

TORBAY COUNCIL

Part 2 Specification

Contract Reference

TCS1720

Contract Title

Residential Placements Partner

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A Requirements Applicable to All Three Lots

A1 Day to Day Care Practice

Partnership

- A1.1 The Provider and their staff team are required to:
- (a) be committed to working in partnership with the Children or Young People, families, those with parental responsibilities, social care teams, external agencies who have an interest in the Children or Young People, and the wider Edge of Care Service of which they are a central part;
 - (b) work collaboratively with Children or Young People and parents throughout each stage of their involvement with them;
 - (c) provide assistance and information to encourage, support and enable them to make informed choices about their lives.

Relationships between Children, Young People, Families and Staff.

- A1.2 The Provider is required to work to the ethos that building good relationships is paramount for the Child or Young Person if they are to benefit from settled and stable placements.
- A1.3 The Provider is required to ensure:
- (a) the staff team is committed to meeting the individual and group needs of the Children or Young People in the Home;
 - (b) good working relationships and communications are maintained with Children or Young People, and their families;
 - (c) the Children or Young People are provided with a safe place to stay, together with positive adult role models, clear support, guidance and boundaries;
 - (d) individual planning is undertaken in conjunction with the family and the Child or Young Person in a manner, which respects their dignity, rights and individuality;
 - (e) the staff team are flexible in agreeing times for outreach sessions with family members and take account of family pressures to enable parents and carers to play their part in the work being undertaken.

Establishment Meetings

- A1.4 The Provider is required to hold Young Person's Meetings on a weekly basis, to provide Children or Young People with the opportunity to be involved in decision making within the Home. The Provider is required to ensure, as a minimum the meetings discuss the following:
- (a) family contact;
 - (b) activities;
 - (c) peer relationships;
 - (d) celebrations;

- (e) behaviour;
- (f) holidays;
- (g) house rules;
- (h) actions, successes or achievements which result in praise for the Children or Young People.

A1.5 The Provider is required to ensure:

- (a) the primary purpose of the meetings is to provide Children or Young People with an opportunity to lead a discussion about their views and opinions;
- (b) the Children or Young People are asked to bring together their items for the agenda and these will be discussed before any items raised by staff are opened up for discussion;
- (c) any decisions that are required almost always involve the Children or Young People directly and are recorded in a 'decisions log'.

Visitors

A1.6 Maintaining contact with family, friends and relatives is key for a successful return home. As well as the key worker visiting the family at home, the Provider is required to ensure the family are encouraged to:

- (a) visit regularly to maintain consistency;
- (b) attend meetings that are arranged for the Children or Young People and themselves with the key worker.

Leisure Activities

A1.7 The Provider is required to ensure:

- (a) Children or Young People are encouraged to develop and pursue leisure interests, to take part in a range of recreational activities and develop positive ways of spending their leisure time;
- (b) staff encourage the pursuit of leisure interest this by exploring suitable in-house and external activities for the Children or Young People to engage in, taking into account any leisure interests and activities discussed prior to admission at the family group conference or admission planning meeting;
- (c) the Home has a wide range of games and other activities and that Children or Young People are encouraged to spend time with staff in the evening, in a relaxing and homely atmosphere;
- (d) Children or Young People are strongly encouraged to develop friendships and interests that involve them in the wider community and that the key worker facilitates the arrangement of appropriate activities.

A1.8 When necessary, consideration will be given to establishing whether financial support is required.

Expectations of Behaviour with the Home

A1.9 The Provider is required to set clear expectations relating to what constitutes acceptable behaviour of staff and Children or Young People within the Home.

- A1.10 The rules set by the Provider must not be unreasonable in the context of family style living and should be in place for the safety of Children or Young People and the staff team.
- A1.11 The Provider is required to have a zero tolerance policy in respect of bullying in any form.
- A1.12 The Provider is required to ensure:
- (a) expectations are made clear in admission planning meetings and restated when required;
 - (b) individual behaviour management plans, which identify the behaviour we are wishing to positively affect form an integral part of the placement plan;
 - (c) plans are monitored weekly as part of the staff meeting and during the course of individual work being undertaken with the Child or Young Person and their families.
- A1.13 Where there is an occasion when it is agreed that care and control will be necessary, the Provider is required to ensure the details are recorded in full in the placement plan and shared with the staff team and other necessary professionals.

Education

- A1.14 There is an expectation that all Children or Young People living within the Home attend education. The Provider is required to ensure:
- (a) the staff team is committed to encouraging and actively supporting all Children or Young People with their education;
 - (b) all key workers have the responsibility to monitor and where necessary support homework;
 - (c) the staff actively encourage Children or Young People to study and do their homework;
 - (d) that every Child or Young Person is provided with an appropriate setting in which to study and do their homework.

Religious Observation

- A1.15 The Provider is required to ensure:
- (a) all staff recognise and respect that religion plays an important part in many people's lives and that each Child or Young Person is encouraged to observe his/her religious practices;
 - (b) space is made available to facilitate observance of religious practices;
 - (c) where outside worship is required, that this will happen and the Child or Young Person is supported accordingly.

Equal Opportunities and Anti-Discriminatory Practice

- A1.16 Torbay contains diverse communities and the Provider is required to ensure that the service they provide is open and accessible to all Children or Young People and families referred to the Home.

A1.17 Equality of opportunity is vital to give individuals fair and equal chance to develop their abilities and realise their full potential. The Council is opposed to any form of discrimination and recognises its impediment to good practice and the Provider is required to:

- (a) have an integrated, anti-discriminatory approach in all aspects of their practice;
- (b) ensure their staff team is committed to offering a good level of childcare practice in a non-discriminatory environment whereby all people are valued as individuals;
- (c) aim to meet the needs of Children or Young People arising from their race, gender, sexual orientation, disability and culture.

However it is recognised that the Provider may not always be able to provide a service to a Child or Young Person with a permanent and substantial disability which require specialist assistance.

A1.18 The Provider is required to make efforts to help Children or Young People enjoy cultural expression in dress, music, art, food, customs and celebrations, in a way that is satisfying to Children or Young People from a variety of backgrounds, and which widens the experience for other Children or Young People, and indeed for the staff, within the Home.

Health Care

A1.19 The Provider is required to ensure:

- (a) staff are actively involved in monitoring the health of the Children or Young People in conjunction with their families and in encouraging them to keep healthy;
- (b) arrangements are negotiated between the Children or Young People, their families and their key worker to receive necessary medical, dental and optical assessments and treatment;
- (c) when medication is prescribed by a GP, it is safely secured in a locked medicine cabinet and a recording is made of each dose given to the Child or Young Person;
- (d) the staff team to actively dissuade Children or Young People from smoking and to support them through cessation programs when necessary;
- (e) smoking of any nature within the Home is not permitted;
- (f) Children or Young People are provided with individual advice and guidance appropriate to their age, relating to sexual health where this is identified as being needed.

Confidentiality

A1.20 It is recognised that the staff work as a team and therefore need to share information relating to the Children or Young People with each other. The Provider is required to ensure information is only shared on a professional basis and the Children or Young People are aware of this.

- A1.21 All Children or Young People have the right of access to personal information. If a Child or Young Person requests to see their residential files, the Provider is required to ensure access is arranged through the key worker. If they request to see their main file held by the Council, access will be arranged by the allocated social worker.

Unauthorised Absences/Missing

- A1.22 The Provider is required to ensure Children or Young People are encouraged to have overnight stays with family members as part of their placement or reunification plan.
- A1.23 Where a Child or Young Person does not have agreement to spend time with a particular family member and is missing from the Home the Provider is required to report them as a missing person to the local Police Station, giving any available information about where they may be.
- A1.24 The Provider is required to ensure that all people with parental responsibility and the social worker are informed as soon as possible.
- A1.25 The Provider is required to keep those with parental responsibility and the social worker informed of any significant pieces of information related to the missing episode, this may include precipitating incidents, significant events, behaviours and identifying information.
- A1.26 The Provider should also keep all informed on a regular basis where Children or Young People do not return and notify immediately when they return.
- A1.27 In the event a Child or Young Person has been missing for seventy two (72) hours, it is the responsibility of the Child Exploitation Officer to brief the Director of Children's Services on the circumstances and the work being undertaken to locate the Child or Young Person. The Provider is required to ensure all necessary information is provided to the Child Exploitation Officer in a timely manner.
- A1.28 At the earliest opportunity when the Child or Young Person returns, and within seventy two (72) hours, the Provider is required to ensure they have a Return Home Interview (<https://torbaychildcare.proceduresonline.com/>) to discuss their Absence with an independent person. It is expected that as the Child or Young Person is living in a Children's Home this interview will take place within twenty four (24) hours of their return.
- A1.29 The Provider is required to ensure police, families and social worker are informed of their return.
- A1.30 Where police, families and social work also wish to speak confidentially to the Child or Young Person about the reason for their Absence, sensitivity to the Child or Young Person should be extended to avoid him/her from having to unnecessarily repeat their story.

Fire Evacuation Procedures

A1.31 The Provider is required to ensure:

- (a) all staff and Children or Young People are helped to fully understand the fire evacuation procedure;
- (b) fire drills take place on a regular basis and fire points are tested weekly;
- (c) the purpose and results of these tests are discussed at staff and, when necessary, at residents' meetings.

A2 Criminalisation of Children and Young People

A2.1 The prosecution of Children or Young People should be avoided wherever possible. The Crown Prosecution Service will not accept requests for Children or Young People in Children's Homes to be prosecuted until the following have been considered:

- (a) the disciplinary policy of the Home;
- (b) an explanation from the Home regarding their decision to involve the police, which should refer to the procedures and guidance on police involvement;
- (c) information from the Home about the recent behaviour of the Child or Young Person, including:
 - similar behaviour;
 - any incidents in the Child or Young Person's life that could have affected their behaviour;
 - any history between the Child or Young Person and the victim;
 - any apology or reparation by the Child or Young Person;
 - the history of the incident; and
 - any action taken under the Home's disciplinary policy.
- (d) The views of the victim, including their willingness to attend court to give evidence and/or participate in restorative justice or other diversionary programmes;
- (e) The views of the key worker, social worker, counsellor or CAMHS worker on the effect of criminal justice intervention on the Child or Young Person, particularly where the Child or Young Person suffers from an illness or disorder;
- (f) Any explanation or information about the offence from the Child or Young Person;
- (g) If the Child or Young Person wishes it to be considered, information about the Council assess of his/her needs and how the placement provided by the Home is intended to address them. The Council will be able to provide this information as it is an integral part of the Care Plan for the Child or Young Person.

A3 Communication

- A3.1 The Provider is required to ensure regular contact with education staff or provision takes place and any issues are highlighted. The Provider will ensure face to face contact with education staff:
- (a) at least twice a week for primary aged Children or Young People; and
 - (b) at least once a week for secondary aged Children or Young People.
- A3.2 The Provider is required to ensure the following are sent to the placing social worker:
- (a) updates by or on behalf of the Registered Manager on a weekly basis;
 - (b) evidence of outcomes progression for the Child or Young Person, as a minimum on a monthly basis;
 - (c) any changes in assessed care needs, risks or patterns of behaviour immediately upon identification;
- A3.3 The Provider is required to ensure written progress reports, court statements and assessments on individual Children or Young People for planning meetings, safeguarding meetings review meetings and court proceedings are provided in a timely manner as required.
- A3.4 All serious issues reportable under Regulation 40 of the Children's Homes (England) Regulations 2015 or any subsequent legislation will be passed to the placing social worker and Council authorised officer for this Contract within twenty four (24) hours of the incident.
- A3.5 Where it is known that the Registered Manager of the Home is to be Absent for a period exceeding four (4) weeks the Provider is required to notify the Council authorised officer for this Contract and supply a contingency plan for the interim or permanent period.
- A3.6 The Provider is required to email copies of Regulation 44 reports to the Council's authorised officer for this Contract as soon as they are available.

A4 Escalation and Issues Resolution

- A4.1 The Provider is required to work with the placing social worker in partnership around the Child or Young Person, ensuring that communication is consistent.
- A4.2 Any professional differences with one another or other professionals working with the Child or Young Person are to be resolved so as not to disadvantage the Child or Young Person or cause delay to the implementation of their care plan.
- A4.3 The names and contact information of the supervising social worker, their manager, a senior manager and the IRO (Independent Reviewing Officer) will be

provided to the Provider by the Council at the time the Child or Young Person is placed.

- A4.4 Either party may formally challenge the other if a sufficient response or information is not received from the Provider or Council to enable the Provider to care safely for the Child or Young Person.
- A4.5 Issues will be emailed to the placing social worker and team manager or Registered Manager in the first instance. If an appropriate reply is not received within three working days, the Provider or Council will email the senior manager or Responsible Individual. If the unresolved issues relate to the Care Plan the IRO will be contacted by the Provider.
- A4.6 If an appropriate reply is not received from the senior manager or IRO within a further three (3) working days, the issue will be raised by the Provider via email with the Council's authorised officer for the Contract.

A5 **Complaints**

- A5.1 The Provider is required to:
- (a) have a complaints procedure for the Home, in line with statutory requirements and departmental arrangements;
 - (b) ensure every complaint is taken seriously and acted upon;
 - (c) ensure Children or Young People are encouraged to use their linkwork sessions to discuss issues they are not happy with and to resolve the majority of complaints through good restorative practice without recourse to formal procedures;
 - (d) ensure the person receiving the complaint records the information accurately and escalates the matter to the Manager;
 - (e) ensure the Manager, assuming that they are not implicated, makes every attempt to resolve the complaint informally, through:
 - discussion with all relevant parties initially on an individual basis; and
 - then bringing both parties together;
 - recording the process and how the complaint was resolved;
 - (f) ensure, if the complaint cannot be resolved at the informal stage or the person making the complaint remains dissatisfied with the decisions, they have the option to insist that the complaint is handled formally and coordinated within the formal complaints process;
 - (g) ensure the implications of all complaints are discussed at the next review to establish whether there is any impact upon the plans for the Child or Young Person;
 - (h) ensure key workers thoroughly and proactively check whether the Child or Young Person has concerns and ensure they understand how to make a complaint if necessary;
 - (i) ensure staff are aware of the complaints procedure and are comfortable and competent in encouraging Children or Young People to use it.

- A5.2 The Provider is required to deal with any complaint that involves alleged abuse by a member of staff in line with Torbay's Child Protection Procedures (<https://torbaychildcare.proceduresonline.com/>) and ensure all staff carry out their obligations accordingly.

B Requirements for the Provision of Care in a Residential Setting for Children and Young People on the Edge of Care

Please Note: These requirements are specific to Lot One and Lot Two

B1 The Residential Home

- B1.1 The Home provided by the Council will be a four bedroomed Residential Home that provides a service for up to four Children or Young People (of either gender), and their family, in the age range of ten (10) to fifteen (15) for a period of up to twelve (12) weeks so that successful reunification can take place.
- B1.2 The Provider will also be required to provide support to Children or Young People where foster care placements may be at risk of disruption.
- B1.3 All residents, parents and carers, social workers and residential staff will be committed to the very specific and essential aim of re-unification.
- B1.4 Should it become clear in the placement period that re-unification is not possible, the resident will be required to move to an alternative placement better suited to his/her longer-term needs.
- B1.5 the Provider is required to staff the Home with an appropriately sized and qualified team comprising residential workers, care bank workers and ancillary workers.
- B1.6 This Service is seen as an essential part of the edge of care service and the Provider is required to work alongside the Child or Young Person's social work team for Children or Young People referred to the Home.

B2 Principles

- B2.1 The Council subscribes to the ethos that Children or Young People by and large are best brought up by their family or their immediate family and friend network. The Provider is required to work in partnership with Children or Young People, their families and the key professional network, including the Child or Young Person's social worker, the wider edge of care team, the CAMHS service, and the foster care service, to ensure that, unless there are exceptional circumstances, all Children or Young People remain living with their immediate family (including foster care family) network.
- B2.2 The role of this Service is to support those families who are experiencing crises when relationships become extremely strained to breaking point by providing a short and focused period of care for the Child or Young Person and family while intensive restorative work is undertaken.

- B2.3 The Council has an expectation that the Child or Young Person, parents and carers will attend all review meetings at the Home.

B3 The Main Purpose

- B3.1 The role and function of the Home will be to form an integral and important part of the Council's absolute commitment to ensuring that all Children or Young People live in permanent and secure family homes wherever possible.
- B3.2 The Provider's focus will be on facilitating safe and timely reunification with the Child or Young Person's care givers following intensive work and support will maximise the chances of the family living together successfully and mitigating the risks of permanent separation which can significantly and adversely affect the life chances of the Child or Young Person.
- B3.3 The Home will be part of an integrated approach to enabling Children or Young People to live securely in their families. The Provider is required to make four places available to Children or Young People for up to a maximum of twelve weeks, in circumstances when crises in the family mean that a planned period of care will enable restorative work to be undertaken to reunify the family.
- B3.4 It is expected that by the end of the twelve (12) week period, or earlier if possible, the Child or Young Person will have left the Home and had a planned return to live in his/her family or friends network, or has moved to an alternative placement suitable to their needs.

B4 Admission and Referral Process

- B4.1 All referrals to the Home will be through the Torbay Access to Resources Panel (ATR) and it is expected that a manager from the Home will be a permanent member of the Panel.
- B4.2 In the event that an admission has been made in an urgent situation the application must come to the next ATR panel to be discussed retrospectively.
- B4.3 It is expected that, wherever possible, all Children or Young People and their families will have benefited from a Family Group Conference before discussion at the ATR panel to ensure informed choices and decisions about services can be made.
- B4.4 The Home's response to the referral will be co-ordinated by a manager or nominated senior residential worker with the aim of agreeing with the Child or Young Person and his/her parents or carers:
- (a) the admission arrangements;
 - (b) the details of the work to be undertaken as part of the Child or Young Person's reunification plan; and
 - (c) the dates of reviews of progress.
- B4.5 Unless there are exceptional circumstances admissions to the Home will be made by 8:00pm.
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- B4.6 It is expected that the Home will accept emergency admissions will be accepted on a case by case basis and according to the match of residents staying at the Home.
- B4.7 The Placement Plan and Reunification Plan will specify visiting and contact arrangements for parents, carers and social workers, and other professionals with the expectation that all will keep to the requirements which will be essential for the plan to be fully effective within the timescale.
- B4.8 Failure to maintain contact or to implement the plan will be a core discussion at the next progress review which can be brought forward if the plan's potential for success is compromised.
- B4.9 The first review will take place no later than ten (10) working days following admission and subsequent reviews at five (5) and eight (8) weeks post admission.
- B4.10 Each review will be scheduled at a time to allow all relevant parties to attend but particularly family members and the Child or Young Person. Its purpose will be to evaluate the progress of the plan and make recommendations for amendment when necessary.
- B4.11 Should it become clear that re-unification is not possible, alternative placement arrangements will be made immediately in conjunction with the Council's placement team (see also B5 below).

B5 Reunification (Care) Planning Meetings and Reviews

- B5.1 In accordance with the Children Act 1989, and Torbay Looked After Children Procedures every Child or Young Person who is being looked after will have an individually written care plan and placement plan/agreement. The primary purpose of planning is to promote and safeguard the welfare of a Child or Young Person living away from his/her family and to avoid drift and uncertainty. This means that reunification or, for those who cannot be reunited, moves to provision to best meet the Child or Young Person's needs take place in a safe and timely manner.

Initial Reunification Planning Meeting

- B5.2 The initial reunification planning meeting will take place as soon as possible after the ATR panel agrees that a Placement into the Home will best meet the Child or Young Person's needs.
- B5.3 The meeting should involve the Child or Young Person, the social worker, other key professionals and the parents/carers. Timing of the meeting should be arranged to ensure the parents/carers attendance.
- B5.4 The meeting will normally be chaired by a manager from the Edge of Care service.
- B5.5 The aim of the meeting will be to work in partnership with the Child or Young Person and their family (including those that can help the parents and carers and the Child or Young Person) to facilitate the Child or Young Person and parents and carers to develop a reunification plan that will specify the work that all attendees at the meeting will agree.
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- B5.6 The meeting will
- (a) be Child or Young Person focused;
 - (b) based on the principles of relationship based restorative social work;
 - (c) define the roles of the participants;
 - (d) define the work the Provider's staff will undertake with the Child or Young Person and their parents or carers;
 - (e) define any joint work to be undertaken with professional colleagues; and
 - (f) any outreach work in the Child or Young Person's home and community.

Review Meetings

- B5.7 In order to support, and oversee, a return home, the first review of the reunification (looked after children) plan will be held within ten (10) working days of admission and the second review will be held within five (5) weeks of admission.
- B5.8 These reviews will rigorously evaluate progress of the reunification plan and make recommendations for adjustments to the plan if necessary.
- B5.9 Because the plan is so time critical, the chair of the review will pay particular attention to ensuring that the plan has been implemented in full and will hold to account those responsible for any slippage. This will be undertaken in collaboration with the Child or Young Person's IRO.
- B5.10 Should it become clear that the plan will not be achieved, immediate consideration of alternative placements will be necessary which will require the immediate involvement of Council's Placements Team.
- B5.11 The third and final review will take place eight (8) weeks after admission. Its function will be to:
- (a) confirm the details of the re-unification plan;
 - (b) define (in conjunction with the Child or Young Person, the parents and carers) the work that will be required in the last two (2) weeks of residential placement; and
 - (c) facilitate discussion with the Child or Young Person, the parents and carers to agree an edge of care plan to support the reunification through the initial challenging weeks when the family resume living with each other.

The plan should determine the nature and delivery of professional support.

B6 Relationship with the Edge of Care Team and Emergency Duty Team (EDT)

- B6.1 The staff within the Home will be required to work with and have access to the Edge of Care Team service, which operates seven (7) days per week.
- B6.2 It is expected that the staff within the Home will have periodic, 'as needed' contact with the Emergency Duty Team and the CAMHS service. The establishment will have links to the Council's Fostering Service and Placements Team.

Living at the Residential Home

- B7.1 The Provider is required to work to the ethos that within the group living experience consideration and respect for others is essential.
- B7.2 The Provider is required to organise the Home around Children or Young People and staff working together to achieve the common goal of Children or Young People returning to live within their family network and community.
- B7.3 The Provider is required to allocate a key worker to each Child or Young Person, who will be primarily responsible for ensuring that individual or conjoint work is undertaken with the family and the Child or Young Person as part of the agreed reunification plan. All reunification plans will be tailored to meet the individual's needs and encourage positive progress towards the return to the family network.
- B7.4 Each Child or Young Person will have their own bedroom, which they are responsible for keeping clean and tidy.
- B7.5 Depending on the age of the Child or Young Person, there is an expectation that Children or Young People and staff work together to ensure the Home is kept tidy, clean and, most importantly of all, homely.
- B7.6 The Provider is required to ensure:
- (a) activities such as cooking, eating and leisure take place communally when it is possible and right for the Children or Young People to do so;
 - (b) during the school week that Children or Young People are awake and out of bed by 7:30am in order to be ready to be in school by 9:00am;
 - (c) bedtimes are set around the age of the individual Child or Young Person in agreement with their families, it is expected this would be no later than 10:30pm during the school week.

Key Working

- B7.7 The Provider is required to:
- (a) ensure the system of link and conjoint working is very much integrated into daily practice within the Home;
 - (b) allocate each Child or Young Person with a key worker prior to admission or, in an emergency, at the point of admission;
 - (c) ensure the key worker's primary role is to support the reunification plan by implementing those parts for which they are responsible and supporting, co-working and facilitating others to do the same;
 - (d) ensure the key worker, in the event elements of the plan are found not to be implemented, has individual and collective responsibility for raising it at the first opportunity;
 - (e) ensure the key worker prepares and delivers timely reports at formal meetings that will normally be expected to involve the Child or Young Person unless there is good reason not to do so. In this circumstance the reasons for

exclusion will always be recorded on the Child or Young Person's case record;

- (f) ensure the key worker is seen as the person with an up-to-date knowledge of every aspect of the Child or Young Person's welfare and the knowledge to provide immediate information on the Child or Young Person;
- (g) ensure the key worker orally briefs all other staff in the establishment and ensures they have access to contemporary information.

B7.8 The Provider is required to ensure:

- (a) the relationship building process with the Child or Young Person, their family and all agencies working with the Child or Young Person forms an essential part of the restorative working process;
- (b) time is afforded to the process to provide the Child or Young Person and worker the opportunity to build a relationship and work collaboratively on specific issues which will enable a successful return home, including but not limited to:
 - consult with outside agencies and help monitor educational/vocational plans;
 - explore how the Child or Young Person feels about their situation, particularly with regard to relationships with family;
 - discuss the Child or Young Person's progress towards re-integrating back into the family home;
 - discuss any issues regarding health and education;
 - review and evaluate the week's events.

C Requirements Specific to Provision of Care in a Residential Setting for Looked After Children and Young People

Please Note: These requirements are specific to Lot One and Lot Three

C1 The Residential Home

- C1.1 The Home provided by the Council will be a three bedroomed Residential Home that provides a service for up to three (3) Children or Young People (of either gender), in the age range of twelve (12) to seventeen (17).
- C1.2 The Provider is required to staff the Home with an appropriately sized and qualified team comprising residential workers, care bank workers and ancillary workers.
- C1.3 The Home is an essential part of meeting the needs of looked after children within Torbay and the Provider is required to work alongside the Child or Young Person's social work team for those Children or Young People referred to the Home.
- C1.4 The Home will provide both short and long term placements to Children or Young People who are considered to be in need of residential care in the Torbay area.

C2 Principles

- C2.1 The Council subscribes to the ethos that Children or Young People by and large are best brought up by their family or their immediate family and friend network. The Provider is required to work in partnership with Children or Young People, their families and the key professional network, including the Child or Young Person's social worker, to support Children or Young People to maintain regular contact with their family and to provide high quality care for Children or Young People in their home.
- C2.2 The Provider is required to support Children or Young People to move on to foster care placements by working collaboratively with the Torbay Placements and fostering team, where this is identified as the appropriate plan for the Child or Young Person.
- C2.3 Where residential care has been confirmed as the long-term plan for a Child or Young Person, the Provider is required to ensure that:
 - (a) they are supported to access education, health and leisure activities; and
 - (b) Children or Young People have an identified key worker who will support them in their transition through care and support their pathway plan.

C3 **Main Purpose**

- C3.1 Looked After Young People represent the most disadvantaged, marginalised and alienated Children or Young People within our society. Affecting positive change, growth and development within this population requires a significant amount of time, energy commitment and determination on behalf of all parties involved in the welfare of the Child or Young Person. The Provider is required to provide a safe and nurturing space for Children or Young People to live and to thrive whilst they are in the Home.
- C3.2 The Provider is required to have an underpinning ethos of positive re-enforcement achieved by working with Children or Young People restoratively to ensure the identification and achievement of realistic goals based on their individual needs, strengths, and honouring and respecting their rights.
- C3.3 The Provider is required to:
- (c) provide a safe and structured environment in which the Children or Young People are encouraged to use their strengths to the full and develop a positive perspective on life and a belief that difficulties can be overcome and challenged;
 - (d) ensure that the Children or Young People's perception of the Home is as positive as possible;
 - (e) encourage the Children or Young People to have high aspirations, resilience and a strong sense of self-belief;
 - (f) with input from school, prepare Children or Young People's pathway to adulthood;
 - (g) provide an environment for Children or Young People and employees which values diversity in terms of race, gender, disability, sexuality, age, religious and cultural expression;
 - (h) provide suitable cultural and leisure activities for the Children or Young People within the Home and support participation and integration within community facilities that are appropriate;
 - (i) encourage, develop and assist the maintenance of positive friendship and family relationships;
 - (j) understand Children or Young People's behaviour and coping strategies by training staff to understand anger management, de-escalation and conflict resolution;
 - (k) respect the Child or Young Person's privacy and dignity;
 - (l) actively prevent exploitation.

C4 **Admission and Referral Process**

- C4.1 In order to make the decision as to whether a placement will be made the Council and Provider is required to adopt the Assessment Process set out in sections C4.2 to C4.6 below.

- C4.2 Initial discussion between the Council and the Registered Manager detailing the following:
- (a) Child or Young Person's history, previous placements, family relationships;
 - (b) purpose of placement;
 - (c) current functioning - psychological, emotional, social and intellectual;
 - (d) history of aggression or violence, verbal, physical, sexual;
 - (e) education - current and history;
 - (f) details of any offending behaviour;
 - (g) health issues including sexual health.
- C4.3 A decision will then be made as to whether a placement will be considered.
- C4.4 The Child or Young Person will be invited for a visit, introduced to the existing Children or Young People and staff on duty and given information about the Home.
- C4.5 If all parties consider that a placement may be appropriate then a placement planning meeting will be arranged, preferably before the placement, or in an urgent situation, within seventy two (72) hours. This meeting will ensure the Child or Young Person, and all of those involved in their care are clear of the plan and their role to ensure the plan succeeds.
- C4.6 The following information will be required prior to the placement planning meeting in order to make an accurate assessment.
- (a) the following documentation will be required:
 - Care Plan;
 - Single Assessment;
 - any other assessment completed relating to the Child or Young Person's needs and background and which will support placement planning for the Child or Young Person;
 - any reports prepared by CAMHS;
 - PEP Plan.
 - (b) at the Placement Planning meeting mutual expectations will be discussed:
 - purpose and length of placement;
 - family relationships and contact details;
 - educational opportunities;
 - medical needs;
 - leisure and recreational interests.

C5 **Day to Day Care Practice**

Living at the Residential Home

- C5.1 The Provider is required to work to the ethos that within the group living experience consideration and respect for others is essential.
- C5.2 The Provider is required to organise the Home around Children or Young People and staff working together to achieve the common goal of Children or Young People returning to live within their family network and community.
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- C5.3 The Provider is required to allocate a key worker to each Child or Young Person, who will be primarily responsible for ensuring that individual or conjoint work is undertaken with the family and the Child or Young Person to meet their holistic needs throughout their stay at the Home.
- C5.4 Each Child or Young Person will have their own bedroom, which they are responsible for keeping clean and tidy.
- C5.5 Depending on the age of the Child or Young Person, there is an expectation that Children or Young People and staff work together to ensure the Home is kept tidy, clean and, most importantly of all, homely.
- C5.6 The Provider is required to ensure:
- (a) activities such as cooking, eating and leisure take place communally when it is possible and right for the Children or Young People to do so;
 - (b) during the school week that Children or Young People are awake and out of bed by 7:30am in order to be ready to be in school by 9:00am;
 - (c) bedtimes are set around the age of the individual Child or Young Person in agreement with their families, it is expected this would be no later than 10:30pm during the school week.
- C5.7 The Provider is required to ensure the first day induction includes, as a minimum:
- (a) Children or Young People will be introduced to the routines and structure of the Home;
 - (b) Children or Young People will receive a copy of the children's guide;
 - (c) meet and greet- introductions to residents and staff;
 - (d) explain who works here and shift pattern;
 - (e) tour of building;
 - (f) fire procedure explained – fire file to be signed;
 - (g) our contact details- address and phone number;
 - (h) inventory of belongings is compiled;
 - (i) house rules and behaviour expectations are explained;
 - (j) money entitlements are explained;
 - (k) smoking, alcohol and drugs policies are discussed in detail;
 - (l) use of Wi-Fi agreement is made;
 - (m) Expectation Agreement (to be signed by all new residents) is agreed;
 - (n) an opportunity is given to the Child or Young Person to ask any immediate questions about any aspect of life in the establishment.
- C5.8 The Provider is required to ensure the first week induction includes, as a minimum:
- (a) role of key worker to be explained;
 - (b) a key worker to be nominated;
 - (c) local area and transport links to be explained;
- in some rare circumstances, a room search may be required, the policy for this will be explained during this first week.
- C5.9 The Provider is required to ensure that within the first week staff discuss the following:
- (a) the confidentiality policy;
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- (b) the complaints policy and process;
- (c) the bullying policy;
- (d) room searches and room cleaning;
- (e) aims and objectives;
- (f) daily log file-content and use;
- (g) the types of documents kept about Children or Young People;
- (h) access to land line phones;
- (i) top-up phone credit for mobile phones;
- (j) the rules about visitors – where they are allowed in the Home, who is allowed to visit and visiting times;
- (k) travel allowances;
- (l) the availability and access to the advocacy service provided by Barnardo's;
- (m) the role of the Children's Right Officer;
- (n) the purpose of the council's Quality Assurance visits;
- (o) absence from care policies and processes;
- (p) unauthorised absence policies and processes;
- (q) overnight stays;
- (r) activities and holidays;
- (s) rewards and sanctions policies;
- (t) Children or Young People's savings and how they are accessed;
- (u) the role of the wider management team.

Key Working

C5.10 The Provider is required to:

- (a) ensure the system of link and conjoint working is very much integrated into daily practice within the Home;
- (b) allocate each Child or Young Person with a key worker prior to admission or, in an emergency, at the point of admission;
- (c) ensure the key worker's primary role is to support the placement plan by implementing those parts for which they are responsible and supporting, co-working and facilitating others to do the same;
- (d) ensure the key worker, in the event elements of the plan are found not to be implemented, has individual and collective responsibility for raising it at the first opportunity;
- (e) ensure the key worker prepares and delivers timely reports at formal meetings that will normally be expected to involve the Child or Young Person unless there is good reason not to do so. In this circumstance the reasons for exclusion will always be recorded on the Child or Young Person's case record;
- (f) ensure the key worker is seen as the person with an up-to-date knowledge of every aspect of the Child or Young Person's welfare and the knowledge to provide immediate information on the Child or Young Person;
- (g) ensure the key worker orally briefs all other staff in the establishment and ensures they have access to contemporary information.

C5.11 The Provider is required to ensure:

- (a) the relationship building process with the Child or Young Person, their family and all agencies working with the Child or Young Person forms an essential part of the restorative working process;
- (b) time is afforded to the process to provide the Child or Young Person and worker the opportunity to build a relationship and work collaboratively on specific issues which will enable a successful placement, including but not limited to:
 - consult with outside agencies and help monitor educational/vocational plans;
 - explore how the Child or Young Person feels about their situation, particularly with regard to relationships with family;
 - discuss the Child or Young Person's progress in education;
 - support the Child or Young Person to attend medical appointments or seek advice;
 - review and evaluate the week's events.

D Staffing

Please Note: These requirements are specific to all Three Lots

D1 Safer Recruitment

- D1.1 To ensure the Service creates a safer recruitment culture for clients and staff, the following are mandatory requirements:
- (a) at least one member of each interview panel must have undertaken safer recruitment training;
 - (b) the Provider must have effective procedures in place, that are regularly updated and communicated to staff;
 - (c) the Provider must set a code for acceptable standards of behaviour for all staff and ensure this is effectively communicated to staff;
 - (d) the Provider must take seriously all concerns that are raised;
 - (e) the Provider must, on an ongoing basis, increase awareness and commitment to safeguarding across its organisation.

D2 Provider's Staff to Deliver the Service

- D2.1 The Provider is required to ensure that all staff and people engaged by them in supplying the Services:
- (a) do so with all due skill, care and diligence;
 - (b) possess the qualifications, skills and experience necessary for the proper supply of the services;
 - (c) are tenacious, robust and confident in engaging with and support traumatised Children or Young People;
 - (d) are capable of responding in a sensitive and caring way to the needs of the individual Children or Young People; and
 - (e) deliver the highest standards of service.
- D2.2 Key Personnel are essential to the quality and safe care of residential provision of services to the Council. The Provider's Key Personnel shall include the Registered Manager, Responsible Individual and skilled / experienced core care team.
- D2.3 The Council may require the Provider to remove or procure the removal of any of its Key Personnel whom it considers, in its reasonable opinion, to be unsatisfactory for any reason which has a material impact on the individual's responsibilities or their ability to carry them out. If the Provider replaces the Key Personnel as a result of this requirement the cost of effecting the replacement shall be borne by the Provider.
- D2.4 The Provider is required to use its best endeavours to ensure continuity of personnel and to ensure that turnover rate of its staff engaged in the provision of
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the Service is at least as good as the prevailing industry norm for similar services, locations and environments.

- D2.5 The operation of Children's Homes is a Regulated Activity and the Provider will hold ultimate responsibility for the management and control of the Regulated Activity provided under this Contract and for the purposes of Safeguarding Vulnerable Groups Act 2006. The Provider is required to comply with the requirements of clause 16 Safeguarding Children and Vulnerable Adults of Schedule 1 to the Contract.

D3 **Staff Training and Development**

- D3.1 The Provider is required to ensure staff are skilled in supporting Children or Young People on their journey through care, enabling them to progress through stabilisation and times of crisis to increasing resilience and being able to plan for the future.
- D3.2 The Council is committed to ensuring that staff working directly with vulnerable children are trauma informed and therefore able to work with children in a way which is therapeutic in nature. The Provider is required to ensure staff undertake trauma informed training, including access to (or a commitment to access) Dyadic Developmental Therapy (DDP) and Non-Violent Resistance Training (NVR). Applicants should note that the Council is putting a contract in place for the provision of DDP and NVR training to Council staff and provision has been made within the contract for this training to be accessed by the Provider(s) of these services if required.
- D3.3 The Provider is required to ensure staff have access to relevant training and development opportunities and to ensure staff avail themselves of and make best use of the opportunities available to them.
- D3.4 The Provider is required to ensure that training is provided using an appropriate mix of internal / external and face-to-face / on-line provision and pay particular attention to how training in areas related to safeguarding is delivered.
- D3.5 The Provider is required to ensure all new members of staff:
- (a) are subject to a probationary period of an appropriate length, with regular reviews;
 - (b) complete a full programme of induction training;
 - (c) assessed in respect of further training needs taking into account the interests of the member of staff and the views of other staff as appropriate.
- D3.6 The Provider will ensure staff have access to skills training that focusses on:
- (a) the skills necessary to support Children or Young People living within the Home in a trauma informed manner; and
 - (b) the relationship model of social work and conflict management (such as MAYBO or Therapeutic Crisis Intervention (TCI)).

D3.7 The Provider's training offer is required, as a minimum to encompass the following areas of core and additional / specialist training:

Training	Frequency	Core	Additional / Specialist
Safeguarding as appropriate to role and in accordance with prevailing Safeguarding Children's Board requirements and South West Child Protection Procedures	At least three yearly	✓	
Understanding attachment and unresolved trauma	At least three yearly	✓	
Child development	At least three yearly	✓	
Positive behaviour management (including children with autism or learning disability)	At least three yearly	✓	
Managing risk taking behaviour	At least three yearly	✓	
Online safety	At least three yearly	✓	
Nutrition	At least three yearly	✓	
Equality and diversity	At least three yearly	✓	
Mental health and emotional wellbeing	At least three yearly	✓	
Managing self-harm	At least three yearly	✓	
Eating disorders	At least three yearly	✓	
PREVENT	At least three yearly	✓	
First aid	At least three yearly	✓	
Sexual health	At least three yearly	✓	
Harmful sexual behaviour	At least three yearly	✓	
Child sexual exploitation	At least three yearly	✓	
Unaccompanied asylum seeking children and young people	As required		✓
Teenage pregnancy	As required		✓
Working with young offenders	As required		✓

- D3.8 Additional specialist training should be provided where this is relevant to the specific needs of the Children or Young People within the Service and should be reviewed to take into account the physical and sexual development of the Child or Young Person, their transition to adolescence and any changes in their relationship with birth family members.
- D3.9 NICE Guidance (2016) states that Children's Homes should ensure staff have access to training from health or social care professionals with expertise in attachment who will:
- (a) work with staff and identify any key attachment figures to work specifically with the Child or Young Person in residential care;
 - (b) offer parental sensitivity and behaviour training adapted for professional carers in residential homes.
- D3.10 The Provider is required to ensure the training and developments needs of staff are reviewed at least annually and new training identified and attended to support continuous professional development.
- D3.11 The Provider is required to ensure staff have access to professional therapeutic support, which:
- (a) is designed to increase their resilience in caring for a Child or Young Person;
 - (b) will enable access to a therapist (psychologist or psychotherapist) in a group setting or on a one to one basis, as required, to allow staff to share any concerns or anxieties and be offered coping and development strategies.
- D3.12 The Provider is required to ensure:
- (a) all staff receive regular reflective supervision with the Registered Manager, at a frequency appropriate to the nature and requirements of their role;
 - (b) this supervision enables staff to share thoughts, feeling and anxieties about their role and be offered support in applying coping strategies which improve the care of the Child or Young Person;
 - (c) supervision meetings are properly recorded and the notes kept on file.

E Data Protection, Information Sharing and Information Security

Please Note: These requirements are specific to all Three Lots

E1 Data Protection

- E1.1 The Provider will be the data controller for personal data they process for the purpose of providing services under this contract,
- E1.2 the Provider will be able to demonstrate that the processing of personal data special category data will be processed in accordance with the requirements under the General Data Protection Regulation (GDPR) and Data Protection Act 2018.
- E1.3 The Provider will ensure that any systems used to hold personal and special category data will be secure and that appropriate data protection impact assessments have been carried out where required.
- E1.4 The Provider will ensure that they are able to comply with any rights requests made to them under Articles 12 to 22 of the GDPR.
- E1.5 The Provider will ensure and be able to demonstrate that they have a records management policy in place which includes information regarding its retention schedule and secure deletion / destruction of data.
- E1.6 Only information required to provide the service will be collected and stored in a manner that is compliant with Article 32 (Security of Processing) of the GDPR.
- E1.7 It is the Provider's responsibility to ensure that all information held by them remains up to date and accurate and will ensure that mechanisms are in place to rectify any data established to be inaccurate upon a valid request or where it has been identified as inaccurate.
- E1.8 Information will be shared via a secure email or telephone between Torbay Council and the Provider. It is expected that the Provider has a secure and encrypted system in place.
- E1.9 The Provider will ensure that their retention period for the data that they hold is compliant with current legislation.

F Contract and Performance Review Requirements

Please Note: These requirements are specific to all Three Lots

F1 Quality Assurance – Leadership and Governance

- F1.1 The Provider is required to have a robust, effective quality and performance management process in place. The information collected through this process is required to meet the applicable Regulations. It is expected that the Provider will use the information gathered to convey review of provision linked to a Home and Council-wide improvement plan and Ofsted inspections.
- F1.2 The information will triangulate a picture of Provider performance in relation to Quality Assurance, Model of Care and Commercial Sustainability and will be shared with the Council as required.

F2 Contract Management and Monitoring Review Meetings

- F2.1 When the Service commences contract management meetings will take place, as a minimum, on a monthly basis.
- F2.2 When the Service is sufficiently established, and by the mutual agreement of the Council and the Provider, contract management meetings will take place, as a minimum, on a quarterly basis.
- F2.3 Details of monitoring and review requirements are set out in clause 17 Best Value, Monitoring and Review of Schedule 1 to the Contract.

F3 Performance Monitoring, Key Performance Indicators and Outcomes

- F3.1 The Council will be using the Performance and Outcomes Monitoring Framework for care provision that sits within the National Residential Contract for the Placement of Children and Young People in Care Homes.
- F3.2 The outcomes, targets and monitoring arrangements are set out in Schedule 16 Contract Performance Monitoring and Evaluation Provision of the Contract.

G Lease Arrangements, Building Maintenance and Property Management

G1 Lease Arrangements

- G1.1 The Council will lease two properties from TorVista Homes Ltd to be used by the Provider for residential placements. Both leases will be for a ten year term on a full repairing and insuring basis. The Council will meet in full the day-to-day operating costs of both properties.
- G1.2 To formalise the Providers use and occupation of the properties the Council will grant sub leases to the Provider for a ten (10) year term less three (3) days.
- G1.3 Both properties will be fully furnished and finished to a high specification.
- G1.4 To oversee the property management of both properties the Council will put in place Service Level Agreements with TDA.
- G1.5 TDA is a wholly owned company of the Council and has been a provider of the full range of property service functions since 2011. TDA provides property support across the Council portfolio and for clients across the South West including 6 other Local authorities and over one hundred (100) school clients. All of which require there to be clear delivery timeframes on repair and service requirements.

G2 Building Maintenance

- G2.1 The Service Level Agreements will ensure all reactive, cyclical and programmed repairs and maintenance will be undertaken at each property.
 - G2.2 The building maintenance of both properties will be overseen by TDA Property Services Group / FM Service and co-ordinated through its central helpdesk where all calls are logged onto a cloud based automated system. The helpdesk will be manned Monday – Friday (excluding Bank Holidays) 8:00am to 5:00pm.
 - G2.3 An Out of Hours response will be also provided giving twenty four (24) hour cover. Calls out of hours will be assessed and passed to the respective service contractor to respond.
 - G2.4 Response times for out of hours are set out below:
 - (a) Mechanical (Gas) – thirty (30) minute response time twenty four (24) hours a day / seven (7) days per week;
 - (b) Mechanical (Heating/Water) – Engineer response time two (2) hours (make safe);
 - (c) Mechanical (Heating/Water) – Non emergency six (6) hours;
 - (d) Intruder Alarm – Engineer response time two (2) hours;
 - (e) Fire Alarm - Engineer response time two (2) hours (non-functional/alarm fault).
 - G2.5 TDA Property Services Group have service level contracts in place to provide the following services on each property:
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- (a) Electrical fixed wire testing;
- (b) Display energy certificates (DEC);
- (c) Patient Handling equipment;
- (d) Water hygiene – assessments/testing;
- (e) Asbestos;
- (f) BMS (Building Management System);
- (g) Heating;
- (h) Intruder/fire Alarms;
- (i) Access control;
- (j) EM lighting.

The exact requirement for each property will be assessed and established on a frequency to satisfy statutory and compliance requirements.

G2.6 TDA Facilities Management will provide the following building maintenance services both for programmed and reactive works:

- (a) General building repairs – to include walls/ceilings/flooring;
- (b) Decorating external and internal communal areas;
- (c) High level roof repairs/maintenance;
- (d) Gutter/down pipe cleaning;
- (e) Carpet/wooden flooring installation;
- (f) Fire risk/H&S assessments;
- (g) Alarm testing/recording;
- (h) Garden maintenance;
- (i) Building furniture/repairs / replacement installation;
- (j) Light bulb/tube replacement;
- (k) PAT testing;
- (l) Window/door boarding up service;
- (m) Full cleaning service to include auditing and reporting.

The exact requirement for each property will be assessed and established on a frequency to satisfy statutory and compliance requirements and good property management practice.

G2.7 TDA Facilities Management will follow an agreed response time as follows:

- (a) FM response out of hours (Torbay) – To include boarding (windows/doors) alarm resetting –one (1) hour response (attend/make safe);
- (b) Reactive urgent – respond within one (1) day, complete within one (1) week. This includes all items linked to the security of the building, heating and water supply;
- (c) Reactive standard – respond within one (1) week, complete within one (1) month. This includes all other requests that do not meet the urgent definition.

G2.8 As well as the reactive repairs listed above the service level agreement will detail the cyclical property requirements and the frequency. This will be bespoke to the property but will include items such as window cleaning, garden maintenance, gutter clearance and regular decorating.

- G2.9 It is envisaged that communal areas will be re-decorated on an agreed programme while bedrooms would be undertaken on changeover or an agreed time with the Provider.
- G2.10 An agreed schedule of programmed improvements will also be in place to include items such as bathroom and kitchen replacements as well as furniture and equipment replacement.
- G2.11 In addition to the Council, the Provider will nominate a named person or persons who will also be able to report property repairs and faults. Once the issue/repair has been logged then this will be dealt with within the timeframes stated above.

G3 Property Management

- G3.1 TDA Facilities Management will liaise with the Provider and Children's Services at regular intervals (frequency to be agreed) to assess the property services provided, monitoring performance against agreed KPIs and making alterations to the service as required.
- G3.2 All utilities will be provided, including telephone and Wi-Fi. The cost of these will be covered in full by the Council.
- G3.3 TDA Facilities Management will also agree an SLA with the Council to cover the Client Changeover requirements. This will include a timeframe to undertake specific work to a bedroom upon vacation by a client including the provision of additional or specific furnishings or changes to decoration. The exact nature of these works will need to be agreed on a case by case basis.

H Health & Safety

Please Note: These requirements are specific to all Three Lots

- H1 The Provider is required to fully comply with their legal duties under health, safety and welfare legislation to ensure the health and safety of themselves and others that may be affected by their acts or omissions.
- H2 The Provider is required to:
- (a) ensure they have the health and safety policies and plans for the service being provided which are necessary and up to date;
 - (b) ensure the Home has a site specific health and safety plan;
 - (c) identify a nominated and trained competent person who is responsible for health and safety at the Home;
 - (d) provide adequate first aid facilities in the Home;
 - (e) undertake specific risk assessments for activities carried out under this Contract;
 - (f) have a formal process to record and track corrective action or risk reduction actions from risk assessments;
 - (g) maintain a risk register at all times which are updates on a regular basis, and which may be requested by the Authority at any time;
 - (h) ensure that any Control of Hazardous Substances to Health (COSHH) data and assessment documentation on any relevant chemicals used is completed and that chemicals are stored safely and adequate Personal Protection Equipment (PPE) is available;
 - (i) have a suitable process for recording and investigating accidents and incidents and that staff understand the 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations' 1995 (RIDDOR);
 - (j) ensure that accidents and incidents are reported correctly and that the Authority is notified in a timely manner should any incidents occur.
 - (k) ensure that appropriate checks and inspections are carried out on electrical portable appliances such as user checks, visual inspections and portable appliance testing (PAT);
 - (l) ensure that equipment is serviced in line with legislation and manufacturer's instructions;
 - (m) have and regularly update policies that protect children, young people and vulnerable adults in accordance with legal and regulatory requirements. This will include Disclosure Barring Service (DBS) checks on all persons employed or who work in a regulated activity on behalf of the Provider in the delivery of this Contract. All staff working in this capacity will be appropriately trained in protection issues.
 - (n) ensure that there are clear procedures in place to deal with an evacuation or emergency situation that may arise in the Home.

I Invoicing

Please Note: These requirements are specific to all Three Lots

- I1 The Authority will make payments to the Provider monthly in advance.
- I2 Invoices must be submitted monthly to the Authority's Payments Team.
- I3 Invoices must be submitted by e-mail to: payments.section@torbay.gov.uk
- I4 All submitted invoices must include the Authority's official purchase order number
- I5 Any information specific to the invoice and the provision of services, must be attached to the invoice, to enable prompt processing / payment;
- I6 Payment terms will be 28 days from receipt of the Provider's invoice;
- I7 Payment will be made to the successful Provider by BACS;
- I8 Remittance advices will be transmitted to the Provider by email (the Provider's appropriate email address must be supplied).

J Added Value

Please Note: These requirements are specific to all Three Lots

J1 Further Services Offered

The Applicant will be expected to suggest as part of its response to the Evaluation Questions any additional products or services that they may be able to offer as part of this Contract or any other added value that their offer might be able to bring to the Authority. Applicants are expected to build any such offers into their submissions regardless of whether specific questions are asked along these lines or not.

J2 Social Value, Sustainability, Environmental Considerations

- J2.1 The Authority is seeking a Provider who will add value to the Contract by providing additional community benefits which support the Council's ambitions for a prosperous and healthy Torbay, as identified in the Community and Corporate Plan provided at Appendix F.
- J2.2 Applicants should take into account the following key areas in formulating their response:
- a) supporting young people and care leavers in particular to build their confidence and experience of working life, plus one of the following additional areas:
 - b) creating employment
 - c) promoting healthy lifestyles and reducing health inequalities
 - d) supporting the provision of attractive and safe open spaces and encouraging communities to make the most of where they live
 - e) energy and resource use efficiency

K Awarding the Contract on Behalf of Other Contracting Authorities

Please Note: These requirements are specific to all Three Lots

The Authority is not purchasing on behalf of other contracting authorities. Applicants should refer to section L below for further information on potential use of the Contract by other Contracting Authorities during the life of the Contract.

L Scope and Nature of Possible Modifications or Options

Please Note: These requirements are specific to all Three Lots

- L1 In order to ensure, over the life of the Contract, that the Service continues to meet the needs of Children and Young People in Torbay over the life of the Contract, there may be a need to change the remit of the Home. In this event the Statement of Purpose for the Home will be reviewed as part of the contract monitoring process and any changes to the remit of the Home will be made by mutual agreement.
- L2 It is recognised that in order to provide the best service to Children and Young People, changes to the specification, service delivery model, key performance indicators and/or service outcomes may be required in order to facilitate new ways of working or changes in statutory guidance in legislation.
- L3 During the term of the Contract the Authority and the Provider will need to ensure that changes (when required) are made to both the Key Performance Indicators and outcomes measures so that they are responsive to the needs of the system. These changes may be mandated by the Authority where change in guidelines or policy indicates a requirement to change a reporting measure or in other circumstances will be negotiated between the Authority and Provider.
- L4 The aim of the Council is to significantly reduce the number of children and young people in care, however in order to ensure sufficiency of local placements for those children and young people requiring care the Council may wish to include the provision of Services within additional homes over the life of the Contract. Services provided within these homes shall reflect the specification and outcomes in place at the time the new home is set up.
- L5 The Council's is for the homes to be for the sole use of placing Torbay Children and Young People, however it is recognised that over time the Council may no longer require the full capacity of an individual home. In this event the Council reserves the right to make placements available to other local authorities within the Devon geographical boundary, currently being Devon County Council and Plymouth City Council. It is envisaged that any arrangement for such placements will be made between the Council and the placing authority.
- L6 Over the life of the Contract the Council may wish to change the location/property where the Home is based in order to ensure the needs of Children and Young People continue to be met.