral agents.
- Planning meetings for Graduation (approx 2) with Programme Manager.
- Booster Session for each term of SFP completed (6 months later)

Budget Management:

- Manage funds (petty cash) allocated by Ballymun Local Drugs Task Force to SFP (i.e. to purchase incentives; materials for parent / teen/child sessions; graduation materials)
- Provide detailed accounts of income and expenditure on a monthly/programme basis to the Ballymun Local Drugs Task Force and/or as requested and in advanced agreement with BLDTF.

Evaluation:

- Liaise with Evaluation Manager and Programme Manager (Ballymun Local Drugs Task Force) regarding SFP evaluation matters regarding outcome evaluations for families, and SFP Site Report Survey.
- Attend and aid in the coordination of a review with facilitators, usually scheduled for the last evening of the programme.

Facilitator Support:

All facilitators should be supervised by their own agency, where available:

- Provide informal support for facilitators through group or individual debriefs, as appropriate and necessary.
- Where a greater need arises, contact the Programme Manager.

4. Facilitator / Assistant Facilitator / Floater

The **Facilitators** primary role is to deliver the Strengthening Families Programme in class-based sessions over 15 weeks, in line with the manual and fidelity guidelines, to parents and/or teen/child. An **Assistant Facilitator** is a support facilitator to the two Co-Facilitators and the SFP process in each of the Teen/childs group. The Assistant Facilitator may also be asked to fill in for a Facilitator, in any of the group sessions, where a Facilitator may be unable to attend. A **Floater** is available every SFP evening for other supports that may be necessary, including general set up for the evening, welcoming families, facilitation needs as they arise, and is available to family members who may need to opt out of sessions throughout the evening.

The Facilitator or Assistant Facilitator or Floater will be trained in SFP, and comfortable and experienced working with groups (both adults and/or teen/childs). Training in SFP can be accessed through attendance at courses organized in a number of different communities. Training can be made available locally when and as the need arises and depending on availability of SFP Trainers. The Programme Manager can be contacted regarding further information on training opportunities.

Volunteers: A volunteer who is associated with an agency/school/institution may apply to support SFP in one of the above roles. Volunteers should fulfill the same criteria as those listed below (as for Agency Representatives) and in particular should be Garda Vetted. Where an individual is not connected with an agency but wishes to volunteer, the Programme Manager will discuss possibilities for engaging with a volunteer structure. Please contact the Programme Manager if there are specific questions about volunteering.

Criteria:

A Facilitator/Assistant Facilitator/Floater is an agency representative or volunteer who commits a number of hours each week to the families to facilitate, engage, and contribute towards the development of the SFP.

- Has attended and completed the 2 day SFP Group Leader training.
- Has experience working with and facilitating groups of young people/parents/families.
- Has experience and/or knowledge of Children First Guidelines.
- Comfortable working with different family dynamics and groups.
- Comfortable working in a multi-agency setting and understand the dynamics of such methods of working.
- Available to facilitate on at least two programmes (each programme is one evening per week for 15 weeks, in Ballymun). (February – May &/or September – December)
- Has been Garda Vetted for the purpose of their current role, if an agency representative. Otherwise, volunteers must be linked with a volunteering body and Garda Vetted for the purposes of SFP.
- Has support from their (Line) Manager to engage with the Programme.
- Receives supervision or staff / volunteer support from their agency to include SFP.
- Can participate and commit fully to the programme including:

- Facilitate a parent or teen/childrens group over the 15 weeks, and facilitate family sessions where agreed.
- Attend induction meeting(s) (pre-programme) and evaluation meeting (post-programme).
- Where possible, facilitators will be asked to attend the evaluation meeting for families to facilitate the administration of the questionnaire.

Facilitators will work with one or various groups depending on their role. Typically, Parent and Teen/Child Groups are assigned two co-facilitators per group, plus an Assistant Facilitator for each Teen/Child Group. Family groups are co-facilitated by one Parent and one Teen/Child Facilitator, with an additional Assistant Facilitator where necessary and resource permitting.

<u>Typical Weekly Sessions*</u>	
3:00 – 4:00pm	Briefing for Facilitators
4:00 – 6:00pm	Co-Facilitators Preparation
6.00pm	Arrival of Families
6.00-6.40pm	Dinner - families and facilitators
6.40-7.30pm	Parents & Teen/childs Group meet separately with respective Facilitators
7.30-7.40pm	Break
7.40-8.30pm	Family Skills - Parents and Teen/child rejoin for Family Group with respective Facilitators
8:30-9:00pm	Debrief with Facilitators

* This is an example of a typical SFP (12-16) evening, which may change depending on need. The Junior SFP (6-12 years) typically starts an hour earlier, at 5pm.

Roles and Responsibilities:

Meetings:

- Attend Team Building meeting(s) prior to programme start.
- Attend briefing meeting with Site Coordinator and other facilitators before the programme starts each evening.
- Attend debriefing session to review the evening's events.
- Attend review/feedback meeting post programme.
- Reconvene for Booster Session 3/6 months after families graduate.

Supervision/Support:

- The facilitator's/volunteers agency is asked to provide supervision to include SFP.
- Where supervision is unavailable for SFP, the Site Coordinator / Programme Manager may provide informal support, where requested.
- If a further need arises directly from SFP, the facilitator should inform the Site Coordinator who will in turn notify the Programme Manager.
- The SFP MC encourages agencies to recognise and credit agency representatives with acknowledgement of the time given to the programme to support Ballymun families.
- *To support Facilitators in their role, the SFP Management Committee requests that facilitators do not take on any additional or extra work related to the programme. Any queries, concerns or follow ups should always be brought to the attention of the Site Coordinator or Programme Manager.*

Planning and Preparation:

- On the evening of SFP, facilitators are given time to prepare for the night's group sessions.
- The SFP Team should familiarise themselves with SFP policies and procedures and other relevant national legislation or guidelines.

5. Referral Agent

The primary function of the referral agent is to support the family they have referred throughout the process of Strengthening Families. This includes weekly support, and engaging with the SFP evaluation process towards completion of the programme. *Referral Agents/Agencies do not necessarily have to be trained in SFP in order to refer, although it is important for Referral Agents to attend a pre-selection meeting with the SFP Site Coordinator/Programme Manager and read and agree to the following roles and expectations.*

Referring a family

- *Please be advised that it is not the policy, nor role of SFP to replace support services to families, young people and /or parents rather to complement services already engaged, over a brief period of time.*
- Ensure familiarisation around the context and content of the Strengthening Families Programme and its policies and procedures.
- Ensure insofar as possible that the programme and needs/context of family is compatible before referring and provide as much information as possible to SFP regarding these needs.
- Attend pre-selection meeting with the family & SFP Site Coordinator / Programme Manager.

Support for Family:

- Support both parent(s) and teen/child weekly throughout Strengthening Families.
- Using the Manual provided, revise and review skills and support with **home practice**.
- Notify Site Coordinator where a family chooses not to engage in this support.
- Notify Site Coordinator in the event of a family disengaging from your service and of a **nominated Secondary Agent*** who may be able to provide support to the family and has been informed of the referral/engagement with SFP, in agreement with the family.
 - *Where a statutory service is involved with a family, such as Social Work, families may be able to “disengage” from the service. In these cases, SFP requests the service to make ongoing contact with the family and Site Coordinator, throughout the SFP process.*
- Ensure an agency representative or secondary referral source is available to liaise with Site Coordinator in the event of “named agent” being absent for any reason.
- Provide follow up support for the family after completion of the programme.

Contact with Site Coordinator:

- Maintain weekly contact with Site Coordinator to update on family progress; attendance; home practice and other issues pertinent to the family and SFP.
- Notify Site Coordinator of any changes in relationship with the family (e.g. disengagement from your service) or other issues that may affect family's attendance or engagement on the programme.

Meetings:

- Attend Induction Training prior to programme beginning, where necessary.
- Accompany family to the first night of SFP.
- Attend SFP graduation evening in support of the referred family. Dates are available in advance of the programme to enable planning.
- Meet family (teen/child and parent where possible) for SFP reviews.

Evaluation:

- Contact family and confirm suitable date and time for family evaluation in collaboration with Evaluation Manager (BLDTF).
- Attend, where necessary, a training workshop on evaluation with Evaluation Manager.
- Attend evaluation meeting, usually scheduled towards the final week of the SFP and administer evaluation questionnaire to referred parent(s) and/or teen/child who have engaged and completed the programme.
- Facilitate Evaluation Manager to meet with families on a separate occasion if necessary.
- Communicate, where necessary, progress of evaluation activities to Evaluation Manager.

Booster Session:

- A booster programme is provided at 6 months, post-programme for all families who completed SFP (which may coincide with 6 month follow up evaluation).
- If contact still remains with the family, referral agent should pass this notification to the family that has been involved. The Site Coordinator may also make direct contact with the family.
- *A **Secondary Agent** is one who may already be working with either/both parent and teen/child and who is in a position to provide back up support to the family, particularly where the Primary Referrer may be unavailable or where a family has disengaged from one service.

6. Ancillary Staff

Ancillary staff includes caterers, childcare workers, porter and transport. Each of these will be hired for services for the SFP under the regulations that apply for each. The Programme Manager is responsible for ensuring these staff members are in place and prepared for each programme. The subsequent section on Policies and Procedures applies to all staff members.

The **Caterers** are hired to provide dinner on the evenings of SFP to all family members and SFP Personnel. These caterers will be Garda Vetted, and the company will provide all necessary documents to ensure they conform to all regulations (HACCP, food hygiene, etc)

Childcare Workers are hired to provide childcare services to the children of families who attend the programme up to the age of 12. Childcare can be provided to suitable families attending the SFP, where **childcare may be a barrier to attendance**. To safeguard the safety, health and welfare of children attending the programme, all Childcare workers must be qualified in childcare, for 0-5 year olds, familiar with childcare regulations and Garda Vetted. For children who are older, these may be childcare qualified staff or qualified youth workers who are also Garda Vetted. The number of children requiring childcare may be limited to ensure the resources can meet the needs of the total number. Childcare may be provided for 0-12 year olds on any SFP evening, for those families participating in the programme. However, this must be agreed in advance of the programme starting and will depend on the availability of adequate services, such as a crèche for those aged 5 and under, and a multipurpose room for those up to 12. The Site Coordinator should be made aware of all special needs or requirements for children as resources may not be available to fulfill all needs. Childcare Workers will feedback to the Site Coordinator/Programme Manager activities and any issues that may arise each evening on the SFP. In an event where childcare cannot be provided onsite, please contact the Programme Manager.

The **Porter** is assigned by the HSE and is a HSE requirement for using the premises in Geraldstown House. The Porter is present each SFP evening from 5:30pm until all have left the complex (usually 9pm). This role includes providing a security presence on the premises at all times to aid in ensuring the safety and welfare of all participants and personnel present; to aid in the SFP set up and to remove tables and chairs after dinner to the appropriate locations.

Transport is available to those families who may otherwise not be able to attend the programme. The transport is normally provided by a local taxi service, which delivers families to and from the programme. All necessary documentation, fulfillment of regulations etc are confirmed prior to programme start.