



**ISLINGTON**

**London Borough of Islington (Children's Services; Housing and Adult Social Services)**

**Service Specification for Accommodation and Related Support for Young People**

**Contract number 1718-0066**

## 1. Introduction

The objectives of this provision are:

- To ensure a spread of accessible accommodation and related support for homeless young people aged 16/17, Children Looked After, Care Leavers, and homeless young people 18-21; herein referred to as 'Young People' who are the responsibility of the Council and who are considered to be Eligible or Relevant under the legislation listed in section 2.
- To source high quality accommodation and related support for young people whilst ensuring their personal wellbeing, development and safety – in- and out- of the borough.
- To have this provided in a relational, nurturing and asset-based environment.
- To equip young people with the life skills required to sustain an independent tenancy long term, thus preventing homelessness.
- To instate a structured pathway that provides a transition to independence at an important juncture in residents' lives.
- Young people and Children Looked After aged 16/17 who are the responsibility of the Council and who are considered to be Eligible or Relevant under the legislation listed in section 2.
- Care Leavers and homeless young people over the age of 18 who are the responsibility of the Council and who are considered to be Eligible or Relevant under the legislation listed in section 2.

## 2. Background information

### Borough profile

- Islington is a small, densely populated inner London borough with a total population of 228,500 in 2016, which is estimated to increase by 15% in 2035<sup>1</sup>. There are approximately 45,500 children and young people aged 0-19 living in Islington, and around 73,500 0-25. The proportion of children from

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<sup>1</sup> Grater London Authority, GLA 2015 Round Demographic Projections (Short Term).

BME background is relatively high at 66% and a significant proportion of children live in households where English is not the first language.

- The borough is one of stark contrasts. In the 2015 Index of Multiple Deprivation (IMD), Islington was found to be the 26<sup>th</sup> most deprived local authority in the country and the 5<sup>th</sup> most deprived in London. It is the third most deprived based on Income Deprivation Affecting Children Index (IDACI), with approximately 35% of children living in income deprived households. 26% of Islington children live in workless families.
- Approximately 28% of children and young people live in one parent households, higher than the national average. The majority of households in Islington are renting and, of families with dependent children, 60% live in social housing compared to 20% nationally. Most housing is in flats with no outdoor space; the borough has only 12% of its land designated as green space, significantly lower than the London average 38%. Overcrowding levels are similar to the London average at 11% of households.
- The number of young people who are not in education, employment or training (NEET) fell from 5% in 2014-15 to 2.2% in 2015-16, though the overall rate of youth unemployment remains of concern. Overall, the borough has a high proportion of residents with low or no qualifications (25%) and a very high proportion of highly qualified individuals (48% have university degrees) who will generally be working.

### Client profile

- Statistics concerning the rates of young people requiring access to supported accommodation will be covered in more depth in section 3.
- Having somewhere safe, suitable and secure to live is a priority for the young people who present as homeless to the Council, as well as for Children Looked After and Care Leavers making the important transition from childhood to adulthood and independence. The Council has a legal obligation to provide high quality accommodation and related support to vulnerable young people.

- The Council successfully placed 92% of young people in homes or hostels (not subject to regulations) within 8 miles of Islington thereby meeting the sufficiency requirements for the majority of young people. Some young people could not be placed in borough of North London for safeguarding reasons. For example, the placement of young people from rival gangs in the Council's supported accommodation and those at risk in the community of North London due to reprisals from gangs.
- The Council has exceeded the number of young people projected to require supported accommodation year on year. This is in part due to the increase in the numbers of homeless young people presenting at 16/17 and the numbers of young people who were not ready for independent living. These young people present with a range of needs including emerging mental health needs, needs arising from a disability, young parenting, offending and risk of sexual and/or gang exploitation. There are also young people who will not meet the threshold for Adult Social Care. Many of these young people are likely to meet the criteria for assessment under the Care Act 2014.
- Some young people are experiencing a number of challenges including departures and disruption in supported accommodation. This disruption is currently presented more in external provision than in the Council's supported accommodation.
- Similar issues arise in the placing of young people from custody. The Council is working to ensure that planning is more effective when young people are nearing the end of their time in custody (3 months prior to their release date). This will enable the commissioning needs of young people leaving custody to be considered earlier in the planning process.
- Placing some young people in safe accommodation is increasingly challenging as both internally commissioned and external, spot purchased providers face challenges in safely and equitably matching young people. This has impacted on ensuring timely access to accommodate Islington's young people.

#### National legislative and strategic context

The national legislative and strategic context to this service includes:

- The Children Act 1989, giving social services departments a general duty to safeguard and promote the welfare of children in need in their areas. The Act requires accommodation to be provided for those under the age of 17 who are subject to a care order and those aged 16 or 17, whether or not they have been in care, if it is judged their welfare is likely to be seriously prejudiced. Specifically, Volume 2 & 3 of the Children Act (Care Planning/Transition to Adulthood).
- The Children (Leaving Care) Act 2000, giving the Council a legal obligation to support children and young people who are being, or have been, looked after by the Local Authority.
- The Homelessness Act 2002, which extends the groups of homeless people with a priority need of accommodation to include 16- and 17- year olds, care leavers aged between 18 and 20 and those who are vulnerable as a result of having been in care, the armed forces, prison or having had to flee violence.
- The government's *Keep on Caring* report, outlining plans to ensure Care Leavers are better supported from care to independence.
- The impact of changes resulting from:
  - The care status of young people in the youth justice system.
  - The dispersal of unaccompanied minors.
  - The Southwark Judgment<sup>2</sup>.
- Department of Education (DfE) guidance for Local Authorities aiming to help them determine whether a Young Person's placement constitutes 'supported accommodation' as opposed to care to be provided in a residential home. The DfE has identified a number of criteria that indicates the difference in status of the accommodation, based on whether the young people are able to assume responsibility for aspects of their lives. These criteria include:
  - Can young people go out of the establishment without staff permission?

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<sup>2</sup> The Southwark Judgment, made by the Law Lords in May 2019, is a piece of case law that obliges Children's Services to provide accommodation and support to homeless 16- and 17- year-olds. See more: <http://www.communitycare.co.uk/2010/12/20/southwark-judgement/>.

- Do young people have full control over their own finances?
- Do young people have control over what they wear and have the resources to buy clothes?
- Are young people in charge of meeting all their health needs, including such things as arranging GP or specialist health care appointments? Do members of staff control any of the Young Person's medication?
- Is there a sanctions policy which goes beyond house rules and legal sanctions that would be imposed on any adult?
- If the establishment accommodates both adults and young people, do those under 18 have any different supervision, support, facilities or restrictions?
- Are there regular times when young people are on the premises with no direct staff supervision?
- Do members of support staff have any responsibility for aftercare once a Young Person has left?
- Does the establishment's available literature promise provision of care or relate to specific care support provided to all residents rather than provide general information about services young people can choose whether or not they use?
- Does the home provide or commission a specialist support which forms part of the primary function of the establishment for a significant number of young people?

### Local strategic context

The local strategic context for this procurement includes:

- The Council's Sufficiency Strategy, setting out how the Council will meet its responsibilities to commission and provide secure, safe and high quality placements and accommodation to children looked after and care leavers. A key requirement of the Sufficiency Duty is that all children are placed in the local authority area except where this is not consistent with their needs and welfare. This exception is important for the Council, who have placed children

and young people outside of the authority where their identified needs require specialist placement services which can only be met in a specific location, or for safeguarding reasons including risk of sexual exploitation or risk of imminent harm due to gang affiliation.

- The Council's [Early Help Strategy 2015-25](#) is a 10-year approach to support how we work together in Islington to make early intervention and prevention our core business. Its third priority – Supporting our most vulnerable children to be safe and thrive and to be able to overcome the challenges they face as they grow up – has a core focus on looked after children. This recognises that where children and young people experience trauma (including abuse and neglect), difficulties or stresses in their lives, we need to ensure they have effective support to overcome the odds and go on to achieve successful lives.
- The Council's [Housing Strategy 2014-19](#), with its stated aim to make sure everyone in Islington has a place to live that is affordable, decent and secure. This strategy also prioritises the prevention of homelessness and the securing of stable housing options for those exiting supported accommodation.
- Islington CCG and the Council's [Commissioning Intentions for 2017-18](#), setting out a high level overview to our organisations' commissioning intentions for 2017-18, including a greater focus on prevention and management of key life transitions.
- The Council's Corporate Plan 2015-19: [Towards a Fairer Islington: Our Commitment](#). This sets out the Council's commitment to our residents to create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.
- The Council is also reviewing its approach to and arrangements for meeting the needs of homeless young people and care leavers, seeking new and innovative ways to support young people and learning from developments such as Housing First.

### **3. Needs Analysis**

- Young people in Islington present with a broad range of needs and characteristics, some of which require delayed transitions to independent living. Some young people have particular vulnerabilities which leave them susceptible to poor housing outcomes.

Client numbers

- In the five years from 2011 to 2015, the total number of children looked after by the Council increased by 7% from 329 to 353 children. The biggest increase is attributed to the numbers of unidentified asylum seeking children (UASC) which has doubled in the last three years. As of January 2017, there were 332 children looked after. The rate of children looked after in Islington has remained consistently higher than our statistical neighbour and London average. Islington is ranked second highest compared to our statistical neighbours and the highest in London.

**Figure 1: Number of Children Looked After**

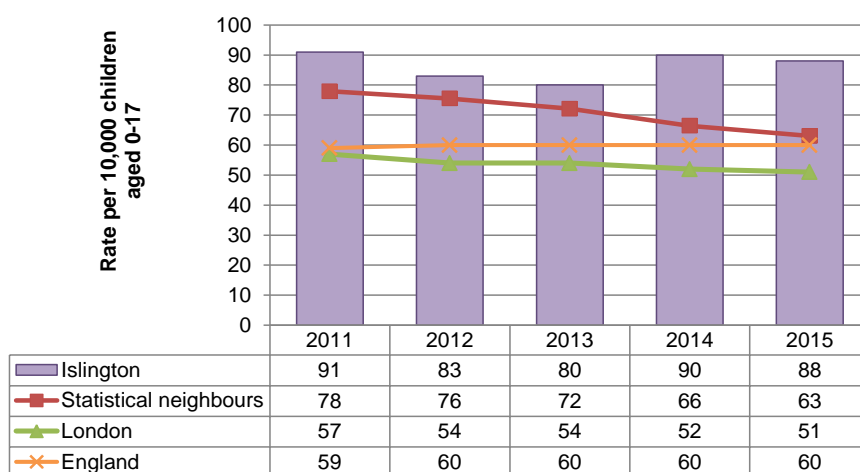
	2011/12	2012/13	2013/14	2014/15	2015/16	January 2017
Local children	296	283	280	308	297	280
Unaccompanied Asylum-Seeking Children	33	27	27	44	56	52



	2011/12	2012/13	2013/14	2014/15	2015/16	January 2017
<b>Total Children Looked After by the Council</b>	<b>329</b>	<b>310</b>	<b>307</b>	<b>352</b>	<b>353</b>	<b>332</b>

*Source: Local data, Information and Performance Team (NB: Not inclusive of homeless young people 18+)*

**Figure 1: Rate of Children Looked After**

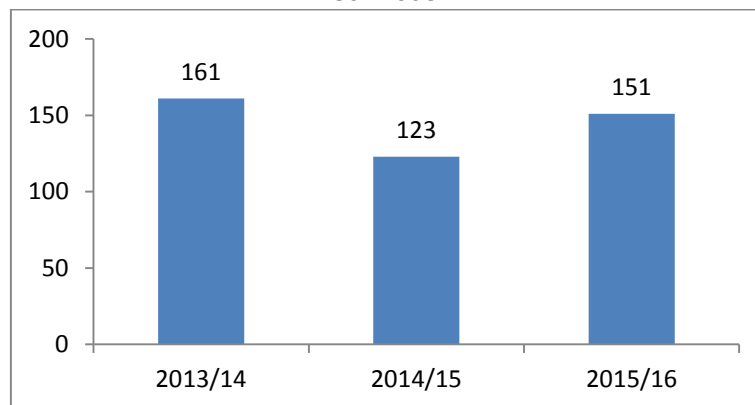


*Source: 2016 Local Authority Interactive Tool, DfE (NB: Not inclusive of homeless young people 18+)*

- An increased number of children becoming looked after can put pressure on the demand for additional services and placement sufficiency. Over the past few years there has been an upward trend in the number of children becoming looked after.

- The majority of children becoming looked after are older. In 2015/16, 105 children aged 11 and above became looked after. Since 2013, entry into care for young people aged 15 years and over has contributed significantly to our looked after population; e.g. UASC tend to be males aged 15 to 19 years, and ‘Southwark cases’ tend to fall roughly into this age group.
- As of January 2017, the total number of young people in receipt from Children Looked After or Independent Futures (the Care Leavers’ service) was 704, with Children Looked After providing for 332 and Independent Futures providing for 372.
- Referral figures into supported accommodation services from this cohort, as well as from 18+ homeless young people, are fairly static (Figure 3). However, these numbers currently outstrip supply and necessitate spot purchasing and referral into temporary accommodation. In turn this has necessitated an increase in the number of units the Council is looking to commission directly.

**Figure 3: Number of young people referred into supported accommodation services**



*Source: Supporting People Referrals*

### Presenting needs

- Over the last five years, children coming into care do so primarily as a result of abuse or neglect, family dysfunction and unaccompanied asylum seekers. It will be imperative to recognise and respond to the impact of trauma associated with

these needs so as to minimise the physical, psychological, behavioural and societal consequences. The number of children and young people suffering abuse and neglect remains high. Between 2012 and 2016, approximately 50% of children coming into care are as a result of abuse or neglect.

**Figure 4: Percentage of children becoming looked after by presenting need**

<b>Presenting need</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Abuse or neglect	49%	57%	53%	44%	49%
Child's disability	5%	1%	0%	1%	0%
Parental illness or disability	1%	3%	2%	2%	4%
Family in acute stress	8%	9%	9%	4%	8%
Family dysfunction	19%	10%	12%	17%	10%
Socially Unacceptable Behaviour	5%	5%	7%	8%	7%
Absent Parenting (not asylum seeking)	1%	6%	9%	9%	5%

Presenting need	2011/12	2012/13	2013/14	2014/15	2015/16
UASC Unaccompanied Asylum Seeking Child	11%	9%	7%	16%	17%

*Source: Local data, Information and Performance Team*

- On a broader level our analysis shows that the young people accessing this services have a confluence of needs arising from the following:
  - Offending
  - Attachment difficulties
  - Diagnosed Global Learning Disability
  - Substance Misuse
  - Sexually harmful behaviour
  - Experience of sexual exploitation or abuse
  - Not in Education, Employment or Training (NEET)
  - Lack of positive or appropriate family and peer relationships and support
  - Mental health needs (e.g. depression, low self-esteem, challenging behaviour)
  - Leaving custody
  - Remanded to the care of the Local Authority
- There is a specific group of young people who will not meet the threshold for Adult Social Care (ASC) services. They have the following needs:
  - Young people with an IQ of 70+ and learning difficulties, e.g. Autism, Sensory and Physical needs
  - Young people with mental health diagnoses including Borderline Personality Disorder, Personality Disorder
- The above young people would be entitled to an assessment under the Care Act 2014 and would require placements pending the completion of such assessments and decisions made regarding their eligibility for ASC.

- Service providers will be expected to evidence, in the contracting process, their specialism in meeting the above needs.
- Evidence-based research tells us that young people will benefit from support services matching their needs, including out-of-hours support, mentoring, peer mentoring, and positive family and kinship contact.
- In order to meet their health and emotional wellbeing needs, young people will benefit from psychologically informed environments where key worker sessions and day-to-day interactions are relational and nurturing. These interactions should also be based on building emotional intelligence and resilience as well as the practical requirements of supporting a successful transition into adulthood.
- This specification recognises the importance of good communication and partnership working between Children’s Social Care, Adult Social Care, Health, Education, the Police and accommodation providers, with young people involved in and directing decision-making concerning their lives.
- The importance of working in partnership is enshrined in the Council’s Housing Protocol (see ITT7: Safeguarding Protocol). The Council will also be arranging and facilitating a Supported Housing Forum to foster relationships and discuss issues.

#### **4. Approach of the new service.**

We have set out the approach of the service below, including aspects of practice we would expect from a good service. Quotes below have been drawn from our conversations with young people in supported accommodation services and the Children’s Active Involvement Service (CAIS)<sup>3</sup>. We have included these because we believe they sum up, in our own residents’ words, what a good service should look and feel like.

***“Since coming to the service I’ve made friends with neighbours and staff, and feel I can talk to people about things if they come up”***

<sup>3</sup> See: [http://directory.islington.gov.uk/kb5/islington/directory/service.page?id=wqtGCAQU\\_Dk](http://directory.islington.gov.uk/kb5/islington/directory/service.page?id=wqtGCAQU_Dk)

- **Nurturing interventions.** Our core expectation is that providers create interventions and support models that reflect an understanding of the motivations and aspirations of young people, and adapting services and interventions to fit around these needs and wants.

The model of interventions and support should be fit for the purpose to meet the individual needs of young people and the service as a whole.

There should be a clear distinction between the interventions delivered in the first year and second year. Progress should be demonstrable and evidenced in the second year by young people taking charge of their pathways and working with providers and other agencies to plan and consider the work required to ensure that they are ready to live independently.

All interventions must have prescribed SMART targets which are iteratively reviewed with outcomes and the impact of the work recorded.

Interventions are required to be flexible offering opportunities to work to the pace of each young person, rather than one-size-fits-all provision.

- **Psychologically informed environments (PIEs)<sup>4</sup>.** A PIE “is one that takes into account the psychological make-up – the thinking, emotions, personalities and past experience – of its participants in the way that it operates”<sup>5</sup>. This means that human behaviour, even when potentially disruptive, is seen as meaningful, and is a communication to be understood.

Developing a PIE involves embedding psychological principles into the setting or service, putting an emphasis on the nature and quality of relationships between participants in a service. Activities related to PIEs include reflective practice sessions amongst staff; training around

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<sup>4</sup> See for example: <http://www.homeless.org.uk/sites/default/files/site-attachments/Creating%20a%20Psychologically%20Informed%20Environment%20-%202015.pdf>

<sup>5</sup> Johnson, R (2012). Co-author of “Psychologically informed services for homeless people – Good practice guide”. DCLG.

understanding trauma, vicarious trauma and social pedagogy<sup>6</sup>; an assessment of emotional intelligence in recruiting staff, and considerations of the physical environment and its relationship with psychology. In addition, features of a good service practicing PIE might include conducting Key Worker sessions in locations chosen by young people, conducting asset-based assessments, and removal or modification of posters outlining house rules.

A core expectation will be that providers are either already engaging with the principles and practices associated to PIEs or have elements of this embedded in service delivery in practice.

***“If you focus on 99% improvement you can’t make massive changes all at once. If you focus on 1%, bit by bit you are able to make a massive difference”***

- **Personalised support.** The service should offer a personalised accommodation and support service which reduces evictions and levels of disengagement by focussing on supporting individuals to follow their own interests and goals. In other words, the service should not work on the basis of ‘one-size-fits-all’ service provision and be led by the clients’ aspirations and desired outcomes.

In reality this might mean having an evidenced feedback loop displaying how young peoples’ needs and wants from the service (e.g. certain activities and processes) are put into practice; allowing young people to choose how and when they engage; and having transparent expectations of roles and responsibilities between Key Support Workers, Social Workers and young people so that clients have a clear understanding of who is supporting them to do what.

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<sup>6</sup> See for example Morgan (2013). “Social Pedagogy within Key Worker Practice”. *The International Journal of Social Pedagogy*.

***“Support in the house and the community should feel like a group hug, loosening and tightening depending on how much help I need”***

- **Signposting and brokering access to other services.** The service will work proactively and provide evidence of this work in signposting clients to a range of activities, groups and opportunities in the borough to tackle disengagement and boredom, and enable individuals to develop and follow skills and interests. The provider’s ability to work in partnership with other organisations, to forge relationships with other organisations, and to facilitate and encourage access to services and initiatives run by other organisations will be essential.

Features of good partnership working might include forging links and relationships at Provider Forums, co-location of staff, formalising joint-working arrangements with other agencies and organisations, and facilitating outreach to easier enable young people to access services.

- **Personalised move-on.** The service will be expected to co-produce a move-on plan with each client from commencement of service, consisting of clear expectations of a move out of young homelessness and receipt of accommodation-based support through whatever route best suits the individual – be this the private rented sector, social housing or other supported accommodation options. This should be done in a relational way, albeit one that communicates and creates an understanding around the reality of housing – both social and private rented – in Islington, London and beyond.

***“Everyone ultimately has to take care of themselves but some people need help to find out who they are, what they like, where to go”***

- a. **Young people and frontline staff involvement.** Young people and frontline staff will be expected to be involved in service design, delivery and evaluation of the service, as well as with its continuous



improvement. In particular, the service will work with clients to ensure that the service responds to their needs and wants.

There should be clear mechanisms in place to generate feedback from residents, and evidence of this feedback producing changes to service delivery when relevant. Learning and development should reflect staff and client needs, with this being evidenced by the provider in contract monitoring meetings. Monitoring will also give providers an opportunity to qualitatively display their frontline staff and young person involvement via case studies.

- b. **Collaboration and communication with other agencies.** The provider(s) will be expected to work with other agencies to ensure that young people are able to access appropriate support and care for issues such as mental health, physical health, substance misuse and offending behaviour. These other agencies include the Children Looked After and Independent Futures services.

***“It needs to be easy to engage. People are sometimes looking for excuses not to engage like filling forms or travelling far-away”***

## **5. Outcomes**

- a. The primary outcome for young people following a period of stay in supported accommodation is as follows:  
*Young people acquire greater emotional and physical resilience and the skills and knowledge to live independently thereby preventing future homelessness and isolation.*
- b. There are outcomes which the service should meet to support the achievement of this primary outcome. They can be divided in to the following broad categories:

- **Placement Stability**– Providers should aim to support young people in a nurturing and relational environment. Providers are expected to create an environment that supports the building of positive relationships (adult and peer) and positive engagement by the young person.
  - **Placement Resilience**- Providers are required to evidence how they are supporting placement resilience through the delivery of services and by ensuring that effective plans are in place to prevent eviction where possible.
  - **Choice and Involvement** – providers are expected to offer responsive services and interventions within an environment that supports the continual engagement of young people in planning, directing and reviewing their pathways. Clear measures for reviewing and tracking progress of young people on their journey towards adulthood should be embedded in service delivery.
  - **Safeguarding** –Providers are required to ensure that young people are safe in their accommodation and in the community. A robust safeguarding approach should be evidenced prior to placing through admission process during the placement and in exit planning and move on from the service.
  - **Planned exit/move on from the service** –Young people have a clear exit plan from the service including the identification of accommodation that they will move on to, evidence of links to services that will continue to support them and links to family, peers or groups to reduce isolation.
- c. We reiterate that providers should aim to support young people in a nurturing and relational environment. The Council recognises that housing placements are not care placements, but this does not preclude an expectation that these placements will be caring.

Service level outcomes

	Description of expected interventions associated with KPIs	Proposed Targets
<b>Service performance</b>		
Service Utilisation	The number of young people who are receiving support as a percentage of the number required under the contract	100%
Availability	The number of units available for letting as a percentage of the number of units included in the support contract	100%
Throughput	The number of young people using the services during the period as a percentage of the number of units or support placements contracted.	Target 100% within 1 year
Planned Moves	Young people who have moved on in a planned way	>80%

Provision of accurate PIs	PI workbooks accurately completed and submitted within agreed timescales	Within 10 working days of end of quarter
Number of serious incidents reported and investigated in line with policy	Number of serious incidents identified and reported in a 12 month period according to policy	100%
<b>Managing money and budgets</b>		
No and (%) of young people who have maximised their income and are in receipt of correct benefits	<p>Successfully applying for welfare benefits</p> <p>Successfully applying for tax credits</p> <p>Understanding of benefits, tax credits, welfare system</p>	100%
No and (%) of young people better managing debt/finance	<p>Successfully establishing budget plans</p> <p>Successfully recognising debt</p> <p>Successfully managing debts</p> <p>Successfully consolidating debts</p> <p>Successfully reducing debts</p> <p>Successfully accessing paid employment</p>	>75%

**Education, employment and training**

<p>Number of young people in full or part-time education or training programmes</p>	<p>Moved into full time or part time education or training programmes while in receipt of the service          Attending and participating in a training course          Attending and participating in an education course          Attending into an education or training course once leaving the service</p>	<p>Indicative target of 80% with identified need, to be agreed with provider.</p>
<p>Number of young people in full or part-time employment (paid)</p>	<p>Moved into full time or part-time paid employment while in receipt of the service          Moving into full time or part-time paid employment once leaving the service</p>	<p>&gt;10%</p>
<p>Number (and %) of young people currently participating in unpaid work/work experience/work-like experience/voluntary work</p>	<p>Started participating in unpaid work / work experience / work-like experience / voluntary work while at receipt of service</p>	<p>Indicative target of 80% with identified need, to be agreed with provider.</p>

**Health and Wellbeing**

Number (and %) of young people registered with a GP	Number of young people registered with a GP Number of Children Looked After receiving statutory health assessments	100%
Number (and %) of young people supported to access health advice or information	Include referrals to outside agencies as well as support or advice provided within service.	>90%
Number (and %) of young people with self-identified or diagnosed substance misuse problem in current contact with treatment services	Better awareness of substance misuse and its effect on individual, familial and social circumstances Access and engagement with external substance misuse services Effective management of substance misuse Reduction in substance misuse Improvements to overall relationship with substance abuse	TBA
Number of young people with self-identified or diagnosed need who have made improvements to their physical health	Better management of physical health Better awareness of importance of good physical health Engagement in health improvement activities Improvements to overall physical health	TBA

Number of young people with self-identified or diagnosed need whose mental health has improved or stabilised	Access and engagement with external mental health services Effective management of medication Reduced use of crisis services Improvement in overall mental health	TBA
<b>Safeguarding</b>		
Number of young people who have move on in a planned way as a % total of all moves	Young people understand the terms and conditions of the occupancy agreement Move-on plans adhered to	90%
Number of adult protection and/or child safeguarding cases reported and investigated in line with policy	Number of adult and/or child safeguarding cases reported and investigated	100%
Number of young people who have been charged with an offence committed during the period of support	Correct procedures followed	100%

<p>Number of young people who have complied with statutory orders and related processes in relation to offending behaviour</p>	<p>Complying with MAPPA arrangements Partnership working with Probation / Youth Offending / Police as relevant</p>	<p>100%</p>
<p><b>Community engagement and involvement</b></p>		
<p>Number of young people who have achieved greater involvement in the service or in the wider community</p>	<p>Engagement with the service (other young people, Key Support Worker(s), Service Manager) Engagement with community services and projects Member of club(s) Engaged in positive activities Taken part in specific cultural events or groups in association with e.g. religion, nationality, gender, ethnicity, sexuality Social isolation reduced</p>	<p>Indicative target of 80% with identified need, to be agreed with provider.</p>
<p>Number (and %) of young people who have established contact with external services and groups</p>	<p>Engagement with statutory services and agencies Engagement in positive activities Social isolation reduced</p>	<p>Indicative target of 80% with identified need, to be agreed with provider.</p>



Number (and %) of young people who have established positive contact with friends and family	Contact (re-) established with family and/or friends Social isolation reduced	Indicative target of 80% with identified need, to be agreed with provider.
<b>Complaints</b>		
Number of complaints resolved	Number of complaints resolved to the satisfaction of the complainant at stage 1 (related to housing support only) as a percentage of all housing support related complaints in a 12 month period	>85%
Young peoples' Satisfaction	Percentage of young people leaving the service who are satisfied with the support service received (exit interviews)  Percentage of all young people satisfied with the service (annual young people survey)	>70%  >70%

Individual level outcomes

As well as submitting the above service-level outcomes on a quarterly basis to the relevant commissioning team at the Council, providers will be expected to regularly (frequency to be agreed with awarded providers) and by request submit individual-level outcomes that give a client-by-client breakdown of needs and the degree to which they are being met.

Targets for individual-level outcomes will be agreed with the awarded providers during implementation. For an indication of the outcomes the Council will be interested in developing in collaboration with providers, please see below.

	No of clients with need identified	% clients achieving outcome		Target (%)
<b>Planned Moves</b>				<b>80 %</b>
<b>No of young people with reported outcomes</b>				
<b>Managing money and budgets</b>				TBA
Maximising Income				TBA
Reducing Debt				TBA
In Paid Work/Participated in paid work				TBA

Participated in chosen Training / Education				TBA
<b>Community engagement and involvement</b>				TBA
Participated in chosen cultural, leisure activities				TBA
Participated in Work-like Activities				TBA
Established Contact with External Groups / Services				TBA
Established Contact with Friends / Family				TBA
<b>Health and Wellbeing</b>				TBA
Better Manage Physical Health				TBA
Better Manage Mental Health				TBA
Better Manage Substance Misuse				TBA

Helped with Assistive Technology				TBA
<b>Safeguarding</b>				TBA
Supported to obtain Settled Accommodation				TBA
Complied with Statutory Orders				TBA
Better Manage Self Harm				TBA
Avoid Causing Harm to Others				TBA
Avoid / Minimise Harm from Others				TBA

Totals

Performance against Outcome targets

## **6. Service design**

- a. The following section sets out the model for the new service and how the revised pathway will be structured.
- b. The current service comprises of 85 beds. These are arranged in a core-cluster model and are designated 'High' or 'Medium' support levels. 'High' and 'Medium' in this case refer to 24-hour staffed support and visiting support respectively.
- c. The current service and pathway needs to be remodelled due to the escalating degree and complexity of needs of young people in Islington. This has been substantiated by conversations with the Council, young people and providers.
- d. In addition, on a broader level the Council would like to move away from 'High', 'Medium' or 'Low' model of support in recognition of the fluid and changing nature of young peoples' need for support, and the problems caused by different agencies and individuals making different definitions of 'High', 'Medium' and 'Low' support.
- e. The Council would like to structure its new pathway using an integration of assessment and intervention in order to support young people's transition into independent living.
- f. The three support levels will be assessment, assessment and progression and progression. Progression will be separated into two differing support levels – on-site support and visiting support.
- g. Psychological and emotional support for young people should be intrinsic in the day-to-day of the service, with training reflecting a need for emotional intelligence and awareness of psychological schools of thinking (e.g. social pedagogy).

### Support Level 1: Assessment

- The aim of the Assessment phase is twofold. On the one hand, young people will be encouraged to develop an idea of what they want to get out of their time in supported accommodation, creating short, medium and long term goals and reviewing these with support workers at regular intervals. On the other hand, the assessment phase will allow for providers to gauge the level

of support necessary for any given young person as they move through the Pathway.

- Assessment is a process of observing, understanding, building relationships and communication with the desired outcome of gaining a holistic understanding of the young person's aspirations and the outcomes to be achieved for that young person. Young people will have a firm idea of what they want to get out of their time in supported accommodation and from work with key support workers. This process should be efficient and time-limited, lasting no longer than 6 weeks.
- Assessment provision will aim to act as a first point of contact for young people accessing supported accommodation.
- These will provide intensive, 24-hour support for young people entering supported accommodation for the first time.
- The provider will accept referrals to the service including during out of hours' emergencies.
- The Provider will be expected to offer a safe, welcoming, good standard of supported accommodation.
- The Provider will promote optimum health, wellbeing and quality of life to maximise independence.
- The provider will be able to work assertively with young people from diverse backgrounds whose behaviour can be challenging.
- The provider will work assertively and creatively with those with low motivation and/or are difficult to engage, providing a variety of approaches to ensure they are supported effectively.
- Providers will be required to conduct an outcome focused assessment of a young person's housing and support needs in partnership with the young person using a person-centred approach.
- The provider will be expected to carry out joint risk assessments with other agencies that have contact with the young people.
- The key outputs from this assessment will be an intervention plan with SMART targets and goals with defined outcomes for the young person. The

plan should be reviewed and amended iteratively according to changes in aspirations and outcomes.

- At every stage of the assessment, from admission to move-on, young people should be drivers of decisions that concern them rather than passengers who have work done unto them.
- The service should enable young people to stabilise their lives by providing a safe and secure environment that will support them develop or regain the skills necessary to move to appropriate housing options.
- The service will promote social inclusion through a combination of support, and access to community facilities, work experience, training and employment support
- The Council is seeking mandatory minimum policies across the pathway with all providers with regards to visiting and curfew policies. These will be discussed in collaboration with providers awarded the contract during implementation.
- The provider will be expected to work closely with the council's housing and social services to help assess the needs of young people in order to identify appropriate accommodation suitable to their needs.

#### Support level 2: Assessment and Progression Phase.

- The service will meet the requirements of Support Level 1 (Assessment Phase) and undertake the following:
- Provide accommodation and a high quality housing support service for homeless and vulnerable young people.
- The service will have a strong emphasis on multi agency working to support young people and links with the private rented sector and housing associations.
- Work in partnership with statutory agencies in health, housing and social care where appropriate to deliver interventions – for example with Children's Services and Independent Futures, Youth Offending Service, Child and Adolescent Mental Health Services (CAMHS), Connexions, Mental Health Rehab and Recovery Teams, Substance Misuse Services (e.g. IYPDASS).

- Develop an individual move-on plan for all young people to identify appropriate accommodation options. In cases where there is no statutory sector involvement, the service will identify a lead professional to co-ordinate and support appropriate move on.
- Assist young people to identify realistic move-on options in partnership with the Council, and where the Council does not have a statutory responsibility to re-house an individual, the service will be active in providing move-on support to identify other options such as supported housing, flat sharing, the private rented sector that could include moving out of borough.
- Provide support to enable young people to live independently and maintain accommodation with any risk, either to themselves or others, minimised through robust assessment, management and support.
- Work with the private sector and partner agencies to identify appropriate move on accommodation.
- In the 24 hour services staff cover will be provided throughout the night to provide support and supervision to vulnerable young people. There will be adequate space for key working and social inclusion activities.

Support levels 3 and 4: Progression phase (On-site support; Visiting support)

- Progression would be working in a person-centred way with residents to achieve the outcomes specified in their intervention plan.
- Progression provision will encompass 24-hour support and visiting support. Providers will be expected to use common-sense approaches in being flexible with where staff are located depending on levels of need and risk in any given property at any given time.
- Progression provision should aim to build on the goals and needs set in the Assessment phase, and work intensively with statutory agencies and community partners to facilitate outreach opportunities within the provision as well as access to services and initiatives more broadly.
- Who the service providers will work in partnership with should be dictated by the needs and wants of young people. That is, providers should encourage



young people to work towards their aspirations by giving them the tools and options to help them get to where they want to be.

- Young peoples' stays in Progression provision should last up to 1 year and no more than 2 years.
- The service should ensure young people who can demonstrate that they can be supported with lower levels of supervision without risk to themselves, other young people or the community, and are moved through efficiently.
- Assist young people to identify realistic move-on options and where the Council does not have a statutory responsibility to re-house an individual, the service will be active in providing move-on support to identify other options such as supported housing, flat sharing, the private rented sector that could include moving out of borough.
- Provide support to enable young people to live independently and maintain accommodation with any risk, either to themselves or others, minimised through robust assessment, management and support.

## **7. Service process – commissioning of placements**

### Referrals

- a. Referrals will be made to Providers by the Council's Placement Service and SP Referrals teams.
- b. The Council expects referral into schemes to be managed quickly and with emotional intelligence. The Council expects to work with providers who are able to offer a quick turnaround between referral to the provider and entrance to a provider's scheme.
- c. Prior to a referral being made a full risk assessment will be completed for each young person by the Lead Professional along with a placement specification form setting out the requirements of the placement and outcomes to be achieved.
- d. A safety plan will be produced in consultation with the young person and will be submitted along with the referral and risk assessment.

- e. The placement specification form and risk assessment will contain information about the requirements for the placement based on an assessment of the young person's needs (identified from their pathway plan).
- f. Where a young person is in receipt of services from the Council's Youth Offending Service or on the Council's Gangs Matrix, the following information will be incorporated into the specification form and where applicable provided as additional information. A risk conversation will take place between these services prior to the referral being made. Only relevant and necessary information will be shared with the provider:
  - o Sentencing history
  - o ROSH risk assessment
  - o Pre-sentence report
  - o Gangs - Conflicts and allegiances information to assist in identifying gang issues in borough and out of borough to support cross border support when a child is placed.
  - o Bail conditions
  - o Licences
  - o Criminal behaviour orders
- g. Providers will also be given the relevant risk information, regarding restrictions and curfews and information about known associations for that young person.
- h. Information will also be given to providers with the detail of the Order the young person is subject to and information regarding areas where the young person is restricted from entering.
- i. The Council will undertake an assessment of the level of key work support required and consult with the provider as part of the referral process about this before a placement is purchased.
- j. The agreed levels of key work support will be set out in the Individual Child Agreement (ICA) and reviewed regularly to ensure that Young People are benefiting from the services commissioned.

### Placement planning

- k. As part of the referral process for planned placements, a placement meeting should take place to include the young person before an agreement is reached about a placement. A visit by the young person to identified provision should be supported during this process.
- l. A placement planning meeting must be held within 72 hours of all placements being made. Participants must include both the placing and receiving authorities Youth Offending Services and Gangs' team where applicable.
- m. A key outcome of this meeting must be the production of a risk management plan setting out the requirements of the provider and relevant agencies to safeguard the welfare of the young person and all residents in the accommodation.
- n. The meeting will review the placement requirements and outcomes to be achieved and will set SMART targets for achieving the outcomes specified in the referral paperwork.
- o. The Lead Professional will be expected to introduce Young People to their accommodation and maintain effective oversight of the Placement Plan including reviews of the plan.

### Provider responsibilities

- p. As part of the referral process, the Provider will be required to complete an individual risk assessment for the young person.
- q. The Provider will also be required to provide information to support the completion of a matching assessment with other residents placed.
- r. The Provider must work in partnership with the Council and the young person in deciding upon where the young person is referred to, and the property that the young person is allocated to stay in.
- s. The presenting needs of young people and any inherent risks must be assessed prior to a service being offered including robust consultation with all receiving authorities (where a young person is placed out of borough). A risk management plan must be produced and authorised by the placing authorities.

- t. The Council is committed to working with successful providers in developing standardised assessment tools.
- u. It is a stipulation that the Provider and the Council consult with other Local Authorities where the young person would be placed.
- v. The risk assessment and risk management plan must be reviewed on a consistent basis ensuring robust consultation and assessment during this process with regard to the continued suitability and safety of the provision for the young person.
- w. This process is designed to discourage using risk assessments to exclude people from services and instead encourages working constructively with the risks an individual may present.
- x. Risks that may result in exclusions from the pathway or require robust oversight and consultation with receiving authorities during the pre-placement process and whilst placed would include the following:
  - i. Previous episodes of serious violence towards individuals and the public.
  - ii. History of arson and fire setting.
  - iii. Young people suffering from acute mental/physical illness with violent tendencies that have previously sectioned under the Mental Health Act 1953 (discharge of 6months or less)
  - iv. Young people with a history of suicidal ideation and frequent suicide attempts.
  - v. Young people on Local Authorities Gangs Matrix
  - vi. Young people who are Gang Affiliated
- y. The local authority will work with providers to make decisions regarding matching and step-down through the pathway. Providers must not make these decisions in isolation.
- z. In cases of long-term or chronic voids, the Council reserves the right to enter into negotiations with the provider around reimbursement of monies.

## **Admission to the Service**

- aa. Risks that may result in exclusions from the pathway or require robust oversight and consultation with receiving authorities during the pre-placement process and whilst placed would include the following:
- bb. The Provider will be required to produce and provide a Guide for residents, residents' handbook and an Induction Pack upon admission. Young People must also be helped to understand what is required of them in the accommodation.
- cc. Upon admission, Providers will be required to produce a Safeguarding Pack with key information about the young person including a photograph to be made available to the Police should there be any urgent safeguarding concerns.
- dd. Young People will sign a Young Person's Agreement upon placement. The Young Persons Agreement shall be agreed, signed and shall include, but not be limited to:
  - Agreed and conditions for absences of more than 24 hours
  - Conduct /house rules
  - Attendance times of visitors
  - Security
  - Service charges
  - Subsistence
  - Levels of support
- ee. The provider must ensure that each young person receives a Health and Safety Induction and a building induction on their arrival, which shall include:
  - Emergency evacuation procedures;
  - Intercom use, security locks and safety;
  - Use of household appliances;
  - The Provider's Contact and emergency contact details including the Council's Out of Hours Service;
  - Introduction to other residents;
  - Ensuring that adequate provision of funds to enable the Young People to meet their basic needs.

- Expectations of Young People in engaging with the services offered by the Provider.
- ff. Care Packages shall be available to all new placements as part of the placement cost where required.

The following should be included:

- Information Pack/Young Person's Handbook
- Single Duvet
- 2 Pillows
- Mattress Protector
- 2 Sets of Duvet Covers, Pillows and Sheets
- Toiletries (toothbrush, toothpaste, flannel/sponge, shower gel)

#### **8. Service process – minimum standards for accommodation**

- Providers will be required to offer high quality safe and suitable accommodation that meets the needs of Young People.
- The accommodation shall be maintained to the standards required by the Council. The Council will inspect properties during monitoring visits to ensure that the accommodation continues to meet the required standards.
- All accommodation will meet the following requirements:
  - Accommodation (building) that is structurally sound and stable
  - Health and Safety requirements met
  - Heating, lighting and ventilation
  - Attention to cleanliness and hygiene
  - Household appliances in good working order
  - Internal and External areas well maintained to a high standard
  - Doors and windows in good condition, safe and secure
  - Fully furnished accommodation
  - Disability access
  - Access for pushchairs/buggies.
- All rooms should be:
  - Decorated to a good standard

- Furnished with good quality furniture that is not in need of repair
- An environment conducive to living and studying
- Bedrooms should include:
  - A bed with a good quality mattress
  - Protective bedding
  - Bedroom furniture including (a wardrobe, chest of drawers, bedside table and mirror)
  - Minimum of two double electric sockets
  - Desk and chair to meet for education requirements
- The lounge and dining room should include
  - Dining Table and Chairs
  - Seating for the number of young people living there
  - Curtains and blinds
  - Comfortable seating
- All kitchens should be equipped with:
  - Individual Food Storage Areas
  - Microwave
  - Fridge/Freezer
  - Toaster
  - Kettle
  - Washing Machine
  - Clothes Airier
  - Iron/Ironing Board
  - Mop, bucket, broom, dustpan and brush
  - Drainer
  - First Aid Box that is fully stocked and regularly checked
  - Fire Blanket
  - Large Rubbish Bin with Lid;
  - Vacuum and Bags
  - Smoke Alarm
  - Cleaning materials
  - Curtain/Blind
- Kitchen facilities requirements:

The provider shall make the following available to all new placements as part of the placement cost:

- Set of cutlery (4 table settings)
- Dinner Service to include as a minimum a setting for 4
- Set of glasses
- Cooking equipment (Frying Pan, saucepans, Oven Trays etc.)
- Cleaning utensils (Tea Towel, washing up liquid, pack of cloths and a sponge, Bin bags, Dishcloths)
- Bathrooms shall contain:
  - Fixed Shower or Bath that is fitted securely with no leaks
  - Toilet
  - Mirror
  - Hand basin
  - Shower curtain/Glass/Plastic Screen
  - Toilet Roll Holder
  - A lock from inside
  - The bath shall be fitted securely and have appropriate sealing
- The toilet shall be:
  - Free of defects
  - Contain a secure seat
  - Have a cistern that fills at a reasonable rate
  - Contain a toilet roll holder and toilet brush and holder
  - The floor covering in separate WC shall be free of all defects. Vinyl flooring or tiles shall be preferred with sealing at the edges with silicone. Carpet shall not be acceptable.
- All hallways shall contain:
  - Intercom System that works
  - Lampshades for main lights
  - Appropriate flooring
  - Fire blanket and fire extinguisher
  - Notice board containing key worker and social services emergency numbers, fire procedures, complaints procedures, Children's Rights/Advocacy contact details.



- Each property will have displayed in prominent positions or have supplied the Young People with;
  - Full address of the property and post code
  - The Provider's address and contact details
  - The Provider's out of hours emergency contact details
  - What to do in case of fire
  - General house rules
- Inventories
  - The Provider shall ensure a full and detailed inventory is taken of all of the Young People property. This information is required for insurance purposes.
  - The Provider shall ensure a full and detailed inventory list is taken of all items within the property, including information regarding the general state of decoration and repair, highlighting any outstanding details, at the time of a placement being made.
  - Young People must sign and date a copy of this inventory and the original shall be sent to the Council's Placement Team. It will then be the responsibility of the young person to add items to this list, as and when they purchase them.
  - The Allocated Key Worker shall sign the relevant key working session recording sheet to provide confirmation that the item has been purchased.
  - Damage/theft of Personal Items. The Provider shall agree with the Council the management of damage/theft of a Care Leaver's personal items. This will be agreed at the Placement Planning meeting unless agreed previously.
- House Rules including safeguarding and visitor access. The Provider shall ensure all properties have appropriate and reasonable house rules, these shall include:

### Admission of Guests (permissions)

- The provider is expected to have a safeguarding procedure which includes the vetting of guests prior to admission. Consultation with placing Local Authorities where risks are identified is a requirement before accepting guests.
- All visitors must be pre – screened before they can enter the premises. All visitors must provide photo ID for verification, and each time they visit. Photo ID is verified with the placing authority for the visitor before they can be granted access. The social worker/placement officer will advise if the young person is known to services and should/should not be allowed access based on risk known. A signed consent form should be kept on file until the visitor no longer visits the service.
- Overnight Stays (permissions): The provider is expected to have a safeguarding procedure which includes the vetting of guests prior to an overnight stay. Consultation with placing Local Authorities where risks are identified is a requirement before accepting overnight guests.
- Agreements and conditions: Including unauthorised absences, of more than 24 hours.
- The management of unauthorised absences including reporting to Local Authorities. The provider is expected to comply with the Council's Policy regarding reporting unauthorised absences and actions required when Young People go missing.
- Conduct and attendance of visitors –Including barring and behaviour management policies
- Security policy
- Substance and alcohol policy
- Health and safety, including fire safety regulations
- Environmental policy including health and hygiene for shared facilities

### **Smoking Policy**

- Providers will be expected to have a Smoking policy.

- Providers will be expected to work with relevant Children Looked After, Care Leavers and young homeless people to access Smoking Cessation services in the borough, and further explain the problems associated with smoking

#### Repairs. The Provider shall ensure

- That all urgent repairs where by any person's health and safety is at risk are made that day.
- That all non-urgent repairs are made within a reasonable timescale for example a broken window must be repaired within 12 hours, less urgent matters must be dealt with within 5 working days.
- Routine repairs must be dealt with within 21 days.
- That upon completion of any repairs to the property the Council is notified.

#### Access

The Provider shall ensure all properties have:

- Safe, well-lit and easy access with no obstructions;
- Outside areas including garden area are reasonably surfaced so as not to present any hazards.
- Accessible stairway for disabilities and pushchairs and compliance with building regulatory requirements
- Safe stairways with a securely fixed handrail.

#### Roof (where applicable).

The Provider shall ensure all properties have:

- A well-insulated roof watertight and free from defect

#### Guttering (where applicable).

The Provider shall ensure all properties shall have:

- Adequate drainage from roofs;

- Down pipes secured to walls, gutters free from blockages.

#### Staircases (where applicable).

The Provider shall ensure all staircases:

- Have appropriate lighting in all stairwells/hallways with more than one floor so that the light can be switched off/on from either floor or floors;
- Be free from obstruction and not unreasonably steep;
- Have a suitable handrail;
- Where possible conform to current building regulations.

#### Decoration

- All surfaces shall be painted/papered/or tiled;
- All paint shall be cleaned and free from obvious marking, dirt, etc;
- All wallpapers shall be in good condition and free from defects;
- All woodwork shall be free from rot of any description and painted to a reasonable standard with gloss paint suitable stain or varnish;
- Any windows above ground floor level which open shall be fitted with a restrictor mechanism.
- Overlook windows in bathrooms and toilets shall be glazed with obscure glass or treated with plastic film to provide privacy;
- All main habitable rooms (living rooms and bedrooms) shall have a reasonable glazed window area allowing reasonable levels of natural light. Bedrooms and living rooms shall not have borrowed light or ventilation, e.g. from a glazed panel above a door;
- All windows shall be reasonably secure from entry by intruders.

#### Ventilation

The following standards shall apply:

- All main rooms (i.e. living rooms and bedrooms) shall have at least one twentieth of the floor area available as windows that open; This requirement

also applies to kitchens, bathrooms and WC cubicles if they rely on natural ventilation (operable parts of windows should be easy to operate);

- If a kitchen, bathroom or a WC is an internal room it shall have mechanical extract ventilation;
- The Provider shall provide a gas safety certificate and copy of a Gas Safe service agreement (or equivalent) every year. A copy of the safety certificate shall be given to Young People.
  - i. Properties with boilers fitted in bedrooms shall not normally be accepted by the Council.
  - ii. The location of the stopcock shall be identified.

#### Size/layout

- Living rooms shall be appropriately sized to the number of young people living in the accommodation.
- Properties with unusual room layouts or shapes shall be accepted in the absolute discretion of the Council.

#### Where showers are fitted above baths in a property

- A shower door or curtain shall be provided and shall be of a sufficient standard to prevent water damage to the floor;
- The bath shall be of a reasonable design so as not to give rise to a slipping hazard to those who use the shower.

#### Flooring

- The flooring shall be clean, free from defect, in good condition and adequately and appropriately secure;
- Carpets (or other suitable flooring) shall be provided. Carpets (or other suitable flooring) shall have a good quality underlay, be clean, of reasonable quality and free from all defects such as excessive wear, loose seams, tainting, bare patches and so on;

### Curtains/Blinds

- There shall be either curtains or blinds at all windows in order to provide privacy and security. All curtains/blinds shall be clean, in good condition and fit the windows
- Curtain rails shall be securely fitted above all windows;
- Curtains shall be clean, free from defects.

### Garden (where applicable)

All gardens shall:

- Be cleared of rubbish and have all vegetation, shrubs and trees cut back;
- Have their walls and fences in good order;
- Have gates (if present) that operate well with gate posts/pillars that are secure;

### Rubbish Disposal

- All Properties shall have, sufficient bins provided for general use, depending on the size of the property, in a clearly defined and easily cleaned bin storage area or adequate refuse storage and disposal facilities.

### Doors

- All external front doors shall open freely, have a bell or adequate knocker fitted and be clearly numbered.
- All internal doors shall open, close and fasten properly and have their keys removed; bathrooms and toilets shall be provided with a courtesy latch that could be forced open by an adult if a Young Person accidentally locks themselves in
- All doors with large glass panels shall be fitted with safety glass or film.
- All doors shall conform to relevant fire regulations

### Access to the Property

- The Provider acknowledges that the property/room is the Young People private space and must be respected accordingly. Should access by any

other person be required, e.g. for maintenance or other routine reason, prior consent must be obtained in writing from the young person and a date for access arranged.

- In the event that emergency access is required to:
  - a) safeguard the welfare of the young person, or
  - b) to prevent any accident, damage,
- Forced entry, or entry in the absence of the young person to the premises/room must only be made as a last resort. Permission should be sought from the Lead Professional in the Council where possible.
- Any such incidences should be made with the support of the Police, if appropriate and must be recorded in writing; outlining reasons why entry was required and what other means of solving the problem were attempted. A copy of this recording must be forwarded to the Lead professional and the Council's Placement Team.

#### Health and Safety Requirements

The Provider shall ensure that:

- Young People are aware of the health, safety and security policies and understand how to report concerns.
- Where applicable (i.e. in services where staff are not onsite at all times) the Provider shall ensure that the young people understand the emergency call-out procedures.

#### Risk Assessment

In line with Health & Safety legislation the Provider shall ensure that:

- A comprehensive Risk Assessment shall be undertaken annually on each property **OR** following an accident and/or incident to identify health and safety and security risks to staff and Young People. A copy of the Risk Assessment shall be held on individual property files.

- The Provider shall maintain records of the inspections, the participants, key findings and actions taken. Where staff works alone, the Risk Assessment shall specifically address the risks faced by lone workers.
- The Provider shall conduct health and safety inspections of shared housing and common areas of other services on a minimum of a monthly basis or sooner in the event of an accident or complaint from a Young Person or the Council. The Provider shall maintain records of these inspections, the participants, key findings and actions taken.
- The Provider shall make Risk Assessment data available at the request of the Council.

#### Gas and Electrical Certificates:

- Electric & Gas (including appliances)
- All properties shall meet the following standards:
- All electrical wiring shall be covered;
- All surface mounted wiring shall be enclosed in suitable plastic conduit;
- All Residual Current Device (RCD) consumer units shall be housed in a cupboard, with a childproof latch on the door to prevent access and cables under the meter shall be covered;
- Every property offered shall have a current gas safety certificate and a current electrical safety certificate. The certificates shall be unqualified with no recommendations for any further work being needed or suggested.
- Both certificates must be signed by an appropriate professional affiliated to the relevant organisation which shall be either, Gas Safety Register, the NICEIC or National Association of Professional Inspectors and Testers (NAPIT). NICEIC certificates shall be provided by a registered NICEIC member with an appropriate membership number.
- Copies of these certificates shall be provided to the Council if requested as well as being placed on the property file. Where a property is being offered to the Council for the first time, the Provider shall email copies of the certificates to the Council on the day of the first booking for the property.



## Fire Requirements

- The Provider shall place smoke and carbon monoxide alarms in all properties. In addition; where applicable the Provider shall provide smoke resistant doors, fire extinguishers, smoke blankets and fire exits.
- All HMO properties shall conform to the regulations such as emergency lighting. Copies of HMO certificates shall be provided to the Council.
- All properties shall have adequate fire separation between separate units of accommodation.
- All front doors to flats which lead off a communal hallway shall have half hour fire resistant doors, designed to meet BS476 and Part 22.
- All kitchens shall have a door. If the kitchen adjoins a fire escape route, a half hour fire door complying with BS476, Part 22 shall be provided. If for any reason the Council agrees, in their absolute discretion, that this requirement is impracticable, then a mains powered electricity heat rise detector shall be installed in the kitchen and wired to a suitable alarm.
- All glazed kitchen doors shall have clear Georgian wire cast glass, or other suitable safety glass.

## **Close Circuit Television (CCTV)**

- Where CCTV is being used the Provider shall have a policy and procedure in place that is in line with current UK legislation, including the storage of films.

## Pets

- Pets shall not normally be permitted and all matters in particular relating to guide dogs and pets shall be dealt with by the Council.

## Infestations

- Where there is a report of infestation in a property the Provider shall ensure that initial treatment/assessment is carried out within 72 hours of the report being received.
- The Provider shall discuss the report with Young People at the property with a view to minimise the re-occurrence as part of independent living skills training.
- The Provider will provide alternative accommodation where required at no additional cost to the Council.

## **9. Support and key work requirements**

- The key work relationship is critical to the achievement of outcomes. In recognition of this the provider must ensure that the environment within the accommodation is conducive for undertaking these sessions with due regard to confidentiality.
- All Young People are required to receive key work support.
- Where key work sessions happen away from the accommodation the provider must consider confidentiality ensuring that the environment is conducive to meeting the requirements of each session.
- Key work support is defined as the time spent working directly with a young person on achieving the identified objectives and targets in their plan and agreed at the placement planning meeting. This does not include paperwork, but rather direct work with young people.
- There must be a named Key Worker allocated to each young person. The Key Worker will be the required to consult with all agencies and services involved with the young person.
  - The Allocated Key Worker will be responsible for supporting the achievement of outcomes as set out in the Pathway/Placement Plan and ICA through key work sessions.

- Key work sessions will be determined by the placement referral information and from the Placement Planning Meeting as enshrined in the ICA.
- The focus of key work sessions will be on achieving the outcomes set out for each young person.
- Every key work session must be recorded accurately with SMART targets set to inform the next session.
- All written records of session should be kept securely and made available to the lead professional and other Council officers when requested.
- The Allocated Key Worker will be required to attend all relevant meetings not limited to the following:
  - i. Placement Planning Meetings
  - ii. Strategy meetings
  - iii. Multi Agency Public Protection Arrangements (MAPPA)
  - iv. Allocated worker visits
  - v. Placement Review Meetings
  - vi. Disruption Meetings
  - vii. Youth Offending Service Meetings (YOS)
  - viii. Professional Meetings
  - ix. Serious Case Reviews

## **10. Support hours**

- The level of support hours will be flexible and will reduce as individual Young People make progress.
- Increases in support hours may be required but will be considered following a re-assessment of a Young Person's needs.

- The range of support required by Young People will vary according to their individual needs.
- Providers will be required to offer the following support to all young people.

### Health

- Support to register with a GP, Dentist and Optician.
- To respond to any emergency health issues and take appropriate action in the event that a young person becomes unwell.
- To keep a record of Young People's health, treatment, medication and development.
- To ensure that Young People attend health checks including annual optical checks and six monthly dental checks.
- To support Young People to engage with substance misuse services.
- To support Young People to engage with sexual health services.
- To work with Young People to engage in smoking cessation programmes and discourage smoking by having in place the appropriate policies.
- To promote healthy eating and well-being.
- Provision of workshops (preferably accredited)

### Developing Independence and Life skills

- Budgeting and money management
- Accessing education training and employment
- Personal development
- Accessing services
- Communication with people and agencies
- Conflict resolution strategies
- Positive behaviour reinforcement

- Provision of workshops (preferably accredited)

#### Building emotional resilience

- Use of strength based approaches to deliver change focusing on the positive personal attributes of the young person.
- Developing a strong relationship with key workers.
- Helping Young People to feel able plan and be in control.
- Giving Young People the chance of a 'turning point', such as a new opportunity or break from a high-risk area;
- Promoting and developing positive peer influences within the accommodation.
- Focusing on different problems, different relationship issues for the Care Leaver and tackling them at different stages, so that young people are not stressed by the need to adapt and change to new modes of behaviour.
- Managing the transition process from leaving or disengagement; transition itself; and integration into a new or different social environment.
- Provision of workshops (preferably accredited)

#### Keeping safe in the placement and in the community

- House meetings focused on specific topics such as Child Sexual Exploitation, drugs and alcohol, peer pressure
- Building positive peer relationships
- Recognising risk and harm
- Threats and dangers including sexual exploitation, gang affiliation and serious youth violence
- Anticipating and dealing with unforeseen situations
- Provision of workshops (preferably accredited)

### Listening to the views of Young People

- Engagement with all Young People placed through house meetings and key work sessions
- Involving Young People in decisions in developing services helping to shape and improve their experience
- Offer opportunities for feedback: complaints, compliments, comments
- Social events

### **11. Management of support for Young People to claim Housing Benefit**

- The housing management arrangements will be the responsibility of the Provider through a licence agreement with the young person when they are housed.
- The Provider will ensure that the tenancy arrangements of their services are conducive to managing the rent arrangements through licence agreements.
- The Provider with support from the Council to ensure young people claim Housing Benefit, and any other benefits relevant for individual Young People.
- Providers will be required to support Young People to make a benefit claim within six weeks if they are already 18 years old.
- Where a young person is eligible for and in receipt of Housing Benefit, the Provider will ensure arrangements are in place for the amount of any Housing Benefit to be paid to them.
- Where a Young Person aged 16 or 17 is eligible to claim Housing and/or other benefits, the arrangements as set out above will apply.
- There will be stipulations for notifying the Council of the claims, their progression and when they have been received by the provider.

## **12. Accommodation Based Costs (met by the Provider)**

- The costs outlined below shall in all cases be included in the core cost of the service in Support Level 1 and Support Level 2

### Lease/Mortgage

- All costs associated with financing buildings used for the provider's services including leasing and mortgage related costs

### Night Time Staffing

- All costs associated with providing appropriate shared support at night time on a Sleeping in or Waking Night basis dependant on the type of service as specified in the Lot.
- All costs associated with all relevant and adequate insurance.

### Business Rates

- All Business Rates and taxes associated with delivering the service

### Central Management Costs

- All costs associated with the management of the service including any central services charges for IT, health & safety, human resources, finance & accountancy, recruitment, training, DBS checks and vetting and other checks

### Staff Travel

- Staff travel relating to the delivery of the service will be negotiated in specific circumstances where travel is in excess of 20 miles of the address of the accommodation where a Young Person is placed.

### Utility Costs

- The Provider shall be liable for the payment of all utility costs/bills and other charges levied at/on a property, including council tax (where applicable), water rates, gas, electricity, fuel bills and general charges.
- In no circumstance shall the young person or the Council be liable for the cost of utilities unless agreed by the Council in advance of the placement.

### TV Licensing

- The Provider shall purchase a television licence for the property where a television is provided in a communal area/s of the property.

### Internet access

- The provider must ensure that there is internet and Wi-Fi access for young people to support their education needs. This will be paid for out of the service's budget rather than by young people.

### Computers

- The provider must ensure that Young People have access to a computer to promote opportunities for education, training and employment.
- The provider should ensure that the appropriate safeguards are in place and that young people are supported to access material on the computer to support their learning, in applying for a job and in applying for training and apprenticeships opportunities.

### Wilful Damage

- Wilful damage shall be covered by the Provider in all instances except where negligence on the behalf of the Council can be proven. These cases will be dealt with on an individual case by case basis.
- The Provider shall notify the Council as soon as they are aware and reparations must not be undertaken without the consultation of the Lead Professional unless in an emergency.
- The Provider shall manage a behaviour and expectations in such a way to help minimise the possibility of damage and to make good any damage they cause as much as is possible, by way of appropriate restorative approaches in line with the level of care being provided.
- Reports of wilful damage shall be made within 24 hours of the incident to the Lead professional and the Council's Placement Team.
- All reports shall be made in writing and shall contain photographic evidence.



## **Insurance**

- The Provider will ensure that adequate insurance is in place. The Council will not be liable for any claim or loss caused.

## **Notifications of incidents**

- The Provider will inform the Council's Placement Team and the Lead Professional any such incident/event will complete and forward a comprehensive incident report to the satisfaction of the Council within 24 hours.
- In the event that a provider persistently fails to notify the Council of an incident/event immediately this may result in termination.

## **Termination**

- If either the Council or the Provider considers that a young person's needs are best met by a move from the placement, either party shall be entitled to terminate the Individual Child Agreement by giving the other party the notice in compliance with the terms of the Licence Agreement
- The Council may in exceptional circumstances only, negotiate an extended notice period with a provider prior to a placement commencing.
- Where periods of notice differ to that stated in the Licence Agreement. The Council will ensure that the agreed notice period for the placement is contained within the Individual Child Agreement.
- Providers must have an Arrears Management Policy and this policy must be followed should a young person not comply with the terms of their license agreement.
- Placement may only be terminated by the provider if each of the below steps have been followed and recorded in agreement with the Council.
  - Three verbal warnings has been given to a young person
  - A written warning has been sent to a young person
  - A disruption meeting should be held and a review of the placement plan undertaken before any decision is made about a termination.

### Moving from premises

- Any removal or transfer to other accommodation may take place only with the express agreement of the Council.
- If an emergency situation occurs the Council must be notified immediately.

### **13. Records**

The Provider shall keep up to date individual files on each young person containing all relevant information such as assessments, personal Pathway/Plan and progress reports. The files shall be maintained in sufficient detail so as to be useful in a positive and proactive way as a tool for reviewing and key working.

- A Young person's Leaver file shall include: but not limited to a copy of the IPA, Pathway/Plan, Support Plan, Risk Assessment, a record of reviews, medical details, education and training details, legal details, correspondence/communication with relevant others, links with organisations and practitioners, incidents, absences over 24 hours.
- Young People's records will be maintained in an accurate manner and to a high standard.
- The Provider must ensure that all records are kept secure, up to date and in good order and are constructed, maintained and used in accordance with the Data Protection Act 1998 and other statutory requirements.
- The Provider must ensure that Young People know that they are able to see their personal file kept at the Provider's offices if they so wish. Provided that subject access requests are compliant with the Data Protection Act 1998, the Service Provider must comply with such requests within the time prescribed by the Data Protection Act. This is currently 40 days from receipt of the request. The Provider shall not charge the Young Person a subject access fee. The Provider will inform the Council for any such requests.
- At the end of any placement with the Provider, young person records will be brought up-to date and forwarded to the Council by courier, special delivery or

recorded delivery within one month of the placement cease date. These records should include any personal file kept in relation to the young person and any other day-to-day recordings.

#### **14. Quality**

The Provider must:

- meet all standards and objectives identified in this Specification;
- ensure consistency and reliability in the provision of the Service;
- work to a clear set of operational policies and procedures to support practice and meet legislative requirements;
- provide a Service that makes a young person feel welcome and valued;
- work in close collaboration with the Council in planning and delivering the Service, and measuring outcomes;

#### **15. Complaints**

The Provider must have a complaints procedure in place which Young People have access to and make the detail of any complaints dealt with available for the Council to inspect on request.

The provider shall promptly act on individual concerns raised by staff or Young People, the Council, other professionals and the public.

A complaints log should be kept in sufficient detail to enable the Council to ascertain the details of the complaint and actions taken to resolve the complaint. Below offers some guidance:

- the nature of the complaint
- the name of the complainant
- the date and time the complaint was received
- the action taken to remedy the complaint
- the date and time the complaint was remedied

- the names of the employees involved in the complaint;

## **16. Service Monitoring Requirements**

The Provider must allow the Council's appointed officers to inspect at any time, with or without notice, Staff records, Young Person's records, policies and procedures, premises relevant to the service or any other such information as reasonably requested by the Council.

The provider will actively participate in and adhere to the Council's Contract Performance Management Process. Where the Council identifies requirements for improvements by the Provider as part of Contract Performance Management or by other means the Provider will seek address these in a timely manner.

The Council may decide to suspend a Provider where the Provider's performance is poor and/or there has been a complaint made against the Provider, where time is required to investigate the nature of the complaint.

## **17. Performance Management Information and Performance Targets**

- The service will be monitored and evaluated on a range of agreed performance information and be expected to achieve or exceed the specific performance targets
- These performance targets will be reviewed annually with the Provider at the anniversary of the contract commencement date and may be revised by the Council.

The Council's expectation is:

- Performance Indicator Workbooks are returned accurately each quarter within the time scales notified by commissioners at the beginning of each financial year. Data quality checks may be completed by auditing a sample of returns.
- Incident and complaints reporting is in line with council procedures.
- Client record forms are submitted for new young people following a process to be agreed with the Council during implementation.

- The Provider will maintain client profile information relating to age, gender, and ethnicity for submission to the Council on request.
- Value for money budget templates are submitted annually. In reviewing budget templates, the Council will take into account how the Support Provider has utilised the previous year's budget and if it has been used for the intended purpose.
- Annual audited accounts may be requested by the Council.
- Minimum Level C QAF status shall be maintained at all times. Failure to do so will impact upon continuation of the contract under its current terms and conditions.

### Outcome measures

The Provider will be expected to:

- Develop systems that are able to document and collate outcomes for young people based on a young peoples' needs assessment and support plan.
- Ensure that young people are engaged and committed to achieving the goals in their support plan.
- Report on outcomes of each departing young person according to a process to be agreed with the Council upon implementation.
- Report on local outcome measures as agreed.
  - The Council may carry out spot checks in the form of random visits to services to analyse the method and validity of methods used to measure the achievement of outcome measures submitted.

## **18. Conflict of Interest**

The Provider shall notify the Council immediately upon becoming aware of any possible conflict of interest which may arise between the Council and any Staff or sub-contractor of the Provider. The Provider shall take all reasonable steps to remove or avoid the cause of any such conflict of interest to the satisfaction of the Council.

The Service Provider must inform the Council in writing of any family member, consultant, Staff or elected members of the Council who is involved in their undertakings at any time that this List remains in force.

## **19. Reporting**

- The Provider will provide written reports for each Care Leaver, and will evidence the use of support hours for each Care Leaver. The Provider will do this by submitting to the Council a comprehensive monthly or weekly report or as agreed and outlined in the ICA.
- Providers must ensure that incident reports are received within 24 hours of an incident.
- All reports shall be completed and submitted via secure electronic format to the Council's Leaving Care Service, Placement Teams or other relevant Teams.
- Other professionals may request written/verbal reports for example; psychologists, Children's Guardians, Solicitors and Courts. The release of any information in response to this request must comply with relevant Data Protection/Information Sharing legislation.

## **20. Safeguarding**

The Provider must:

- Ensure compliance with its duties under the Children Act 2004
- Demonstrate that its functions are discharged having regard to the need to safeguard and promote the welfare of Young People.

- Ensure all staff supporting or having contact with a Care Leaver or with access to their records must be appropriately vetted prior to taking up a post in the Service.
- Upon recruitment of all new staff a new enhanced DBS check must be requested. This member of staff shall not commence work on the Service until the DBS has been received. Any risk indications should be fully risk assessed to the satisfaction of the Provider.
- The Rehabilitation of Offenders Act 1974 does not apply and therefore all staff must declare any previous convictions. If a member of staff has previous convictions, this must be disclosed to the Participating Authority. If deemed suitable for work with vulnerable adults a risk assessed shall be conducted and recorded in the member of staff's file.
- Obtain and produce to any Participating Authorities on request:
  - Verification of ID (passport, birth certificate);
  - Verification of work permit (if appropriate);
  - Verification of drivers licence (if appropriate) and insurance;
  - Verification of certificates of training;
  - Confirmation of claimed qualifications;
  - Two written references – at least one of these should be from the last employer. Both references should be on the headed paper of the previous employer and verified by telephone;
  - Declaration of physical and mental fitness;
  - An Enhanced Disclosure and Barring Service check for both children and adults
- Ensure that if a young person is identified as, or suspected of suffering from abuse, or is at risk of abuse, that the Council is informed of this immediately, in accordance with the London Child Protection Procedures;
- Ensure that any safeguarding issues are shared with the Council
- Adopt the London Child Protection Procedures and work to the Local Safeguarding Children Board guidance and procedures whilst ensuring that they

comply with child protection procedures relevant to the receiving local authority. This should be reflected in the Provider's internal policies and procedures.

- Ensure that staff have knowledge, understanding and appropriate training on the providers Safeguarding Policy
- The Council reserves the right to make spot checks to verify compliance through contract monitoring.

## **21. Data protection & information sharing**

The provider shall ensure that Staff have the knowledge and understanding of the Provider's Data Protection and protection of confidential information policy.

## **22. Diversity**

- a. The Provider will deliver the service in a non-discriminatory and professional manner in a way that demonstrates respect for the Council's Dignity For All policy and sensitivity to the individual situations and experiences of Young People.
- b. The Provider will positively respond to cultural, religious, language, gender, sexuality, disability, age and communication needs.
- c. The Provider will operate an Equal Opportunities Policy, with regard to all aspects of staff recruitment, training, policies and procedures.

## **23. Policies and Procedures**

- The Provider shall ensure that a clear set of policies and procedures is implemented.
  - a. The Provider is responsible for ensuring all policies and procedures shall be updated in line with any changes in legislation/ guidance.
  - b. The Provider shall be responsible for ensuring all policies and procedures are reviewed and amended annually.
  - c. The Provider shall implement a system to ensure that staff have up-to-date copies of, all policies and procedures, and that Young People have access to relevant documents in appropriate formats. Provider policies and procedures shall include (but not limited to):



## Referrals and Admissions

- Referral policy and procedures
- Admissions process
- Matching policy
- Risk assessments/risk management plan
- Information sharing with placing authorities and the receiving authority
- Referral information and supporting information

## Safeguarding (including the following)

- Use of restraint
- Weapons policy
- Locking of doors
- Radicalisation
- Lone working with young people
- Countering risk and risk assessments and risk management plans
- Child Sexual Exploitation
- Bullying
- Alcohol / substance misuse / smoking
- Behaviour management
- Prevent Duty
- Violence against staff
- Mobile phone
- Calling the police
- Notifications
- Serious and untoward incident policy and procedure
- Visitors policy

## Care

- Care and pathway plans

- Care practice towards young people
- Methods of care and control
- Permissible sanctions
- Key worker roles
- User participation
- Smoking
- Health and safety
- Data protection

### General

- Access to records
- Allegations against staff
- Behaviour management
- Code of Practice / Statement of Purpose
- Complaints
- Confidentiality
- Education/Employment
- Equal opportunities
- Grievance, disciplinary and whistle blowing
- Health and safety
- Lone Working
- Out of Hours/Out of General Working Hours/Emergency
- Preparation for independence programme
- Record keeping
- Recruitment, supervision, appraisal and training
- Staff Code of Conduct/Handbook
- The staff recruited by service providers are expected to have undergone mandatory safeguarding training in the following areas:
  - Safeguarding
  - Child Sexual Exploitation
  - Prevent (prevention of terrorism)
  - Missing from care

- Gangs
- De-escalation and conflict resolution
- Drugs and alcohol
- Absconding/Missing Persons
- Staff need to be trained in principles and use of techniques related to PIE

### **Legal Requirements**

- In addition to the requirements set out in this Specification, the Provider must conform to any relevant current and future legislation, regulations, guidance and or statutory inspection.
- Where providers are to be rated by any new regulations, guidance and or statutory inspection providers must maintain a minimum score of ‘adequate or its equivalent to remain on the list.
- In the provision of the Service, it is the responsibility of the Provider to be aware of all relevant legislation and guidance and to ensure compliance with it, to include (but not limited to) the following:
  - The Children Act 1989 is the main legislative framework for young people in and leaving care, and defines those young people to whom the local authority owe a duty under the Act, and the duties owed to them.
  - The Children (Leaving Care) Act 2000 introduced new duties on the local authority to plan to support young people in their transition from care to adulthood. These duties have been further extended by the Children and Young Persons Act 2008 and the Children and Families Act 2014.
  - Statutory guidance clarifies the responsibilities of local authorities. The Children Act 1989 Guidance and Regulations Volume 2: Care Planning, Placement and Case Review and Volume 3: Planning Transition to Adulthood for Young People are the most relevant for young people leaving care and Young People.

- Care Standards Act 2000;
- Children Act 2004;
- Equalities Act 2014;
- Human Rights Act (1998);
- The Housing Act 2004;
- The Housing (Management of Houses in Multiple Occupation) Regulations 1990;
- The Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) (England) Regulations 2006;
- Public Health/Building Acts 1936-84;
- Fire Precautions Act 1971;
- Furniture and Furnishings Fire Safety Regulations 1988 as amended 1989 and 1993;
- All other national and local housing safety and standards of housing regulations;
- The Provider will meet current requirements of English and EU legislation, as may be amended or re-enacted from time to time

#### **24. Staffing requirements**

The Provider shall have access to, and work in accordance with, any relevant legislation/guidance (as amended) including:

- Disclosure and Barring Service (DBS)
- Health and Care Professions Council's Standards of conduct, performance and ethics – for reference [www.hcpc.org.uk](http://www.hcpc.org.uk)
- Department of Education (DOE) Guidance for Safer Working Practice for Adults who work with Children and Young People;

- London Child Protection Procedures or relevant Local Authority Safeguarding Procedures.

The Provider shall make available, as requested, to the Council the employment history of all staff employed and others who may have significant contact with Young People.

The Provider shall validate information contained in the employment history to ensure that inappropriate people are not employed.

The Council has the right to request, the removal of a named employee from the provision of the Service.

The Provider shall notify the Council if there has been whistle blowing incidents involving staff in business owned and operated by the Provider.

The provider shall notify the Council of any previous or current concerns expressed by any purchasing Local Authority about a member of staff or the organisation as a whole.

#### Staff File Recording

- The Provider shall maintain up-to date records on all staff. Individual records shall be maintained in a neat, accurate and timely manner and to a high standard. The following information shall be required to be held on staff files:
  - Contract of employment
  - Signed copy of induction / probationary process
  - Evidence of application & interview
  - References
  - Confirmation of enhanced DBS check
  - Training Log
  - Supervision notes/contract
  - Annual appraisal
  - Absences/ Annual Leave/ Sickness Records

- Correspondence
- Work Permits
- Identification (photographic)
- Qualifications
- Disciplinary Action
- Driving Licence, MOT, Insurance Cert (if applicable)
- All of the above must be available to review by the Council

#### Qualifications and Experience of Staff

- All staff employed by the provider will have a minimum of two years' experience of working with children and/or Young People and/or relevant professional qualification at a minimum of NVQ level 2 (mandatory) or equivalent.
- All of the above must be available to review by the Council.

#### Characteristics of Staff

- The provider shall seek to recruit staff with the following characteristics and attributes:
  - A minimum of 5 years gap between the eldest care leaver placed and youngest member of staff working in a service
  - Ability to maintain boundaries
  - Ability to be a positive role model
  - Good written and oral communication skills and good recording and report writing skills
  - Staff from a diverse range of cultures, ethnicities and backgrounds
  - Ability to engage with and form positive relationships
  - High degree of emotional intelligence

- Ability to engage with and form professional relationships with professionals from across a variety of agencies
- Ability to appropriately manage challenging situations and conflict
- Good knowledge of local area it's amenities and services
- Ability to convey empathy and warmth to Young People
- Ability to use evidence based approaches to the delivery of direct interventions to Young People e.g. social pedagogy model
- Evidence of continuing professional development

Training & Support:

- The Provider shall have a training and development plan for all staff.
- The Provider shall ensure all new staff shall undergo an induction period of not less than 2 weeks.
- The Provider shall enforce a probationary period of a minimum of 12 weeks during which time staff shall be assessed and supported as to their suitability.
- The Provider shall ensure all Key Workers and their line managers shall complete mandatory training within 12 months of employment, the minimum training requirements being:
  - Equality and Diversity
  - Health and Safety
  - Manual Handling (if appropriate to a particular service)
  - First Aid
  - Child protection awareness including the London Child Protection Procedures published by the London Child Safeguarding Board
  - Working with challenging behaviour/conflict resolution
  - Disability awareness

- Mental Health Awareness Training
  - Introduction to relevant legislation
  - Drug and Alcohol Awareness
  - Exploitation awareness (Sexual, Financial and Religious)
  - Psychologically Informed Environments (or similar)
  - Listening and Connecting (training run by the Council's Children's Active Involvement Service [CAIS])
- The Provider will ensure that mandatory training is refreshed appropriately, in line with their policies/procedures and statutory guidance and/or law.
  - The Provider shall evidence to the Council that their staff have carried out a minimum of 10 days training per annum, from the commencement of the contract.
  - Appraisals of staff by young people, social workers and young people's advisors should meaningfully inform training programmes.

### Supervision

The Provider:

- Shall ensure all staff and their managers have supervision on at least a monthly basis which is recorded.
- Is responsible for ensuring all Key Workers and their direct line managers receive supervision at least every two weeks during their probation.
- Shall ensure that supervision shall be carried out by a suitably qualified/experienced manager/person.
- Shall ensure that supervision is linked to, and references the providers staff appraisal policy

### Staff Appraisal

- The Provider shall carry out annual staff appraisals that shall:
- Provide staff with feedback on their performance to date



- Set agreed objectives (and targets) for the forthcoming period
- Identify training and development needs and strategies to ensure that staff are equipped to meet their targets.
- Involve young people

### Team Meetings

The Provider:

- Is responsible for ensuring that team meetings are held and on a frequency of no less than one per calendar month and that all staff, including Night Waking Staff attend.
- Shall ensure that minutes including actions for all team meetings are typed and distributed to all team members and kept on file.
- Shall ensure that the agendas for subsequent meetings shall include follow up on previous decisions.

## Appendix One: Notifications

The Provider is required to notify the Council as follows:

Notifications	
Immediately: (if out of hours, the Council's out of hours Duty Team)	Within hours in the event of:
Death of a Young Person placed with the Provider	A formal complaint being received by the Provider from the Young Person, parent or family
Referral to the Independent Barring Board any person barred from regulated activity relating to Children and Young People	Any situation which threatens the Young Person's well-being, including self-harm or attempted self-harm
Serious illness or accident sustained by the Young Person.	A Young Person does not wish to continue with existing 'contact' arrangements
Outbreak of any infectious disease which considered sufficiently serious to be so notified in the opinion of a registered medical practitioner	Concern for the safety of the Young Person placed with the Provider including family 'contact' periods, visits by friends or when out in the community
An allegation that a Young Person placed with the Provider has committed a serious offence	Serious incident necessitating calling the police to the placement
Involvement or suspected involvement of a Young Person placed with the provider in prostitution and/or Child Sexual Exploitation	The Provider becomes aware that a Young Person placed has come into contact with a Schedule 1 offender
Absence by a Young Person aged 16/17 from the placement for any reason unless pre-arranged and agreed with their Social Worker	Absence by a Young Person aged 18 + from the placement for any reason unless pre-arranged and agreed with their Social Worker

Instigation and outcome of any child protection enquiry involving a Young Person placed with the Provider	
Any serious complaint being received about any of the Providers Staff	